

**Service Offer  
Airport Strategic Positioning Initiative  
Phase 1**

**La Crosse Regional Airport, WI**

**July 21<sup>st</sup>, 2015**





**Notice of confidentiality**

The content of the present service offer is private and confidential and cannot be reproduced, in full or in part, except only if necessary for evaluation purposes of the offer. The recipient promises to preserve the confidential character of the information contained in the present service offer and will take all necessary actions to prevent non-authorized copying, divulgation or transmission, in part or in full, of this information.

The recipient also promises not to use, modify, translate, adapt, convert or exploit the content of the present service offer, and not to permit access to competitors of Explorer Solutions, without written consent from Explorer Solutions.

PO Box 803  
Bradenton, FL 34206



# Table of Contents

- TABLE OF CONTENTS ..... 3**
- 1. INTRODUCTION AND COMPANY OVERVIEW ..... 4**
- 2. COMPANY INFORMATION AND POINT OF CONTACT..... 6**
- 3. THE OBJECTIVE OF THE STUDY ..... 6**
  - 3.1 PHASE 1 ..... 6
    - 3.1.1 *Group 1 - Research and identify innovative sustainable aerospace, aviation and defense concepts and niche projects.* .....6
    - 3.1.2 *Group 2 - Presentation and selection of niche clusters.*.....7
    - 3.1.3 *Group 3 - Validation of the chosen niche cluster.*.....7
- 4. PHASE 1 DELIVERABLES, MILESTONES AND WORK PROCESS..... 8**
- 5. AMONG OUR CLIENTS..... 9**
- 6. RESOURCES.....13**
- 7. IMPLEMENTATION PERIOD.....15**
- 8. BUDGET .....15**
  - 8.1 FIXED PRICE COMPENSATION: ..... 15
  - 8.2 INVOICING AND PAYMENT: ..... 16
- 9. WHY US.....16**
- 10. SIGNATURE .....16**
- 11. ANNEX A .....17**



# 1. Introduction and company overview

Explorer Solutions Inc. is a team of consultants specialized in airport planning & development, economic development and aviation & aerospace. We are pleased to have the opportunity to present our Phase 1 Airport Strategic Positioning Initiative services and solutions to the La Crosse Regional Airport (LSE).

For this project, we have assembled a team of experienced senior consultants with core competencies in economic development, airports, aerospace and aviation. This team will be supported by strong analysts and dedicated administrative personnel. Our expert consultants are very dedicated, and provide quality professional work in line with requirements, and can input their vision and strategic analysis to enhance the final product. Explorer Solutions has more than 150 years of combined experience in management and consulting services to airports and aerospace manufacturers.

Explorer Solutions was created in 1995, with two offices; one located in Montreal (Canada), the other in Toulouse (France). In 2009, we opened a US company "Explorer Solutions Inc.," today headquartered in Bradenton (FL). We have also added an office in Marquette (MI) and Owens Sound (ON - Canada). Explorer Solutions offers a range of consulting services tailored to meet your requirements. The added value of our services stems from our ability to develop and deliver real solutions adapted to your reality and objectives.

From our various mandates, we are in constant contact with a host of small to large aerospace manufacturers and services providers, aviation-related companies, as well as airports.

Our work is based upon business models that are viable, enduring, and profitable for our clients. We have built our reputation on the value and scope of our ideas and deliverables, as well as on the depth of our involvement. Not only will we provide you with the highest quality work, but we will present the results in a useable and easily understandable format. You will benefit from a series of down to earth business solutions that can be developed and implemented in the short term.

Over the years, Explorer Solutions has developed a unique methodology to improve and accelerate economic development, investment attraction and supply chain development at airports and within communities. We have branded this strategy our "Airport Strategic Positioning Initiative." This methodology is presently being used to develop airparks and aerospace clusters at various airports in North America and Europe.

Our methodology covers the research and identification of aerospace niche projects and clusters that match airport and regional assets and infrastructure, recruitment of companies and investors interested in joining the cluster, and the development of marketing activities such as web site and marketing tool preparation as well as business development activities to help launch the cluster.



## Award

In 2012, Explorer Solutions and its client, the “Upper Michigan Green Aviation Coalition” (UMGAC) were recognized by the International Economic Development Council (IEDC) during its Annual Conference Awards Ceremony. Under the leadership of senior partner Christian Perreault, Explorer Solutions was instrumental in the formation of UMGAC, a regional aerospace cluster that has joined industry partners to develop the green aviation supply chain in Michigan’s Upper Peninsula.

During the same ceremony, UMGAC and Explorer Solutions received two awards. First a Silver Award for the creation of the cluster under the “Regionalism and Cross-border Collaboration category” - Population 200,000-500,000, and a Gold Award for the “Michigan Green Aviation Conference Series” in the “Special Event category” - Population 200,000-500,000. The conference series hosted guest speakers from Boeing, Bombardier, Lockheed Martin, Northrup Grumman, Academia and a host of Tier 1 and Tier 2 companies. The conference was instrumental in developing business ties and contracts between Upper Peninsula companies and aerospace Tier-1 and OEMs.

## Cluster development

Over the last ten years, our firm has been involved with the development of multiple aerospace clusters at local, regional and international airports. Explorer Solutions has been involved with aerospace clusters linked to aircraft maintenance (turbo prop, narrow body, wide-body), aircraft refinishing and interior manufacturing, aircraft dismantling & recycling, unmanned aerial systems, aircraft management, light weighting of military aircraft and ground vehicles, airport security, automation of airport ground handling services, green aircraft manufacturing and numerous others (see “Among our clients” section 6).

## Aerospace manufacturing

Our firm also provides direct services and is closely networked with aerospace manufacturers throughout North America and Europe. We provide these manufacturers with business Intelligence & Networking services as well as business strategies and market development. Our team supports building the right relationships (identification of suppliers), business development and marketing, bid and proposal writing and coaching, contract negotiation and senior management coaching.

For Explorer Solutions,



Christian Perreault  
Senior Partner

Date: July 21<sup>st</sup>, 2015



## 2. Company information and point of contact

### Office address

Explorer Solutions INC  
3780 Pinebrook Circle , Suite 602  
Bradenton, FL 34209-8032

### Mailing address

Explorer Solutions INC  
PO Box 803  
Bradenton, FL 34206

Point of contact: Christian Perreault, Senior Partner

Email: [christian@explorersolutions.ca](mailto:christian@explorersolutions.ca)

Phone: 404-433-4249

Fax: 514-375-1388

## 3. The objective of the Study

To reach and meet the objectives of this mandate, we suggest using Phase 1 of our Airport Strategic Positioning Initiative methodology. Phase 1 will focus on identifying potential, targeted and validated niche clusters, matching the strengths and weaknesses of LSE and of the South-West Wisconsin region. Multiple steps will lead to the identification of three such clusters; other steps will help the Airport leaders to choose the most promising niche cluster. We will also validate the niche cluster with industry and academia to support the choice of the committee.

To achieve this phase, Explorer Solutions will devote its resources, and make use of its international network of aerospace contacts, in-depth research capabilities, cluster development skills and experience. More precisely, we will undertake the following tasks:

### 3.1 Phase 1

Our Phase 1 work is divided into (3) three main groups of activities. Each group will generate key deliverables and meetings with the client.

#### 3.1.1 Group 1 - Research and identify innovative sustainable aerospace, aviation and defense concepts and niche projects.

3.1.1.1 The mandate will begin with a kick-off meeting with the client. The purpose for this first meeting is to discuss and ensure that both the client and Explorer Solutions fully understand the objectives of the mission, as well as the scope of the information and documents to be provided. We will also discuss the nature of the documents and tasks we will require from the client. The meeting will enable us to gain a better understanding of the strategic and political issues surrounding the airport/region, as well as to obtain additional relevant information.

3.1.1.2 Review strengths, weaknesses, opportunities and threats (SWOT) of La Crosse Regional Airport and surrounding Cities and Counties (this part of the mandate will be completed through interviews with pre-identified individuals and corporations, but also by reviewing/reading existing studies, reports and strategic plans prepared for either the airport, the local/regional economic development offices, labor organizations and/or the state of Wisconsin. Our review will be completed by web research.



3.1.1.3 We will organize a minimum of (2) two focus groups and (15-20) fifteen to twenty private (one-on-one) interviews with local industry leaders, strategic partners (economic development agencies, venture capital, state or federal agencies), as well as with the airport and community leaders (these numbers can be increased if more people/companies need to be involved). The purpose of these focus groups and interviews is to help identify local and regional strategic activities, regional clusters and major economic assets.

3.1.1.4 Our team will conduct a benchmark of (6) six similar airports in North America, based on: the length of the runways, similar economic drivers, comparable demographic sizes of the surrounding communities and latitude.

3.1.1.5 Through our international network of contacts, we will research and validate world market trends, niche clusters and opportunities that match our analysis of the SWOT identified within the community, and at the airport. We will also consider niche clusters that are viable with current airport facilities, infrastructure and assets.

3.1.1.6 From the work already undertaken, we will identify and recommend three niche clusters. For each of these niche clusters, we will conduct a market analysis of each niche cluster offering background information to the client on why this niche cluster would have a chance to grow within the region and how it could impact local/regional companies. We will consider other clusters located in the State and region and not duplicate efforts of other existing clusters.

3.1.1.7 Our team will prepare a preliminary report (PowerPoint presentation) based on the (3) three niche clusters previously chosen and offering the best growth potential for the client, the airports and the communities.

### **3.1.2 Group 2 - Presentation and selection of niche clusters**

3.1.2.1 We will organize a preliminary report presentation meeting with our client to introduce the results. The presentation will include the (3) three niche clusters, the market analysis of each niche cluster, and the framework for the development of each cluster including the objectives of each, the assets and added value activities to the client and local companies, for the airports and communities, the targeted clientele and market of each cluster, as well as the proposed legal and business models.

3.1.2.2 We will help the client study the niche clusters through guidance and follow-up information. In the end, we will ask our client to list the (3) three niche clusters in order of preference.

### **3.1.3 Group 3 - Validation of the chosen niche cluster**

3.1.3.1 Our team will perform a validation of the selected cluster with aerospace, aviation and defense industry leaders and strategic partners, at state, national and international levels. Through meetings and conference calls held with at least (20) twenty pre-defined aerospace companies and/or strategic partners, we will introduce the niche cluster, and discuss with them the concept and assess their interest to follow and become involved with the development cluster.

3.1.3.2 We will collect the comments received from the companies and include them in the final version of the Phase 1 report. This final report will be presented and discussed with the client.

## 4. Phase 1 Deliverables, Milestones and work process

- a) Explorer Solutions will provide agendas and minutes for all meetings
- b) Our team will prepare for the launch meeting, a list of potential invitees and targeted executives for the focus groups and one-on-one interviews. This list will be discussed and validated with the client.
- c) The client will provide support toward the identification of companies to be invited to the focus groups and one-on-one meetings.
- d) The client will have the choice of sending the invitation letters or our team can do it.
- e) Explorer Solutions will provide a draft invitation letter for the focus groups to be discussed and validated by the client.
- f) Explorer Solutions will present a preliminary benchmarking report for discussion on week 7 plus a summary of the comments and ideas coming out of the focus groups and interviews.
- g) Our team will present a preliminary report with market analysis of (3) three identified niche clusters during week 12 of the work schedule, also including the final benchmarking report.
- h) Explorer Solutions will present a final report on Week 16 of the work schedule.

Four meetings between Explorer Solutions and the client are scheduled during Phase 1:

Activities	Location	Date
Kick-off meeting	At the client's office	Week 2
Focus groups and one-on-one interviews	At the Airport and visiting the companies	Week 7
Update meeting 1 with the client	At the client's office	Week 7
Preliminary Report Phase 1 Presentation meeting	At the client's office	Week 12
Final Report Phase 1 meeting	At the client's office	Week 16

## 5. Among our clients

The following are cluster projects we have worked on over the last few years in the US, Canada and Europe.

### Clermont-Ferrand Airport (Auvergne Economic Development Agency (France))

Cluster name: AIRSET

**Cluster focus:** Aircraft Asset Management and Maintenance

**Targeted clientele:** Business jet and Regional jet owners

**Contact:** Ms Sarah Chatellier

**Phone:** 33 0 4 73 31 84 42

Duration of mandate: 2004 – 2006



Details:

The Agency was seeking help to attract investment to the airport. Our Airport Strategy Positioning Initiative was offered and retained with the purpose of identifying aerospace niche markets and attracting investors. The Clermont-Ferrand Airport (Auvergne) is a regional airport offering daily flights to ten destinations in France and Europe. The positioning adopted was aircraft asset management and associated services (maintenance, storage, paint, modification, completion, and certification). Project started full operations in 2006.

### Alma Airport Authority (Quebec)

**Cluster name:** CED Alma (Drones Centre of Excellence)

**Cluster focus:** Unmanned Aerial Systems (drones)

**Targeted clientele:** Commercial UAS market

**Contact:** Mr. Nicol Minier or Mr. Marc Moffatt

**Phone:** 418 669-5104

Duration of mandate: 2008 - 2012



**Details:** The Alma Airport was seeking help to develop the airport. Our Airport Positioning Strategy Initiative was offered and retained with the purpose of identifying aerospace niche markets and attracting investors. Alma is a small local airport with general aviation and helicopter services provider. The final branding is an Unmanned Aerial System (UAS) Center of Excellence. The project encompasses flight testing activities, research and development on UVS, pilots and operation personnel training, aerial operations and a think tank on doctrine and future evolution of UVS. Project started full operations in 2011

**Web site:** <http://www.cedalma.com/en/>

### Sawyer International Airport and Telkite Technology Park (Michigan, USA)

**Cluster name:** AEROTECH + UMGAC  
**Cluster focus:** Aircraft Dismantling and Recycling  
**Targeted clientele:** Commercial airlines & leasing companies  
**Contact:** Ms Vikki Kulju, Executive Director  
**Phone:** 906-346-3333 Ext 15  
Duration of mandate: 2008 – 2011



**Details:** The Sawyer Airport Authority, Marquette County and the Telkite Technology Park were seeking help to develop the airport and adjacent technology park. Sawyer Airport is a former US air force strategic bomber command airport closed in 1995. The branding is AERO-TECH Recycling; the positioning is aircraft dismantling, recycling, maintenance of parts and components and sales and distribution of the recertified parts. The R & D side of the project is underway and the main dismantler never signed the leasing agreement and a new dismantler is on the verge of coming on board.

A spin-off of the AEROTECH work is the Upper Michigan Green Aviation Coalition (UMGAC). The Upper Michigan Green Aviation Coalition is a group of private and public sector stakeholder members of an industry cluster surrounding the concept of green aviation. The membership is comprised of companies and industry experts from around the world including Switzerland, France, Canada and the United States.

**Web site:** <http://www.migreenaviation.com/>

### Houghton County Memorial Airport and MTEC Smart Zone (MI, USA)

**Cluster name:** GREENFORCES  
**Cluster focus:** Greener aircraft (light & durable parts)  
**Targeted clientele:** Military aircraft and ground vehicles  
**Contact:** Mr Glen Simula  
**Phone:** 906.482.1235  
Duration of mandate: 2010 – 2013



**Details:**

Greenforces is an industry and academia cluster. The mission of the cluster is to support business development activities and find contracts for its members. The objective is to develop and manufacture durable, stronger, greener and lighter advanced materials, parts & components and technology solutions for the Aerospace and Defense industry. The cluster hired its CEO in October of 2013. **Web site:** <http://www.greenforcesllc.com/>

Michigan Advanced Aerial System Consortium (Alpena County Regional Airport, MI)

Cluster name: MIAASC

**Cluster focus:** Unmanned Aerial System

**Targeted clientele:** Military and Commercial UAS

**Contact:** Ms Billi McRoberts

**Phone:** (989) 354-2907 ext 221

Duration of mandate: 2011 - 2013



Details:

This mandate started for the Alpena County Regional Airport and expanded to the Michigan Advanced Aerial System Consortium (MIAASC), a Michigan state-wide Unmanned Aerial Systems (UAS) cluster grouping UAS manufacturers, training schools and colleges, R &D partners and academia, government agencies, maintenance groups and flight test activities. MIAASC drives two business units: a) the flight test center and b) an industry consortium. The cluster was officially launched on August 8<sup>th</sup> 2013.

**Web site:** <http://www.michiganuasflighttestcenter.com/>

Thunder Bay International Airport Authority (TBIAA) ON

Cluster name: Turbo Pro

**Cluster focus:** Aircraft Maintenance and Pilot Training

**Targeted clientele:** Turbo Prop aircraft operators

**Contact:** Mr Ed Schmidtke, Business Development Director

**Phone:** (807) 473-2602

Duration of mandate: 2011 - 2013



Details:

The project focused on the development of a turbo prop aircraft one stop shop for maintenance and pilot training (potentially also mechanics/technicians training). The project involved up to 15 companies but a leading group of 7 companies were to be involved in the launch. These companies were specialized in aircraft maintenance, painting, engine MRO, avionics, landing gears and training. The cluster was to set up a marketing office to promote the services of the cluster members and attract maintenance contracts to the airport. In June of 2013, TBIAA chose to halt the project due to in-feuding between two airport tenants over the control and leadership of the cluster.

Other Airport Strategic Positioning mandates:

Client	Cluster name	Focus
Delta County Airport (MI)	DELTA GREEN	Aircraft and Marine interiors
Twin County Airport (MI)	TWIN SERVICES	Rotary Wing Flight Training and maintenance Centre
Sherbrooke Airport (QC)	ALERT	Airport and Perimeter Security training and education Center with a Technology Integration Unit
La Sarre Airport (QC)	SOL-AIR	Aerial Work Pilot Training School
Saint-Jean Airport (QC)	LIGHT JET CITY	Aviation cluster focusing on very light jets (sales, manufacturing, maintenance, training)
Oscoda-Wurtsmith Airport (MI)	TWIN AISLES	One stop shop for wide-body aircraft maintenance
Otsego County Economic Alliance (Gaylord Regional Airport) (MI)	AUTONOMOUS	Automation of ground handling services at airports

## 6. Resources

The team for this project will be composed of (3) three senior partners, a senior consultant, a project manager and support staff. Christian Perreault will act as the lead.

**Christian Perreault**, MMI, BSc – Senior Partner, Airport Strategic Positioning and Development



Christian Perreault holds a Bachelor of Science and a Master's degree in International Management from the University of Québec, in Montreal. Christian has been involved with airport planning/marketing and economic development for twenty years. He's been heading the Explorer Solutions' team since 2006, and is the founder of the company's unique methodology to support investment attraction at airports; branded the "Airport Strategic Positioning Initiative." He previously was Vice-President – International Business Development for the Longueuil Economic Development, and CEO of the Haut-Richelieu Economic Council.

Christian's work has led to the creation of many aerospace clusters, such as the Upper Michigan Green Aviation Coalition, the Unmanned Aerial System Center of Excellence - Alma (Qc), and the Green Military Aircraft and Vehicle Research and Test Center (Houghton, MI). He was the driving force behind many aerospace-related projects, such as the Canadian GNSS Institute, the Longueuil Innovation Alliance Technology Park, and is actively involved in the Canadian and US airport and aerospace scene. He's an active member of the Aerospace Industries Association of Canada, the Canadian Association of Defence and Security Industries, the Michigan Association of Airport Executives, the Wisconsin and Minnesota Airport Associations, the Association of Unmanned Vehicle Systems International, the Airport Management Council of Ontario, as well as the Quebec Airport Council.

**Lionel Léveillé** – Senior Partner, OEM and Government Affairs



Lionel Léveillé is a results-oriented executive with more than 35 years of experience in management, senior management at executive positions. Lionel was formerly President and CEO of ADACEL inc a leading software innovation company, President and General Manager of Raytheon Systems Canada Ltd, the world's leading supplier of solid state primary surveillance radars, Vice-President Héroux Devtek Inc., a leading landing gear manufacturer and supplier of repair and overhaul services for both the commercial and military markets, Vice President and Assistant General Manager of the Bombardier Aerospace Group Unmanned Aircraft Division, Executive Vice President, Oerlikon Aerospace Inc. and held many positions at Canadian Marconi Company (now CMC Electronics), the latter being Vice President, Avionics Division. Lionel was also Vice-Chairman and Chairman of the Aerospace Industries Association of Canada (AIAC) and Vice-Chairman, Chairman and Past-Chairman of the Canadian NATO Industrial Advisory Group (CNIAG).

He holds current and past membership in various associations, such as AIAC, U.S. Army Aviation, AFCEA, U.S. Air Force Association, U.S. Navy League, Society of Logistics Engineers, CDIA and Alliance of Manufacturers.

**Normand Landry** – Senior Consultant, Maintenance and R & D



Normand Landry is a leader and team builder, specializing in Project and Program Management, Business Planning, Business Development, Risk Management, Project Financing and government relations. He's a 28-year military veteran, with a Bachelor's degree in Engineering from the Royal Military College of Canada, and holds a Master's degree in Aeronautics, from Cranfield University, UK.

Normand has extensive knowledge and experience in the management of large-scale aviation programs. He has successfully managed multi-national programs over his career, both in the military and as a civilian. His experience includes technical, R&D and program partnerships with military and civilian organizations located in the United States, Australia, Finland, and Switzerland. The success of these partnerships rests clearly on his ability to bring together, groups of people to work towards a common goal; recognizing the technical and project risks, and ensuring mitigation was put in place to proceed to a successful completion.

**Fred Meade** – Senior Partner, Economic Development and Technology Park



Fred Meade has enjoyed an extensive career in economic and technology development on an international scale. He directed the economic development offices of Sarasota, then Tampa, Florida; before embarking on technology development projects as the Director and Chief operating officer for the Virginia Tech Corporate Research Center and Penn State Research Park, both with strong aeronautical engineering components and airport properties. He recently completed a comprehensive feasibility study for a science park at Embry Riddle Aeronautical University.

He has served as an officer and project team leader for Montreal based Corporate Affairs International, followed by SNC Lavalin, one of the world's largest engineering firms. His work has ranged from international projects with USAID and the Urban Institute, to major corporations, universities and institutional agencies. He has served as an officer and board of directors' member of the Association of University Research Parks (AURP), and board member of the International Economic Development Council (IEDC), American Economic Development Council (AEDC) among others. Fred holds a Bachelor's degree in Communications Management, and a Master's degree in Urban Development Management.

## Alexandre-Thierry Girard – Director Project Management



Alexandre-Thierry holds a Master's degree in International Management from HEC Montréal. He is a passionate of innovation strategy, technological cluster creation, business development and management. Former sales and operations forecasting Leader at Aveos Fleet Performance, and commercial and business development Analyst at Skyservice Business Aviation, he managed several key business projects, developed new financial tools to assess the profitability, and improved the budget process and Key Performance Indicators of several business units. He also has a solid experience in sales and maintenance planning, FBO management, charter operations and aircraft management solutions. His great leadership, analytical capacities and business acumen allow him to manage and deliver in timely manner complex projects with a high standard of quality while respecting scope, time and budget. He joined Explorer Solutions in 2011 as Director, Project Management.

## Julien Verona – Market Analyst



Julien holds a master's degree in International Management from HEC Montréal, and has acquired multidisciplinary experience favoring the development of analytical skills. Recipient of a scholarship from HEC, he is an aerospace enthusiast, and a specialist in innovative strategies. He is the author behind a development model on open innovation in the space sector, and co-author of the report 'How to stimulate creativity within industrial clusters'; on behalf of the Consortium for Research and Innovation in Aerospace in Québec (CRIAQ). As marketing manager for various companies, Julien was involved in the drafting and the implementation of several business plans, as well as different communication strategies for social medias. He has worked for companies such as Fonkoze USA, ESIC, in addition to SMEs of various industry groups. Within Explorer Solutions, Julien will be actively involved in the development of industrial clusters, at a time when new international trends drive companies to innovate through new strategies.

## 7. Implementation Period

See Annex A for the complete work plan and associated timeline and milestones.

## 8. Budget

### 8.1 Fixed price compensation:

Our professional fees for Step 1 are set at \$57,500 USD. This amount includes all taxes, administration fees and travel expenses up to \$ 7,000 USD. Any other travel costs/expenses, will be charged to the client at cost price and payable within the 30 days following receipt of the invoice.

## 8.2 Invoicing and payment:

The fixed professional fees are payable in four installments of \$14,735 USD. The first installment is payable on Week 1 of the project. The second installment is payable on Week 6, the third installment upon the delivery of the preliminary report, followed-by the final installment, payable upon the delivery of the Phase 1 final report; presented to the client.

## 9. Why us

Explorer Solutions has been helping airport authorities create strategic positioning, niche industrial clusters and value added concepts for over 10 years. With airports in almost every state trying to develop airparks and aviation related clusters, competition is fierce. Most airport and economic development executives are targeting the same companies and programs such as business aviation, MRO activities, cargo & logistics, defense programs and large manufacturers. To attract major aerospace industries, airport authorities need to create a strategic environment (facilities, incentives, R&D labs, networks) and work on targeted industry sub-sectors.

At Explorer Solutions, we have developed a unique expertise and methodology to address such mandates and objectives. We can access an international network of contacts and provide you with strategic business intelligence. We can create innovative niche clusters and airparks fostering business development strategies and attracting investors. We have teams of aerospace engineers, risk and finance managers and expert consultants who follow the daily developments in the aerospace industry and provide us with up-to-the-minute targeted and strategic business information and knowledge.

We feel our team is perfectly suited for this mandate. We fully understand the process and the methodology, and we have travelled down similar paths many times over the past ten years. We are proud to showcase our clients with operational aerospace clusters as examples.

We remain open to further interviews with the oversight committee and sincerely believe we have the best team for the mandate.

## 10. Signature

For Explorer Solutions,



Christian Perreault  
Senior Partner

Date: July 21<sup>st</sup>, 2015



## 11. ANNEX A

Phase 1 suggested timetable and milestones

**Burgundy** boxes represent on-going work – **Blue** boxes represent meetings and milestones

Airport Strategic Positioning - Phase 1 Work Timetable															
Tasks	Jan		February					March				April			
	18	25	1	8	15	22	29	7	14	21	28	4	11	18	25
<b>Phase 1</b>															
Kick off meeting	Burgundy	Blue													
Review strengths and weaknesses (SWOT) of the communities		Burgundy	Burgundy	Burgundy	Burgundy	Burgundy	Blue								
Identify local and regional priority strategic opportunities and assets through focus groups and one-on-one interviews		Burgundy	Burgundy	Burgundy	Burgundy	Burgundy	Blue								
Benchmark 6 similar airports in North-America		Burgundy	Burgundy	Burgundy	Burgundy	Burgundy	Blue								
Update report						Burgundy	Blue								
Research world market trends, niche projects and opportunities							Burgundy	Burgundy	Burgundy	Burgundy	Burgundy	Blue			
Market research on the targeted niche projects							Burgundy	Burgundy	Burgundy	Burgundy	Burgundy	Blue			
Prepare first draft of three (3) concepts/niche projects									Burgundy	Burgundy	Burgundy	Blue			
Present the concepts and niche projects for discussion and selection									Burgundy	Burgundy	Burgundy	Blue			
Validate the chosen project with industry leaders and strategic partners												Burgundy	Burgundy	Burgundy	Blue
Prepare and present the full scope of the project													Burgundy	Burgundy	Blue

INTENTIONALLY LEFT BLANK