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**SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Comments - Commentaires

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Future Aircrew Training (FAcT) / Formation du
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25 Nicholas, 17th Floor
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K1A 0S5

Title - Sujet Industry Engagement FAcT – Virtual Industry Engagement Session	
Solicitation No. - N° de l'invitation W3471-130001/M	Amendment No. - N° modif. 002
Client Reference No. - N° de référence du client W3471-130001	Date 2021-10-26
GETS Reference No. - N° de référence de SEAG PW-\$SNP-002-28362	
File No. - N° de dossier 002np.W3471-130001	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM Eastern Standard Time EST on - le 2022-02-28 Heure Normale du l'Est HNE	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Pope(002np), Kathryn	Buyer Id - Id de l'acheteur 002np
Telephone No. - N° de téléphone (613) 971-6318 ()	FAX No. - N° de FAX () -
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Signature	Date

Future Aircrew Training (FAcT) – Virtual Industry Engagement Session

AMENDMENT 002

Amendment 002 has been created to provide the presentation from 25th October 2021, Virtual Industry Engagement Session for the Letter of Interest no. W3471-130001/M.

All other terms and conditions remain unchanged.

Future Aircrew Training (FAcT) Program

Industry Engagement Session



October 25, 2021

Disclaimer



The information provided today is subject to change and is intended for discussion purposes only. Any verbal statements made by Canada's representatives on Future Aircrew Training (FAcT) will not be binding for purposes of the procurement process. Only the information released by Canada in the Request For Proposal or in other procurement documents should be followed when preparing a response. Any verbal comments by Canada must not be construed as a preference, rejection or assessment of any solution. Canada reserves the right to consider comments and suggestions received for FAcT entirely at its discretion.



Disclaimer



The interpretation is intended to facilitate communication and does not constitute an authentic recording of the event.

Purpose of Today



Primary aim of today's session is to familiarize Canadian industry and other stakeholders with Future Aircrew Training (FAcT)

Agenda

Opening Remarks (Moderator)

- Disclaimer
- Rules of Engagement
- Responding to Questions

Welcome / Opening Comments

- Colonel Pete Saunders – RCAF
- Mr. John MacInnis – ISED
- Mr. Chris Drouin – PSPC

Industry Engagement (Mr. Chris Drouin – PSPC)

- FAcT Storyline

Agenda (Continued)

Technical Requirements (Col Pete Saunders)

- What is FAcT?
- Conceptual Systems Design
- Training
- Training Management Services
- Assets: Aircraft / Ground-Based Training Systems
- Site Support Services / Facilities Management
- Information Management / Information Technology
- Infrastructure
- Gender Based Analysis +
- Government Greening Strategy
- Indigenous Engagement



Agenda (Continued)

The Industrial and Technological Benefits Policy and Value Proposition Framework (Mr. John MacInnis - ISED)

Break (30 min)

Questions and Answers (30 min)

Introduction of Qualified Suppliers and Qualified Supplier Presentations

Closing Comments

Rules of Engagement Questions



- **Questions will be saved until after Canada's presentation**
- Submit questions using the Q&A button within the zoom app
- Or send your questions to tpsgc.paffeadminepost-apfactepostadmin.pwgsc@tpsgc-pwgsc.gc.ca during the presentation
- All questions will be considered anonymous
- Note slide number, if applicable
- Some questions may be filtered/consolidated for time/content
- Only Canada will answer questions today

Introduction/Opening Remarks



Colonel Pete Saunders
Director Air Simulation and Training
Royal Canadian Air Force



Introduction/Opening Remarks



Mr. John MacInnis

Director
Air and Land

Industrial and Technological Benefits
Branch
Innovation, Science and Economic
Development



Introduction/Opening Remarks



Mr. Chris Drouin

Acting Director, Major Projects
Directorate – Air Simulation and Training
Public Services and Procurement
Canada



FAcT Storyline



NATO Flying Training in Canada (including Fighter Lead In Training)

- Ending in 2023, with an option to extend to 2024
- Located in Moose Jaw, Saskatchewan and Cold Lake, Alberta

Contracted Flying Training & Support

- Ending in 2027
- Located in Southport, Manitoba

Air Combat Systems Officer (ACSO) and Airborne Electronic Sensor Operator (AES Op)

- Performed in-house by the Canadian Armed Forces as part of 2 Canadian Air Division
- Located in Winnipeg, Manitoba

FAcT Storyline (Continued)

- Future Pilot Training became Future Aircrew Training (FAcT)
- Added Air Combat Systems Officer (ACSO) and Airborne Electronic Sensor Operator (AES Op)

May 2018

- Industry Day for all Industry to introduce FAcT

November 2018

- Invitation to Qualify
- Six Suppliers Qualified



FACT Storyline (Continued)

December 2018 - Current

- Ongoing Industry Engagement:
 - ✓ More than 13 Qualified Supplier Industry Engagements with feedback
 - ✓ Site visit to 3 training locations: Moose Jaw, Southport and Winnipeg
- Procurement Strategy approved for a single, performance based, acquired Service Contract

December 2020

- Draft Request for Proposal released to Qualified Suppliers

Fall 2021

- Final Request for Proposal scheduled for release to Qualified Suppliers

FAcT Training



Colonel Pete Saunders

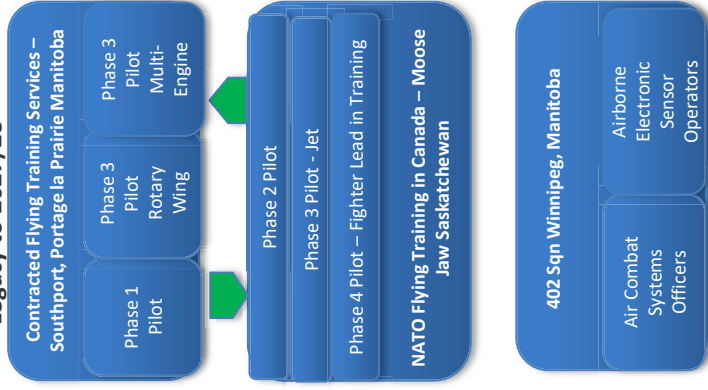
Director Air Simulation and Training

Royal Canadian Air Force



What is FAcT?

Legacy to 2027/28



Procurement Strategy



Enablers



The Future Aircrew Training Program (FAcT)

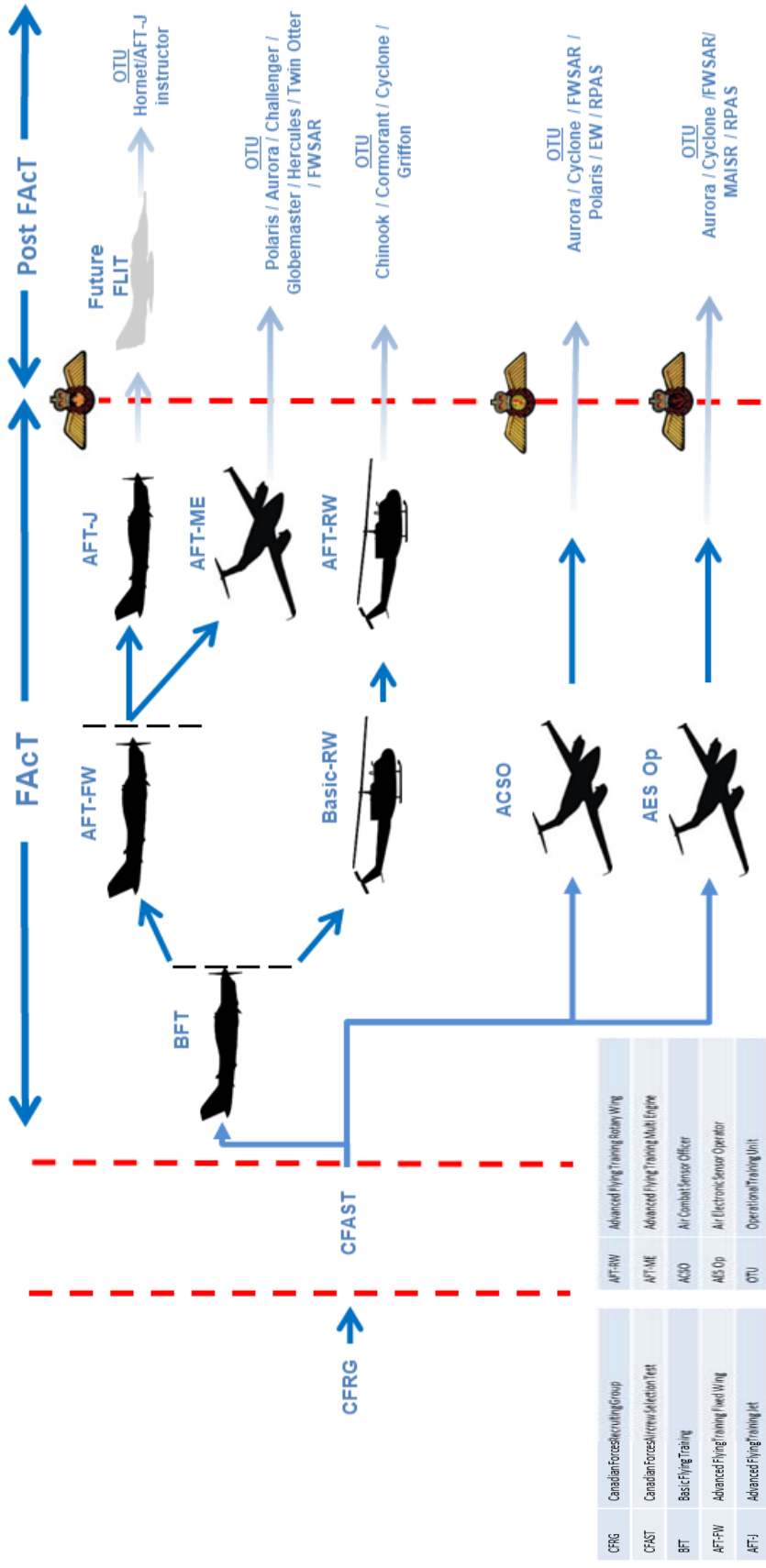
- Comprehensive Indigenous Participation Plan is a key component of FAcT
- GBA+ analysis embedded throughout to ensure max participation by the full spectrum of Canadians
- Net Zero compliant with specific Enterprise Performance Measures related to delivery of Green services
- Comprehensive performance management framework to ensure value for money is maximized
- Economic benefits for Canada will be realized through the application of the Industrial and Technological Policy that seeks to protect and grow Key Industrial Capabilities in Training and Simulation, In-Service Support and Aerospace Systems and Components.
- Innovative procurement methodology
- Collaborative contracting structure
- Co-development of RFP with industry partners
- Joint governance and management with industry partners

Annual production of:

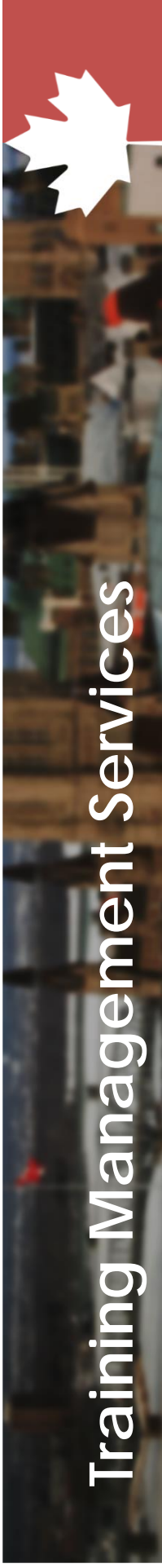
- 90-120 Pilots
- 24-32 Air Combat Systems Officers
- 24-32 Airborne Electronic Sensor Operators

to an RCAF-defined Standard

Conceptual Systems Design



Training Management Services



Training Coordination Cell

- Registrar, Manager, Scheduler etc.

Training Program Support Cell

- Documentation and courseware lifecycle management

Ground-Based Training Systems Support

- Operations and support personnel



Assets

- FAcT will acquire a variety of aircraft types and Ground-Based Training Systems (GBTS)
- GBTS include various types of simulators from high-end full-motion simulators to part-task trainers, and miscellaneous desktop trainers
- Assets will be subject to the DND/CAF Airworthiness program
- Types/number of assets determined by Qualified Suppliers
- In-Service Support for assets included in contracted solution

Moose Jaw Site Services



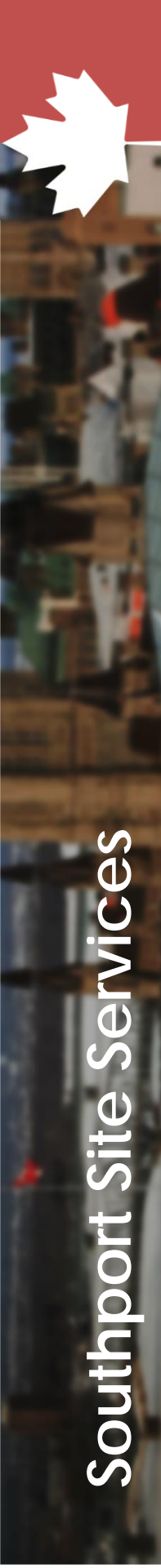
Operational Services

- Aircraft Refuelling and Surveillance System
- Air Traffic Control
- Emergency Response Services
- Aeronautical Information Services
- Bird and Mammal Control
- Air Traffic Management System Maintenance

Mission Support Services

- Management and Administration
- Accommodations
- Security Services
- Occupational Health and Safety
- Snow and Ice Control
- Food Services
- Canadian Armed Forces Registered Vehicles
- Self-serve fuel station

Southport Site Services



Operational Services

- Airfield Services *
- Air Traffic Control
- Emergency Response Services
- Aeronautical Information Services
- Bird and Mammal Control *
- Air Traffic Management System Maintenance

Mission Support Services

- Management and Administration
- Accommodations
- Student Transportation Support
- Security Services *
- Occupational Health and Safety
- Snow and Ice Control *
- Food Services

* Southport Aerospace Centre Inc will provide these services

Winnipeg Site Services



Operational Services

Mission Support Services

- Management and Administration
- Security Services
- Occupational Health and Safety

The Winnipeg Airport Authority and 17 Wing Winnipeg will provide the remainder of Operational Services and Mission Support Services

Information Management / Information Technology



The FAcT contractor will provide an integrated training system comprised of various applications:

- Training Information Management System (TIMS)
- Electronic record keeping system
- Issue Resolution system
- Asset management system
- Maintenance management system
- Supply system
- Configuration management system
- Change management system
- Program and performance management system
- Dashboard system

Infrastructure Scope

The infrastructure solution is non-prescriptive:

- Contractor designs the facilities to suit their training solution
- Design must meet the Department of National Defence's (DND) requirements and follow DND design process

Major DND required design considerations:

- Facilities must be in accordance with the Greening Government Strategy
- Facilities must meet Canadian Forces Fire Marshal Requirements (usually more stringent than provincial requirements)

Infrastructure Scope (Continued)



Ownership:

- Moose Jaw and Winnipeg new builds will be owned by Canada
- Southport is a private airfield. Infrastructure will be owned by the airport authority

Transition:

- The solution will not re-use facilities currently (with the possible exception of accommodation) in use for two reasons:
 - Impact on current training (no-gap production requirement)
 - Current facility conditions (both greening and other)

Infrastructure Scope (Continued)

Moose-Jaw

- New hangar
- New training facility
- New messes (food and social)
- Accommodations expansion or renovation (as necessary)

Winnipeg

- New hangar
- New training facility

Southport (through SACI)

- New hangar
- New training facility
- Accommodations (new or renovated)

Infrastructure Scope - Southport



- SACI will construct and own the facilities at Southport
- There is no direct contract between Canada and SACI. Canada's contract is with the FAcT Contractor
- Southport infrastructure will be required to meet the same standards as Winnipeg and Moose Jaw



Facilities Management Scope

Moose Jaw

- New Training School
- New Hangar
- Airfield buildings, equipment and paved surfaces

Southport

- Contracted through Southport Aerospace Centre Inc. (SACI)
 - New Training School
 - New Hangar

Winnipeg

- New Training School
- New Hangar

Facilities Management Scope (Continued)



17 Wing Winnipeg and 15 Wing Moose Jaw

Facilities Management Performance

- Energy Management
- Environmental Management
- Operation and Maintenance (building maintenance)
- Grounds Keeping
- Waste Management
- Fire Prevention Services

Gender-Based Analysis Plus (GBA+)

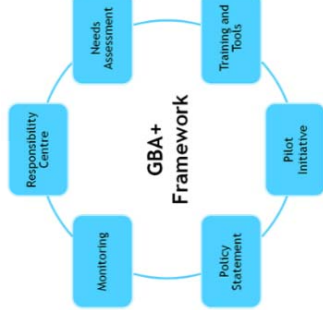
- Goal is to provide an environment which is:
 - Safe
 - Inclusive (for all people)
 - Equitable (as opposed to equal)
 - Supportive

GBA+ is a Framework Tool, not a specifically written policy.



Continuous and Ongoing Throughout FAcT Lifetime

Identify Issues
Challenge Assumptions
Gather the Facts, Research and Consult
Develop Options and Make Recommendations
Monitor and Evaluate.



What has FAcT done (GBA+)?



Studies – Anthropometric Studies with Defence Research and Development Canada (DRDC)

Research – Industry and Worldwide Government Studies and Reports

Consultation with and Inclusion of comments by DND's Directorate for Gender Equality and Intersectional Analysis (DGEIA)



Areas affected (GBA+)

The FAcT Program is to ensure that Canada's mandated GBA+ principles are considered, and where required to meet Federal Policy, implemented when selecting/designing/modifying aircraft, GBTS devices, ground-based support facilities, accommodations, courseware, infrastructure and equipment

Aircraft and GBTS requirements based on the Anthropometric Studies

- Significant increase in Canadian Population % which will be able to train as Aircrew

Voluntary self identification data collection (staff and students)

- To establish database providing future metrics for GBA+ Framework Toll analysis
- Data collection will occur at multiple times during the training



Areas affected (GBA+) (Continued)

All new and any modifications to existing infrastructure must take GBA+ requirements into consideration

- Example - gender neutral washrooms / wheelchair accessible / lighting etc. for safety in the evening

All training systems (technology and content) will be equitable and inclusive

- Example - presentations/lessons will show diverse student/staff representation and avoid the historical use of only 6ft while male students

All Students and Staff (DND and Contractor) will receive GBA+ training

Environmental / Greening Strategy

The Government of Canada will transition to net-zero carbon and climate-resilient operations, with the aim of the government's operations to be net-zero emissions by 2050. The Department of National Defence and the Canadian Armed Forces have developed an integrated strategy to transform their approach for energy and environmental management

The Contractor must comply with environmental legislation, policies, strategies and directives, including but not limited to the following:

- Greening Government Strategy
- Defence Energy and Environment Strategy
- Federal Sustainable Development Strategy
- Defence Administrative Orders and Directives (DAOD) 4003-0
- Policy on Green Procurement
- Canadian Environmental Protection Act and its regulations
- Fisheries Act
- Impact Assessment Act
- Transportation of Dangerous Goods Act

Indigenous Engagement

The services for FAcT will be delivered in the provinces of Manitoba and Saskatchewan, therefore, the aim is for the Indigenous Participation Plan (IPP) for FAcT is to support the First Nations and Metis peoples and communities of those two provinces

- Southern Chiefs' Organization (SCO)
- Manitoba Metis Federation (MMF)
- Metis Nation of Saskatchewan – Western Region III
- Federation of Sovereign Indigenous Nations (FSIN)



Indigenous Engagement (Continued)

The Indigenous Participation Plan also includes the requirement for a Human Resources Plan, Skills Development Plan and a Indigenous Business Plan all of which details how the Bidder or its subcontractor(s) intends to maximize the use of Indigenous employment

The Industrial and Technological Benefits Policy, including Value Proposition, will reinforce the intent of the Indigenous Participation Plan by providing a mandatory requirement for Skills Development and Training activities with Indigenous Peoples

ITB Information Session



Mr. John MacInnis

Director
Air and Land

Industrial and Technological Benefits
Branch
Innovation, Science and Economic
Development





Government
of Canada

Gouvernement
du Canada

UNCLASSIFIED – For Discussion Purposes Only

Future Aircrew Training

ITB Information Session



Canada

ECONOMIC BENEFITS

The Industrial and Technological Benefits (ITB) Policy



The ITB Policy is Canada's main tool to strategically leverage procurements for economic benefits

- Requires companies to undertake business activities in Canada equal to the contract value

General aspects of the Policy include:

- **Market driven**; Work in **commitment industrial areas** identified through analysis and industry engagement
- Includes plans for regional distribution of work **across Canada**
- Investments in **small and medium-sized businesses** from across Canada
- Recognizes incremental business activity

ECONOMIC BENEFITS

Value Proposition



The Value Proposition is a bidder's economic proposal to Canada



Rated & Weighted

The VP proposal is an evaluated, scored, and weighted element of contractor selection along with technical and cost elements



Tailored

VP framework are designed on a procurement-by-procurement basis, through market analysis, industry engagement and third party consultation.



Flexible

The VP is inherently flexible allowing for varying criteria, weights, evaluation criteria, mandatory requirements and rating grids



Binding

Commitments from the VP proposal will be included in the final contract of the winning bidder. Achievements are subject to annual reporting and monitoring

ECONOMIC BENEFITS

Value Proposition Objectives



DIRECT DEFENCE SECTOR WORK

Support the **long-term sustainability** and growth of Canada's aerospace and defence sectors



CANADIAN SUPPLIER DEVELOPMENT

Support the growth of **prime contractors and suppliers in Canada**, including small and medium business (SMBs) in all regions of the country



RESEARCH AND DEVELOPMENT

Enhance **innovation** through R&D in Canada



EXPORTS

Increase the **export potential and international competitiveness** of Canadian-based firms



SKILLS DEVELOPMENT AND TRAINING

Fill **skills and training gaps** within the Canadian economy to support a more innovative Canada

ECONOMIC BENEFITS

Key Industrial Capabilities



WHAT ARE KICs?

April 2018, Government of Canada announced 16 Key Industrial Capabilities

Developed through consultation with over 300 industry and academic stakeholders

Introduction of KICs will ensure that defence procurements can better drive [innovation](#), [exports](#) and the [growth of firms](#) through the ITB Policy

EMERGING TECHNOLOGIES

- Advanced Materials
- Cyber Resilience
- Remotely-piloted Systems and Autonomous Technologies
- Artificial Intelligence
- Space Systems
- Clean Technologies

LEADING COMPETENCIES & CRITICAL INDUSTRIAL SERVICES

- Aerospace Systems & Components
- Defence Systems Integration
- Armour
- Marine Ship-Borne Mission and Platform Systems
- Training & Simulation
- Shipbuilding, Design and Engineering Services
- Electro Optical / Infrared Systems
- Ground Vehicle Solutions
- In-Service Support
- Munitions
- Sonar & Acoustic Systems

ECONOMIC BENEFITS

ITB Policy Results



Creating jobs and growth across Canada

The ITB Policy is estimated to contribute close to \$5B to Canada's GDP annually. From 2014-2018, investments helped **create or maintain 46,000 jobs annually** across manufacturing and service industries, in all regions of Canada

Building defence capabilities

For contracts awarded in 2019, **42% of Value Proposition commitments were in the defence sector** (both direct and indirect work)

Promoting SMB partnerships

Between 2014-2018, contractors partnered with more than **400 Canadian SMBs**, involving over **\$3.4B of work in Canada**

Supporting the Innovation & Skills Plan

Close to 40 academic and research organizations benefited from ITB Policy innovation and skills development investments from 2014 to 2018.

ECONOMIC BENEFITS

Future Aircrew Training



On FAcT, the key principles **since the launch of the competition** in 2016 have been the following:

- **Maximize economic outcomes** for Canada and require direct work in areas such as: Training and Simulation, In-Service Support and Aerospace Systems and Components through the Value Proposition (VP)
- **Seek investments** in research and development and exports in Emerging Technologies such as Cyber Resilience, Artificial Intelligence and Remotely-Piloted Systems and Autonomous Technologies
- **Incentivize investments** in skills development, including with Indigenous persons and other under-represented groups

ECONOMIC BENEFITS

Future Aircrew Training Mandatory Requirements



ALL BIDDERS MUST AGREE TO THE FOLLOWING KEY MANDATORY REQUIREMENTS

- Accept all ITB Terms and Conditions
- **100% contract value** commitment to be achieved within length of contract
- **10% contract value** commitment to be invested into Small and Medium Businesses
- **30% of contract value** commitment submitted at bid submission in transactions
- Submission of plans outlining the Bidder's long term vision for economic benefits in Canada
- Submission of annual reports to Canada outlining progress to achieving commitments
- **Value Proposition** pillar mandates in **Direct Work** and **Skills Development and Training**

VALUE PROPOSITION

Future Aircrew Training Scoring Approach



Canada has developed a VP scoring model on FAcT that:

- **Allows all bidders the flexibility to play to their strengths.** Points can be scored by submitting VP commitments and transactions across all pillars that align with bidders' corporate strategic objectives and will ensure strong industrial outcomes for Canada.
- **Bidders can maximize their scores in a variety of different ways.** By employing a flexible scoring scheme, bidders can use many different combinations of commitments in all pillars to maximize their scores.
- **Bidders put forward commitments that will total 100% of contract value.** They are required to submit commitments at bid submission and provide industrial plans to Canada for assessment.



VP Pillar	Criteria			Weighting %
Direct Work	Training and Simulation		35%	55%
	In-Service Support, Infrastructure, Site Support Services and Remaining Direct Work (ISS+)		15%	
	Aerospace Systems and Components		5%	
Innovation	Commitments to undertake Research and Development (R&D) activities			20%
Canadian Supplier Development	Commitments to undertake supply chain activities with Canadian SMBs.			10%
Exports	Commitments to undertake Export activities			5%
Skills Development & Training	Commitments to undertake Skills Development & Training activities.			10%

VALUE PROPOSITION

Direct Work Pillar



OBJECTIVE

Maximize work directly related to FAcT in critical Leading Competencies and Industrial Services in Canada

MANDATORY REQUIREMENTS

- Bidders must provide a commitment to conduct 50% of Training and Simulation work in Canada
- Bidders must provide a commitment to conduct 60% of ISS+ work in Canada

VP SCORING

- Bidders score higher points for commitments above the Mandatory Requirements
- Bidders score points for a percentage commitment to conduct Aerospace Systems and Components work in Canada

KEY INDUSTRIAL CAPABILITIES

- Aerospace Systems and Components
- In-Service Support
- Training and Simulation



NEED TO KNOW

- Know which KICs your company's work falls under. See [our website](#) for KIC definitions

VALUE PROPOSITION

Innovation Pillar



OBJECTIVE

Encourage collaboration that leads to strong and productive innovation partnerships with industry, academia and research centres in Canada

DESIRED OUTCOMES

- Innovation investments that align with key Government policy initiatives, such as the Innovation & Skills Plan, Innovation for Defence Excellence and Security (IDEaS), and the Greening Government Strategy

VP SCORING

- Bidders score points for a percentage commitment for investments in Innovation
 - Higher points are awarded if the commitment is in the listed KICs and Clean Technology

KEY INDUSTRIAL CAPABILITIES

- Aerospace Systems and Components
- Artificial Intelligence
- Cyber Resilience
- In-Service Support
- Remotely-piloted Systems and Autonomous Technologies
- Training and Simulation




NEED TO KNOW

- Clean technology and green growth continue to be key priorities for the Government of Canada. This is especially true in the context of economic recovery from COVID-19, and broader initiatives under DND's *Defence Energy and Environment Strategy*



VALUE PROPOSITION

Supplier Development Pillar

OBJECTIVE Improve the competitiveness of Canadian industry, particularly Small and Medium Businesses (SMBs), to participate in FAcT by promoting increased productivity and long term growth	PRIORITY AREAS <ul style="list-style-type: none">• Small and Medium Businesses in the aerospace and defence sector
MANDATORY REQUIREMENT • Bidders must meet a mandatory requirement to invest 10% of contract value in activities involving SMBs	 NEED TO KNOW <ul style="list-style-type: none">• The ITB Policy defines Small and Medium Businesses as a Canadian Company that has 249 or less employees
VP SCORING • Bidders will score points for a percentage commitment above the mandatory requirement	50

VALUE PROPOSITION

Exports Pillar



OBJECTIVE

Increase the export potential and international competitiveness of Canadian-based firms

DESIRED OUTCOMES

- Continuous high-value work for Canadian industry over the long-term
- More globally competitive and innovative Canadian supply chain participants

VP SCORING

- Bidders score points for a percentage commitment in export work activities in aerospace and defence
 - Higher points are awarded if the commitment is in the listed KICs and Clean Technology

PRIORITY AREAS

- Aerospace Systems & Components
- Artificial Intelligence
- Cyber Resilience
- In-Service Support
- Remotely-Piloted Systems and Autonomous Technologies
- Training & Simulation



NEED TO KNOW

- Export investments can be in either commercial or defence sectors



OBJECTIVE Leverage opportunities in skills development and training to advance employment opportunities for Canadians	PRIORITY AREAS <ul style="list-style-type: none">Under-Represented Groups according to the Employment Equity Act (women, Indigenous Peoples, Persons with Disabilities, and Members of Visible Minorities)
MANDATORY REQUIREMENT Bidders must meet a mandatory requirement to ensure investment for Skills Development and Training activities with Indigenous Peoples	NEED TO KNOW <ul style="list-style-type: none">Skills investments with Indigenous peoples and groups could be eligible for a 5x credit multiplier, see ITB Ts&Cs for details
VP SCORING Bidders score points for a percentage commitment in Skills Development and Training <ul style="list-style-type: none">Higher points are awarded for a percentage commitment in investments involving Skills Development and Training activities with Under-Represented Groups	52

KEY RESOURCES AND ADVICE



Know the VP and where you fit

This is the road-map for potential opportunities for Canadian industry and stakeholders. **Go to the ITB Website to understand the policy and process**

www.Canada.ca/itb



Talk to your Regional Development Agency (RDA) representative and engage with Global Affairs Canada's Trade Commissioner Service



Connect with Potential Suppliers & Research Organizations

Gather additional intelligence and make contacts through trade associations, industry days, conferences and trade shows, including through CADSI and AIAC

<https://www.defenceandsecurity.ca/>

<http://aiac.ca/>



CANADA CONTACT INFORMATION



For general questions related to the ITB Policy and Value Proposition, please contact: ic.itb-ised.info.rit-ised.ic@canada.ca

For questions related to FAcT procurement, please contact: IPSGC.PAFFE-APFACT.PWGSC@tpsgc-pwgsc.gc.ca

For more information on the Regional Development Agencies, visit or contact:

Atlantic Canada Opportunities Agency (ACOA) - <http://www.acoa-apeca.gc.ca>
Katharine Ann-Chirke - katherine.chirke@acoa-apeca.gc.ca

Canada Economic Development for the Quebec Region (CED-Q) - <http://www.dec-ced.gc.ca>
Mathieu Trudelle - mathieu.trudelle2@canada.ca

Federal Economic Development Agency for Southern Ontario (FedDev) - <http://www.feddevontario.gc.ca>
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Natalie Brabant - natalie.brabant@canada.ca

Western Economic Diversification Canada (WD) - <http://www.wd-deo.gc.ca>
Stewart Campbell - stewart.campbell@canada.ca



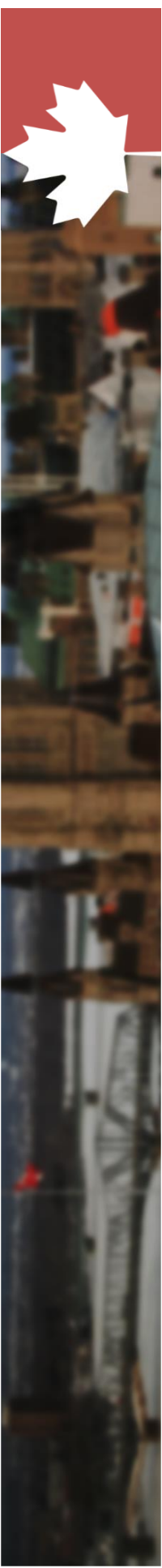
Break

Break for 30 minutes

Do no disconnect from session

- Submit questions using the Q&A button within the zoom app
- Send your clarification questions to the generic email address

tpsgc.paffeadminepost-apfactepostadmin.pwgsc@tpsgc-pwgsc.gc.ca



Questions and Answers



Ms. Abir Kazan

Senior Capture Manager
SkyAlyne Canada Limited Partnership



Ms. Janalee Murray

Program Director

Babcock Leonardo Canadian Aircrew Training

Closing Remarks

Colonel Pete Saunders
Director Air Simulation and Training
Royal Canadian Air Force





Thank you for your participation