

**1. What data exists on the A&D supply chain, and supplier inventory and ecosystem mapping? Will the consulting be developing the database, or will they be able to leverage existing resources within CED or the aerospace community?**

- The consultant can utilize existing resources to build out the regional supply chain analysis. We also expect the consultant to identify gaps in the existing body of research and address them through their proposed methodology. The final inventory should not be a repackaging of prior research and will need to demonstrate time invested discovery of previously overlooked or new A&D stakeholders within the region.
- The Alberta Aerospace & Defense Sector Analysis (Jul 2019) included in the RFP appendix is the most up-to-date ecosystem map, however, it lacks specific company names and locations. As a starting point, this collection of A&D stakeholders could be reworked through a database such as D&B Hoovers.

**2. Do you have specific A&D centers of excellence / hubs that you would like to include in the benchmarking analysis?**

- CED will defer to the consultant's expertise in this area. CED will provide feedback to make sure the chosen jurisdictions for the competitive benchmarking align with the project objectives.
- Chosen jurisdictions for the competitive benchmarking section of this study should be comparable to Southern Alberta. Similarities could include:
  - Size of A&D sector (# of companies, contribution to GDP, etc.)
  - Land availability
  - Population density

**3. Why are UAVs specifically identified as one of the three subsectors to include in the detailed analysis? How is this strategy development intended to integrate with Calgary's unmanned & autonomous systems cluster strategy? Are commercial/hobby drones in-scope? If so, how much of a focus area are they versus military drones/UAVs?**

- CED is curious about UAVs as a potential right-to-win sector in Alberta given our existing strength especially in testing facilities.
  - Alberta is home to 25% of all Canadian UAV, geospatial data collection and analysis, and navigation and GPS firms.
- There should be focus on military and defense drones/UAVs because we understand that they lead many of the technological advances for the industry. Commercial drones are also of interest. The consultant does not need to focus on hobby drones.
- We acknowledge that we could be looking in the wrong place with UAVs, so we expect the consultant to provide rationale for focusing on a different set of subsectors if applicable.

**4. Are travel and out-of-pocket expenses included in the \$110,000 CAD maximum? If so, does CED have an estimate of the number of trips required for on-site meetings (including kickoff, progress updates, and final reports)?**

- Travel is included in the \$110,000 CAD maximum.
- Project touchpoints can be virtual for consultants located outside of Calgary.

**5. What, if any, high-level strategic direction from the Canadian federal government should be taken into account?**

- The high-level direction from the Government of Canada is important because it can influence the flows of funding and investment into different Canadian jurisdictions. But agenda setting at the federal level is also highly influenced by input and advocacy from provincial level organizations.
  - For example, the Initiative for Sustainable Aviation Technology (INSAT) comprises a total investment of over \$350 million CAD for relevant projects and initiatives across Canada.
  - Aerospace Industries Association of Canada is in the early stages of creating an aerospace strategy for Canada. This strategy draws heavily from member feedback. Alberta does not have many engaged/active members in this association.

**6. What number of subject-matter experts (SMEs) will participate in the Advisory Committee? What types of organizations will be represented? Will the consultant be able to engage people on advisory committees to contribute to specific tasks on the project?**

- The Advisory Committee is not yet finalized. We hope to have a group of 6-10 members (planning for at least 4 members to attend each committee meeting) with representation from the following (mainly medium to large-sized organizations; potentially a couple small organizations):
  - Defense
  - UAVs
  - MRO
  - Advanced Manufacturing
  - 1-2 from Calgary's major post-secondary institutions active in aerospace programming and/or research
- As we onboard SMEs to the committee, our expectations of them are:
  - Active engagement in committee meetings (provide direction where relevant to ensure final deliverable meets requirements and aligns with strategic objectives)
  - Where applicable (and contingent on committee member availability), engage with consultant in touchpoints outside of committee meetings to provide additional perspective and context
  - Review materials produced by vendor and provide feedback
- It would depend on the specific type of contribution desired by the consultant. Activities like review & feedback from committee members and exploratory interviews with committee members are most likely doable.