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L-3 MAS is among Canada's leading providers of aircraft In-Support Services (ISS) to government departments and agencies. We have built a very unique expertise by helping operators make the most of their fleets through comprehensive fleet management services, including fatigue life management and structural management planning and optimization.

In order to do so, we have developed software tools and robotic applications that optimized the availability of aircraft to the operators and minimized their fleet downtime and life-cycle maintenance costs. This optimization is done primarily by monitoring and analyzing usage data, value-added tasks performed by highly trained engineers.

L-3 MAS became the leading and recognized provider of ISS that it is today over the last 30 years. It all started with the acquisition of the CF-18 aircraft fleet in 1980 and the award of the first Systems Engineering Support Contract (SESC) for the CF-18 aircraft fleet in 1986 to then Bombardier Defence Services that was later acquired by L-3.

In March 1977, the Canadian Cabinet of the day approved the acquisition of a new fighter aircraft to replace Canada's aging CF-101s, CF-104s, and CF-5s. Canada was looking for 130-150 aircraft to complete long-range, high-altitude intercept missions in Canada to fulfill its NORAD mission as well as air-to-air and air-to-ground missions in Europe, as part of its contribution to NATO. Estimated at over \$2.5 billion dollars, the fighter procurement program (known then as NFP — New Fighter Program) was then the largest acquisition in Canadian history.

In April 1980, following a competitive RFP process, the Canadian government selected the F/A-18 from McDonnell Douglas, contracting for 138 aircraft (113 single seat, 25 two-seat trainers).

Even at the early stages of the NFP, offset proposals played an important role in the bidding process, and direct offsets were sought in the RFP (Request for Proposal). The extremely competitive nature of the procurement put Canada in an excellent position to obtain substantial industrial benefits. As a result, the final proposal from McDonnell Douglas included the F/A-18 Aircraft Design Data and Intellectual Property.

The manufacturer initially had set the estimated life expectancy of the CF-18 fleet at 2003. This estimate represented a service life of 20 years or a structural fatigue safe life of 6,000 hours. Through a series of actions and further development of engineering solutions, using the design data acquired by Canada from McDonnell Douglas, the extension of the CF-18 aircraft fleet estimated life expectancy is now between 9,000 to 9,500 hours or 2025. That new estimated life expectancy represents a service life of 40 years, twice the initial estimate of the Original Equipment Manufacturer (OEM).

Canada's acquisition of a CF-18 fleet in 1980 was a tangible example of the Government's commitment to the fulfillment of both its defence obligations and the support of its aerospace industry.



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In-Service Support usually represents between 65-80% of the life cycle cost of any aircraft fleet. Therefore, it is not overstated to say that ISS offers the biggest potential for return on the Government's investment in any new aircraft fleet. In-country ISS also provides Canada with the indigenous support capability required to ensure independence of choice, national security and sovereignty. This is why we strongly believe that in-country ISS should be recognized as a critical Canadian defence industrial capability that needs to be preserved and further developed.

At L-3 MAS, we believe that Canada should have a Defence Policy that encompasses a strong Aerospace Industrial investment policy. Although Canada did not have a specific policy back in 1980, Canada showed a lot of foresight in acquiring the F/A-18 aircraft Design Data and Intellectual Property, and developing its own indigenous in-country in-service support capabilities. The original investment by Canada has led to the establishment of a world-class Fighter support capability in Mirabel, secured the equivalent of 500 jobs for each of the last 30 years in the high technology and innovative field of Aerospace and export sales of F-18 maintenance / support capabilities to the global market totaling over half a billion dollars. This Canadian success story should be used as a model for future defence acquisition with the representative priorities and guidance so reflected in the new Defence Policy.