



2017 Annual Report

# LOOKING TO THE FUTURE





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## Message from the CEO

### Here to Serve You

At AIAC, we take our responsibility to you, our members, very seriously. We've been working hard as an association for over 50 years – building up knowledge, credibility and most importantly, delivering results.

This report provides a look back at some of the highlights and achievements we delivered in 2017. As you'll see, we achieved important results for our members on many fronts. Our advocacy on your behalf drove improvements and modernization in the public procurement system and helped create new solutions for small and medium-size enterprises. We also provided business development opportunities throughout the year for our members, both at home and in the global marketplace.

And yet, 2017 was also a year of disappointment on multiple fronts. Changes to innovation programming forget or ignore the realities facing Canada's most innovative industry. The future of Canada's space sector is in peril without urgent action. All of these challenges undermine our economic leadership and are negatively impacting bottom lines, jobs, and investment for many of our members.

As your association, we've heard your concerns. We know your priorities. And we know many of those priorities were not reflected at the federal level, despite our numerous efforts.

It's time for a new dialogue and a new vision for the future of aerospace in Canada – one that leverages our economic leadership, world-class workforce, and transformative technologies to create opportunity and change for all Canadians.

As your association, we know this will require a lot of hard work. To that end, we've already started strengthening much of the work we do on your behalf. Our technical committee work has been expanded; we've enhanced our communications and outreach; and we've increased the presence of Canadian industry at events we host here in Canada and at key international air shows and trade missions each year. And we'll continue to do more.

AIAC is here to serve and support you. We're committed to providing a valuable return on your investment to grow your business and increase your visibility within the industry. We're committed to leading a new dialogue at the federal level that will bring about the change we know you want and deserve. Thank you for continuing on this journey with us.

**Jim Quick**  
President & CEO, AIAC





## Message from the Chair

### Looking Forward

This is both an exciting and challenging time to be part of the global aerospace industry. As players in a global industry, we are constantly adapting to changes in the economy, trade, supply chains, the workforce, and the marketplace. Disruptive and transformative technologies such as urban air travel, on-demand mobility and artificial intelligence are revolutionizing the industry, forcing us to think outside the box and consider how we might work with and appeal to non-traditional aerospace partners, suppliers, customers and increase diversity amongst our workers.

And while Canadian industry and their government partners have proven adept at meeting these challenges in the past, more than ever before we need a strong, committed partner at the federal level to continue working alongside us to ensure we don't lose our competitive edge. Around the world, more and more governments are increasing their investments in their aerospace and space sectors, confident that those investments are the key to their future prosperity and advancement. Canada just cannot afford to see its aerospace industry fall behind. There are much more innovation, economic, and public benefits this industry can offer to Canadians.

Now, more than ever, AIAC is vitally important. We need an advocate to speak on behalf of industry as

a whole. Jim and the strong team he's put together are ready to lead a new dialogue for change.

They are our voice to government, pushing for the programs and policies we need to enhance our global competitiveness and leadership. They have the access and credibility essential to making sure the government clearly hears and understands our concerns.

You, our members, are also essential to the AIAC's success. We have established a solid governance and cadence around our Board and Committee structure allowing you to share your experiences, challenges and successes, which are key for our federal leaders' ability to help us and make a difference.

As you look ahead, know you will not be facing these challenges alone. You have a strong partner in AIAC who is listening to you and who is ready to do the heavy lifting on your behalf. Together we will harness our potential for growth, leading to increased prosperity for our members, for our sector, for Canada and for Canadians as a whole.

**Cynthia Gameau**

President, Bell Helicopter Textron Canada

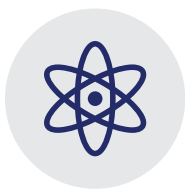


A large radio telescope dish is shown in the foreground, its metal lattice structure illuminated against a dark blue night sky filled with stars. The dish is mounted on a complex support structure. In the background, another similar dish is visible on the right, and a smaller one is partially seen at the bottom right. The overall scene conveys a sense of scientific exploration and technology.

# POLICY UPDATES

How We're Working for You





## INNOVATION & TECHNOLOGY

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### Keeping Canada Ahead of the Curve

**CANADA'S AEROSPACE SECTOR IS A NATIONAL** and global innovation leader. Constantly pushing the boundaries, Canadian aerospace companies outpace other national manufacturers in all types of innovation practices and develop twice as many new technologies. As an association, we recognize that innovation is essential to the long-term competitiveness of our sector – including strong government programs and policies designed for the realities of aerospace innovation.

In 2017, AIAC and our Innovation and Technology Committee achieved the following:

- Significantly shaped the design of three new government programs: the Strategic Innovation Fund, the Impact Canada Initiative and Innovative Solutions Canada. Our advocacy efforts pushed for programming that will serve the needs of aerospace in terms of efficiency and clarity.
- Through our in-depth knowledge of government services and programming, AIAC helped members access federal funding available to grow their business and become more globally competitive.
- Through three webinars, over 60 members and partners heard about the latest developments in three innovation areas experiencing unprecedented growth: unmanned systems, process innovation and digital technologies.



Canadian ministerial delegation in the Canadian Pavilion at the Paris Air Show, June 2017. Left to right: Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development; Hon. François-Philippe Champagne, Minister of International Affairs; Hon. Marc Garneau, Minister of Transport; Steven MacKinnon, Parliamentary Secretary to the Minister of Public Services and Procurement; Jim Quick, President & CEO, AIAC.



- We also brought together important stakeholders across industry sectors through on-the-ground events such as an Ontario Innovation Roundtable in Toronto and an Investment Roundtable in Calgary.

However, we also have concerns. Although innovation is touted as a government priority, the priorities of aerospace companies – Canadian manufacturing's largest R&D investor – are being sidelined. As your voice to government, AIAC is committed to making your voice heard on innovation policy and program development, so that Canada continues to offer a business environment where aerospace innovation thrives.

Looking forward to 2018, members can expect AIAC to:

- Release the results of an important survey on investment factors in Aerospace.
- Press elected representatives and government officials to ensure the realities and challenges faced by Canada's aerospace sector are taken into account in the further development of their Innovation and Skills agenda.
- Foster further collaboration and dialogue between industry and research consortia.



Jim Quick, President & CEO, AIAC (left) with incoming AIAC Board Chair Cynthia Garneau, President, Bell Helicopter Textron Canada (centre) and outgoing AIAC Board Chair David Gossen, President, IMP Aerospace and Defence (right).





## SPACE

### An Urgent Need to Invest in the Future

#### THE IMPACT OF SPACE IS FELT IN VIRTUALLY

every facet of our lives. From ensuring our sovereignty and security, to predicting weather patterns and tracking natural disasters, to simply accessing the internet and using our cell phones – space is a crucial part of our daily lives and wellbeing.

Over the past year, we focused on the development of an innovative and sustainable vision for Canada's future in space.

- At our urging, the government created a Space Advisory Board to provide advice and recommendations regarding the development of a space plan for Canada.
- Through AIAC's Space committee, we worked closely with the Space Advisory Board and government officials to develop and advocate for the successful adoption of this space plan.
- We developed and implemented an advocacy plan targeting a broad group of political decision-makers such as Members of Parliament, Ministers, and ministerial staff, educating them on the impact of Canada's space sector on their files and constituents and the need for a long-term plan.



Five past and current Canadian astronauts discuss the importance of Canada's space sector at AIAC's Space Day on the Hill, September 2017. Left to right: Hon. Marc Garneau, Dr. Robert Thirsk, Jeremy Hansen, Joshua Kutryk, Jennifer Sidey.





Paul Halucha, Assistant Deputy Minister, Innovation Science and Economic Development Canada (ISED), addresses industry members at the AIAC Space Day on the Hill in September 2017.

- In September, we hosted a Day on the Hill that raised awareness about the essential contributions space makes to the daily lives of Canadians and included an exclusive conversation with five past and present Canadian astronauts.

To our extreme disappointment, the necessary federal commitment to our sector has yet to come. We are at a crucial point as a nation. Massive global growth and investment in space worldwide means that Canada must act now to reverse the decline in Canada's space capability – before it's too late.

To that end, AIAC will:

- Mount a public outreach campaign to educate Canadians on the need for a world-class space program and its essential contribution to their lives and communities.
- Continue to press elected representatives, through direct advocacy and larger industry events, to take immediate action on the introduction of a long-term space plan.
- Be the voice for members and industry regarding the corrosive effect the lack of a long-term plan is having on Canada's reputation and presence in space.





## PUBLIC PROCUREMENT

### Your Voice among Decision-Makers

#### THE END GOAL OF ANY PUBLIC PROCUREMENT

system must be an efficient, transparent process that meets Canada's needs. At AIAC, we know that fostering competition and industry engagement go hand in hand with enhancing industrial capacity and capability.

As a trusted partner to the government, our messages continue to be heard:

- The government released its new defence policy, *Strong, Secure, Engaged (SSE)*. AIAC was at the table early and consistently during its development, and our message was heard: SSE is clear that a healthy domestic defence industry is an important part of the government's ability to keep Canadians safe.
- AIAC joined forces with government on several initiatives to help companies that work for the federal government. Advances in electronic bid submissions will make it easier to bid on procurements, and a new government call centre will speed up security clearance processing.



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01 Hon. Carla Qualtrough, Minister of Public Services and Procurement speaks at the Canadian Aerospace Summit.

02 Jim Quick, President & CEO, AIAC, meets with Hon. Harjit Sajjan, Minister of National Defence.



- Additionally, the government continued to depend on AIAC's knowledge and industry reach as it modernised its public procurement system. We played a leading role in the development of Key Industrial Capabilities, ensuring prime suppliers will receive clear criteria about what will give them a competitive advantage as they develop their bids.

Going forward, AIAC will:

- Work closely with government on the implementation of the new defence policy to ensure the goal of a healthy defence industry is advanced.
- Continue to be an active partner with government on major procurements such as the Future Fighter Capability Program and Future Aircrew Training procurement processes to ensure open, collaborative engagement with potential bidders and suppliers.
- Closely monitor the government's overall procurement modernisation efforts, specifically the move to an e-procurement system and the development of a vendor performance management system.



Summit Parliamentary Secretaries Panel. Left to right: Leona Alleslev, Chair, Liberal Aerospace Caucus (moderator); Jean R. Rioux, Parliamentary Secretary to the Minister of National Defence; Steven MacKinnon, Parliamentary Secretary to the Minister of Public Services and Procurement; Pamela Goldsmith-Jones, Parliamentary Secretary to the Minister of International Trade; Hon. Andrew Leslie, Parliamentary Secretary to the Minister of Foreign Affairs.





## CIVIL AVIATION

### Helping Canadian Industry Compete

**CANADA IS AN ESTABLISHED LEADER IN CIVIL** aviation. Maintaining this leadership during a time of robust growth requires an ongoing commitment to protect our competitive advantage.

To do this, we must eliminate barriers to growth. In 2017, AIAC worked with decision makers at the highest levels to develop regulations and bilateral agreements that give Canadian industry its best shot at success.

- An adequately funded Civil Aviation branch at Transport Canada is critical for the continued viability of Canada's civil aviation sector. In 2017, AIAC successfully advocated for an increase in its budget so it can continue doing its important work.
- A favourable regulatory environment is key to helping our members take advantage of the booming opportunities in maintenance, repair and overhaul. To that end, AIAC successfully advocated on behalf of a member which resulted in a proposed amendment to the FAA-TCCA maintenance bilateral agreement.



- 01 André Marchildon, winner of the first annual Dave Caddey Memorial Scholarship.
- 02 Benoit Beaudoin, Vice President, Operations, Pratt and Whitney Canada, accepts the 2017 James C. Floyd Award for aerospace achievement from event sponsor Cynthia Garneau, President, Bell HelicopterTextron Canada.



- Navigating civil aviation's complex regulatory environment for the benefit of Canadian industry requires collaboration and cooperation worldwide. In partnership with the government, AIAC hosted international meetings in Ottawa attended by Transport Canada, the Federal Aviation Administration, the National Civil Aviation Agency of Brazil, the European Aviation Safety Agency and 30 global industry representatives. These meetings resulted in considerable progress to streamline the flow of aerospace products across international boundaries.



Summit Executives Panel. Left to right: Manfred Hader, Senior Partner, Roland Berger Strategy Consultants; David Curtis, President & CEO, Viking Air Ltd; Cynthia Garneau, President, Bell Helicopter Textron Canada; Johnathon Lee Obst, Managing Director, Canada, Rockwell Collins; Charles Bouchard, Chief Executive, Lockheed Martin Canada.



Over the next year, AIAC will:

- Work with governments, agencies and partners to identify new ways to help civil aviation manufacturers and service providers bring their products and services to market quickly and effectively.
- Host a Transport Canada Civil Aviation Delegates' Conference in conjunction with the AIAC Canadian Aerospace Summit November 13 – 14, 2018.
- Represent the interests of AIAC members at international regulatory forums.

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*“We are a Western Canadian manufacturing and machining company and have been making products for the energy sector for over 40 years. We were seeking to diversify our business beyond the oil and gas industry, and the aerospace and defence sectors were a good match with our capabilities. Because of the complexities in these sectors, I was looking for an organization or association that could help me navigate and understand the relationships between government and the A&D industries. AIAC seemed to me to be the right choice – and they have not let me down. From the moment I called to inquire, I was taken care of with the highest level of service. Since joining, I have received access to key industry events, started connecting with industry and government, and gotten better insight into how Apollo can establish itself in the marketplace. It has been an excellent start to our process.”*

**Rob Gummer**

Export & Diversification Manager, Apollo Machine & Welding Ltd.





## INTERNATIONAL TRADE

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### Removing Barriers

Aerospace is a truly global industry, and our members have facilities and operations all over the world. The Canadian aerospace sector is an international leader in exports and trade diversity, exporting over 80 percent of its product to destinations across the globe.

AIAC works closely with government to reduce barriers to trade and support our members' international business development.

- In 2017, AIAC successfully advocated for Canadian aerospace companies on various export control issues and related matters.
- Canada and Japan signed a maintenance agreement streamlining certifications and thereby reducing costs incurred by Canadian aerospace and aviation companies. The agreement makes Canada more competitive in the Japanese market and members report that their business opportunities have already increased.



Torbjorn Sjogren, Vice President, International Government Systems, Boeing Global Services speaks at the Canadian Aerospace Summit.



Building on this success, AIAC will continue to:

- Support our members and voice their concerns on barriers to trade, working with our federal and international partners to bring about solutions.
- Develop programs that ensure trade policy supports the growth and competitiveness of Canadian aerospace companies, products, and services in the global marketplace.



Jim Quick, President and CEO, AIAC, gives an interview at the Paris Air Show in June 2017.





## LABOUR MARKET

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### Building Canada's Highly-Skilled Workforce

Employment in the aerospace industry has been steadily increasing. Due to growth in the size of existing employers and the continuing creation of new businesses, there's a definite need for quality, skilled workers. AIAC understands the importance of connecting the right people with the right jobs. We also recognize Canada's unique position to lead when it comes to establishing global standards for safety and quality.

Here's a look at 2017:

- Having created the labour market committee, we began our work to align federal labour policy with the skills required for the Canadian aerospace workforce.
- AIAC Pacific, our regional branch in British Columbia, partnered with the provincial government on a labour market study about workforce challenges. Phase one involved industry engagement, and the recently completed phase two involved compiling the data into major findings and conclusions.



Summit attendees network at the B2B and Trade Show.



In 2018, you can expect:

- AIAC's members, through the committee, to continue working through a plan to help develop industry positions on forward looking labour market agreements, enterprise sustainment and employment policies.



Hon. Brian Pallister, Premier of Manitoba, speaks to AIAC's Board of Directors in March 2017.





## SMALL BUSINESS

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### AIAC Leading the Way for SMEs

#### SMALL AND MEDIUM-SIZED ENTERPRISES (SMES)

are a significant contributor to Canada's aerospace industry and are vital to our global competitiveness. They also face unique challenges when it comes to scaling up and securing a competitive advantage. AIAC recognizes that these challenges, inherently linked to their size, should not limit their growth or opportunities to access the global marketplace.

2017 was the culmination of many years' worth of advocacy by AIAC and our members, resulting in several new programs and initiatives to support SMEs. These include:

- Innovative Solutions Canada: New program announced that supports the scale up and growth of Canada's innovators and entrepreneurs.
- Strategic Innovation Fund: Consolidated previous Strategic Aerospace and Defence Initiative with terms and conditions more accessible to small businesses.
- Build in Canada Innovation Program: Program expanded, allowing more members to work with the government as a first customer and accelerating the introduction of their cutting edge goods and services into the marketplace.

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*"My company recently joined AIAC and the SME small business committee. The association recognizes the importance of small business and works diligently to address our problems/ concerns with senior members of government. The connection with the OEM community is equally important to small business and the association provides the forum for all of us to interconnect."*

**Barney Bangs**  
President, Tulmar



- Office of Small and Medium Enterprises (OSME): Improved the way contractors are paid, recognizing small businesses that may be sensitive to cash flow.
- Accelerated Growth Strategy: AIAC was the first and only industry association to become a nominating partner and several AIAC members have benefited from the program.

Additionally, at AIAC we know that increasing the capacity of SMEs allows them to be part of a robust and international supply chain. We've taken a leadership role with our Small Business Committee's consortia model of business development. This best practice model of small businesses partnering to improve their offerings is being implemented and seeing results.



01 ADSE's BC Executives Panel. Left to right: Tracy Medve, President, KF Aerospace; David Curtis, President & CEO, Viking Air Ltd.; Guy Borowski, Vice President Operations North America, Heli-One.

02 Dirk Hoke, Chief Executive Officer, Airbus Defence & Space speaks at the Canadian Aerospace Summit.

03 Summit Small Business Panel. Left to right: Iain Christie, Executive Vice President, AIAC (moderator); Dave Muir, President & CEO, Gastops; John Mannarino, President, Mannarino Systems & Software Inc.; Gabe Batstone, CEO, Contextere; Patrick Thera, President, SED, Div. of Calian Ltd.





B2B meetings underway at the ADSETrade Show.

We expect the rapid pace to continue over the next year. In 2018, AIAC will:

- Closely monitor the roll out of these new programs and continue to work in close partnership with government to ensure the programs reach their full potential and serve the needs of our sector.
- Continue to advocate on behalf of SMEs when it comes to the Innovation and Skills plan. AIAC will ensure the competitiveness of Canadian aerospace is a priority for government so that SMEs have the tools and resources necessary to succeed.





**SERVING  
OUR MEMBERS**





## BRINGING PEOPLE TOGETHER

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**EVERY YEAR, AIAC HOSTS TWO WORLD-CLASS** events. In 2017, the Canadian Aerospace Summit and the Aerospace, Defence & Security Expo (ADSE) reinforced their reputation as the most important industry shows to attend in Canada each year.

The 2017 Canadian Aerospace Summit featured an impressive lineup of industry leaders, business experts and federal ministers including the **Honourable Navdeep Bains**, Minister of Innovation, Science and Economic Development; the **Honourable Carla Qualtrough**, Minister of Public Services and Procurement; and a panel of **Parliamentary Secretaries**. With a program that included over 1000 exhibitors and participants, an industry-leading trade show, B2B networking opportunities, and presentations from world-leading aerospace companies, the Summit was the place to be for companies wanting to succeed and grow in the global aerospace industry.



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- 01 Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development, joins industry at the Aerospace Leadership Luncheon.
- 02 Summit attendees meet at the B2B and Trade Show.



The 7th annual Aerospace, Defence and Security Expo (ADSE) broke attendance records in 2017 with a sold-out trade show, a line-up of high-profile speakers and a significant government funding announcement by the **Honourable Harjit Sajjan**, Minister of National Defence.

Held side-by-side with the Canadian Business Aviation Association's (CBAA) annual convention and exhibition, ADSE's combined delegates totaled over 1,000 and included senior industry, government and military representatives from across Canada and around the world. Keynote speakers included the **Honourable Bruce Ralston**, BC's Minister of Jobs, Trade and Technology, who chose this event to deliver his first speech as Minister; **Lieutenant-General Michael Hood**, Commander of the Royal Canadian Air Force; and **Brigadier-General Michel Lalumiere**, Director-General of Air Force Development. Minister Sajjan closed the conference with an announcement of more than \$320,000 to support Western Canadian presence at aerospace events in 2017 and 2018.

AIAC is busy planning for even bigger and better events in 2018. With your participation we will continue to soar to new heights!



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#### LEADERS AT THE 7TH ANNUAL AEROSPACE, DEFENCE AND SECURITY EXPO (ADSE)

- 01 Hon. Harjit Sajjan,  
Minister of National Defence.
- 02 Hon. Bruce Ralston, British Columbia's  
Minister of Jobs, Trade and Technology.

- 03 Lieutenant-General Michael J. Hood, CMM,  
CD, Commander of the Royal Canadian Air Force.
- 04 Jim Quick, President & CEO, AIAC,  
addresses ADSE attendees.





## BUSINESS DEVELOPMENT

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**AT AIAC, WE MEASURE OUR SUCCESS BY OUR** ability to help you, our members, gain an edge in the highly competitive global aerospace industry. Attending global tradeshows and exhibitions means having access the latest technology, market intelligence, industry experts and networking opportunities. These experiences can set your business apart.

As part of our mandate, we facilitate, participate in and coordinate the presence of Canadian industry at key international air shows and trade missions each year. Whenever possible, we negotiate a reduced registration rate and provide rebates for Canadian participants.

In 2017, the events included:

- Additive Manufacturing Forum
- Satellite Conference & Exhibition
- Paris Air Show
- Pacific Northwest Aerospace Alliance  
2017 Conference
- Heli-Expo
- China Helicopter Expo



Dr. Eric Ducharme, General Manager, Advanced Technology Operation, GE Aviation speaks at the Canadian Aerospace Summit.



Next year, AIAC will:

- Continue to build on our success of raising the profile of Canadian aerospace companies both at home and abroad.
- Provide a forum for AIAC members to build and strengthen business relationships with industry leaders, including through the use of AIAC's technical committees.
- Further enhance your experience as a member through increased communications and outreach on online platforms and social media about policy, regulatory and global news and events affecting the industry.



Iain Christie, Executive Vice President, AIAC (back row, third from left) represents the association at a stakeholder panel with the Economic Development Bank of Canada (EDC) in May 2017.



## The Voice of the Industry

AIAC represents the interests of Canada's aerospace industry on a range of high-profile committees, boards and groups.

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- Aerospace Industries Association (USA) Civil Aviation Regulatory Standards Committee (CARS)
  - Canadian Aeronautics and Space Institute
  - Canadian Council for Aviation and Aerospace (CCAA)
  - Canadian Chamber of Commerce Association Roundtable
  - Canadian Manufacturing Coalition
  - Canadian Space Agency - Industry Joint Working Group Steering Committee
  - Consortium for Aerospace Research and Innovation in Canada (CARIC, an organization co-founded with AIAC)
  - European Aviation Safety Agency (EASA) Stakeholder Advisory Board (SAB)
  - Federal Border Coalition
  - General Aviation Manufacturers Association (GAMA) Technical Policy Committee (TPC)
  - Government of Canada Controlled Goods Industry Engagement Committee
  - Government of Canada Defence Industry Advisory Group
  - Government of Canada Industrial Security Advisory Board
  - Government of Canada Supplier Advisory Committee
  - Government of Canada Sustainment Initiative Steering Committee
  - Green Aviation Research and Development Network (GARDN)
  - Industry-College Coalition
  - International Coordinating Council of Aerospace Industries Associations (ICCAIA)
  - Technology Demonstration Program Advisory Committee (TDP)
  - Telfer Complex Projects Advisory Group





## PARTNERSHIPS WITH GOVERNMENT

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**OUR PHILOSOPHY AT AIAC IS THAT ADVOCACY** is not enough. We go further. We've earned influence through our 50 years as a key public policy partner with governments and the portal by which stakeholders engage with the industry. As a result, our members gain access to policy makers at the highest levels of government, as well as key influencers and decision-makers within the aerospace industry.

Some highlights of 2017 include:

- A record number of federal ministers as part of the Canadian delegation at the Paris Air Show.
- Renewed funding through the federal Government's Global Opportunities for Associations (GOA) program, a funding mechanism we use to advance our members' ability to target new international business opportunities.
- Increased member access to the services and assistance of the Trade Commissioner Service (TCS) through our partnership with TCS and the presence of Simon Gittens, a veteran Trade Commissioner who is embedded in AIAC's Ottawa office.



Jim Quick, President and CEO, AIAC (far left), moderates a discussion with (left to right) Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development; Hon. Marc Garneau, Minister of Transport; and Steven MacKinnon, Parliamentary Secretary to the Minister of Public Services and Procurement, at the Paris Air Show in June 2017.



- Renewal of our funding agreement with Western Economic Diversification Canada (WD). AIAC invests these funds to deliver direct results for our members. We've maximized global exposure and created business development opportunities for western Canadian companies at international aerospace events including PNAA, the Farnborough International Airshow, and AIAC's Aerospace, Defence and Security Expo (ADSE).
- Another successful year for AIAC Pacific, our B.C. regional office headquartered in Vancouver and established four years ago. In a testament to the constructive partnership forged with B.C.'s provincial government during a transition period, the Honourable Bruce Ralston, BC's Minister of Jobs, Trade and Technology, chose ADSE to deliver his first speech as Minister. The Honourable Harjit Sajjan, Minister of National Defence was also a keynote speaker at our record-setting event and announced WD funding.



Members of the BC aerospace industry meet with Hon. Harjit Sajjan, Minister of National Defence. Left to right: David Schellenberg, Chair, AIAC Pacific; Wade Larson, Urthecast; Bryan Akerstream, KF Aero; Hon. Harjit Sajjan; Kevin Russell, ASCO Canada; Colin O'Neill, Emergco Aerospace; Rob Coates, AVCorp; Taylor Briggs, AIAC Pacific.



- The completion of another phase of AIAC's labour market study in partnership with the B.C. government. In phase one, we engaged industry on a number of workforce development challenges they face. At the end of 2017 we were nearing the end of phase two, which involves compiling the data into major findings and conclusions setting the stage for phase three, the development of an effective labour market strategy.

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*“We view our membership in the AIAC as an essential part of our own strategy to promote our brand and strengthen our standing in the international arena. As competition from around the world increases, it’s even more important for the AIAC to maintain its advocacy role to help bolster Canadian aerospace and raise its profile with key stakeholders.*

*As the collective voice of our industry, the AIAC’s inputs have helped shape public policy and advance the needs of Canada’s aerospace community.*

*We believe that we are a more robust industry as a result of the efforts of the AIAC and as a member, UTC Aerospace Systems will continue to support the Association as it promotes Canada’s aerospace interests domestically and internationally.”*

**Tim Whittier**

Director, Government Relations – Landing Systems, UTC Aerospace Systems





# A STRONGER ASSOCIATION





## OPERATIONAL AND FINANCIAL SUSTAINABILITY

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### AIAC IS COMMITTED TO RUNNING OUR

association as efficiently as possible. Over the past five years we've assembled an experienced team and an impressive board of directors to ensure high standards of financial accountability and decision-making.

Together, we're implementing best practices and procedures to ensure a stronger and more effective AIAC for years to come.

- Ensuring our financial sustainability means diversifying our revenue streams. We've increased our focus on generating revenue through partnerships and the hosting of events such as ADSE and our Canadian Aerospace Summit. Both of these world-class events have grown in size and scope featuring robust speakers, industry leaders, networking opportunities and impressive line-ups of federal ministers and parliamentary secretaries.
- AIAC is working with a new governance committee to review governance best practices and develop the right policies and procedures for our association.



The Summit's Master of Ceremonies, Helene V. Gagnon, Vice President, Public Affairs and Global Communications, CAE.



- We continue to grow our membership. Bringing more voices together makes us all stronger.
- Our goal is to ensure you get a solid return on the investment you make in us. Over the next year we'll continue increasing AIAC's sustainability and maximizing returns for our members.

## AIAC Member Committees – Get involved to get results!

AIAC's technical committees are central to AIAC's policy and advocacy functions. Members of these committees provide industry insights and guidance with respect to issues related to specific industry segments or topics of concern or interest. Each committee is chaired by a member of the AIAC board and staffed by an AIAC executive. Membership on these committees is open to AIAC members and partners only. To join any of these committees, please contact the AIAC staff lead indicated for that committee.

### CIVIL AVIATION

Staff Contact: Mark Beauregard,  
Vice President, Regulatory Affairs

### MARKET ACCESS

Staff Contact: Mark Beauregard,  
Vice President, Regulatory Affairs

### PUBLIC PROCUREMENT AND DEFENCE

Staff Contact: Iain Christie,  
Executive Vice President

### SPACE

Staff Contact: Iain Christie,  
Executive Vice President

### LABOUR MARKET

Staff Contact: Iain Christie,  
Executive Vice President

### TECHNOLOGY AND INNOVATION

Staff Contact: Guillaume Côté,  
Vice President, Technology & Innovation

### SMALL BUSINESS

Staff Contact: Iain Christie,  
Executive Vice President



A photograph of two men in a professional setting. The man on the left is wearing a blue turban, a dark suit, a white shirt, and a blue patterned tie. He has a beard and is looking towards the man on the right with an expressive face. The man on the right is seen from the back, wearing a dark suit. In the background, there is a screen displaying some text in a non-Latin script. A dark blue semi-transparent banner is at the bottom of the image.

**OUR  
TEAM**



**President & Chief Executive Officer**  
Jim Quick

**Executive Vice President**  
Iain Christie

**Vice President, Strategic Partnerships**  
Bill Yetman

**Vice President, Technology & Innovation**  
Guillaume Côté

**Vice President, Regulatory Affairs**  
Mark Beauregard

**Vice President, AIAC Pacific  
(Operations & Communications)**  
Mike Mueller

**Vice President, AIAC Pacific  
(Policy & Government Relations)**  
Taylor Briggs

**Senior Director, Communications & Marketing**  
Kristen VanderHoek

**Director, Operations and Member Services**  
Lynne Adamson

**Manager, Government Relations and  
Policy Development**  
Darya Dolzikova

**Executive Support & Special Projects**  
Marie-Soleil Jones

**Controller & Corporate Secretary**  
Patrick Girard

**Accounting Assistant**  
Wendy Hughes

**Trade Commissioner – Aerospace (embedded)  
Global Affairs Canada**  
Simon Gittens



Parachutists display the Canadian flag at the opening of the Twilight Dinner and the Abbotsford Air Show.





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