



MESSAGE FROM THE EXECUTIVE DIRECTOR - VIC GERDEN



Happy Spring! It may not seem like it right now but the calendar says it's here. I suppose some people hope that the melt does not happen too quickly. Mother Nature will decide. Personally, I look forward to warmer days on which I will not need to wear four layers to go for my early morning jog...

Now for the matter at hand - this article will provide a brief review of some Manitoba aerospace sector happenings that have recently taken place and provide a heads-up about some planned activities.

Recent and near-future aerospace happenings:

- 10 December 2010: the MAA with great support from Western Economic Diversification (WD) held a well-attended information session highlighting changes to Canada's Industrial & Regional Benefits Policies, tips to improve your chances of landing IRB-related contracts, and reminders about the multi-billion\$ opportunities that exist. B2B meetings took place with Industrial Participation managers from Boeing St Louis, and CAE. Give me a call if you would like related info

or have questions.

- 11 February 2011: as part of a Canada-wide aerospace promotional campaign, the AIAC with support from our friends at Economic Development Winnipeg (thanks Greg) sponsored a community informational session to communicate the importance and impact of the aerospace industry to Canada and Manitoba. The presentation was delivered by Ian Smart, Senior Vice-President Fleets and Airlines, StandardAero to an audience of community and industry leaders. Senior Manitoba aerospace industry leaders then participated in an Editorial Board at the Winnipeg Free Press.

- 1-3 March 2011: The MAA and WD hosted a contingent from the USA mid-west who visited Winnipeg to participate in a day of presentations, B2B meetings, MAA company site visits and networking functions. Visitors included representatives from the Oshkosh Corporation – Defence, London Machine Company, (an Oshkosh company), SupplyCore Inc, Purdue University, Dayton Development Coalition, and Trade Commissioners from Chicago and Detroit. New business relationships were established. If anyone missed this event and wishes more info, please contact me.

- 21 March 2011 for a period of several weeks: a contingent of specialists from the Northwest Aerospace Alliance from England will be assisting MAHRC and the MAA in delivering some elements of our `Competitive Edge` program to MAA companies, including the Business & Strategic Planning process as well as con-

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tinuing the overall program development.

- 6–10 June 2011: will be ``Aerospace Week in Manitoba``. Watch for an Aerospace Supplement in the Winnipeg Free Press on 6 June (and let me know if you wish to have information about your company and/or a company advert included in this supplement). Plans are underway to visit some

of our MAA companies during that week. Let me know if you would like to include your company on the 'visit list'. More details regarding events for the week will be forthcoming soon.

Questions or comments? Contact me at 471-9979 or vicgerden@mts.net

HAPPY BIRTHDAY STANDARDAERO



2011 is a very special year for StandardAero. It marks the 100th anniversary of the company that started in Winnipeg in 1911. Established as Standard Machine Works – a small automotive engine repair shop founded by William S. Bickell and Charles F. Pearce – the company quickly expanded to include in its repertoire of services, repair and overhaul of engines for general aviation and military aircraft. Since then StandardAero has grown into one of the world's largest independent providers of aviation maintenance, repair and overhaul (MRO) services including engine and airframe repair and overhaul, engine component repair, engineering services, interior completions and paint, among a diverse array of customers in business and general aviation, airline, military, energy and VIP completions markets.

With a global service network of 12 primary facilities throughout Canada, the U.S., Europe, Singapore and Australia, and an additional 14 regionally located service and support locations, the company will be hosting its Centennial Celebration throughout all of its global facilities. Each site will be recognizing the company's legacy of contributions within the general aviation and military aircraft industries and celebrating the people – past, present and future – who have contributed to the quality reputation and standard of excellence for which the company has come to be known.

Event planning is underway at all sites throughout the company with the Centennial's celebratory launch being kicked off this month at HELI EXPO 2011, in Orlando, Fla. Global event celebrations are tentatively being planned for later this summer with an array of activities including a video expose of the company's legacy throughout key points in history, site luncheons hosting past StandardAero "alumni," as well as commemorative giveaways. Also marking the event milestone will be a special Centennial issue of the company's employee newsletter. The special issue publication will retrace the events of the past in StandardAero's evolutionary growth from a small, locally-owned automotive engine repair facility to a 4,000-person, global aviation MRO provider and OEM partner with companies such as General Electric, Boeing, Airbus, Pratt & Whitney Canada, Bombardier and Honeywell.

2011 is planned to be an exciting year for the company and another rewarding year for our customers as the company continues to improve its processes, focus on its customers and deliver excellence in its services.

Happy Birthday StandardAero!

-Steven Kelley-
Manager, Corporate Communications, StandardAero

MAA WELCOMES NEW MEMBERS:

The Manitoba Aerospace Association would like to extend our warmest welcome to our two new members - Dynamic Machine and Carlson Engineered Composites. We would also like to welcome Deloitte as an Associate Member.

CELEBRATING 40 YEARS IN WINNIPEG: 40TH ANNIVERSARY CELEBRATION TAKES PLACE SEPTEMBER 18, 2011

Boeing Winnipeg is proud to mark its 40th anniversary in 2011. On Sunday, September 18th, Boeing will celebrate with an open-house style event for all employees and their families. Included in the day will be entertainment, food and fun for the whole family.



AEROSPACE & AVIATION IN MANITOBA DAY

On June 3, 2011 the 5th annual Aerospace and Aviation in Manitoba (AAiM) Day will be held at Red River College – Stevenson Campus – 2280 Saskatchewan Avenue. Over 700 Grade 6 students will get to try hands on activities in six areas – manufacturing (and flying) airplanes; rocketry; composites; flight inspection; crater inspection and a “flight” on a DC9. This is a high energy day where the students get to learn about careers in our industry. Every year, we get fantastic volunteers from industry who work with the kids and have such fun that they return year after year.

If you are interested in volunteering, please contact Barb Bowen; bbowen@manitoba-aerospace.mb.ca or Melanie Rennie: mrennie@mymts.net.



COACHING FOR SUCCESS

If I asked you to describe the changes in today's business world, most would quickly point out that it is much more global than it has ever been. True, our larger organizations have been competing successfully in the global business arena for many years. Now, more than ever, even our smallest Manitoba organizations are quite successfully doing business on a global basis. So, if business is changing, what are the implications for leadership and the kind of leaders that are required for continued success?

Today's Leaders

Today's leaders require skills and competencies far beyond the traditional business skills. The command and control style of leadership that may have been successful in the past is not likely to achieve optimal results in today's organizations.

Today's leaders need to be visionary, good at collaboration, good at partnering and be able to see the big picture. They must lead their organizations, large or small, through business environments that change quicker than the weather on a Winnipeg winter day, while achieving quick results.

Growing Leaders Inside Your Business

Good leaders are hard to find. As a result, important vacancies within an organization can remain unfilled for long periods of time while search and recruitment activities are underway. This can have a serious impact on the growth and success of the organization.

One solution is to grow and cultivate leaders, at all levels, within your organization. However, this is often difficult for mid- or small-sized organizations that don't have the time or the resources to dedicate to developing leadership talent. Increasingly organizations are turning to leadership or management coaching to help fill the void of leadership and management development.

The Role of a Leadership Coach

A good leadership coach acts as a catalyst or a facilitator. They help an individual identify their blind spots or shortcomings and help them find solutions. They act as a sounding board or a mirror to help a leader or manager develop strategies or approaches to challenges they face in the business. They often serve to provide neutral advice or commentary in a non-threatening manner, outside the spotlight of the day-to-day hustle of the organization. In short, they can contribute to a

leader or manager's growth and development while addressing areas for improvement.

Common Reasons to Seek Coaching

There are a vast number of reasons an organization might seek external coaching to assist a particular leader or manager. These often include;

- Preparation for major challenges such as expansion, downsizing, or reorganization
- Building and practicing new skills and competencies
- Preparation for a new or larger role
- Dealing with problematic relationships in the work place
- Helping leaders and managers gain a different perspective on important matters
- Helping to improve individual and team performance

In any event, leadership and management coaching is undertaken to help with the growth, development and to improve the overall performance of an individual. It is not a negative or punitive step or activity.

Keys to Successful Coaching

There are three parties to a successful coaching initiative and each must play their part. The sponsoring organization must commit to providing the support to the individual who will participate in the coaching initiative. This means the organization will have to provide time and financial support for the coaching initiative. The individual participating in the coaching must be open minded and willing to seek and receive both constructive feedback and critiques. They must also be open to trying new approaches and to change. The coach must bring their knowledge, experience, patience and energy with a strong dedication and commitment to helping the participant achieve their goals.

This approach to leadership and management development can help an organization grow and nurture leaders who will contribute to success in our ever changing business world!

-Mike A. Cuma-
Vice President, Labour Relations and Human Resources, Legacy Bowes Group

Mike A. Cuma is Vice President of Labour Relations and Human Resources consulting with Legacy Bowes Group. He can be reached at mcuma@legacybowes.com.

BENEFITS OF SR&ED TAX CREDITS

Could you be Getting a Better ROI (Return on Innovation)?

Canada offers some of the world's richest, most broadly applicable Scientific Research and Experimental Development (SR&ED) tax incentives; offsetting over half of your development costs for new or improved products and/or processes. All technology-based companies developing new or improved technology have a basis for an R&D claim, as do all manufacturing-based companies developing or improving products or processes. In many cases, they may be eligible for much more than they imagined.

The incentive available for qualifying SR&ED activities and the resultant expenditures at the federal level is an investment tax credit that reduces corporate taxes payable at a rate of 20% for each dollar of qualifying expenditure and a 35% refundable credit for some Canadian Controlled Private Corporations (CCPCs). Other benefits at the federal level include the ability to fully expense, for tax purposes, capital equipment used in qualifying SR&ED activities.

More than just "Rocket Science" qualifies:

The Aerospace Industry has unique constraints that can give rise to innovations in product or process. These constraints may be a result of regulatory requirements, complex part structures, environmental objectives, or Interactions between internal departments and sub-contractors.

Although you may have a defined process for capturing bench-scale SR&ED, you could be missing opportunities to claim for one or more of the following:



- Peripheral projects (not in the company's spotlight or not in their core business);
- IT related and tooling development projects;
- Hardware and software configuration management in-house prototype manufacturing activities, QA support, technical sale activities, changes resulting from MRO feedback, etc;
- Prototype costs;
- Purchase of proprietary data;
- Process Improvement through LEAN, Six Sigma, or Kaizen

Increased refunds for SR&ED start in 2011

Last March, Manitoba's Minister of Finance, Rosann Wowchuk, announced significant improvements to the 20% provincial SR&ED tax credit. Starting in 2011, partial refundability for all internal SR&ED performed in Manitoba will be available. In 2011, one-quarter of the provincial tax credit will be refundable and in 2012, one-half of the credit will be refundable. This refundability is intended to serve as an incentive to all companies in the province to increase their innovation activity. If your company is part of a multinational group, the refundable credit does not affect your US Foreign Tax Credit Calculation.

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Keith Maclaren is an R&D Tax specialist with Deloitte & Touche LLP. With 10 years of industry experience and over 7 years preparing and defending R&D claims, he continues to enjoy helping companies maximize their return on innovation.

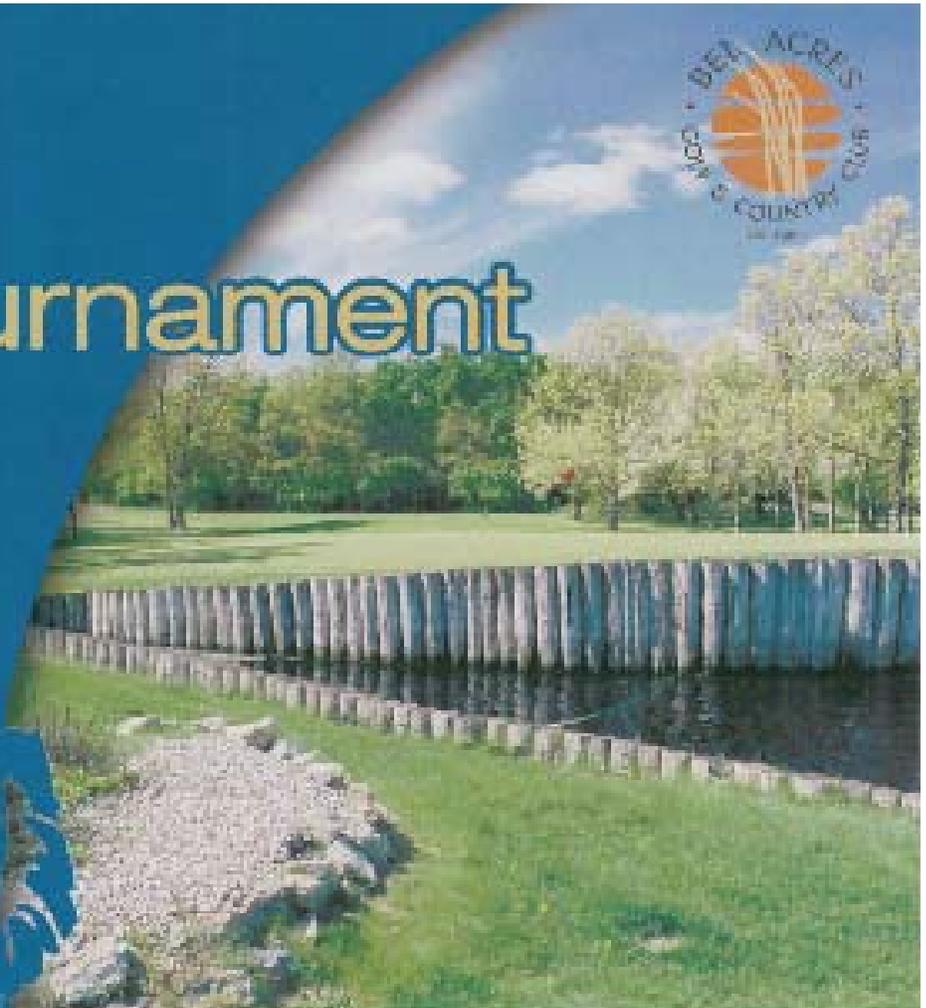
For information on how Deloitte can help your business, please go to www.deloitte.ca or contact Keith Maclaren directly.



Manitoba
Aerospace
Association

Golf Tournament

In Support of the
Aerospace
Student
Awards
Endowment
Fund



Contact:

Brad Poleschuk

Bel Acres Tournament Co-ordinator

(204) 632-8341 Ext. 1

bradpro@belacres.com

Hold This Date and Join Us

Date: Thursday, September 15, 2011

Place: Bel Acres Golf & Country Club

Format: Texas Scramble

Time: 1:00 pm Shotgun Start

STUDENT ENDOWMENT FUND

Have you ever thought about what the core values of the aerospace industry are?

The Student Endowment Fund Committee-defined core values are:

- **Teamwork**
- **Reliability**
- **Innovation**
- **Dependability**
- **Work ethic**

The Student Endowment Fund Committee has been meeting since the fall of 2010 to define these traits so that students who apply for the Manitoba Aerospace Grants will be able to identify how they display these characteristics. The committee is in the process of designing application forms, etc., that will be posted on the Manitoba Aerospace Association website by the end of April so students can apply for grant dollars as early as this spring.

The grants will be available to all students who are in one of the secondary or post-secondary aerospace related programs. The dollars for the grants are part of the profits from the annual Aerospace All-Star Awards of Excellence dinner.

For more information, please check the website: www.manitoba-aerospace.mb.ca in early May.

-Barb Bowen-
Youth Initiatives, Manitoba Aerospace Human Resources Council



**APPLY FOR A
MANITOBA AEROSPACE
STUDENT GRANT**

Are you a student **enrolled** in a current Aerospace Program?

Do you display the strong **characteristics** we are looking for?

Teamwork
Reliability
Innovation
Integrity
Work Ethic

For more information and to fill out an application form, please visit our website:
www.manitoba-aerospace.mb.ca or call 204-272-2957

The graphic features a blue background with a white swoosh. It includes images of an F-35 fighter jet, a commercial airplane, and three small inset photos of people working in an aerospace environment. The core values are listed in a circular arrangement around a central image of a globe.



MANITOBA  AEROSPACE
www.manitoba-aerospace.mb.ca

AEROSPACE WEEK: JUNE 6 – 10, 2011

Manitoba Aerospace, in partnership with industry and government, will kick off the week on June 3rd with AAiM Day (Aviation and Aerospace in Manitoba). This is an all day event for grade 6 students from all over the province that exposes them to various careers in aerospace. eg. composites, rockets, engine repair and overhaul, flight. Minister Bjornson will kick off the week and present the proclamation of aerospace week at AAiM Day. The planning is well underway for various activities during the week. Stay tuned.

-Terry Trupp-
Communications & Public Relations Manager, Boeing Canada Technology



BOEING TEAM DONATES TO CAREER TREK PHASE II



Congratulations to Team Statusitis, winner of the year-end EI Baseball best practices award. The team donated its \$500 season one award toward Career Trek's Phase 2 Project.

As a not-for-profit organization, Career Trek strives to provide students as young as 10, hands-on career programming with hopes of tapping their potential and passion to pursue post-secondary education. Participants get the chance to experience up to 80 careers in various career fields at the major post-secondary institutions in the Province. They're also taught the proper requisites to enter a specific career field, so they can make informed choices regarding their future career path.

Career Trek's Phase 2 Project is designed to expose its participants in-depth, to an industry of their choice. They spend the span of a school year learning about the field from industry professionals at their places of work.

Picutre: Team Statusitis members include Ramin Ghamsari, Edmond Mah, Samantha Garces, Rohit Singh, Enrico Francisco, Diana Maxymowich, Adam Woollard, Jun Damaso, Olga Kats and Beverly Quigley

For more information about Career Trek, please visit www.careertrek.ca

MAGELLAN AEROSPACE RECEIVES EXPORT AWARD

On March 24, 2011, Magellan Aerospace received the Export Award from the Canadian Manufacturers & Exporters (CME) – Manitoba Division during their annual awards gala dinner.

The Export Award is given to a company demonstrating significant growth in business and market development.

Magellan is a long-standing member of CME. The value that CME delivers for large and small business, through the provision of best practices training, access to policy makers, and industry intelligence is an important strength for all Manitoba businesses.

"I would like to state that this award is due to the hard work and dedication of the great team of people that is Magellan Aerospace," said Don Boitson, Vice President and General Manager, Magellan Aerospace. "It is truly an accomplishment that can be shared by everyone here tonight on behalf of Magellan, as well as in the entire Company."



Don Boitson giving his acceptance speech at the CME Gala Dinner

CME holds an annual awards gala dinner each March during manufacturing week, attracting over 500 business and government leaders.



MANUFACTURING INNOVATION

AEROSPACE / TRANSPORTATION

Join us for a **LIVE DEMONSTRATION** and discover how industry leading Additive Fabrication Technology, from Stratasys, is enabling innovative manufacturing developments for Aerospace and Transportation applications. You will learn how you can use additive manufacturing to accelerate product development by creating concept models, functional prototypes, manufacturing tools and even end-use parts in a matter of hours. The presentation will be focusing on the following opportunities:

Prototype & Test Vehicles

- > Shorten Development Cycle
- > Lower R&D & Test Costs
- > Leverage design flexibility

Low Volume Production

- > On-demand in-house manufacturing of tools, fixtures and parts.
- > Reduce manufacturing bottlenecks
- > Green manufacturing solutions

In Service Support

- > Tools for :
 - Repairs,
 - Modifications,
 - Upgrades
- > Spare Parts

Who should attend:

- > Engineering Managers and Directors
- > Manufacturing and Design Engineers
- > Shop Floor Managers
- > Product Designers

DETAILS

DATE:

April 12, 2011

TIME:

9:00 AM - 11:00AM

LOCATION

Industrial Technology Centre
200-78 Innovation Drive
Winnipeg, MB

TO REGISTER:

Email: tech@itc.mb.ca

Call: **204-480-3333** or
1-800-728-7933

Presented by:



MESSAGE FROM THE PRESIDENT, MANITOBA AEROSPACE - PAUL HEIDE



The Manitoba Aerospace community continues to exhibit its resiliency. This year two of our larger companies will celebrate significant milestones. StandardAero is celebrating a century of business in our province and Boeing celebrates 40 years.

Globalization has truly expanded the aerospace opportunities for these two companies and have allowed us to survive several significant “events” in our business cycles.

The Manitoba Aerospace board members continue to work with our government and education partners to develop the human capital to “fuel” another century of growth!

MANITOBA AEROSPACE EVENTS - SPRING 2011

AAiM Day	June 3, 2011
Aerospace Week	June 6-10, 2011
Paris Air Show	June 20-26, 2011
All-Stars nominations due	June 30, 2011
MAA AGM	September 8, 2011
MAA Golf Tournament	September 15, 2011
CCAA Conference and AGM	October 19-21, 2011
AIAC AGM	November 1-3, 2011
MAA All-Stars Awards of Excellence Dinner	November 17, 2011