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**RETOURNER LES SOUMISSIONS À:**  
See RFI Section 8.0  
(Part 2 of 2 - Page 6 of 7)

## 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

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<b>Title - Sujet</b> RFI - ENHANCED RECOVERY CAPABILITY	
<b>Solicitation No. - N° de l'invitation</b> W8476-175567/A	<b>Amendment No. - N° modif.</b> 002
<b>Client Reference No. - N° de référence du client</b> W8476-175567	<b>Date</b> 2017-06-01
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$SBL-298-26297	
<b>File No. - N° de dossier</b> 298bl.W8476-175567	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2017-06-09</b>	
<b>Time Zone</b> Fuseau horaire Eastern Daylight Saving Time EDT	
<b>F.O.B. - F.A.B.</b> Specified Herein - Précisé dans les présentes <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input checked="" type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Dadashzadeh, Feridon	<b>Buyer Id - Id de l'acheteur</b> 298bl
<b>Telephone No. - N° de téléphone</b> (873) 469-4772 ( )	<b>FAX No. - N° de FAX</b> ( ) -
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<b>Signature</b>	<b>Date</b>

This amendment adds the Industry Day presentation slides and a segment that is missing from the French version of the Request for Information (RFI).

1. The slides (including the notes) from the Industry Day held on 8 May 2017 are attached as Annex A to this amendment.

The notes do not contain any new information that has not already been covered in the RFI.

2. This amendment adds items 13 and 14 to the French version of Appendix 2 to Annex A as follows:

Add to the end of the table under Section 1:

13	Plan de gestion du projet	Le soumissionnaire devra préparer, livrer, mettre à jour et conserver un Plan de gestion du projet (PGP). Ce PGP devra faire état séparément des activités liées à la gestion et au génie qui doivent être entreprises pour l'exécution des travaux dans le cadre du futur contrat. Le PGP du soumissionnaire doit fournir à l'autorité technique du MDN un plan qui présente l'organisation et les procédures de gestion de projet adoptées par l'entrepreneur en vertu du contrat. Le PGP doit également résumer les politiques, les procédures et les conventions utilisées par l'entrepreneur pour établir le calendrier, la planification et l'organisation du projet ainsi que pour assurer la direction, la réalisation, la surveillance et le contrôle de tous les travaux exigés en vertu de ce futur contrat. Dans le PGP, l'entrepreneur doit définir un programme de gestion du risque (GR) qui contient les procédures et les méthodes qui seront utilisées pour détecter, analyser, signaler, suivre et évaluer le risque, de même que les processus à utiliser lors de la détection précoce des éventuels problèmes et les procédures à suivre pour réduire et résoudre les problèmes.
14	Calendrier directeur du projet	Le soumissionnaire doit préparer et livrer un Calendrier directeur du projet (CDP). Toutes les activités du projet doivent se trouver dans un unique fichier MS Project (ou l'équivalent) et être organisées de façon à ce que le déroulement du travail soit intuitif. Les tâches doivent également être décrites jusqu'au niveau des lots de travaux et celles qui ont la moindre interdépendance doivent être liées. Enfin, les cheminements critiques doivent lier toutes les activités importantes. Le MDN examinera le CDP remis par l'entrepreneur et fera ses commentaires avant la finalisation. Une fois le CDP accepté par MDN, le calendrier devient alors le document de référence et l'entrepreneur doit assurer la gestion de la configuration. Tout changement au CDP après cette étape devra faire l'objet d'un examen et être approuvé par l'entrepreneur et l'autorité technique du MDN. L'entrepreneur doit mettre en œuvre et conserver le CDP accepté par le MDN pendant la durée du contrat et il doit mettre à jour le calendrier afin qu'il soit inclus dans les documents utilisés lors des réunions d'examen de l'avancement des travaux.

**All other terms and conditions of the RFI remain the same.**

## **Annex A to Amendment No. 02**

This Annex contains the slides (including the notes) from the Industry Day held on 8 May 2017.



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# Industry Day

## Enhanced Recovery Capability (ERC) Project

May 8, 2017



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Government Services  
Canada

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Canada



## Opening Remarks

- Welcome
- Emergency Exits
- Washrooms

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## Introduction of Presenters

- CAF, Major Robert Haddow, Project Director
- DND, Gus Mac Donald, Project Manager
- ISEDC, Mathieu Belanger, ITB Policy Project Manager
- PSPC, Feridon Dadashzadeh, Contracting Authority

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CAF: Canadian Armed Forces

DND: Department of National Defence

ISEDC: Innovation, Science and Economic Development Canada

ITB: Industrial and Technological Benefits

PSPC: Public Services and Procurement Canada

## Agenda

- 0900 – PSPC, Opening Remarks (20 mins)
- 0920 – DND, System Requirements (50 mins)
- 1010 – DND, Sustainment (20 mins)
- 1030 – 30-minute networking break
- 1100 – ISEDC, ITB Policy (10 mins)
- 1110 – Questions (20 mins)
- 1130 – Regional Development Agencies (20 mins)
- 1150 – Closing Remarks

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## Objectives

- This Industry Day is held in support of the Request for Information (RFI) W8476-175567/A objectives:
  - Develop a shared understanding with Industry about the ERC project
  - Provide information to Industry and seek their feedback on ERC requirements including those related to operational requirements, sustainment, Industrial and Technological Benefits (ITB) policy and costing
  - Allow interested suppliers to pose their ideas, questions and concerns

Fairness Monitor

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From RFI Section 11.0

The role of the FM is to provide an attestation of assurance on the fairness, openness, and transparency of the monitored activities.

11.2 The Fairness Monitor's duties will include, but will not be limited to:

- a) observing the procurement process;
- b) providing feedback to Canada on fairness issues; and
- c) attesting to the fairness of the procurement process.



## Government of Canada commitment

- All documentation presented today will be posted on [buyandsell.gc.ca](http://buyandsell.gc.ca) for all suppliers.
- Any new information provided by Canada during the Industry Day and one-on-one sessions will be posted on the same site for all suppliers.
- RFI responses will be used anonymously in developing a procurement strategy, a sustainment strategy and costing estimates.

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- If we post any information besides the slides from the Industry Day, such as a question and answer, it will be done without identifying any suppliers.

- There will be no short-listing of potential suppliers for the purposes of undertaking any future work as a result of this RFI.
- Similarly, participation in this RFI is not a condition or prerequisite for the participation in any potential subsequent solicitation.

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## Disclaimers

- The requirements that are provided to industry at this time are for review and comments.
- The RFI is neither a call for tender nor a Request for Proposal (RFP). No agreement or contract will be entered into based on this RFI.
- Respondents are encouraged to identify, in the information they share with Canada, any information that they feel is proprietary or confidential.

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- Refer to the RFI, Section 1.0, for complete information.

## National Security and Trade Agreements

- National Security Exception may apply
- Agreement on Internal Trade (AIT) may apply
- North American Free Trade Agreement (NAFTA) and World Trade Organization – Agreements on Government Procurement (WTO-AGP) may apply or, otherwise, Industrial and Technological Benefits (ITB) Policy will apply

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- Industry feedback will be helpful to Canada in developing the procurement strategy
- ERC Procurement will be competitive
- NSE applicability and/or applicable TA's will be communicated to all suppliers through the [buyandsell.gc.ca](http://buyandsell.gc.ca) web site

## Tentative Schedule

- RFI Responses Due – 9 June 2017
- Draft RFP Release – Fall 2019
- RFP Release – Spring 2020
- Contract Award – Industry should assume that contract award will be no earlier than Winter 2020
- Initial Delivery – 2021
- Final Delivery – 2024

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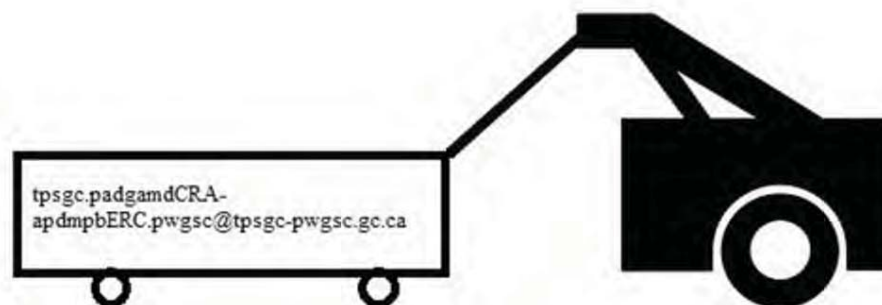


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## Enquiries and Submission of Responses



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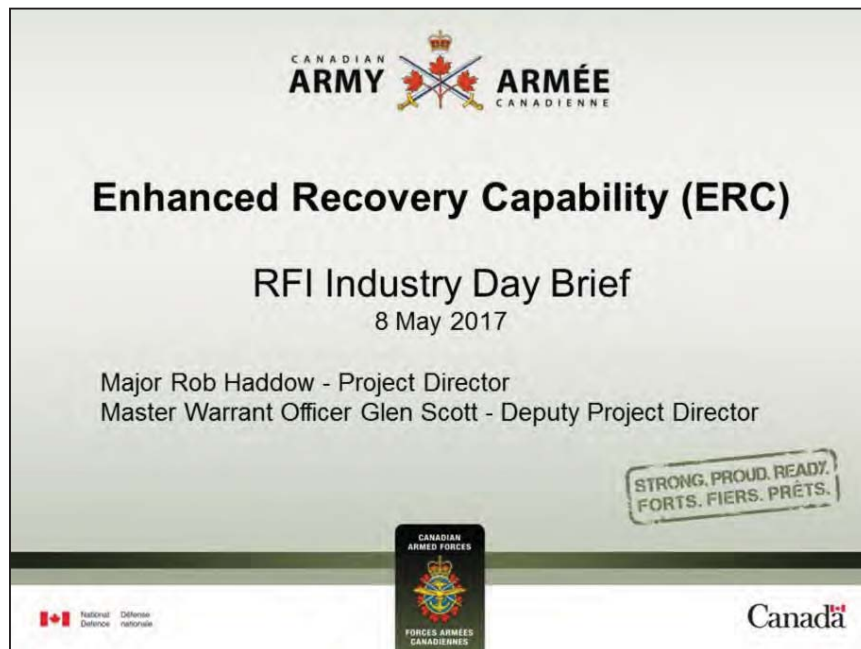
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June 27, 2014  
PAretroaction APfeedback@tpsgc-pwgsc.gc.ca

Canada

Reminder for filling feedback forms

In recognition of the long and awkward e-mail address!



Good morning, my name is Maj Rob Haddow, I am the project director for the ERC project and responsible for collecting the user requirements and representing the user throughout the project lifecycle. I am ably assisted by Master Warrant Officer Glen Scott who is the technical specialist.

I'm delighted to be able to conduct this industry consultation and I thank you all for your patience and for attending. It's really great to see you here. Your responses from the consultation directly influence our system specification and will be used in the project approval documentation, that I am drafting now. I cannot stress enough that your responses to all of the RFI package are important to us. Whether you are a potential prime contractor or a second or third tier supplier, your response matters to us.

My slides this morning will orient you to the project, the need for recovery, our existing equipment and the capability gap. I will also highlight some of the 'big ticket' questions that we would like you to consider.

If you have any questions during the presentation, please signal to me. I may, however, ask you to wait until a later slide or until after the presentation as I have time available then to answer in more detail.

## Enhanced Recovery Capability (ERC)



IVECO



MACK Granite



Oshkosh MMRS



Liebherr G-BKF



Mercedes Actros



Rheinmetall MAN HTRV

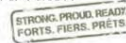
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Navistar MAXX Pro



Tru-Hitch



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This slide is to orient you to the type of equipment that may meet the ERC project requirements.

Throughout this presentation images will be used that are representational of the type of equipment, but are not intended in any way to endorse or show preference for any particular manufacturer or any particular system. At this early stage in the project, we are wide open to all suggestions.

Just a word on terminology. You will probably be aware of the term ‘wrecker’, which is an industry slang for tow truck and we use it in the military too. However be aware that our tow trucks do much more than just towing and our requirements go well beyond the types of vehicles and equipment that you might have seen on highways and roads. In all formal documentation we shall use “heavy tow truck” or “recovery vehicle/system”.



## Need for Recovery

- » Recovery is a critical enabler for all land based operations, to support our ability to manoeuvre and sustain our troops.
- » Definition: *“Recovery is the extrication of a vehicle or equipment casualty from the place where it has become disabled or defective and, if necessary, removing it to a place where it can be repaired or from which it can be evacuated.”*  
(B-GL-314-008/AM-002 The EME Handbook)
- » Recovery encompasses a wide range of situations from simple vehicle breakdown to battle damage.



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Recovery is considered to be a ‘force multiplier’ because on operations we expect to lose some equipment to traffic accidents, breakdowns and damage from enemy action. Recovery is the first stage in returning that equipment to use and thus it increases the equipment available to a commander.

Recovery encompasses a wide range of tasks, and the next two slides show some examples of the situations that we have to deal with.

## Recovery Examples (1/2)

The CAF requires suitable resources to recover disabled vehicles expediently, in the most complex of situations including roll-overs, mired and battle damaged vehicles, all while operating in a hostile environment.



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Battle damage, terrain, traffic conditions and weather can all have an effect on vehicle movement and thus in most cases our convoys and vehicle movement include a recovery vehicle with the convoy that must be able to keep up with the speed of movement and cross similar terrain to reach casualty vehicles.

Mobility across all terrain types is therefore an essential element of the ERC solution.

## Recovery Examples (2/2)



Once we reach the casualty vehicle we need the capability and capacity to recover the equipment quickly.

In the case of shipping containers, these often contain high priority supplies that are needed at their destination. In this case, we need to be able to lift the container and place it on another truck or trailer, so that it can continue its journey, before we then deal with the casualty vehicle.

You should also note that we often work in less than ideal conditions, such as where the road or track is narrow, restricting our ability to manoeuvre into the best position for lifting or winching. This affects the reach of the rotator boom and the length of our winch cables.

## Existing Capabilities (1/2)



Heavy Logistic Vehicle  
Wheeled (HLVW) Wrecker

### HLVW fleet:

- Approx 1200 units in many configs/variants (cargo, PLS, tractor, MRT, wrecker etc).
- Limited ability for up-armouring.
- Life extension in mid 2000s.
- End of Service 2019.
- 123 Wrecker variants.



Armoured Heavy Support Vehicle  
System (AHSVS) Wrecker

### AHSVS fleet:

- Approx 100 units in many configs (cargo, PLS, tractor, MRT, wrecker etc).
- 'Urgent Operational Requirement' (UOR) for operations in Afghanistan.
- Heavily armoured cab.
- Now retained for operations only.
- Only 7 recovery variants.

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Our mainstay of recovery over the last 25 years has been the HLVW Wrecker that has been in service since 1992 and was life extended in the mid 2000s. It was based on a Steyr 1491 6×6 but built locally in Kingston, Ontario by the Urban Transportation Development Corporation (UTDC) Inc.

With the end of service date of 2019, we will have to expect a reduced fleet size until ERC is delivered. Mitigation for this potentially includes the acquisition of a small number of commercial recovery vehicles and wider use of the AHSVS.

The HLVW wrecker has given us great service, but it is overmatched by the weight of the new fleets, cannot be sufficiently well up armoured and does not have a recovery boom or the capacity to lift shelters and containers.

The AHSVS Wrecker is a very capable and well protected system, but there are only 7 in service and again it was not specified to have a recovery boom. Having only an armoured cab means that a time consuming inspection is required to confirm its integrity before deployment to a high threat operation.

## Existing Capabilities (2/2)



Fifth Wheel Towing and Recovery Device (FWTRD)

### FWTRD fleet:

- 6 units bought for operations in Afghanistan.
- Further 15 purchased since with special trailer.
- Fits on any tractor unit 5<sup>th</sup> wheel.



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The FWTRD consists of two parts: the header that attaches to any 5<sup>th</sup> wheel and a detachable trailer that connects to the header unit.

Note that there is still a need for a tractor unit with the correct capacity. Obviously this system does not have a rotator boom, although recovery winches are fitted to the header unit.



## Project Scope

- Capability replacement:
  - Heavy Logistics Vehicle Wheeled (HLVW) Wrecker.
- 'Enhanced capability' to support:
  - All logistic wheeled vehicles including LUV, MSVS and LVM.
  - EOD vehicles such as Cougar, Buffalo and Husky.
  - Construction plant and equipment (graders, backhoes etc).
  - TAPV and LAVUP (where the tactical situation allows).
  - Containerised logistics and mobile shelters.



So, the project will replace the HLVW Wrecker.

It is worthy to note that the scope of vehicles and tasks for ERC to support has increased over what the HLVW Wrecker was designed to do, that is what leads to the 'enhanced' in our project name.

We are now required to support "all CAF wheeled vehicles" which places the two wheeled armoured vehicles (LAVUP or LAV 6.0 and TAPV), within our support envelope and of course many recently acquired new vehicles such as the Explosive Ordnance Disposal (EOD) vehicles.

The CAF has also transformed to containerised logistics and uses the same standard 20 foot shipping container footprint for many mobile shelters that can contain command posts, medical facilities, workshops and so on.

That leads me to point out the main deficiencies of our current systems:

## Main Deficiency 1 - Support Tow

- » HLVW support tow capacity: 10 tonnes.
- » AHSVS support tow capacity: 12.5 tonnes.
- » LAVUP at full battleweight requires up to 14.5 tonnes.
- » LVM Heavy tractor unit with 72 tonne tank transporter trailer carrying Leopard 2 MBT ≈ ??



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Now, there's some detail that goes behind all of these headline grabbing figures (like terrain, speed etc), but the figures speak for themselves, although they are all approximate as we have not yet conducted the studies to confirm the exact numbers.

Calculations for the LVM Heavy tractor cannot be completed because the vehicle has not yet been selected, however estimates for a range of similar capacity tractor units could suffice. Safe to say that ERC will need substantially more towing capacity than we have today.

## Main Deficiency 2 - Lifting/Righting

- » HLVW and AHSVS - load handling crane, no recovery boom.
- » Containerised loads cannot currently be lifted.
- » Rollovers can require two recovery vehicles.



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Since the HLVW and AHSVS wreckers were brought into service, the CAF has moved to containerised logistics and the 20 foot ISO shipping container has become ubiquitous. When a vehicle carrying a container or mobile shelter is broken down or becomes immobilised, the contents of the container (or the shelter) will likely be a priority to get to their destination. Without the ability to lift the container, we would currently have to bring forward a heavy duty forklift or crane which is likely fully employed elsewhere and would require escort and or transport to the recovery site.

In some vehicle roll-over situations, it has been necessary for us to deploy two recovery vehicles to conduct controlled righting because we do not currently have a rotator boom.

Furthermore, containerised logistics is driving the centre of gravity of our vehicles higher and this combined with our already high vehicles, required for their off road mobility, leads us to expect more vehicle roll-overs in the future.



## Project Aim

- » To close the recovery capability gap by acquiring a recovery system to support the current and future CAF logistic vehicle fleets and, where the tactical situation allows, wheeled armoured vehicle fleets.



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So, taking all the aforementioned capability deficiencies, we have developed the project aim.

## Preliminary Operational Requirements

- » Based on the High Level Mandatory Requirements that have been approved by the Defence Capability Board.
- » Detailed in Appendix 1 to Annex A of the RFI.
  - Key assumption: crew of 2.
  - Road regulations: must be within all Canadian Provincial road regulations.
  - Standard Military Pattern: NATO fuel, ruggedised, blackout lighting, weapon racks, military communications system, EMI/EMC etc.
  - Operate and be supportable worldwide by Army technicians.
  - Protection for the crew while driving.



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And from the identified capability required, we have develop the preliminary operational requirements.

These use the High Level Mandatory Requirements as their base and all requirements can be linked back to an HLMR.

The current HLMRs are as approved by the Defence Capability Board in 2016, and will be updated for the coming round of project approvals. But, rest assured they will not change much.

There are many assumptions that need to be made and those are detailed in Appendix 1 to Annex A of the RFI, before the operational requirements tables. Those assumptions need to be taken into account when you respond.

# High Level Mandatory Requirements



- **Extraction (winching)**
  - Ability to extricate all Canadian Armed Forces' wheeled vehicles from any mobility kill situation or when mired.

## 4.3 Winch System Requirements

The ERC solution must meet the following essential and, at the supplier's discretion the desirable, winch system requirements:

Ser	Criteria	Requirement	Notes
1	Main drag winch single line pull	Essential: 25,000 kg Desirable: 30,000 kg	The main drag winch shall have a minimum of 25,000 kg single line pulling capacity and 30,000 kg main line capacity is desirable.
2	Winch system pull	50,000 kg	Capable of a pull of 50,000 kg using 2:1 with the winch rope anchored back to the vehicle.



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The requirement for extraction or winching clearly links to the ability of the truck to get close enough to the casualty vehicle such that the winch rope will reach. Bear in mind that in some demanding situations we may need to use a 2:1 system which obviously uses twice the rope length.

## High Level Mandatory Requirement



- **Lift / Controlled Righting**
  - Ability to lift and cross load fully laden (16.5 tonnes) 20-ft sea containers and conduct controlled righting of all Canadian Armed Forces wheeled vehicles.

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The requirement to lift 17 tonnes is based on a standard NATO load of 8 pallets, plus the weight of the shipping container that makes 16.5 tonnes. In addition the rotator boom will need lifting chains or a spreader bar, taking the total rotator boom capacity requirement up to 17 tonnes.

As yet, we have not finalised the reach requirement and this is one area that we need your input on. The bigger the reach, the bigger the outrigger system to give stability, the more space we need (think road width) and so it goes on!

## High Level Mandatory Requirement

- **Towing**

- Ability to tow all Canadian Armed Forces wheeled vehicles across all terrain types.



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It is essential that we are able to hitch up to the NATO standard towing eyes on the front and rear of all of our vehicles. But, we need a variety of hitching options to cope with situations where the towing eyes are damaged beyond use or if the vehicle is not fitted with them.

Interoperability with our Allies and NATO partners is a big priority for the Army, so this emphasises the need to meet the relevant NATO STANAGs.

Towing also implies that we have the mobility to reach the casualty vehicle and to cope with situations where there is misalignment between the towing system and the casualty vehicle.

It also implies that the recovery system has the power and traction to drag a damaged vehicle to a road or track where it could be loaded onto a transport trailer, or a better method of hitching can be arranged.

## High Level Mandatory Requirement

- **Back-loading** (long distance towing at convoy speed)
  - The ability to back-load all Canadian Armed Forces wheeled vehicles from a back-loading point to a maintenance facility.



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The emphasis here is on towing at convoy speed over longer distances.

There should not be any speed restrictions, due to overloading of tires or suspension etc.

The system should meet all Canadian Provincial road regulations.

Connections should be provided for air brakes, lights etc.

## High Level Mandatory Requirement

- **Ballistic and Mine-blast Protection**

- The recovery vehicles must be able to accept armoured protection to give a level of ballistic and mine-blast protection to the crew compartment that is as close as is achievable to the vehicles that it supports.



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The level of protection we need is NATO STANAG 4569 level 3, 3A and 3B.

## High Level Mandatory Requirement

- **Mobility/Transportability**

- **Transportability** – The recovery vehicles and equipment must be transportable by road, rail, ship and aircraft.
- **Tactical Mobility** – The recovery vehicles and equipment must have the ability to move tactically across all terrain at a speed that is as near as is achievable to the vehicles that it supports.



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Transportability by aircraft is for the C-17.

For tactical mobility, we do not expect the ERC solution to match the LAVUP for speed across rough terrain, however, we need to be able to follow close to the route taken by wheeled armoured vehicles and perhaps moving at a slower speed.



## Big Questions (1/2):

### » Single vs multiple platforms:

- Preference is for a single system that meets all requirements, with no restrictions.
- Understanding that if this requires a 5 axle vehicle there may be situations where manoeuvrability is restrictive or where the size of the recovery vehicle is not ideal for the size of the casualty vehicle.
- A multiple vehicle solution may require two lower capacity systems to undertake the heaviest lifts.

### » Axle/wheel/tire Configuration:

- Speed restrictions for support tow at maximum payload.
- Provincial road regulations.
- All terrain mobility.
- Simplicity/complexity of suspension system.
- Offloading of front steering axles and brakes.



So, let me emphasise some of the most important issues that we want your feedback on.

Our preference at this stage is for a ‘single solution that meets all requirements’ as this gives us the greatest flexibility on operations and the lowest support costs. We understand that may bring some compromises but the flexibility and lower support costs are a great benefit to us.

We are open to other suggestions and indeed, are willing to consider a mixed medium and a heavy solution, where the rotator boom of the medium capability could be of lower capacity (say 10 tonnes) and for example we could use two lower capacity rotator booms to lift the 16.5 tonne shipping containers.

We recognise that in many cases recovery vehicles operate above the maximum rated capacity of their tires when towing at maximum load, however this leaves no room for growth over the lifetime of the system and is not ideal for us. We are willing to consider a more complex suspension system that shares the load between all axles.

## Big Questions (2/2):

- » Defining mobility requirements:
  - UK MOD Defence Standard 23-6?
- » Technical evaluation method:
  - Full technical trial.
  - Sub-system trials.
  - Paper evaluation only.



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We know from our experience from other similar vehicle projects that defining and testing mobility can be difficult, however, an all terrain capability is absolutely necessary for us.

In a similar vein, technical evaluations can be expensive and time consuming, but they serve a purpose. For a smaller fleet such as ERC, we think that it is worthwhile considering options other than a full up technical trial based on representative final solutions.

## Your Responses

- » Please note that some values in the Operational Requirements Tables are for you to suggest, eg:

Lifting capacities without using outriggers	(Please respond with your suggested value) kg at (Please respond with your suggested value) m	The minimum lifting capacity, without the use of outriggers, shall be (Please respond with your suggested value) kg at (Please respond with your suggested value) m.
---	---	--

- » Please add as many comments as you wish.
- » Your responses are vital to the project's success!



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Let me emphasize again that we really appreciate your input to the project at this early stage and that we are listening to your opinions.

There are some requirements that we have not yet drafted and so these are wide open for your suggestions.

Please don't hold back!

## Next Steps and Timeline

### Next Steps:

9 June 2017 - Receive responses to RFI.

July 2017 - Begin Project Approval process.

Summer 2018 - Receive Project Approval, begin Definition Phase.

Fall 2019 - Release draft RFP.

Spring 2020 - RFP release.

Initial delivery (IOC) - 2021.

Final delivery (FOC) - 2024.



My final slide shows our next steps and the planned dates at this stage.

Just a note on the imminent Defence review, to say that the ERC project is already in the Government's expenditure plan, with project funding available from April 2018. Those funds will pay for the full project team and the studies that we undertake in the Definition phase to flesh out the final Operational Requirements document that you will see as a Statement of Work.

## Questions?



All images are representative only

STRONG. PROUD. READY.  
FORTS. FIERS. PRÊTS.

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National  
Defence

Défense  
nationale

ASSISTANT DEPUTY MINISTER (MATERIEL)

Director Project Management Support Organization



# Enhanced Recovery Capability (ERC)

## RFI Industry Day Brief

8 May 2017

JA (Gus) Mac Donald - Project Manager

Canada

RDIMS LSTL 4606812



## Project Management

- Project Phases / Lead
- Scope
- Schedule
- Cost





## Google “Sustainment” ...



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## Sustainment

### Sustainment Initiative

#### Concepts

- Supply Chain
- Preventative Maintenance
- Corrective Maintenance
- Levels of Maintenance (1st Line, 2<sup>nd</sup> Line, ...)
- PMO vs. EMT
- DRMIS
- Operator Training
- Technician Training



## Sustainment cont'd

### Requirements

- Objective
- Operational Requirements
  - Availability
  - Training/Safety
  - Deployability
- ILS Services
  - Engineering
  - Intellectual Property
  - Configuration Management
  - Obsolescence Management
  - Field Service Representatives
  - Repair & Overhaul
- Special Tools & Test Equipment
- Spare Parts

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## Discussion



Respect • Integrity • Excellence • Leadership

Serving  
**GOVERNMENT,**  
Serving  
**CANADIANS.**

**Break**

**We will resume the  
presentations at 11:00**

 Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

 Canada



## Industry Engagement for Enhanced Recovery Capability Project

Industrial and  
Technological Benefits/  
Value Proposition

May 8, 2017



*Building a prosperous and innovative Canada*

**Canada**

## Outline

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

## Objective

- The Government of Canada is consulting with industry to support the development of an approach for leveraging economic benefit for the Enhanced Recovery Capability (ERC) Project.
- Feedback from industry will be used to:
  - Validate the Government of Canada's analysis of the Canadian automotive sector and related capabilities; and,
  - Develop an economic leveraging approach in support of the ERC.

## Canada's 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**

- Industrial and Regional Benefits (IRB) Policy formalized in 1986
- In December 2014, the Industrial and Regional Benefits Policy was transformed into the Industrial and Technological Benefits (ITB) Policy.
- 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 enterprises in all regions of the country
  - Enhance innovation through R&D in Canada
  - Increase the export potential of Canadian-based firms

## 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*

*3<sup>rd</sup> party experts*

# Market Analysis

## Market Analysis

- For the ERC project, market research and industry engagement will be used to develop the Value Proposition.
- Canada has conducted market research and analysis in order to better understand domestic industrial capabilities and the global market.
- Findings have identified leveraging opportunities and will provide a foundation for establishing a proposed economic benefit framework for the ERC project.
- **Key sources of information:**
  - HIS Jane's and Avascent international defence sector independent research databases
  - Regional Development Agencies, Statistics Canada, and Other Government Departments' industry capability analysis
  - Government and company materials, and other sources of company level information

## Defence Sector

- **Preliminary market research conducted by Innovation, Science and Economic Development Canada (ISED) indicates that:**
- There exists a strong Canadian supply base in certain automotive areas (i.e. steering and suspension) that can support the ERC project.
- Canada has a high potential to execute work in-country due to Canada's integration capabilities
- Many Canadian small fabrication shops face significant export challenges, however leading system integrators and specialized manufacturers can help them achieve export success
- Strong In-Service-Support (ISS) capabilities exist in Canada

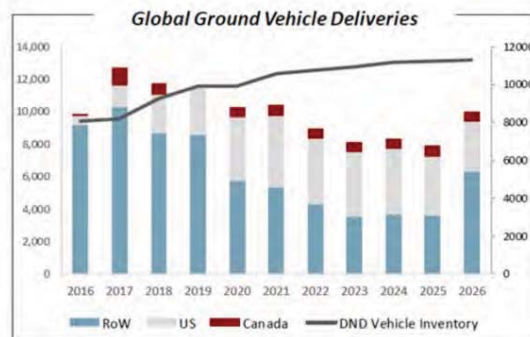
## Research & Development

- Additionally, there are opportunities for spill-over investments in traditional automotive related areas and innovative technology areas including:
  - Fuel Efficiency and Alternatives
  - Autonomous Vehicles
  - Advanced Manufacturing
  - Transportability (SWAP Reduction)
  - Survivability and Blast Resistance
  - Sustainability and Durability



## Export

- While the Canadian market for military ground vehicles is relatively small, there exists opportunities in Canada to export internationally



## Industry Consultation

- The next step is to consult with industry and validate the Government of Canada's market analysis.
- The Government of Canada is seeking industry feedback to support the development of the economic leveraging approach for the ERC project
- Industry engagement questions were published on Buyandsell in advance of the ERC Industry Day.

## Next Steps

- Written feedback regarding the ITB/VP questions is to be submitted to the PSPC Contracting Authority and is requested by June 9, 2017.
- Information provided to the Government of Canada will be considered in the development of the economic leveraging approach for the ERC project.
- For more information on Canada's Industrial and Technological Benefits Policy, please visit:  
<http://www.canada.ca/itb>

**For any ITB related questions, contact:**

Mr. Mathieu Belanger

Project Manager

Industrial and Technological Benefits Branch

Innovation, Science and Economic Development  
Canada

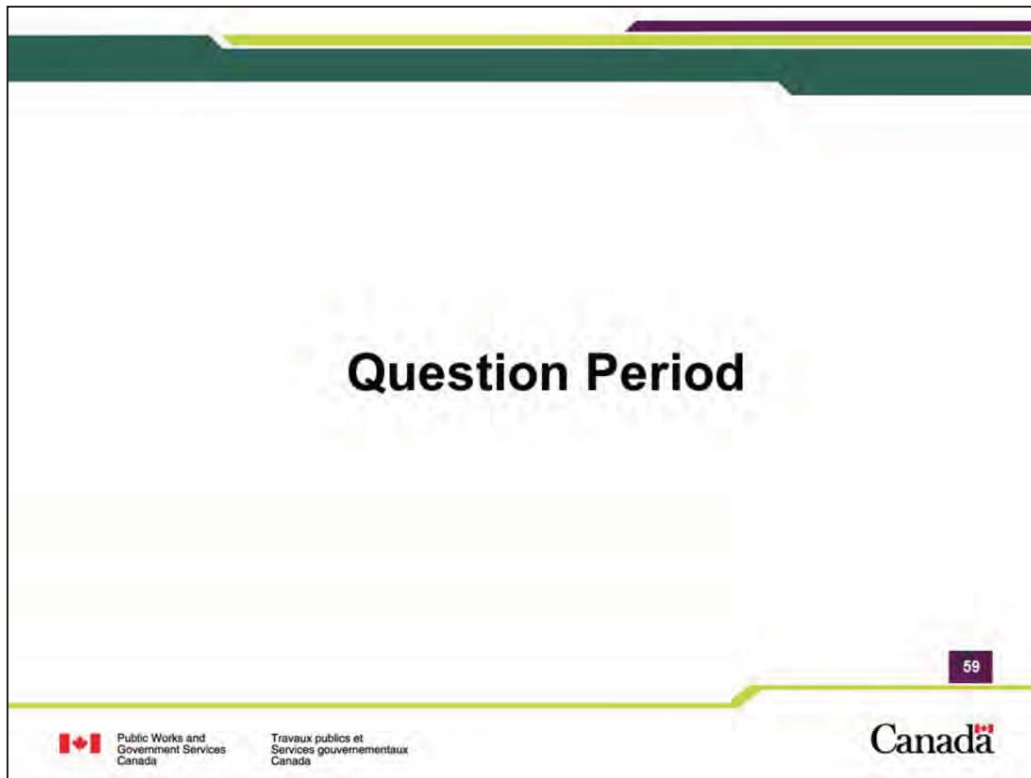
Tel: (613) 410 2344

Email: [mathieu.belanger@canada.ca](mailto:mathieu.belanger@canada.ca)

Website: <http://www.canada.ca/itb>



Canada



Reminder for filling feedback forms



Regional Development  
Agencies

Agences de  
développement régional

# **REGIONAL DEVELOPMENT AGENCIES**

**A PRESENTATION FOR THE  
ENHANCED RECOVERY CAPABILITY  
INDUSTRY DAY**

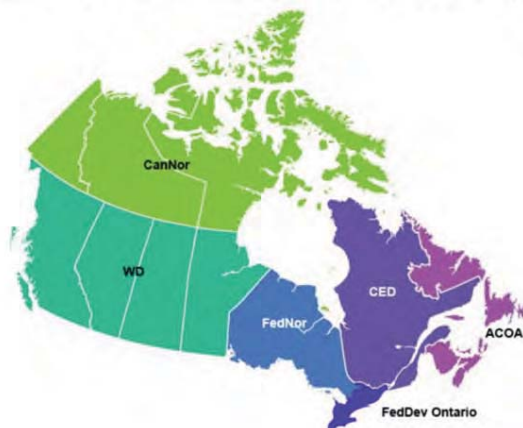
**MAY 8, 2017**

**Canada**



## Regional Development Agencies Across Canada

Six regional development agencies (RDAs) support the Government of Canada's economic development and diversification agenda.







## Role of RDAs in Defence Procurement

- RDAs work to identify defence-related investment opportunities with companies and research centres in their regions.
- Canada's Industrial and Technological Benefits policy means that defence procurements represent considerable opportunities for economic growth.
- RDAs work to leverage economic benefits for their regions and opportunities for Canadian firms from defence procurements.

Role of RDAs in DP

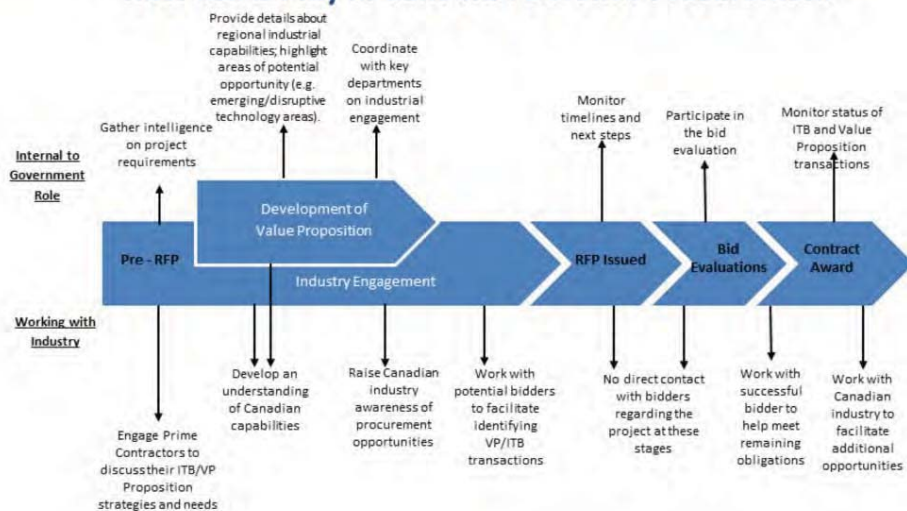


## Why RDAs are involved in Defence Procurement

- Each RDA has a mandate related to supporting economic development within their respective region.
- RDAs help to address key economic challenges by providing regionally-tailored programs, services, knowledge and expertise that:
  - Build on regional and local economic assets and strengths
  - Support business growth, productivity and innovation
  - Help small- and medium-sized businesses effectively compete in the global marketplace
  - Support communities



## How RDAs Play in Canadian Defence Procurement





## Overview of Canada's Defence Sector

- Canadian industry has benefited greatly from defence activity and by extension this offset policy.
- A 2014 study on Canada's defence industry, found that it:
  - accounts for some 63,000 jobs spread throughout Canada;
  - contributes \$6.7 billion to GDP; and
  - generates approximately \$10 billion in annual sales - 60 % from exports, 20% higher than the Canadian manufacturing average.
- The Enhanced Recovery Capability project represents tens of millions of dollars worth of business *for Canadian firms*.



## How your RDA can help YOU...

### ...with this procurement

- **Providing clarity:** to better help you understand ITB policy and its requirements;
- **Promotion:** of your capabilities at meetings, trade shows and events;
- **Hosting:** events (e.g. Business-to-Business) and organizing supplier development tours; and
- **Connecting:** defence contractors with Canadian suppliers so as to satisfy ITB obligations.



## Canadian Industry and the ERC project

- Canadian firms have diverse capabilities that can translate into high-value work on the eventual ERC project.
- These capabilities include, but are not limited to:
  - Vehicle integration and assembly;
  - Transmissions and suspensions;
  - Armour/protection systems;
  - Container and modules;
  - Handling systems;
  - Training and documentation; and,
  - Repair and overhaul.
- There is also much disruptive technology and other innovations produced by Canadian industry which can be leveraged by Primes as part of their eventual ERC Value Proposition.



Regional Development  
Agencies

Agences de  
développement régional

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**WE WELCOME ANY  
QUESTIONS OR COMMENTS**

Canada



## RDA Contacts

Atlantic Canada Opportunities Agency (ACOA)		
Newfoundland and Labrador New Brunswick Nova Scotia Prince Edward Island	Sam Fotia	<a href="mailto:sam.fotia@canada.ca">sam.fotia@canada.ca</a>
Canada Economic Development for Quebec Regions (CED)		
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Federal Economic Development Agency for Southern Ontario (FedDev Ontario)		
Southern Ontario	Ken McConnell	<a href="mailto:ken.mcconnell@canada.ca">ken.mcconnell@canada.ca</a>
Federal Economic Development Initiative for Northern Ontario (FedNor)		
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Western Economic Diversification Canada (WD)		
Manitoba Saskatchewan Alberta British Columbia	Stewart Campbell	<a href="mailto:stewart.campbell@canada.ca">stewart.campbell@canada.ca</a>



**Thank you all for your  
time!**

**We look forward to  
receiving your  
Responses to the RFI**

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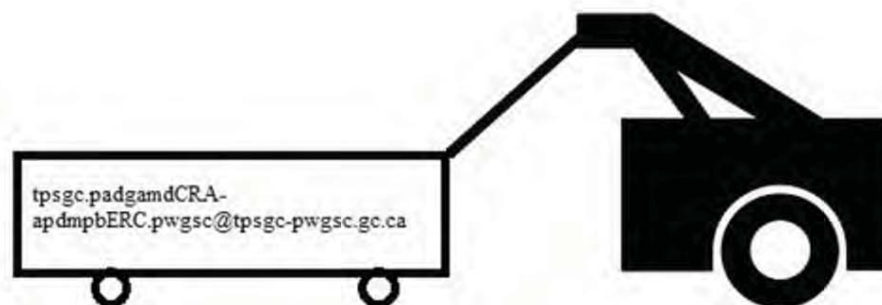


Public Works and  
Government Services  
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Services gouvernementaux  
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## Enquiries and Submission of Responses



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