



Defence Policy Review Roundtable

July 6, 2016

IMP Aerospace & Defence Comments

From its earliest beginnings as Fairey Aviation Canada in 1948, IMP Aerospace & Defence has been in the business of providing In-Service Support (ISS) for the RCAF's fleets of aircraft. During much of this period, the close working relationship between the military, government, and Canadian companies such as ours provided Canada with many benefits. Of critical importance, new aircraft procurements (invariably from foreign companies) included the requirement for a Technical Assistance Agreement. This ensured that a Canadian company would be provided with everything needed, including access to all the aircraft's technical data, in order to develop a comprehensive and professional in-country support capability.

As a result, a robust, sovereign, and highly cost-effective industry evolved that was able to respond quickly and effectively to its highest priority customer – the Canadian military. At the same time, a framework was created that stimulated technological development in support of in-service aircraft, creating high value jobs in this process. Ultimately, these capabilities developed to the point that the industry has been able to successfully compete on an international scale, thus creating export jobs as well.

Today, IMP Aerospace & Defence, a 100% Canadian owned company headquartered in Halifax and with operations across Canada, provides direct employment for 2400 employees. Our work is extremely demanding – the RCAF airworthiness standards are among the highest in the world, and aircraft now typically remain in service for over 40 years. To meet these demands, we have hundreds of highly qualified engineering and technical staff that conduct aircraft life studies, structural analyses, modifications, life extension programs, and repair scheme development, as well as a wide range of key supporting functions from integrated logistics support, to configuration and data management, and supply chain

management. In addition, our highly skilled technicians have done everything from replacing entire wing sets on aircraft to providing on-location support to the military whenever, and wherever, required.

IMP Aerospace & Defence is just one example of Canadian companies that have succeeded under this model. Numerous other companies have benefitted as well from similar arrangements, creating jobs in a number of technical fields and establishing a diverse, world class ISS industry in Canada.

Unfortunately, over the past ten years, this proven successful Canadian (and international) formula has not been followed as it was in the past. Recent aircraft procurements, at the time of purchase, have not dictated the same degree of transference of technical knowledge and data on which this successful model relied. As a result, the ability to leverage procurements to create economic growth in Canada and develop the technological skills to both meet the needs of the RCAF and generate export opportunities has been severely degraded. If left unchecked, this will lead to the collapse of this world class ISS industry.

The CADSI summary of the “Defence Industrial Policies: Three Case Studies”, including the UK, Australia, and the USA, is strongly endorsed. We have the proven capability in this country to do so much, but we will only succeed if government, industry and the military work closely together at all levels under an effective made-in-Canada ‘Defence Industrial Policy’. With specific regard to ISS, if we are to profit from the lessons of the recent past, there must as well be clear and specific procurement guidelines, coupled with executive-level oversight, to ensure that the desired outcomes are clearly understood and effectively implemented at all levels of government.