ARC Lab

DUAL-USE READINESS PROGRAM

PROGRAM GUIDE

alacrity Canada

Développement économique Canada pour le Pacifique

Pacific Economic Development Canada

Canada

Introduction

As the Government of Canada prioritizes prosperity, strategic autonomy, and the responsible development of dual-use capabilities, the defence sector is increasingly relying on companies to deliver technologies with both civilian and defence applications.

Market Opportunity

In February 2026, the Prime Minister released Canada's first comprehensive Defence Industrial Strategy, signaling a generational shift in how the country approaches national security, industrial capacity, and sovereign technology development. The strategy outlines up to $180 billion in defence procurement and $290 billion in related capital investment over the next decade, with a commitment to increase the share of contracts awarded to Canadian firms to 70 percent and significantly grow defence exports.[1]

This policy direction creates a clear and expanding opportunity for dual-use companies. As Canada prioritizes domestic capability, resilient supply chains, and procurement modernization, demand is increasing for commercially viable technologies that can serve both civilian and defence applications. However, access to this market requires operational readiness, compliance maturity, cybersecurity standards, and procurement alignment that many SMEs are not yet structured to meet.

The gap between innovation capacity and procurement readiness represents a significant market opportunity. Programs that strengthen defence readiness, accelerate supplier integration, and position Canadian companies for sovereign and allied participation are directly aligned with this national strategy and growing demand.

ARC Lab

ARC Lab is a structured program designed to prepare Canadian technology companies for successful entry into defence and security markets.

ARC Training ARC's dual-use readiness training is a six-month intensive lab focused on building procurement literacy, compliance maturity, interoperability readiness, cybersecurity governance, and commercial strategy aligned with allied supply chains.

ARC Services Select companies ready to bring their innovations to defence and security opportunities receive wrap-around support to strengthen capabilities in development, compliance, procurement, interoperability and commercialization.

[1] www.canada.ca/en/department-national-defence/corporate/reports-publications/industrial-strategy/security-sovereignty-prosperity.html

Together, the ARC Lab Training and Services accelerate readiness, reduce risk, and align innovation with Canadian sovereignty and resilience priorities, enabling sustainable scaling across both civilian and defence applications.

Program Overview

ARC Training

ARC Lab's dual-use readiness training is a six-month, structured learning and applied readiness program designed to prepare companies for entry into defence and security markets. It builds foundational capability across procurement navigation, compliance infrastructure, cybersecurity maturity, interoperability standards, and commercial strategy within complex government and allied supply chains.

Participants work through applied simulations, negotiation labs, integration case exercises, and procurement strategy development aligned with real-world defence frameworks. The program addresses the full pathway from opportunity mapping and bid strategy to Technology Readiness Level (TRL) progression, intellectual property positioning, export controls, and financial planning for long-cycle contracts.

By the end of the cohort, companies will have strengthened operational credibility, clarified their positioning within sovereign and allied economies, and developed a structured readiness plan to pursue dual-use opportunities with discipline and confidence.

Cohort Schedule

Module 1 Mapping the Defence & Dual-Use Landscape

Grounds companies in how Canada's defence ecosystem actually functions and where real opportunity sits. Covers the Defence Procurement Strategy, ITB policy, and allied frameworks such as NATO, NORAD, FVEY, and Indo-Pacific priorities in practical terms. Participants assess how their technologies align with current capability gaps, sovereign priorities, and global defence markets, turning national strategy into concrete positioning.

Module 2 Defence Procurement & Bid Strategy

Builds the ability to interpret and respond to defence tenders strategically. Explores the anatomy of an RFP, evaluation criteria, and bid/no-bid decision frameworks, with applied simulations modelled on DND and PRIME procurement structures. Addresses partnership formation, subcontracting strategy,

compliance considerations such as ITAR and EIPA, and procurement timeline planning to ensure disciplined, competitive participation.

Module 3 Compliance, Cybersecurity & Controlled Goods

Establishes the regulatory and security foundation required for trusted participation in defence supply chains. Covers Controlled Goods Program registration, cybersecurity maturity frameworks including CMMC and NIST, and data protection requirements across allied systems. Emphasis is placed on building scalable compliance and security infrastructure aligned with sovereign and allied expectations.

Module 4 Technology Readiness & Integration Pathways

Focuses on translating innovation into deployable capability. Includes a deep dive into the TRL 5–9 transition — prototyping, testing, validation, and operational qualification — within defence contexts. Addresses intellectual property strategy and data rights in defence contracting, alongside applied integration case labs that examine how technologies connect to existing platforms and allied systems. The emphasis is interoperability, deployability, and procurement readiness.

Module 5 Partner Engagement & Negotiation with PRIMES

Strengthens positioning within complex defence supply chains. Explores negotiation dynamics, subcontracting structures, and engagement strategy with major contractors and allied partners. Includes preparation for PRIME engagement, value proposition refinement, and cross-border collaboration considerations within AUKUS and FVEY-aligned networks.

Module 6 Cyber & Data Sovereignty in Defence Systems

Examines cybersecurity governance and data sovereignty as strategic design principles rather than compliance checkboxes. Covers incident response planning, red-team scenario exercises, cross-border data management, and emerging AI and digital systems considerations. Anchored in Canada's sovereignty priorities and Indo-Pacific resilience frameworks.

Module 7 Advanced Manufacturing, Clean Tech, Infrastructure & Digital Systems in Defence

Explores how dual-use technologies integrate across advanced manufacturing, logistics, digital infrastructure, and clean technology within defence environments. Addresses subsystem requirements, system-level integration, digital twins, additive manufacturing, and sensor fusion applications. Also examines carbon and resource efficiency within defence logistics and infrastructure modernization.

Module 8 Financial & Commercial Readiness

Prepares companies for the commercial realities of long-cycle defence contracts. Covers defence project budgeting, pricing strategy, cost recovery models, contingency planning, and foreign exchange exposure. Reviews funding pathways including R&D incentives, innovation grants, and export finance tools to align capital strategy with procurement timelines and scaling plans.

Module 9 Responsible Leadership in Defence Innovation

Strengthens ethical clarity and leadership confidence in national security contexts. Examines Canada's obligations within NATO, NORAD, and allied frameworks, alongside scenario-based decision-making in complex environments. Positions sovereign capability, resilience, and Pacific diversification within responsible innovation.

Module 10 Export Development & Global Market Assessment

Supports structured export strategy across allied markets. Addresses export readiness planning, trade compliance, ITAR and EIPA export controls, and Indo-Pacific market-entry pathways. Frames export growth as both commercial expansion and strategic alignment within trusted global defence networks.

Module 11 Post-Contract Management & Performance Tracking

Focuses on disciplined execution after contract award. Covers contract management, deliverables tracking, compliance reporting, supplier performance standards, and offsets requirements. Emphasizes long-term credibility and sustained performance within defence supply chains."

ARC Services

ARC Lab's wrap-around services are available by invite only to companies ready to advance into live defence and security opportunities. It provides tailored, high-touch support focused on execution, including refining bids, strengthening PRIME engagement, advancing Technology Readiness Levels (TRL), navigating compliance requirements, and structuring commercial agreements within complex supply chains.

Support is customized to each company's stage of progression and may include contract negotiation strategy, export development planning, cross-border compliance guidance, cybersecurity maturation, funding alignment, and operational scaling support.

This cohort is designed to translate readiness into measurable traction, accelerating real market entry and sustained participation in sovereign and allied defence ecosystems.

Demo Day

The ARC Lab Demo Day brings together select government, defence, and infrastructure interest holders to review and engage with Canadian dual-use technologies that have completed the program. Companies present their capability, use-case alignment, and readiness for procurement, pilots, or partnerships, with a focus on operational relevance.

Eligibility

Businesses must:

- Be registered and operating in British Columbia
- Have developed a technology with clear civilian and potential defence or security application
- Demonstrate ownership or control of core intellectual property
- Show evidence of product validation (commercial traction, pilots, paid deployments, or equivalent proof of market demand)
- Have the internal leadership capacity to engage in a six-month intensive program

Optional but strongly preferred:

- Existing revenue or active commercial customers
- Export ambition or international market interest
- Ability to meet baseline cybersecurity and compliance standards

FAQ

How much does the program cost?

ARC Lab is subsidized for eligible businesses thanks to the generous support of our funding partner, Pacific Economic Development Canada (PacifiCan).

Does Alacrity Canada take equity in companies?

Alacrity Canada does not take equity in companies through the ARC Lab. For program participants with investment inquiries, please contact our team at info@alacritycanada.com to be connected with our global network of investors.

Will I have access to the ARC Lab materials after the cohort ends?

Yes, you will have access to the Dual-Use Readiness Training materials after the cohort ends through our community resource library.

Is my company a good fit for the program?

We are accepting companies with commercialised technologies that support many industries, including agriculture, transportation, mining, manufacturing, construction, and the ocean economy. If you are a registered business seeking to expand to defence and security sector applications, ARC Lab is your pathway to entry.

www.alacritycanada.com/arc-lab

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