ATLANTIC CANADA
AEROSPACE & DEFENCE

Atlantic Force Multiplier Fund

2026 Offerings for Enhanced Competitiveness

Certification & Accreditation | **Digital Adoption** | **HR Essentials** | **Greening & ESG**

Overview

The **Atlantic Canada Aerospace & Defence Association (ACADA)**, with the support of the **Atlantic Canada Opportunities Agency (ACOA)**, is the delivery partner for the Atlantic Force Multiplier Fund (AFMF). The AFMF is designed to help Atlantic Canadian SMEs strengthen competitiveness and accelerate business performance by providing access to specialized expertise and cost-shared consulting support. Eligible SMEs operating in the aerospace, defence, and security sectors across Atlantic Canada may apply for initiatives that enhance productivity, foster innovation, build organizational capability, and support sustainable growth through one of the following streams:

Certification & Accreditation
Helps to prepare for new industry certifications and accreditations that strengthen competitiveness, enhance retention, and improve organizational resilience.

Digital Adoption
Assists in furthering digital transformation activities. Adopting and investing in digital best practices can help boost business capacity and improve operational efficiency and productivity.

HR Essentials
Designed to assist with key workforce development challenges by providing access to expertise, tools, and strategies that support talent attraction, retention, employee engagement, leadership development, and workforce planning.

Greening & ESG (Environmental, Social, Governance)
Aims to assist in developing eco-responsible products, processes, and market entry strategies by providing expertise and tools to minimize environmental impact throughout the product life cycle.

Potential Project Themes

Within each stream, applicants may explore a variety of project themes to help identify opportunities to enhance productivity, strengthen competitiveness, and support business growth. Examples of eligible project themes are provided below.

Certification & Accreditation Projects May Include

- Gap analysis and readiness assessments
- Policy, procedure, and process development
- Project scoping and certification road mapping
- Skills development and employee training
- Continuous improvement and operational excellence program development that supports certification readiness
- Internal audit preparation and corrective action planning
- Other project deliverables, subject to ACADA approval

Digital Adoption Projects May Include

- Process automation and workflow optimization
- Artificial Intelligence (AI) readiness, adoption, and implementation initiatives
- Data analytics, business intelligence, and reporting solutions
- Managed service provider assessments and technology planning
- Skills development and employee training related to digital technologies
- Cybersecurity assessments and implementation of cybersecurity best practices
- Data protection, governance, and compliance initiatives
- Digital marketing, e-commerce, and online sales enablement projects
- Customer experience and user experience (UX) improvements
- Technology integration, process digitization, and operational modernization initiatives
- Other project deliverables, subject to ACADA approval

Potential Project Themes

HR Essentials Projects May Include

- Recruitment and selection strategies for mid-level and senior-level roles
- Workforce planning and talent management initiatives
- Succession planning and organizational capacity-building initiatives
- Development of HR policies, procedures, and employee programs
- Onboarding, orientation, and employee retention initiatives
- Workplace culture assessment and improvement activities
- Employee engagement, recognition, and rewards programs
- Leadership development, supervisory training, and management coaching
- Skills development and employee training programs
- Diversity, Equity, Inclusion, and Belonging (DEIB) policy development and initiatives
- Performance management and employee development frameworks
- Other project deliverables, subject to ACADA approval

Greening & ESG Projects May Include

- Environmental product design and life-cycle assessment initiatives
- Sustainable process development and resource efficiency improvements
- Sustainability measurement, reporting, and ESG data management systems
- Greenhouse gas (GHG) emissions measurement and reduction planning
- Employee engagement and organizational sustainability initiatives
- ESG strategy, policy, and governance framework development
- Market entry and business development activities aligned with ESG requirements and customer expectations
- Other project deliverables, subject to ACADA approval

ATLANTIC CANADA AEROSPACE & DEFENCE Atlantic Force Multipier Fund

Atlantic Canada Opportunities Agency | Agence de promotion économique du Canada atlantique

Canada

Eligibility

ACADA Membership:

- Eligibility is limited to Category 1 members.
- The applicant must be an active member in good standing, prior to approval.
- Any outstanding payments to ACADA (i.e., membership or event fees) must be paid in full prior to consideration.

SME Definition:

- The company must meet the definition of an SME with <500 full-time employees.
- Any incorporated SMEs in any one of the four Atlantic provinces may apply: Nova Scotia, Newfoundland and Labrador, New Brunswick, or Prince Edward Island.
- The SME must have significant operations, such as facilities and/or offices and most of its workforce must be in the Atlantic region.

New Projects:

- Only new projects are eligible for funding. For example, certifications or accreditations already achieved by the SME are **not** eligible.
- If the applicant has previously received ACADA funding, it must demonstrate **incremental progress** or outcomes from the earlier funded project. Reapplication for the same or similar work, without clear progress, will not be considered.

Multiple Applications:

- Applications for support may be made for multiple ACADA streams; however, only one project of either Certification and Accreditation or Digital Adoption in each funding period will be eligible.
- ACADA reserves the right to limit approvals to ensure equitable distribution of funds among applicants.

Project Costs & Funding Contributions

The maximum eligible costs for each project are as follows:

Stream	Maximum Eligible Cost	Minimum Eligible Cost
Certification & Accreditation Digital Adoption	$25,000	$5000
HR Essentials Greening & ESG	$15,000	$5000

The AFMF will contribute up to 65% of eligible project costs, to the maximum eligible funding amount established for each stream.

Eligible Cost (Invoice from Provider Net HST)	ACADA Portion 65%	Applicant Portion 35% (+any amount over max)
$25,000	$16,250	$8,750
$15,000	$9,750	$5,250
$5,000	$3,250	$1,750
$30,000	$16,250	$13,750

Pre-Qualified Service Providers

ACADA has identified a list of pre-qualified service providers ("Providers") with specialized expertise to support participating SMEs. These Providers were selected through a competitive Request for Proposals (RFP) process administered by ACADA. Considerations included relevant experience, qualifications, and demonstrated capacity to assist SMEs. Applicants who select a company not on the list may experience a longer approval period to allow sufficient time for provider vetting. The list of pre-qualified service providers can be found in **Appendix 1**.

Application Process

Applicants may apply to the AFMF by completing the **online application form**. Applications will require the following information to be considered:

Company Information:	**Project Information:**	**Service Provider Information:**
• Operating and legal names • CRA business number and legal entity type • Contact information • Company overview (250 words)	• Project name, brief description, and budget • Project rationale, related past or current initiatives, expected benefits, impact on competitive advantage, and measurable outcomes.	• Preferred Provider name • Provider statement of work (SOW) for the project, including scope, timeline, and budget

The main criteria for evaluation will be benefit to the company, and competitive advantage through improved market access, operational efficiency, innovation and/or other benefits brought by the project.

Approval & Execution of Projects

1. Agreement

- Upon notification of project approval, the SME will enter into a written agreement with ACADA which outlines expectations of roles and responsibilities, terms, timeline, deliverables, confidentiality, and compliance requirements.
- Any amendments to the SOW must be made by the applicant with the Provider to ensure alignment with the approved agreement.
- Projects may only commence upon confirmation of approval from ACADA.

2. Execution & Reporting

- The applicant hires the Provider and engages with them to enable delivery of services consistent with the approved SOW.
- The applicant agrees to complete project status updates monthly to ensure the project remains aligned with the AFMF objectives and is completed per the agreed upon timelines.
- Any changes to the scope or timeline must be approved by both the applicant and ACADA in writing.
- Upon project completion, the Provider will provide ACADA with a final report outlining the work completed and demonstrating alignment with the approved SOW.

3. Payment for Services

- Payment to the Provider is due upon completion per SOW, receipt of final report to ACADA and completion of program survey from the applicant.
- ACADA will review the submitted documentation and once verified, pay the Provider for the eligible project costs.
    - If the applicant chooses to engage the Provider for services that exceed the maximum eligible cost, the applicant must instruct the Provider to bill them directly for the excess amount. ACADA will pay no more than the maximum eligible cost.
- Following payment to the Provider, ACADA will issue an invoice to the applicant for their 35% contribution to the total project cost. This invoice will be due upon receipt.
- ACADA reserves the right to request additional information and/or documentation from the applicant and the Provider, as deemed necessary.

Program Timelines

1. Application Deadline: July 31, 2026

- If the volume of eligible applications exceeds the available funding, the application deadline may close earlier than the stated deadline.
- Applicants are urged to submit their applications as early as possible to ensure consideration.
- ACADA reserves the right to reopen the application intake in the future, subject to the availability of funding.

2. Review Completion and Selection Notification Date: August 31, 2026

- ACADA may approve applications in advance of this deadline.
- Projects may only commence upon written confirmation of approval from ACADA.

3. Project Completion Deadlines: November 30, 2026

- The applicant must have the SOW completed and reports submitted by the completion deadline. View a printable programs roadmap **here**.

Terms

Cost Sharing formula: Approved projects will be cost-shared between ACADA and the applicant. ACADA will pay 65% of the eligible costs. The applicant is responsible for 35% of the eligible cost.

Eligible Costs: Only the consulting fees of the approved Provider are eligible for funding under the AFMF. Eligible costs must be directly related to consulting services and deliverables outlined in the approved SOW and project agreement, whether billed on an hourly or project basis.

Payment Process: Upon project completion, ACADA will pay the Provider for the eligible costs outlined in the approved SOW and project agreement. ACADA will then invoice the applicant for their 35% share of the project cost, which will be due upon receipt.

For more information, please contact Sharon Ross, Director, Operations
e. sharon.ross@ac-ada.ca p. 902-786-7200

Atlantic Force Multiplier Fund

Frequently Asked Questions

Eligibility and Participation

1. Can members apply for multiple AFMF programs simultaneously?

Yes, members may apply for multiple programs. However, if applying for both certification and digital adoption, only one program will be eligible for funding.

2. Are only the projects listed in the guidelines eligible for funding?

No, applicants may submit a proposal that aligns with the overall program objectives. The ACADA team will review the application to determine eligibility and suitability for funding.

3. Does AFMF provide funding for equipment or software purchases?

No

Working with Service Providers

4. Can multiple service providers collaborate on the same project?

Yes, multiple service providers may work collaboratively on a project, provided their roles are aligned with the overall project objectives.

5. Can we engage a different consultant to the one mentioned in the agreement?

Yes, an alternative consultant may be engaged. This must be approved by the ACADA team before starting the project.

6. Are international consultants or service providers eligible for funding?

Yes, but they must demonstrate expertise in certification or digital adoption, and the project must align with program objectives.

7. Can we switch service providers after the project has started?

Any changes to service providers must be pre-approved by ACADA to ensure continued eligibility and project alignment.

Project Completion and Deadlines

8. What happens if the project is not completed by the deadline?

If the project is not completed by the deadline, the applicant will be required to contribute 50% of the eligible costs (Within the maximum funding available per company) incurred up to the deadline, as opposed to the standard 35%. Any expenses from that point onwards are the responsibility of the SME/Participant.

9. If a certification project is due for revision, does this qualify for the AFMF?

Only a new certification or accreditation will be considered. AFMF does not support funding for the maintenance or revision of an existing certification.

Funding and Payment Process

10. Is the maximum eligible funding of inclusive of HST?

No, the maximum eligible funding does not include HST.

11. Can the total project cost exceed the maximum funding available?

Yes, while the total project cost may exceed the maximum funding allocation, AFMF support will be capped at the maximum available funding outlined in the guidelines.

12. What is the process for payments?

Upon project completion and documents are submitted and accepted:

- SME (Participant) will provide the consultants invoice to ACADA
- ACADA will remit payment directly to the Service Provider for eligible costs (Maximum outlined in the guidelines).
- ACADA will then issue an invoice to the SME for their 35% share of the project cost, which must be paid upon receipt.
- ACADA will process payments within 30-45 days of receiving the invoice

13. Are any deposits or upfront payments required?

No, ACADA does not provide advance payments or deposits.

14. Does the service provider submit the full invoice to ACADA, and the SME then pays its portion?

Yes, the service provider must invoice ACADA (Maximum project eligible costs). Once processed, ACADA will make the payment and subsequently invoice the SME for its 35% contribution.

For more information, please contact Sharon Ross, Director, Operations
e. sharon.ross@ac-ada.ca p. 902-786-7200

Atlantic Force Multiplier Fund

Pre-Qualified Service Providers

Appendix 1

Certification and Accreditation

Capstone Grey	Kristina Ferris: kristina.ferris@capstonegrey.com
dlP Consulting	Marc Charbonneau: marc.charbonneau@dlpconsult.ca
Indigevisor Ltd.	Kae Dellio: kae@indigevisor.ca
Thales	Shane Murphy: shane.murphy@thalesgroup.com

HR Essentials

DiversityNL	Stephanie Howlett: stephanie@diversitynl.com
Ethree	Jessica Chapman: jchapman@ethree.ca
MC Advisory	Tanya Tynski: tanya.tynski@mcadvisory.com
UptreeHR	Michelle MacFadgen: michelle@uptreehr.ca
Venor Craig	Coady: craig@venor.ca

Digital Adoption

Agyle Intelligence	David McNally: david.mcnally@agyleintelligence.com
AI-First Consulting	Sebastian Green: seb@ai-first.ca
Scio Logica	Lucas Rowlands: rowlands@sciologica.com
PureLogic IT	Darryl Snyder: dsnyder@purelogicit.com
Triware	Shane Kennedy: skennedy@triware.ca

ATLANTIC CANADA
AEROSPACE & DEFENCE

Atlantic Force Multiplier Fund

Pre-Qualified Service Providers

Greening & ESG

AECOM	Elizabeth Logan: elizabeth.logan@aecom.com
Angler Solutions	Chad Lafitte: chad.lafitte@anglersolutions.ca
ESG Global Advisors	Tapfuma Musewe: tapfuma@esgglobaladvisors.com
The Purposeful Group	Tom Cooper: tcooper@mun.ca

Disclaimer: While ACADA has reviewed the credentials of participating Providers, we do not endorse or guarantee the quality, performance, or outcomes of their work. Applicants are solely responsible for selecting the Provider that best meets their business needs. ACADA assumes no liability for the services delivered, nor for any results arising from the projects.