



# Adapt. Grow. Innovate. Scale.

STRATEGIC PLAN  
2023-2028



Aerospace Industries  
Association of Canada

L'Association des industries  
aérospatiales du Canada

## MESSAGE FROM THE PRESIDENT AND CEO

# Unveiling AIAC's New Strategic Vision: A Catalyst for a National Aerospace Strategy

Dear AIAC members, stakeholders and friends of the industry,

As President and CEO of AIAC, I am proud to unveil our association's new strategic vision – a roadmap that will undoubtedly shape the future of the Canadian aerospace industry and pave the way for a National Aerospace Strategy.

Responding to industry members and with input from the broader industry, academia and government, AIAC's new strategic vision will serve as a catalyst for positive change, propelling the Canadian aerospace industry to new heights as we adapt, grow, innovate, and scale together.

At the heart of AIAC's strategic vision, is our continued commitment to work tirelessly with our members and industry stakeholders, advocating for Canada's world-class aerospace sector and fortifying our position in the global aerospace value chain. Our redefined core values will serve as guiding principles, helping shape our approach to ensuring a strong and resilient Canadian aerospace industry that is recognized globally.

As we embark on this journey together, we will work with industry partners and stakeholders, government entities, and the public as we collectively shape the future of aerospace in Canada. Together we will strengthen Canada's position as a global leader in aerospace for generations to come.

On behalf of the team at AIAC, I also want to thank everyone who played a part in developing this new strategic vision and our members for their continued support. Your insights, passion and dedication are what make our association successful, and I am confident you will see your company's goals clearly reflected in this document.

I am truly excited about what the future has in store, and I look forward to working with all of you for our collective success.


Thank you,

**Mike Mueller**

President & CEO

Aerospace Industries Association of Canada





*AIAC will drive change, helping the industry adapt, grow, innovate and scale, both domestically and internationally. AIAC will be the industry's hub for advocacy, knowledge, and support with the industry, government, and the public, both locally and abroad.*



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# Our Purpose

To work with and determinedly advocate for the Canadian aerospace industry to strengthen and enhance our industry's position in the global aerospace value chain.

# Our Core Values

Our priorities and actions will be guided by these core values:



## Collaboration

AIAC collaborates and fosters partnerships with key stakeholders to enhance innovation, growth and competitiveness of the Canadian aerospace industry.



## Excellence and Innovation

AIAC delivers excellence and fosters innovation, reflecting the aerospace industry's commitment to enhancing Canada's distinct global competitive advantage.

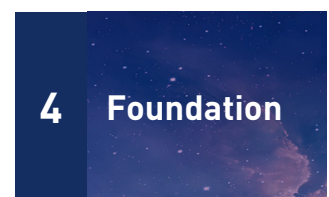


## Sustainability and Inclusion

AIAC champions a shift towards net-zero emissions, values diversity and inclusion, and is aligned with global imperatives, working to preserve the industry's relevance for future generations.

# Our Priorities and Goals

For the next five years, AIAC will focus on four priorities – within each priority are the goals that AIAC will work to achieve. Over time, evergreen strategies and detailed tactics will be developed that align to these goals.



# 1

## National Strategic Action

Develop and implement a long-term plan to sustain and grow the Canadian aerospace industry.

### Goals

- Work with our government partners and build industry consensus to pinpoint immediate and longer-term actions that reinstate Canada industry's leadership position internationally and bolster our prosperity, building on Canada's rich aerospace legacy.
- Support our national civil, defence, and space sectors by introducing measures and leveraging every policy tool to promote our industry's growth, build sovereign capabilities and enhance exports (such as dedicated defence R&D pillar and strengthening Canada's certification capability).
- Maximize domestic capabilities and promote international investment of OEMs to unlock the potential of Canada's supply chain (including our medium and small enterprises) to become global leaders by reinforcing support for competitive homegrown technology and innovation, programs and demonstrators in Canada and integrating North American and international supply chains.
- Work with industry to cultivate an inclusive and sustainable innovation ecosystem in Canada, ensuring it mirrors the entirety of the sector and proactively addresses future industry needs.

### Proposed Strategies

Canada's Aerospace, Defence and Space sectors are long-time contributors to Canada's national economy, providing employment for over 200,000 Canadians across the country. While Canada's aerospace industry is strong, we are losing ground in the competitive landscape.

Canada's leadership in aerospace internationally has the potential to be the envy of the world. Canada is one of the few nations that have the full range of capabilities to develop aircraft, critical systems and services from concept to commercialization with the highest safety and performance standards. We must work together in partnership with the government to ensure we improve our competitiveness globally and that we preserve these strategic design and system integration capabilities.

The establishment of a long-term industrial plan should incentivize investment in Canada to build upon the more than \$25 billion of exports executed annually. This will drive the creation of an enhanced business environment that supports globally competitive domestic innovation and promotes the creation of more high-paying jobs in Canada.

With trillions of dollars expected to be spent world-wide over the coming decade on aircraft and unmanned vehicles both commercial and military, a long-term industrial plan would focus synergies between government and industry to ensure Canada takes advantage of these opportunities and remains globally competitive.

#### We will do this by:

- Establishing an industry committee that will develop a strategic framework and recommendations presented to our government partners while ensuring the framework is future facing from growth, innovation and R&D perspectives.
- Holding consultations across the country in collaboration with our regional association partners. These consultations will ensure every voice is heard and represented in the recommendations to the government.
- Re-working our annual Hill Days in Ottawa to ensure our meetings and presentations to our political leadership and senior officials have the necessary data to support our recommendations and prioritize our potential for even more of a national contribution to Canada's economy.
- Working with the industry to develop a public facing campaign to show the value and contribution such a strategy will provide for all regions of the country and sectors of aerospace.
- Exploring the establishment of an aerospace scale-up model that allows businesses of all sizes to innovate and engage with OEM's both domestically and internationally, with a view to maximizing economic and innovation benefits and content for Canada. This will require collaboration with our governmental partners and OEMs to unlock the potential of Canada's small and mid-size companies in every region of the country.

## Goals

- Play a national leadership and coordination role to identify key technological and innovation skill gaps, and to establish a skills and trades development hub for the industry, domestically and internationally.
- Foster relationships with government, educational institutions, other industry associations, and other key stakeholders to help the Canadian industry adapt, grow, innovate, and scale.
- To embrace and harness the rich diversity of talents in Canada's aerospace industry, work with industry and partners to promote aerospace as both a compelling career choice and a welcoming environment championing equality, diversity, and inclusion.

## Proposed Strategies

We are living in a time of change and challenge; it is critical that Canada re-engage and re-establish a key leadership role in the global aerospace innovation ecosystem. To do that we must work even closer in partnership with government and other industry stakeholders to ensure we have the necessary talent pipeline in Canada to meet the disruptive future ahead.

Our more than 200,000 employees based across Canada are at the heart of our collective success as an industry. AIAC will play a leadership role in working with government, industry, and all stakeholders in identifying innovation skills gaps and ensuring we are addressing the needs of the future. Growing an innovative business in aerospace takes more than innovative ideas, we aim to work with all concerned to ensure the skills pipeline is available to accept the work of the future.

### We will do this by:

- Developing with partners a Skills and Innovation Hub that positions Canada as a leader in future work identification. This hub will bring together a cross-section of industry, education, government and our regional association partners and others to ensure we have the necessary data to identify the innovation workforce of the future and our ability to compete in the global value chain.
- Working with government partners and others to harness Canada's rich diversity and provide more opportunities for all those who want to see aerospace as a career choice for themselves and their families. We will encourage the government, the investment community, and the industry to establish the necessary funding to launch a specific fund that promotes early-stage innovators led by diverse owners.
- Working with government to have Canada be at the forefront of aerospace sustainability innovation and technology advances, as we move towards a more autonomous and electrified future. We will work with the government to review the current financial programs to ensure they are responsive to and supportive of the businesses who use them and are conducive to the establishment of programs and demonstrators in Canada that can drive and mobilize the Canadian industry/ecosystem and investments. As well, we will use our advocacy to provide the government with creative and focused recommendations to encourage domestic and international innovation investments in Canada.

# 3

## Disruption & World-Class Ideas

Create an environment to allow Canadian aerospace innovators to preserve and develop IP for commercialization in Canada and export to international markets, and to help the industry respond to the dynamic and disruptive changes in technologies and methods.

### Goals

- Assist the industry in understanding and leveraging new technologies and disruptive ideas to benefit the industry itself and to achieve the goal of net-zero by 2050.
- Collaborate with stakeholders, especially financial institutions and pension funds, to promote aerospace's investment opportunity and explore models for ambitious members to scale and commercialize in Canada, using innovative technologies and methods.
- Explore establishing Centers of Excellence that focus on emerging technological issues and disruptions and leveraging adjacent technologies, in alignment with our strategic actions to bolster Canadian prosperity and leadership.

### Proposed Strategies

Innovation and technology in aerospace evolve in ways that are unpredictable. Those who work in our dynamic industry need the support and freedom to explore beyond what is comfortable and possible. Taking risks and testing innovative ideas should be the hallmark of Canada's aerospace sector. We have always played a leadership role in aerospace innovation globally and we need to recommit once again to regain what has been lost over the years.

We need to re-commit with partners in government who will work with industry to ensure we create a more responsive and agile innovation business environment in Canada where business regardless of size or location can flourish and respond to the global aerospace marketplace. We should also maintain our focus on commercialization to ensure that IP and innovation developed in Canada through domestic and international investments grow and lead to sovereign capabilities. Promoting globally competitive programs and demonstrators that will differentiate Canada in the marketplace while minimizing developmental risk will be key in this regard.

Ideas matter and we are committed to ensuring our members are engaged with government, investment organizations, and domestic and international OEMs to make those ideas a reality.

#### We will do this by:

- Playing a leadership role for Canada in sustainable aerospace technology, in line with global net-zero goals. In addition to the recommendations we will develop in our Industry strategy committee we will encourage government to establish a working group with industry partners towards achieving net-zero by 2050. This working group will guide both the industries and government's approach to net-zero goals.
- Working with the government to create and support an Aerospace Innovation Early-Stage and Demonstrator program that provides incentives to domestic and international businesses of all sizes to also invest, explore, test and validate disruption and innovative ideas faster and with minimal risk, reforming some of the current programs available.
- Collaborating with private partners and government to propel innovative ideas and to explore emerging technologies and trends and find specific solutions to fund and allow innovators to innovate.
- Working with governments, provincial partners, research and education partners and others to create the conditions and environment where innovative businesses of all sizes can flourish and thrive. We will create a Disruption and World-Class Ideas committee that will be the platform for Canada to make a significant impact as a leader in new aerospace ideas and evaluate the need for Centres of Excellence.
- Including Disruption & World Class Ideas in Aerospace conference as part of future Summits beginning 2024.

# 4

## Foundation

Continuously monitor our progress and value to members, as well as ensure we have a structure and model where our staff and members are welcomed, appreciated, and empowered to thrive.

### Goals

- In a changing political environment, continually modernize AIAC's advocacy and communications approach for greater influence with political leadership, senior officials and regulatory agencies, in collaboration with provincial associations and other stakeholders.
- Ensure everyone who works for and volunteers for AIAC is valued and recognized for their contribution.
- Continue to leverage AIAC events to build networks and influence with key decision makers.
- Provide new industry insight by aggregating aerospace industry data with external sources, partnering for prompt analysis and insights, to ensure our priorities align with future industry opportunities and tell industry's economic, social and environmental story.
- Strengthen and re-energize AIAC's committees, to ensure alignment with board and member priorities.
- Increase revenue/resources including a review of membership fees options and categories.
- Work with our Board of Directors to deliver consistent oversight and alignment between the board and management, while ensuring appropriate organizational and governance structures for association sustainability and risk management.

### Proposed Strategies

For more than 60 years, AIAC has played a key role in the life of the aerospace industry in Canada. The foundation of any organization is its people. All employees must be fully equipped to adapt to change so that we can execute our purpose and fulfil our Strategic Plan.

Our value to our members over the years has been both advocacy and our ability to bring together AIAC members and our government partners, both senior officials and our political leadership.

Our mandate from the board and commitment to members, now and into the future, is to represent the membership with integrity and transparency and to be a catalyst for growth, helping to deliver the necessary resources and support from government to ensure future growth. Innovation, disruption, and world class ideas begins at home.

#### We will do this by:

- Embracing technology and develop the necessary platform for AIAC members to network and engage both domestically and internationally in business development activity.
- Working with the board to establish a governance structure, revenue generation, planning and priorities cycle and the right policies and procedures to make us effective, innovative, and agile.
- Reviewing and revamping our organization structure and industry committees to ensure they align with the new strategic plan.
- Providing employees with the tools and structures to ensure they are meeting and exceeding members' expectations and value for investment.