



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

**Bid Receiving - PWGSC / Réception des soumissions
- TPSGC**

11 Laurier St. / 11, rue Laurier

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

Gatineau, Québec K1A 0S5

Bid Fax: (819) 997-9776

**SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Comments - Commentaires

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

Issuing Office - Bureau de distribution

Defence Communications Division. (QD)

11 Laurier St./11, rue Laurier

Place du Portage, Phase III, 8C2

Gatineau, Québec K1A 0S5

Title - Sujet Land C4ISR System Support Project	
Solicitation No. - N° de l'invitation W8486-173975/B	Amendment No. - N° modif. 003
Client Reference No. - N° de référence du client W8486-173975	Date 2017-03-13
GETS Reference No. - N° de référence de SEAG PW-\$\$QD-037-26179	
File No. - N° de dossier 037qd.W8486-173975	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2017-03-28	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Specified Herein - Précisé dans les présentes Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input checked="" type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Lee, Inwon	Buyer Id - Id de l'acheteur 037qd
Telephone No. - N° de téléphone (819) 420-0232 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

Land C4ISR Sustainment

Industry Day

March 6th to 7th 2017

Department of National Defence (DND)

- . Col. Gilbert Blais-Parent, Director
- . Jacques Hamel, Systems Engineer
- . Maj. Nader Taweel, Cyber Security
- . LCol. François Robichaud, ISTAR
- . Maj. Mike Moulton, Engineering and Integration
- . Mark Jennings, Software Support
- . Serge Côte, Project Manager

Innovation, Science, Economic Development (ISED)

Ryan Moreira, Industrial and Technological Benefits Manager

Public Services and Procurement Canada (PSPC)

Inwon Lee, Contracting Authority

March 06, 2017

08:30 - Registration Open - PSPC

09:00 - Welcome Address – Inwon Lee, PSPC

09:10 - DND Technical Requirements – Col. Gilbert Blais-Parent, DND

10:15 - Health Break

10:30 - Industrial and Technological Benefits Overview – Ryan Moreira, ISED

11:00 - Question and Answer Forum

11:45 - Closing Remarks

12:00 - Lunch

13:30 to 16:30 - One-on-One Sessions

March 07, 2017

09:00 to 15:00 – One-on-One Sessions

- Washrooms
- Emergency Exits
- Local Food:
 - Food Court in PDP3
 - Restaurants on Prom. du Portage

Technical Requirements



National
Defence

Défense
nationale

ASSISTANT DEPUTY MINISTER (MATÉRIEL)

DIRECTOR GENERAL LAND EQUIPMENT PROGRAM MANAGEMENT



Land C4ISR Sustainment

Industry Day Presentation by DLCSPM

6 March 2017

Canada



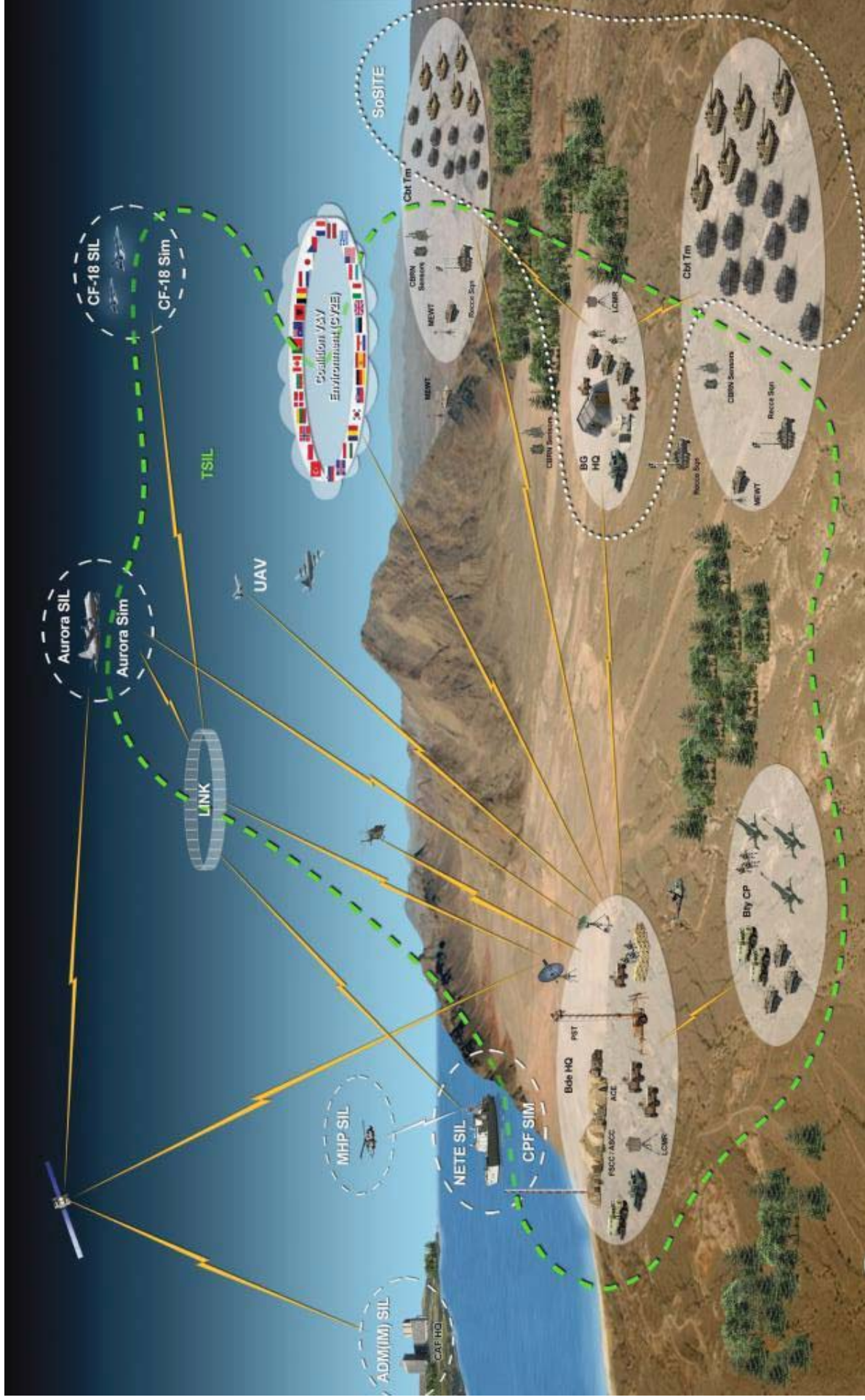
Outline

- Land C4ISR Description
- Land C4ISR Sustainment Road Map
- Statement of Work Requirements
 - LEISC
 - LTSSC
 - ISTAR ISS
 - CSESC
- Input requested from Industry



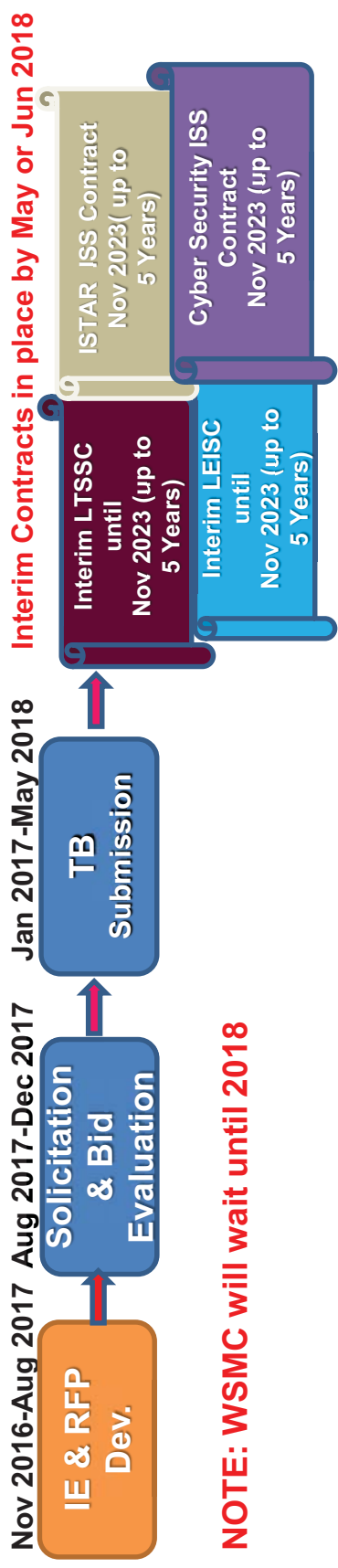
Overall Vision Statement

A robust, integrated, defensible and supportable Land C4ISR System of Systems where design coherence is maintained through an Integrated Product Team with OEM and Government participation and System level Design Authority is devolved to support contractors.

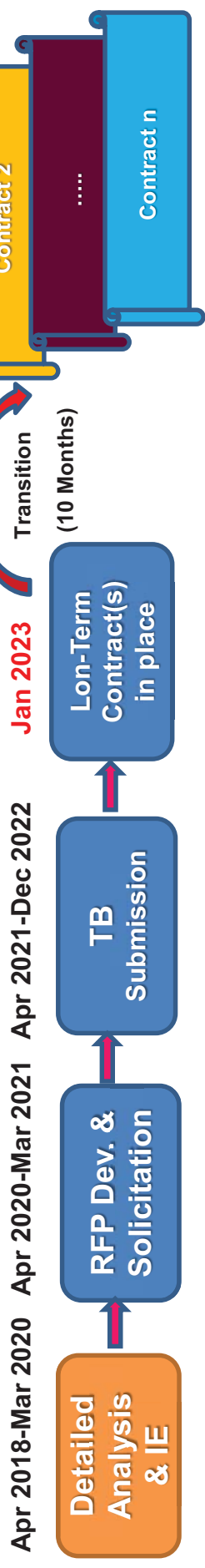


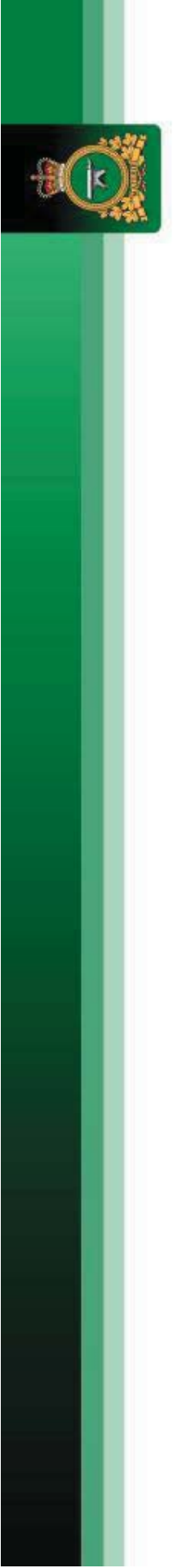
Land C4ISR Sustainment Road Map

1. Timeline for Interim Contracts (LTSSC, LEISC, ISTAR & CYBER Security)



2. Timeline for Sustainment Process for Long-Term Land C4ISR Contract(s):





Statement of Work Requirements: 4 Interim Contracts

Land C4ISR Transition
Software Support
Contract (LTSSC)

Land C4ISR Engineering
and Integration Support
Contract (LEISC)

Cyber Security
Engineering Support
Contract (CSESC)

Intelligence Surveillance
Target Acquisition and
Reconnaissance In-
Service Support Contract
(ISTAR ISS)



Statement of Work Requirements: 4 Interim Contracts

ISTAR ISS and Cyber Security Engineering were previously supported under the LEISC, LTSSC and WSM support contracts. However due to the specific and unique skill sets required, the size of these streams, and potential to open up competition, DND's intention moving forward is to create separate interim contracts for this work.

Interim contracts for LEISC, LTSSC, ISTAR ISS and Cyber Security Engineering are expected to be valid for up to 5 years (3 years + 2 option years).

Requirement for a WSM interim contract will be considered in the coming years.



LEISC: Goal / Vision

- A contract that:
 - Provides the core of an Integrated Product Team that delivers National Command, Joint and Coalition System of Systems engineering, test and integration capability from Task Force level down to individual platforms.
 - Maintains and evolves the Mobile Tactical Communication Systems where Industry has Design Authority.
 - Provides a platform engineering and integration capability where Industry has Design Authority.



LEISC: Scope

- Provide System Engineering Management services for the System of System Integrated Product Team
- Engineer and validate the System of Systems architecture and integration roadmap.
- Engineer and validate National Command, Joint and Coalition interoperability.
- Engineer, integrate and maintain the Mobile Tactical Communication system.
- Engineer and Maintain platform designs and support documentation.
- Provide SoS level integration facilities in the National Capital Region in support of the Integrated Product Team



LEISC: Benefits Sought

- A coherent, integrated and interoperable Land C4ISR System of Systems capability.
- Core of the Land C4ISR System of Systems Integrated Product Team.
- Best of breed and cost effective Mobile Tactical networks goods and services.
- Reduce reliance on consulting services.
- Industry to have Tactical Network Design Authority.
- A step toward performance based contracting



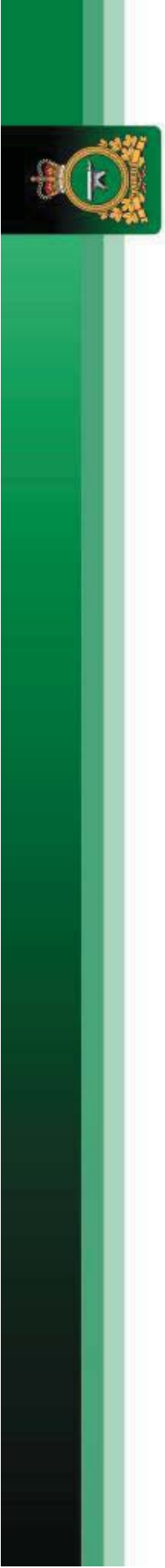
LTSSC: Goal / Vision

- A contract that:
 - Provides platform level Mobile Tactical C2IS capability where the contractor has design authority.
 - Provides Deployable HQ tactical C2IS capability where the contractor has design authority.
 - Provides core Tactical Network as a cloud inspired service where the contractor has design authority.
 - Contributes to the System of Systems Integrated Product Team.



LTSSC: Scope

- Maintain Tactical C2IS architecture and technical standards.
- Engineer, validate and support the Mobile Tactical C2IS Capability.
- Engineer, validate and support the HQ Mobile Tactical C2IS Capability.
- Engineer, integrate and maintain the core Tactical Network with a view to transition to a Platform as a Service contracting solution.



LTSSC: Benefits Sought

- A coherent, integrated and interoperable Land C4ISR Tactical C2IS capability.
- Contributes to the Land C4ISR System of Systems Integrated Product Team.
- Best of breed and cost effective Tactical C2IS goods and services.
- Reduce reliance on consulting services.
- Industry to have Tactical C2IS System Design Authority.
- A step toward performance based contracting



ISTAR ISS: Goal / Vision

- A contract that:
 - Provides ISTAR C2IS capability where the contractor has design authority.
 - Maintains and evolves ISTAR specialized hardware solution where no current ISS exist, and integrates with the current capabilities.
 - Contributes to the System of Systems Integrated Product Team.



ISTAR ISS: Scope

- Maintain Tactical ISR architecture and technical standards.
- Engineer, validate and support the Tactical ISR Capability.
- Engineer, integrate and maintain Specialized ISTAR hardware.

ISTAR ISS: Benefits Sought

- A coherent, integrated and interoperable Land C4 ISR Tactical ISR capability.
- Contributes to the Land C4 ISR System of Systems Integrated Product Team.
- Best of breed and cost effective Tactical ISR goods and services.
- Reduce reliance on consulting services.
- Industry to have Tactical ISR System Design Authority.
- A Step toward performance based contracting



CSESC: Goal / Vision

A contract that provides a full range of proactive and reactive cyber security services in support of deployable tactical Land C4ISR System of Systems in concert with CAF Cyber Operation capability.



CSEC: Scope

- Maintain security architecture and security technical standards.
- Perform ongoing Cyber vulnerability assessment and system hardening.
- Engineer and maintain technical security safeguards.
- Maintain Security Assessment and Authorization documentation.
- Provide Cyber monitoring and incident response Services.



CSESC: Benefits Sought

- One coherent and defensible security system architecture aligned with CAF security reference architecture
- Part of the Land C4ISR System of Systems Integrated Product Team.
- Best of breed and cost effective cyber security goods and services
- Reduce reliance on consulting services
- Industry to have Design Authority
- Provision of Security Operation capability
- A Step toward Cyber Security as a service



Final Comment

We are seeking your input and feedback to help us shape our sustainment contracts as we move forward with long term sustainment contracts that satisfy the four pillars of the sustainment initiative:

- Performance
- Value for money
- Flexibility
- Economic benefits



Land C4ISR Project Points of Contact

- DLCSPM: Col Gilbert Blais-Parent, gilbert.blais-parent@forces.gc.ca
- System Engineer: Mr. Jacques Hamel, jacques.hamel@forces.gc.ca
- Cyber Security: Maj. Nader Taweel, nader.taweel@forces.gc.ca
- ISTAR: Lcol François Robichaud, francois.robichaud@forces.gc.ca
- Engineering and Integration: Maj. Mike Moulton, michael.moulton@forces.gc.ca
- Software Support: Mr. Mark Jennings, mark.jennings@forces.gc.ca
- Procurement Officer: Mr. Justin St Louis, justin.stlouis@forces.gc.ca
- Project Manager: Mr. Serge Côte, serge.cote3@forces.gc.ca

Technical Requirement Questions

Health Break 15 minutes



Initial Industry Engagement for the Land Command Support System Sustainment Project

Industrial and
Technological Benefits
Policy

March 06, 2017



Outline

- Objective
- Defence Procurement Strategy
- Industrial and Technological Benefits Policy including Value Proposition
- Market Analysis
- Questions
- Next Steps

Objective

- The Government of Canada is consulting with industry to support the development of the Value Proposition (VP) evaluation framework for the Land Command Support System (LCSS) Sustainment Project. The goals are to:
 - Present highlights of internal market analysis;
 - Seek information from industry regarding current Canadian industrial capabilities and labour pool skillsets;
 - Seek information from industry on opportunities for investments into innovative technologies such as new and emerging Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), cyber security and space-based technologies; and
 - Seek input from industry on structuring the VP evaluation methodology to best leverage this procurement to support long-term industrial benefits in Canada.
- Feedback from industry provided during the industry engagement process will be used to inform the development of a draft Value Proposition evaluation approach

Defence Procurement Strategy

- **Announced in February 2014, by the Ministers of:**
 - Public Works and Government Services (now Public Services and Procurement Canada)
 - National Defence
 - Industry Canada (now Innovation, Science and Economic Development Canada)
- **Goals:**
 - Deliver the right equipment to the Canadian Armed Forces and the Canadian Coast Guard in a timely manner
 - Leverage purchases of defence equipment and services to create jobs and economic growth in Canada
 - Streamline the defence procurement process

Industrial and Technological Benefits (ITB) Policy

- The VP Guide was released on December 19th, 2014
- Four objectives
 - Support the long-term sustainability and growth of Canada's defence sector
 - Support the growth of prime contractors and suppliers in Canada, including Small and Medium-sized Businesses¹ (SMBs) in all regions of the country
 - Enhance innovation through R&D in Canada
 - Increase the export potential of Canadian-based firms

1. “**Small and Medium Business**” or “**SMB**” means a Canadian Company with fewer than 250 full-time personnel as of the date of entering into a Transaction. Agents and distributors of foreign goods and services, as well as subsidiaries of the Contractor or an Eligible Donor on any contract with IRB/ITB Obligations, do not qualify as SMB;

The ITB Policy will be broadly applied

The ITB policy will apply to:

- All eligible defence procurement over \$100 million; and
- All eligible Canadian Coast Guard procurements over \$100 million and for which the National Security Exception applies.

Eligible defence procurements with contract values between \$20 – \$100 million will be reviewed for the application of the ITB policy including Value Proposition.

The Value Proposition (VP)

- Winning bidders are now selected on the basis of price, technical merit and *their Value Proposition*
- The VP includes bidder's commitment to undertake work in Canada and will generally account for 10 percent of the overall score
- Companies awarded procurement contracts must undertake business activity in Canada equal to the value of the contract

Value Proposition

- Commitments/activities proposed at bid time
- Rated and weighted during bid evaluation

Outstanding Obligation

- Activities identified after contract award
- Brings identified activities up to 100 percent of contract value

VP Framework: Proposed Evaluation Criteria

Example

Defence Sector

- Work in Canada specific to the procurement
- May include work in Canada's defence sector

Canadian Supplier Development

- Work undertaken by suppliers in Canada
- Work undertaken by SMB suppliers in Canada

R&D

- R&D undertaken in Canada
- R&D in Canadian post-secondary institutions

Exports

- Strategy to export the procured product from Canada
- May include incremental exports in any sector

The VP Guide is a flexible framework

On a **procurement-by-procurement basis**, there is flexibility to:

- Increase/decrease the 10% weight of the VP
- Weigh individual evaluation criteria differently
- Apply all or some of the evaluation criteria
- Add additional evaluation criteria
- Apply mandatory requirements
- Develop different rating grids

Informed by:

***Industry
engagement***

***Research and
analysis***

3rd party experts

Market Research and Analysis

- Objective
 - Develop sound, factual market and bidders analysis to provide information on leveraging opportunities related to the LCSS Sustainment contracts and inform the development of the Value Proposition.
- Key Sources of information
 - IHS Jane's and Avascent international defence sector independent research databases
 - Regional Development Agencies (RDAs) and Other Government Departments' industry capability analysis
 - Engagement with Industry

Market Research and Analysis

- **Preliminary market research conducted by Innovation, Science and Economic Development Canada (ISED) indicates that:**
 - There is significant capacity in Canada to perform the work described in the four statements of work.
 - 25% of defence sales¹ (representing \$2.5 billion) from Canadian operations are related to mission systems².
 - There are opportunities for SMBs to be integrated into the mission systems, Information and Communication Technologies (ICT) and C4ISR market segments.
 - The Canadian cyber security market comprises of almost 1000 companies, many of which are SMBs.
 - It has been identified that cyber security SMBs have difficulty integrating into the defence cyber security procurement supply chain.

1. Sales includes total domestic sales and total export sales. More information can be found in “*The State of Canada’s Defence Industry, 2014*” found at https://www.ic.gc.ca/eic/site/ad-ad.nsf/eng/h_ad03978.html.

2. Mission systems refer to onboard systems that enable a platform to perform its intended military application. They include systems such as command and control, electro-optical infrared, communications, radars and sonars. Systems that enable the basic operation of the platform such as propulsion and steering systems for mobile applications are excluded. Source: Jane’s DS.

Industry Engagement Questions

The industry engagement questions are broken out as follows:

1. Engineering and Integration Contract Questions
2. Software Support Contract Questions
3. Cyber Engineering Services Contract Questions
4. ISTAR Contract Questions
5. LCSS Sustainment Project Canadian Suppliers and SME Questions

Engineering and Integration Contract Questions

Defence Sector

1. How much direct work, as a percentage of anticipated bid price, related to this procurement do you anticipate to undertake in Canada and in what areas?
2. What work activities, not directly related to this procurement, do you anticipate to be able to commit to undertake in Canada as a percentage of bid price within:
 - a) The defence sector C4ISR engineering and integration services market?
 - b) The defence sector C4ISR market segment in general?
 - c) Outside of the defence sector in C4ISR related markets?

Supplier Development

1. What portion of work directly related to this procurement do you anticipate to undertake with Canadian suppliers? What percentage of bid price would this portion of work represent?
2. How could better economic outcomes be achieved by broadening the focus of supplier development to include non-defence C4ISR and ICT activities? Please elaborate.
3. The ITB Policy has a requirement that at least 15% of the ITB obligation is carried out by Canadian SMBs. Up to what percentage of the ITB obligation do you anticipate to source to Canadian SMBs? Would value proposition points incentivize you to exceed the 15% minimum at bid submission?

Engineering and Integration Contract Questions (con't)

Research and Development

1. What Research & Development (R&D) investments do you plan on making in Canada as a result of this procurement in either defence or commercial sectors? To what extent, as either a percentage of bid price or in absolute dollar value terms, will you be able to commit at bid time?
 - a) Which of these R&D investments could enhance Canadian C4ISR, Cyber Security or Space market sectors? Please elaborate.
2. Historically, what is your R&D spending as a percentage of revenue on C4ISR, cyber security or space programs?
3. What investment opportunities exist to support SMBs to commercialize new and emerging technologies for civilian and/or military markets?
4. Please describe R&D opportunities that could be performed with post-secondary institutions on emerging C4ISR, Cyber Security, or Space technologies? Would value proposition points incentivize identified work at bid submission?

Engineering and Integration Contract Questions (con't)

Exports

1. Please describe any products or services that could be exported from Canada similar in nature to the deliverables and work described in this Statement of Work. Would you hold the sufficient IP to export the products or services from Canada?
2. To what extent, as a percentage of bid price, will you be able to commit to export activities for Canadian-based products or services.
3. What other high-value C4ISR, cyber security or space activities could be exported as a result of this procurement?

Other questions

1. Generally, VP accounts for 10% of the total evaluation score in relation to financial and technical merit. Please provide your recommended VP weighting for this procurement with supporting rationale.
2. Please provide your weighting recommendation for the proposed VP evaluation criteria (total 100%)
 - a) Defence Sector
 - b) Supplier Development
 - c) Research and Development
 - d) Exports
 - e) Other (if applicable)

Software Support Contract Questions

Defence Sector

1. How much direct work, as a percentage of anticipated bid price, related to this procurement do you anticipate to undertake in Canada and in what areas?
2. What work activities, not directly related to this procurement, do you anticipate to be able to commit to undertake in Canada as a percentage of bid price within:
 - a) The defence sector C4ISR software development and support services market?
 - b) The defence sector C4ISR market segment in general?
 - c) Outside of the defence sector in C4ISR related markets?

Supplier Development

1. What portion of work directly related to this procurement do you anticipate to undertake with Canadian suppliers? What percentage of bid price would this portion of work represent?
2. How could better economic outcomes be achieved by broadening the focus of supplier development to include non-defence C4ISR and ICT activities? Please elaborate.
3. The ITB Policy has a requirement that at least 15% of the ITB obligation is carried out by Canadian SMBs. Up to what percentage of the ITB obligation do you anticipate to source to Canadian SMBs? Would value proposition points incentivize you to exceed the 15% minimum at bid submission?
4. Aside from service and product contracts, are there opportunities to assist Canadian SMBs to integrate into the C4ISR market supply chain (for example, put into place a supplier development program)?

Software Support Contract Questions (con't)

Research and Development

1. What R&D investments do you plan on making in Canada as a result of this procurement in either defence or commercial sectors? To what extent, as either a percentage of bid price or in absolute dollar value terms, will you be able to commit at bid time?
 - a) Which of these R&D investments could enhance Canadian C4ISR, Cyber Security, Software Development and Support, or Space market sectors? Please elaborate.
2. Historically, what is your R&D spending as a percentage of revenue on C4ISR, Cyber Security, Software Development and Support, or Space programs?
3. What investment opportunities exist to support SMBs to commercialize new and emerging technologies for civilian and/or military markets?
4. Please describe R&D opportunities that could be performed with post-secondary institutions on emerging C4ISR, Cyber Security, Software Development and Support, or Space technologies? Would value proposition points incentivize identified work at bid submission?

Software Support Contract Questions (con't)

Exports

1. Please describe any products or services that could be exported from Canada similar in nature to the deliverables and work described in this Statement of Work. Would you hold the sufficient IP to export the products or services from Canada?
2. To what extent, as a percentage of bid price, will you be able to commit to export activities for Canadian-based products or services.
3. What other high-value C4ISR, Cyber Security, Software Development and Support, or Space activities could be exported as a result of this procurement?

Other questions

1. Generally, VP accounts for 10% of the total evaluation score in relation to financial and technical merit. Please provide your recommended VP weighting for this procurement with supporting rationale.
2. Please provide your weighting recommendation for the proposed VP evaluation criteria (total 100%)
 - a) Defence Sector
 - b) Supplier Development
 - c) Research and Development
 - d) Exports
 - e) Other (if applicable)

Cyber Security Contract Questions

Defence Sector

1. How much direct work, as a percentage of anticipated bid price, related to this procurement do you anticipate to undertake in Canada and in what areas?
2. What work activities, not directly related to this procurement, do you anticipate to be able to commit to undertake in Canada as a percentage of bid price within:
 - a) The defence sector Cyber Security market?
 - b) The defence sector Cyber Security market segment in general?
 - c) Outside of the defence sector in Cyber Security related markets?

Supplier Development

1. What portion of work directly related to this procurement do you anticipate to undertake with Canadian suppliers? What percentage of bid price would this portion of work represent?
2. How could better economic outcomes be achieved by broadening the focus of supplier development to include non-defence C4ISR, Cyber Security and ICT activities? Please elaborate.
3. The ITB Policy has a requirement that at least 15% of the ITB obligation is carried out by Canadian SMBs. Up to what percentage of the ITB obligation do you anticipate to source to Canadian SMBs? Would value proposition points incentivize you to exceed the 15% minimum at bid submission?
4. Aside from service and product contracts, are there opportunities to assist Canadian SMBs to integrate into the Cyber Security market supply chain (for example, put into place a supplier development program)?

Cyber Security Contract Questions (con't)

Research and Development

1. What R&D investments do you plan on making in Canada as a result of this procurement in either defence or commercial sectors? To what extent, as either a percentage of bid price or in absolute dollar value terms, will you be able to commit at bid time?
 - a) Which of these R&D investments could enhance the Canadian Cyber Security market sector? Please elaborate.
2. Historically, what is your R&D spending as a percentage of revenue on Cyber Security programs?
3. What investment opportunities exist to support SMBs to commercialize new and emerging technologies for civilian and/or military markets?
4. Please describe R&D opportunities that could be performed with post-secondary institutions on emerging Cyber Security technologies? Would value proposition points incentivize identified work at bid submission?

Cyber Security Contract Questions (con't)

Exports

1. Please describe any products or services that could be exported from Canada similar in nature to the deliverables and work described in this Statement of Work. Would you hold the sufficient IP to export the products or services from Canada?
2. To what extent, as a percentage of bid price, will you be able to commit to export activities for Canadian-based products or services.
3. What other high-value Cyber Security activities could be exported as a result of this procurement?

Other questions

1. Generally, VP accounts for 10% of the total evaluation score in relation to financial and technical merit. Please provide your recommended VP weighting for this procurement with supporting rationale.
2. Please provide your weighting recommendation for the proposed VP evaluation criteria (total 100%)
 - a) Defence Sector
 - b) Supplier Development
 - c) Research and Development
 - d) Exports
 - e) Other (if applicable)

ISTAR Contract Questions

Defence Sector

1. How much direct work, as a percentage of anticipated bid price, related to this procurement do you anticipate to undertake in Canada and in what areas?
2. What work activities, not directly related to this procurement, do you anticipate to be able to commit to undertake in Canada as a percentage of bid price within:
 - a) The defence sector ISTAR services market?
 - b) The defence sector C4ISR market segment in general?
 - c) Outside of the defence sector in C4ISR related markets?

Supplier Development

1. What portion of work directly related to this procurement do you anticipate to undertake with Canadian suppliers? What percentage of bid price would this portion of work represent?
2. How could better economic outcomes be achieved by broadening the focus of supplier development to include non-defence C4ISR, ISTAR and ICT activities? Please elaborate.
3. The ITB Policy has a requirement that at least 15% of the ITB obligation is carried out by Canadian SMBs. Up to what percentage of the ITB obligation do you anticipate to source to Canadian SMBs? Would value proposition points incentivize you to exceed the 15% minimum at bid submission?

ISTAR Contract Questions (con't)

Research and Development

1. What R&D investments do you plan on making in Canada as a result of this procurement in either defence or commercial sectors? To what extent, as either a percentage of bid price or in absolute dollar value terms, will you be able to commit at bid time?
 - a) Which of these R&D investments could enhance Canadian C4ISR, ISTAR or Space market sectors? Please elaborate.
2. Historically, what is your R&D spending as a percentage of revenue on C4ISR, ISTAR or Space programs?
3. What investment opportunities exist to support SMBs to commercialize new and emerging technologies for civilian and/or military markets?
4. Please describe R&D opportunities that could be performed with post-secondary institutions on emerging C4ISR, ISTAR or Space technologies? Would value proposition points incentivize identified work at bid submission?

ISTAR Contract Questions (con't)

Exports

1. Please describe any products or services that could be exported from Canada similar in nature to the deliverables and work described in this Statement of Work. Would you hold the sufficient IP to export the products or services from Canada?
2. To what extent, as a percentage of bid price, will you be able to commit to export activities for Canadian-based products or services.
3. What other high-value C4ISR, ISTAR or Space activities could be exported as a result of this procurement?

Other questions

1. Generally, VP accounts for 10% of the total evaluation score in relation to financial and technical merit. Please provide your recommended VP weighting for this procurement with supporting rationale.
2. Please provide your weighting recommendation for the proposed VP evaluation criteria (total 100%)
 - a) Defence Sector
 - b) Supplier Development
 - c) Research and Development
 - d) Exports
 - e) Other (if applicable)

LCSS Sustainment Project Supplier Questions

1. What type of investments could support the growth of your firm's presence in current or emerging C4ISR, Cyber Security or Space market sectors?
2. Under which of the procurements could your firm perform work with Prime Contractors? Please elaborate.
3. Are there any international partnerships that, if incentivized through the value proposition, could support the growth Canada's C4ISR, Cyber Security or Space industrial base?
4. Please elaborate on any barriers to entry into the defence market. How could any of the four procurements support you to enter into the defence market?

More Information

1. For more information on Industrial and Technological Benefits as well as the Value Proposition Guide, please visit: www.canada.ca/itb
2. Please provide your written feedback to these questions regarding the LCSS Sustainment Project by **XYZ**, 2017.
3. Questions regarding clarification, as well as scheduling of one-on-one meetings following the release of the Request for Information (RFI) must be sent to the Contracting Authority, Inwon Lee.
4. After assessing industry feedback resulting from this RFI, Canada will release in **XYZ** 2017, draft RFP ITB documents consisting of bidder instructions, evaluations plan and terms and conditions.

Question and Answer Forum

- Send comments/questions to Contracting Authority of PSPC – Mr. Inwon Lee
- Feedback requested from Industry by 16th March 2017.

One-on-One Sessions

Canada

March 06, 2017

C4ISR STREAM	MEETING ROOM
CSESC - DND	PDP4 - Com#9
C4ISR EI & S-DND	PDP4 - Com#10
ISTAR - DND	PDP4 - Office#1
LTSSC - DND	PDP4 - Office#2
ITB-ISED	PDP3 - 1D-527

One-on-One Sessions

Canada

March 07, 2017

C4ISR STREAM	MEETING ROOM
CSESC - DND	PDP4 –Papineau Hall
C4ISR EI & S-DND	PDP4 –Papineau Hall
ISTAR - DND	PDP4 –Papineau Hall
LTSSC – DND	PDP4 - Com#9
ITB-ISED	PDP3 - 1D-527

Closing remarks



Canada