



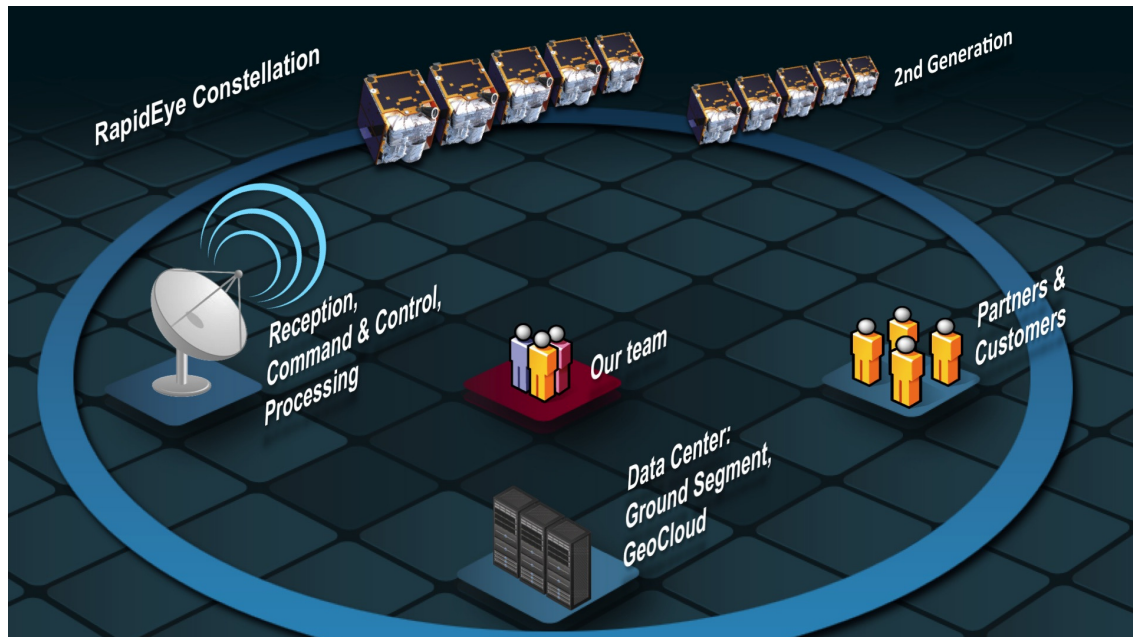
Hon. David Emerson, P.C., O.B.C.
Chair, Aerospace Review
235 Queen Street
1st Floor – West Tower
Ottawa, On
K1A 0H5

Dear Mr. Emerson

I would like to thank you for the opportunity to contribute to your Aerospace Review. I understand that I have missed the deadline for submission and I realize that you may not be able to include our comments into your final report however I would like to take this opportunity to share with you our experience over the past 18 months.

Background on BlackBridge

Our Company, BlackBridge, is an Alberta based aerospace and geomatics company that started operations in 2000. BlackBridge is building a comprehensive suite of infrastructure, products and services that address the entire geo-information value chain through data acquisition, processing, analysis, interpretation, hosting and delivery to support decision making processes. BlackBridge operates four business units: Aerospace, Networks, Geomatics and RapidEye.





The figure above is how we view our value proposition to our customers and partners. BlackBridge owns and operates a constellation of 5 imaging satellites called RapidEye. This constellation of satellites provides us a global collection capacity of about 5,000,000 km² per day.

We also operate ground stations in both Southern and Northern Canada where we support our own operations as well as the operations of the Swedish Space Corporation, DLR (the German Space Agency) and CNES (the French Space Agency).

To manage these data, we built and operate a 12,000 sqft tier three data center in Alberta focused on providing GeoCloud processing and storage services.

We also have a distribution channel of nearly 90 distributors around the globe.

This year we will do business in nearly 100 countries and are in the process of planning our next generation of satellites, which will be launched in 2017 – 2020 time frame.

Our Experience and Suggestions:

I would like to share with your review committee the experience I have had over the past 18 months. I have spent the majority of my time in Europe and traveling around the world establishing our distribution channel. Firstly, Canada has a great reputation and I am welcomed everywhere I travel. During these travels I have been exposed the business operations and strategies of many companies and governments.

The competitive landscape on a global basis is amazing, the innovation and development I see is astounding. The innovation is not coming from the big space agencies but rather smaller organizations, and countries that I never thought would be interested in space.

My summary of what I have scene is the following:

- In many cases there is no separation between industry and government – many governments are making direct investment to support their Aerospace industry
- Limited regulations – many countries do not have well regulated operations
- Speed of decisions, the time line to doing business in many countries is very fast and investment and approvals can be gained in weeks not months or years

My summary:

1. The Aerospace industry is grey - its not truly commercial or governmental
2. Many nations do not compete on a equal basis as we operate in Canada – they are picking winners and supporting them with significant direct investments
3. The speed of innovation is out stripping the ability of many governments to make decisions.

My recommendations:

I believe that Canada is not currently structure to win on a global basis – the landscape of competition is broad and changing quickly. I also believe that in the long term regulations are important and will lead to greater success.

1. Regulatory frameworks like the Remote Sensing Space Systems Act are important but we need a clear and very structure process for applications and approvals so that we can compete for opportunities on a global basis. We also need the ability to get pre-approvals for ranges of operations so that we can invest the time and money into business development knowing that we will be allowed to operate.
2. To truly be competitive Canada is going to have to pick some winners – I know that this is not something that



Canada is in the business of doing however it is the reality of the global Aerospace sector and to stay competitive we are going to have to figure out how to do this.

3. And lastly and most importantly we need to have a coherent strategy within the government of Canada – we currently deal with DFAIT, NRCan, CSA and DND and each has a different perspective on their roles within the Aerospace sector. This is very confusing and frustrating for Canadian organizations to figure out, and I can only imagine what external organizations must think.

Yours sincerely

Ryan Johnson
President and CEO
BlackBridge