

Appendix A: AAADA Workplan 2014 -2015

Advocacy & Coordination

<i>Activity</i>	<i>Members</i>	<i>Projected Date</i>	<i>Project Overview / Deliverables</i>
<p>AAADA Advocacy - Participation at CANSEC</p> <ul style="list-style-type: none"> Ensuring national programs and organisations better address the needs/concerns of Atlantic members (e.g. CADSI engagement with Atlantic industry) Early engagement for SMEs during military platform development (e.g. targeted military procurement group engagement; 	<p>Land, Naval Aerospace/ Space</p> <p>155 direct members; 300 indirect SME sector stakeholders</p>	<p>May, 2015</p>	<p>Participate at CANSEC in Ottawa in May 28-29 2014 with a AAADA presence to highlight the Atlantic brand and promotion of the regional industry.</p> <p>Host a significant supplier development and networking event targeting Global supply chain companies with a focus on priority procurements 2014 (Fixed Wing Search and Rescue, National Shipbuilding Procurement Strategy – AOPS/CSC and Family of Land Vehicles).</p> <ul style="list-style-type: none"> Collect and disseminate any internal; and external relevant information in the interest of the membership; Continue to brand the Atlantic industry on a regional, national and international stage; Increase awareness of the products, services, skills and expertise resident within the Atlantic industry and develop supportive marketing and promotional materials and metrics. Number of Atlantic Canadian SMEs educated and informed Number of Business Development Meetings for Atlantic Canadian SMEs Estimated contract values yielded by Atlantic Canadian SMEs Number of Advocacy Meetings undertaken on behalf of Atlantic Canadian SMEs
<p>AAADA Advocacy - AAADA Website Enhancement, Pan-Atlantic Metrics and Communication</p> <ul style="list-style-type: none"> Enhanced coordination and engagement of 	<p>Land, Naval Aerospace/ Space</p> <p>155 direct members; 300 indirect SME sector stakeholders</p>	<p>Website Enhancements: Fall 2014</p> <p>Pan-Atlantic Aerospace, Marine and Defence Metrics: Fall 2014</p>	<p>Update the AAADA website to ensure up to date membership lists, current contact and profile information. Additionally, provide on-going social media and communication as it relates to the advocacy and promotion of regional members.</p> <p>In addition collate and present pan- Atlantic metrics as they pertain to the industry. The objective to gather this information would be to allow the AAADA to accurately showcase our industry. The end result would be a 2014 up-to-date report highlighting Atlantic sector</p>

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<p>Atlantic Canada's aerospace, marine and defence sector.</p>		<p>Pan-Atlantic Communication and Promotion (Social Media and Press Engagement): 2014-2015</p>	<p>data and statistics.</p> <ul style="list-style-type: none"> • Collect and disseminate any internal; and external relevant information in the interest of the membership; • Increase awareness of the products, services, skills and expertise resident within the Atlantic industry and develop supportive marketing and promotional materials and metrics. • Number of Atlantic Canadian SMEs educated and informed • Number of firms reached through on-line marketing material
<h3>Training and Certification</h3>			
<p>Targeted certification and business development workshops and seminars across Atlantic Canada</p> <ul style="list-style-type: none"> • Enhanced <i>business</i> development skills for Atlantic members 	<p>Land, Naval Aerospace/ Space</p> <p>100 Atlantic Canadian SMEs</p>	<p>2014-2015</p> <p>5 sessions</p>	<p>The AAADA proposes to develop business capacity workshops highlight specific topics that are immediate challenges affecting the Atlantic Canadian industry. Sessions will target over 200 Atlantic Canadian SME participants.</p> <p>These include areas that many of our SMEs face in their advancement of defence supplier development opportunities and further accessing the defence market share. Topics proposed for development include:</p> <ul style="list-style-type: none"> • Lean Systems / ISO 9000 • Defence Procurement / Contracting • Export Controls • Controlled Goods / ITARS • U.S. Defence Market Opportunities • R&D Collaborations – Finding the Right Fit <p>It is anticipated these sessions will target over 100 Atlantic Canadian firms.</p>

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			<p><u>Deliverable:</u></p> <ul style="list-style-type: none"> Facilitate quality assurance (ISO and AS) and project management certification seminars and mentoring programs for members; Facilitate activities to advance technological and business development within the membership to ensure that future training and educational needs are recognized and provided; <p><u>Targets:</u></p> <ul style="list-style-type: none"> Number of Atlantic Canadian SMEs educated and informed Numbers of Atlantic Canadian SMEs increasing Export Knowledge Number of Atlantic Canadian SMEs increasing Certifications/Building Capacity Estimated contract values yielded by Atlantic Canadian SMEs Number of R&D Collaborations for Atlantic Canadian SMEs
<p><i>Mentoring Pilot Program Quality Assurance and CCG certifications</i></p> <ul style="list-style-type: none"> Enhanced <i>business</i> development skills for Atlantic members 	<p>Land, Naval Aerospace/ Space</p> <p>15 Atlantic Canadian SMEs</p>	<p>2014-2015 (2nd quarter through March 2015)</p>	<p>The AAADA proposes to develop a pilot program on quality assurance and Controlled Goods to better prepare Atlantic Canadian SMEs enter in military procurement supply chains. This pilot program would target 15 Atlantic Canadian SMEs looking to gain quality assurance certifications (ISO, AS) or Controlled Goods (CCG) certifications, as required by defence contractors and the Canadian defence procurement process.</p> <p>The pilot program would facilitate participating SMEs through the initial stages of preparation to completion for their identified defence certifications. A mentoring component with existing certified Atlantic firms would be included to lend local business support and expertise. With less than 25% of Atlantic Canadian SMEs currently possessing all of the required certifications to fully participate in defence supply chains, the AAADA views this as a crucial first step in addressing capacity gaps within the region's industry.</p> <p>Participating firms would be identified through a pan-Atlantic association working group based expressions of interest following the business development sessions. The pilot project would look to</p>

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			<p>incorporate firms from all defence sub-sectors in naval, air and land.</p> <p>The project would commence 2nd quarter 2014 and run through until March 2015.</p> <p><u>Deliverable:</u></p> <ul style="list-style-type: none"> Facilitate quality assurance (ISO and AS) and project management certification and mentoring for 15 members; Facilitate activities to advance technological and business development within the membership to ensure that future training and educational needs are recognized and provided; <p><u>Targets:</u></p> <ul style="list-style-type: none"> Number of Atlantic Canadian SMEs educated and informed Numbers of Atlantic Canadian SMEs increasing Export Knowledge Number of Atlantic Canadian SMEs increasing Certifications/Building Capacity Estimated contract values yielded by Atlantic Canadian SMEs
<p>Targeted Training and Human Resources sessions for Atlantic Canadian defence workforce requirements</p> <ul style="list-style-type: none"> Enhanced <i>business</i> development skills for Atlantic members 	<p>Land, Naval Aerospace/ Space</p> <p>40 Atlantic Canadian SMEs</p>	<p>September 2014/ January 2015</p>	<p>The AAADA aims to provide a forum where key skills and training issues impact the industry can be discussed with members and senior stakeholder officials to better understand today's needs and future needs.</p> <p>Specifically these would focus on key areas in trade skills and specific designations (engineers, project management, etc).</p> <p><u>Deliverable:</u></p> <ul style="list-style-type: none"> Facilitate activities to advance technological and business development within the membership to ensure that future training, workforce and educational needs are recognized and provided; <p><u>Targets:</u></p> <ul style="list-style-type: none"> Number of Atlantic Canadian SMEs educated and informed
<p>Innovation / Commercialisation</p>			

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<p>AAADA Atlantic Innovation Engagement - MASS (Maritime and Arctic Security & Safety Conference)</p> <p>Enhanced engagement with the Atlantic academic community</p> <ul style="list-style-type: none"> Increased innovation/commercialization awareness and capacity 	<p>Land, Naval Aerospace/Space</p> <p>7-10 Atlantic Canadian SMEs and Academic/Research Institutions</p>	<p>October 2014 St John's</p>	<p>The AAADA would explore and engage with key players in research and development. Specifically, the AAADA would be looking to the MASS conference on behalf of our SME's and Atlantic Canadian industry for potential research and development partnerships, investment opportunities and technology transfers related to Arctic security research.</p> <p>Key note speakers would be targeted in areas such as Arctic related oceans and security within the private sector and research community.</p> <p><u>Deliverables:</u></p> <ul style="list-style-type: none"> To identify products and services available within the Industry in the interests of creating synergy and recognizing sales and R&D opportunities (defence); To facilitate activities to better understand capacity and linkages in Atlantic Canada <p><u>Targets:</u></p> <ul style="list-style-type: none"> Number of Atlantic Canadian SMEs educated and informed Number of business development meetings for Atlantic Canadian SMEs Number of R&D Collaborations for Atlantic Canadian SME's
Global Supply Chain Engagement			
<p>Atlantic Marine and Defence –Incoming Supplier Development Initiative</p> <ul style="list-style-type: none"> Continued access to prime and sub-contractors Targeted international 	<p>Marine and Defence</p> <p>50 Atlantic Canadian SMEs</p>	<p>Fall 2014</p>	<p>Coordinate in-coming prime contractors to visit the Atlantic marine and defence sector. These companies will be provided with an opportunity to become aware of the capabilities and capacity which exist in Atlantic Canada for potential participation on future marine and defence platforms. Potential targets could include but not limited too – Lockheed Martin, BAE (UK), DCNS, Thales, SAAB.</p> <p>The NSPS, which will renew both naval and coast guard fleets, is valued at over \$38.6B for strategic marine defence procurements over the next 20-30 years. This is in addition to planned</p>

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business development			<p>procurements for ongoing legacy projects such as the Halifax Class Modernization - Diesel Generator Set Replacements and the Victoria In-Service Support Contract (renewed for over \$500M in 2013).</p> <p>Additionally, in partnership with ACOA, the AAADA looks to support the goals of the Atlantic Shipbuilding Action Plan (ASAP) to further assist Atlantic SMEs in the pursuits of NSPS related opportunities and assist with the over 1,000 Atlantic Canadian SMEs and members who have already participated in previous ASAP initiatives in which the AAADA has partnered or participated in.</p> <p>The initiative would facilitate an in-coming industry session, one-on-one business meetings and a business networking event for up to 50 Atlantic Canadian members and SMEs.</p> <p><u>Deliverables:</u></p> <ul style="list-style-type: none"> • Identify major business development opportunities within defence markets and plan a coordinated response within the membership; • Establish formal relationships with multi-national companies to increase supply chain opportunities and partnerships for members. <p><u>Targets:</u></p> <ul style="list-style-type: none"> • Number of Atlantic Canadian SMEs educated and informed • Numbers of Atlantic Canadian SMEs increasing Export Knowledge • Number of business development meetings for Atlantic Canadian SMEs • Estimated contract values yielded by Atlantic Canadian SMEs • Number of R&D Collaborations for Atlantic Canadian SMEs
Atlantic Military Attaché Tour	Marine and	Fall 2014	The NSPS, which will renew both naval and coast guard fleets, is valued at over \$38.6B for strategic marine defence procurements

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<ul style="list-style-type: none"> Targeted international business development 	<p>Defence</p> <p>40 Atlantic Canadian SMEs</p>	<p>over the next 20-30 years. This is in addition to planned procurements for ongoing legacy projects such as the Halifax Class Modernization - Diesel Generator Set Replacements and the Victoria In-Service Support Contract (renewed for over \$500M in 2013).</p> <p>Additionally, in partnership with ACOA, the AAADA looks to support the goals of the Atlantic Shipbuilding Action Plan (ASAP) to further assist Atlantic SMEs in the pursuits of NSPS related opportunities and assist with the over 1,000 Atlantic Canadian SMEs and members who have already participated in previous ASAP initiatives in which the AAADA has partnered or participated in.</p> <p>As a result, various military attaches abroad currently have a focused interest in Atlantic Canada, our industry and NSPS related procurements. The AAADA aims to facilitate a tour of targeted Military attachés of the Atlantic region. This would provide Atlantic industry direct access, engagement and education of foreign military needs and or partners to help Atlantic industry in their pursuit of NSPS related opportunities.</p> <p>The tours would be comprised of 4 targeted information sessions across the region and Atlantic company site visits based on requirements and regional industry make-up.</p> <p>The initiative would directly target 40 Atlantic Canadian SMEs.</p> <p><u>Deliverables:</u></p> <ul style="list-style-type: none"> Identify major business development opportunities within defence markets and plan a coordinated response within the membership; Establish formal relationships with multi-national companies to increase supply chain opportunities and partnerships for members. <p><u>Targets:</u></p> <ul style="list-style-type: none"> Number of Atlantic Canadian SMEs educated and informed Numbers of Atlantic Canadian SMEs increasing Export Knowledge Number of business development meetings for Atlantic
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			<p>Canadian SMEs</p> <ul style="list-style-type: none"> • Estimated contract values yielded by Atlantic Canadian SMEs • Number of R&D Collaborations for Atlantic Canadian SMEs
<p>AAADA Atlantic Euronaval Defence Delegation</p> <ul style="list-style-type: none"> • Continued access to prime and sub-contractors • Targeted international business development 	<p>Naval</p> <p>10 Atlantic Canadian SMEs</p>	<p>October 27-31, 2014</p>	<p>At its 23rd edition, Euronaval confirmed its position as a world first class event in naval defence and maritime safety and security and a promoter of innovation.</p> <p>With 30,458 professional visits from 115 countries, without counting official delegations, interest in this exhibition of reference has shown significant increase. Just after France, Russia recorded the highest visitor participation, followed by Italy, Germany, and the United Kingdom. Large and midcap companies scored for 68% of attendances, and small to medium and very small enterprises accounted for 32%.</p> <p>The 2012 exhibition was marked by two important features: the presence of very high-level foreign delegations with strong decision-making roles in their countries' acquisition programmes, and the significant increase in the number of official delegations, confirming the interest of decision-makers worldwide in this event.</p> <p>Euronaval once again proved itself to be an international Naval Defence and Maritime Safety and Security venue capable of bringing together decision-makers, buyers and suppliers from around the world. This event similarly shows that the naval defence sector is generally healthy on an international scale, despite the difficult economic climate in</p> <p>The AAADA looks to expand opportunities for Atlantic marine and defence firms with an Atlantic mission to Euronaval to capitalize on opportunities associated with the National Shipbuilding Procurement Strategy and collaborate with ACOA on its Atlantic Shipbuilding Action Plan. Additionally, the AAADA will facilitate matchmaking and business to business events for participating delegates. 10 Atlantic Canadian SMEs are being targeted.</p> <p>The E.U. remains a priority market for the Atlantic industry, most</p>

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			<p>notably, numerous bidders on naval platforms, associated with the previously mentioned procurement platforms, have head offices in market.</p> <p><u>Deliverables:</u></p> <ul style="list-style-type: none"> • Identify major business development opportunities within defence markets and plan a coordinated response within the membership; • Establish formal relationships with multi-national companies to increase supply chain opportunities and partnerships for members. <p><u>Targets:</u></p> <ul style="list-style-type: none"> • Number of Atlantic Canadian SMEs educated and informed • Numbers of Atlantic Canadian SMEs increasing Export Knowledge • Number of business development meetings for Atlantic Canadian SMEs • Estimated contract values yielded by Atlantic Canadian SMEs • Number of R&D Collaborations for Atlantic Canadian • Estimated foreign direct investment in Atlantic Canada
<p>AAADA Atlantic I/ITSEC Defence Delegation</p> <ul style="list-style-type: none"> • Continued access to prime and sub-contractors • Targeted international business development 	<p>Training and Simulation (Air, Land and Navy)</p>	<p>December 1-4, 2014</p>	<p>The Interservice/ Industry Training, Simulation and Education Conference (I/ITSEC) promotes cooperation among the Armed Services, Industry, Academia and various Government agencies in pursuit of improved training and education programs, identification of common training issues and development of multiservice programs. The event is held annually in Orlando, Florida.</p> <p>The AAADA will build upon its existing relationships in market and at IITSEC to provide a platform for Atlantic Canadian industry to yield defence supply chain opportunities.</p> <p>Training is intrinsic to military life and thus there will always be a demand for training systems. Simulation, modelling and virtual training systems are expected to play an increasingly larger role in</p>

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			<p>military training, supplementing or even in some cases, replacing live training. The reduction in cost achieved by these systems when compared with field training, along with the maturation of relevant technologies, will provide for significant opportunities over the coming decade. As a consequence, it is estimated that the value of the global military simulation, modelling and virtual training market in 2013 will reach \$9.27B.</p> <p>10-12 Atlantic Canadian SMEs will be targeted for this initiative.</p> <p><u>Deliverables:</u></p> <ul style="list-style-type: none"> • Identify major business development opportunities within defence markets and plan a coordinated response within the membership; • Establish formal relationships with multi-national companies to increase supply chain opportunities and partnerships for members. <p><u>Targets:</u></p> <ul style="list-style-type: none"> • Number of Atlantic Canadian SMEs educated and informed • Numbers of Atlantic Canadian SMEs increasing Export Knowledge • Number of business development meetings for Atlantic Canadian SMEs • Estimated contract values yielded by Atlantic Canadian SMEs • Number of R&D Collaborations for Atlantic Canadian • Estimated foreign direct investment in Atlantic Canada
<p>AAADA Atlantic Potential Exploratory Missions</p> <ul style="list-style-type: none"> • Continued access to prime and sub- 	<p>Land, Naval, Aerospace, Space</p>	<p>One or two AAADA representatives to travel to two non-traditional events identified as</p>	<p>The AAADA looks to build on its existing brand and advocacy within the global aerospace and defence market through a presence in markets and at events which have not been investigated from an AAADA perspective in the past.</p>

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<p>contractors</p> <ul style="list-style-type: none"> • Targeted international business development • Explore and engage with non-traditional (to the AAADA) markets 		<p>AUSA, Washington October 2014</p> <p>ITEC, Cologne, Germany May 2015</p>	<p>Although a small number of our SME's have attended and participated in events and engaged in the global supply chain in what can be colloquially called, non-traditional geographic markets for the AAADA. The AAADA would explore and engage with these non-traditional geographic markets in advancing the capabilities and strengths of all our SME's.</p> <p>Non Traditional markets identified for AAADA exploratory mission are:</p> <p>ITEC, Defence Training Simulation and Education in Cologne Germany, May 20-22, 2014 The International Forum for the Military Training, Education and Simulation Sectors ITEC is an annual forum for representatives from the military, industry and academia to connect and share knowledge with the international training, education and simulation sectors. Presenting a unique overview of the industry's latest innovations, the event provides visitors with a platform to discuss developments in this evolving market and exchange ideas about future requirements for military training and simulation.</p> <p>Established for over 20 years, ITEC offers a world-class exhibition and conference showcasing the very latest products and services from leading organisations, as well as unique networking opportunities.</p> <p>Association of the United States Army, AUSA, Annual Meeting and Exposition 13-15, October, 2014, Washington, USA Held every October in Washington, D.C., the AUSA Annual Meeting is the largest landpower exposition and professional development forum in North America. The Annual Meeting consists of informative presentations, panel discussions on pertinent military and national security subjects, workshops and important AUSA business meetings.</p> <p>Key Information about AUSA's Annual Meeting:</p>
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			<ul style="list-style-type: none"> • Over 500 Army & Industry exhibitors occupying more than 250,000 net square feet of exhibit space • Attendees in recent years have included the Vice President of the United States, the Secretary of Defense, the Chief of Staff and Secretary of the Army • Professional development forums are held throughout the three days for soldiers, NCOs, officers, Army family members, and industry executives <p><u>Deliverables:</u></p> <ul style="list-style-type: none"> • Identify major international business development opportunities and global supply chain engagement within these defence and aerospace markets; • Establish formal relationships with previously non-targeted companies (and different arms of existing OEM relationships) to increase supply chain opportunities and partnerships for members. <p><u>Targets:</u></p> <ul style="list-style-type: none"> • Number of Atlantic Canadian SMEs educated and informed about potentially new markets • Numbers of Atlantic Canadian SMEs increasing international business opportunities in these non-traditional markets • Number of R&D Collaborations for Atlantic Canada • Estimated foreign direct investment in Atlantic Canada
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