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Place du Portage, Phase III

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**LETTER OF INTEREST  
LETTRE D'INTÉRÊT**

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

<b>Title - Sujet</b> Land C4ISR-Eng. & Integration Suppo	
<b>Solicitation No. - N° de l'invitation</b> W8486-184104/A	<b>Date</b> 2017-07-27
<b>Client Reference No. - N° de référence du client</b> W8486-184104	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$\$\$QD-037-26385
<b>File No. - N° de dossier</b> 037qd.W8486-184104	<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 2017-08-28</b>	
<b>Time Zone</b> <b>Fuseau horaire</b> 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> Lee, Inwon	<b>Buyer Id - Id de l'acheteur</b> 037qd
<b>Telephone No. - N° de téléphone</b> (819) 420-0815 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

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

# LAND C4ISR ENGINEERING AND INTEGRATION SUPPORT SERVICES

## 1. Preface

Canada is seeking feedback from industry with respect to a draft RFP for Land C4ISR Engineering and Integration Support Services.

## 2. Objective of the RFI

The objective of this consultation is to obtain feedback from the industry to improve the actual RFP. The industry is invited to provide comments and suggestions on any part of the draft RFP. Feedback from industry will be used to validate the Government of Canada's current knowledge base and finalize the forthcoming Request for Proposal (RFP) for Land C4ISR Engineering & Intergration Support Services.

## 3. Background

The Land Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance System (Land C4ISR System) is the System of Systems (SoS) that primarily supports the Land Command in operations by providing commanders with the information and information services required to make effective and timely Command and Control (C2) decisions about their forces. As such, it enables the Canadian Army to:

- Plan and direct operations;
- Manage operational information;
- Achieve situational awareness; and
- Exchange information.

The Land C4ISR System is an interconnected network of digital Communications and Information Systems (CIS) by which the data needed to plan, direct and control tactical land operations is communicated, stored, processed and displayed. It should be noted that the Land C4ISR System comprises equipment and systems to provide the services, but does not include the platforms themselves – these are the responsibility of specific platform projects within the Department of National Defence (DND) distinct from the Directorate, Land Command System Program Management (DLCSPM), as the Departmental authority for the Land C4ISR System has Total System Responsibility (TSR) and is responsible for the life cycle of the Land C4ISR System from Architectural Development to Systems Engineering and Integration to Fielding to In-Service Support and finally Disposal. Doctrinally the Land C4ISR System is divided into the following sub-systems:

- Tactical Command, Control and Information System (TacC2IS): TacC2IS employs an integrated network of computers with specific software applications that provide automation support for the commander and staff at formation and unit levels.
- Tactical Communications (TacComms): TacComms is the physical Communications System (CS) that enables commanders at all levels to have access to a fully integrated, secure communications system that gives the capability to carry out tasks through voice and/or data communications. TacC2IS services are transported over TacComms.

- Intelligence Surveillance and Reconnaissance (ISR): ISR are the sensors and analysis used to gather tactical information.

#### **4. Nature and Format of Responses Requested**

(a) Respondents are requested to make comments, raise any concerns and/or make recommendations on the draft RFP.

Respondents are also requested to explain any assumptions made in their responses.

(b) Responses should include the name of the respondent firm and the contact person in the event that Canada determines that clarification or additional information is required.

#### **5. Nature of Request for Information (RFI)**

(a) This RFI is an industry consultation document intended to solicit feedback from industry with respect to the matters described in this RFI. This is not a bid solicitation.

(b) This RFI will not result in the award of any contract, nor will this RFI result in the creation of any source list, therefore, whether or not any potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI. This RFI is not considered as an authorization by Public Works and Government Services Canada (PWGSC) to undertake any work that would result in costs to Canada.

#### **6. Response Costs**

The Government of Canada assumes no responsibility or obligation with respect to the cost of preparing a response to this RFI. Canada will not reimburse any respondent for expenses incurred in responding to this RFI.

#### **7. Treatment of Responses**

##### (a) Use of Responses:

- i. Responses will not be formally evaluated. However, the responses received may be used by Canada to modify procurement strategies or any draft documents related to this RFI. Canada will review all responses received by the RFI closing date. The Government of Canada may, at its discretion, review responses received after the RFI closing date.
- ii. Canada reserves the right to hire any independent consultant, or use any Government resources, which it deems necessary to review any response.
- iii. Written responses will become the property of Canada and will not be returned. Canada may use, reproduce or translate, in whole or in part, in any material form, the responses.

##### (b) Confidentiality:

Respondents should mark any portions of their response that they consider proprietary and confidential. Respondents must show why the information is confidential. Canada will treat the information as confidential, to the extent permitted by the Access to Information Act, if Canada agrees with the confidential nature of the information.

(c) Follow-up Activity:

Canada may, in its discretion, contact any respondents to follow up with additional questions or for clarification of any aspect of a response.

## **8. Official Languages**

Responses to this RFI may be in either of the official languages of Canada.

## **9. Content of this RFI**

Department of National Defence / Canadian Armed Forces requirements remain preliminary. Respondents should not assume that requirements will be / not be added to any bid solicitations that are ultimately published by Canada. Nor should respondents assume that any of the clauses or requirements will be deleted or revised.

## **10. Enquiries**

(a) All enquiries and communications with Canada regarding this RFI must be directed to the Contracting Authority, preferably on or before the closing date of the RFI, by email to the Contract Authority at: [inwon.lee@tpsgc-pwgsc.gc.ca](mailto:inwon.lee@tpsgc-pwgsc.gc.ca).

(b) Because this is not a bid solicitation, Canada will not necessarily respond to all enquiries.

(c) Appendix 3 to Annex A – Statement of Work is in MS Visio file format. Please contact the Contracting Authority for Appendix 3 to Annex A in MS Visio with a valid return email address.

## **11. Industry Engagement Sessions**

As part of the industry engagement process, Canada will hold a site visit to the Land C4ISR Integration Lab. The site visit will be held in the National Capital Region of Canada. In order to accommodate administration and scheduling, suppliers interested in attending the site visit are asked to confirm their interest by email at [inwon.lee@tpsgc-pwgsc.gc.ca](mailto:inwon.lee@tpsgc-pwgsc.gc.ca) no later than August 7th, 2017. Late requests and/or last minute request for the site visit will be accommodated subject to administration and scheduling constraints.

## **12. Submission of Responses – Closing Date**

Please submit your written response to this RFI by email to the Contracting Authority at: [Inwon.Lee@tpsgc-pwgsc.gc.ca](mailto:Inwon.Lee@tpsgc-pwgsc.gc.ca) by August 28, 2017.

## **13. Fairness Monitor**

(a) Respondents are advised that Canada will utilize the services of a Fairness Monitor throughout the Land C4ISR Support Services procurement process.

(b) Fairness Monitor: TBD

#### **14. Contracting Authority**

Inwon Lee,  
Supply Team Leader  
Defence Communication Division,  
Electronics, Munitions and Tactical Systems Procurement Directorate  
Land and Aerospace Equipment Procurement and Support Sector  
Public Services and Procurement Canada  
Place du Portage, Phase III, 8C2, Gatineau, Quebec, K1A 0S5  
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## **PART 1 - GENERAL INFORMATION**

### **1.1 Introduction**

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;
- Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment and any other annexes.

### **1.2 Summary**

The objective of this RFP is to establish a Support Contract to provide Engineering and Integration services for the in-service support of the Land Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance System (Land C4ISR System). The method for accomplishing this work is to be proposed by the Contractor in its bid.

### **1.3 Controlled Goods Program**

This requirement is subject to the Controlled Goods Program (CGP).

### **1.4 Security Requirements**

**NATIONAL SECURITY EXCEPTION** – Canada has invoked a National Security Exception (NSE) for this requirement in order to ensure the required services are in place to support the military unique and vital software in times of crisis.

There is a security requirement associated with this requirement. For additional information, see Part 6 – Security, Financial and Other Requirements, and Part 7 – Resulting Contract Clauses. For more information on personnel and agency security investigations, bidders should consult the Industrial Security Program (ISP) website of Public Works and Government Services Canada <http://www.tpsgc-pwgsc.gc.ca/esc-src/index-eng.html>

### **1.5 Debriefings**

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

### **1.6 The Phased Bid Compliance Process applies to this requirement.**

## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The 2003 (2017-04-24) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

- Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days  
Insert: 240 days

### 2.2 Submission of Bids

Bids must be submitted only to Public Services and Procurement Canada (PSPC) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.

Due to the nature of the bid solicitation, bids transmitted by facsimile to PSPC will not be accepted.

### 2.3 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of Bids is completed, Canada will inform the bidders of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

#### 2.3.1 Definitions

For the purposes of this clause, "former public servant" is any former member of a department as defined in the Financial Administration Act, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. an individual;
- b. an individual who has incorporated;
- c. a partnership made of former public servants; or
- d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

**"Lump sum payment period"** means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

**"pension"** means a pension or annual allowance paid under the Public Service Superannuation Act (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the Canadian Forces Superannuation Act, R.S., 1985, c. C-17, the Defence Services Pension Continuation Act, 1970, c. D-3, the Royal Canadian Mounted Police Pension Continuation Act, 1970, c. R-10, and the Royal Canadian Mounted Police Superannuation Act, R.S., 1985, c. R-11, the Members of Parliament Retiring Allowances Act, R.S. 1985, c. M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c. C-8.

### **2.3.2 Former Public Servant in Receipt of a Pension**

As per the above definitions, is the Bidder a FPS in receipt of a pension? Yes ( ) No ( )

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:

- a. name of former public servant; and
- b. date of termination of employment or retirement from the Public Service.  
By providing this information, Bidder agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

### **2.3.3 Work Force Adjustment Directive**

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? Yes ( ) No ( )

If so, the Bidder must provide the following information:

- a. name of former public servant;
- b. conditions of the lump sum payment incentive;
- c. date of termination of employment;
- d. amount of lump sum payment;
- e. rate of pay on which lump sum payment is based;
- f. period of lump sum payment including start date, end date and number of weeks;
- g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

## **2.4 Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to the Contracting Authority no later than ten (10) calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

## **2.5 Applicable Laws**

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

## **2.6 Improvement of Requirement During Solicitation Period**

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least twenty (20) days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

## **PART 3 - BID PREPARATION INSTRUCTIONS**

### **3.1 Bid Preparation Instructions**

Canada requests that Bidders provide their bid in SEPARATELY BOUND sections as follows:

Section I: Technical Bid (six (6) hard copies) and one (1) soft copy on USB memory stick;

Section II: Industrial Technological Benefit- Value Proposition bid (six (6) hard copies) and one (1) soft copy on USB memory stick;

Section III: Financial Bid (two (2) hard copies) and one (1) soft copy on USB memory stick;

Section IV: Certifications (two (2) hard copies)

3.1.1 If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

3.1.2 **Prices must appear in the financial bid and ITB-VP Bid only. No prices must be indicated in any other section of the bid.**

3.1.3 Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, Bidders should:

- 1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

3.1.4 The reference documents (Data) identified in Annex A are available from the Contracting Authority on request. The document versions that will be provided reflect those currently in use.

### **3.1 Bid Contents**

#### **3.2.1 Section I: Technical Bid**

In their technical bids, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that

Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

### **3.2.2 Section II: ITB and VP Bid**

In their ITB-VP bid, Bidders must describe clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient.

### **3.2.3 Section III: Financial Bid**

**3.2.3.1** Bidders must submit their financial bid in accordance with Attachment 2 to PART 4 of the RFP. The total amount of Applicable Taxes must be shown separately.

#### **3.2.3.2 Exchange Rate Fluctuation**

C3011T (2013-11-06), Exchange Rate Fluctuation

### **3.2.4 Section IV: Certifications**

Bidders must submit the certifications and additional information required under Part 5.

## **PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION**

### **4.1 Evaluation Procedures**

- (a) Bidders will be evaluated to determine if they comply with the entire requirement of the RFP including the technical, ITB-VP and financial evaluation criteria.
- (b) Canada will use the Phased Bid Compliance Process described below.
- (c) An evaluation team composed of representatives of Canada will evaluate the Bids.
- (d) The definitions of mandatory requirements are as follows:

MANDATORY REQUIREMENTS: Bidders should note that all MANDATORY requirements are identified specifically with the word "shall", "must", "will", "mandatory". In the case where a MANDATORY item cannot be or is not complied with, the Bid shall receive any further consideration.

- (e) Compliance with all of the mandatory provisions of the RFP, including, without limitation, all Annexes, Attachments and the terms and conditions applicable to any resulting contract is mandatory.

### **4.2 Phased Bid Compliance Process**

#### **4.2.1 General**

- a) Canada is conducting the Phased Bid Compliance Process described below for this requirement.
- b) Notwithstanding any review by Canada at Phase I or II of the Phased Bid Compliance Process, Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada. THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PHASED BID COMPLIANCE PROCESS ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY REQUIREMENTS WHICH WERE SUBJECT TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE. THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR CAR (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.
- c) Canada shall have the right, in its absolute discretion, but shall not be obliged, to request and accept any time, before or after the solicitation closing date, and consider as part of the Bid, any document and materials from Bidders to clarify the Bid or to correct deficiencies or errors in the Bid that are not significant in Canada's absolute discretion, including all matters of form or error in computation or failure to confirm by signing or similarly verifying acceptance. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right.
- d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC)

2003 (2016-04-04) Standard Instructions – Goods or Services – Competitive Requirements nor Canada’s right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).

- e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the NOTICE or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada’s email inbox at Canada’s email address specified in the CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada.

#### **4.2.2 Phase I: Financial Bid**

- a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada’s review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.
- b) Canada’s review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- d) For Bids other than those described in c), Canada will send a written notice to the Bidder (“Notice”) identifying where the Financial Bid is missing information. A Bidder whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.
- e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the “Remedy Period”) to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.
- f) In its response to the Notice the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.
- g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder’s Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, only that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.

- h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

#### **4.2.3 Phase II: Technical Bid**

- a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the Phased Bid Compliance Process. Mandatory technical criteria that are not identified in the solicitation as being subject to the Phased Bid Compliance Process, will not be evaluated until Phase III.
- b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.
- d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.
- e) The Bidder's response to the CAR should identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder should include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.
- f) Any changes to the Bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, only that part of the original Bid as is permitted in this Section.

- g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the Bid, but will be considered by Canada in the evaluation of the Bid at Phase II only for the purpose of determining whether the Bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase or decrease any score that the original Bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the Bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder shall bind the Bidder as part of its Bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the Bid.
- h) Canada will determine whether the Bid is responsive for the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the Bid is not found responsive for the requirements reviewed at Phase II to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- i) Only Bids found responsive to the requirements reviewed in Phase II to the satisfaction of Canada, will receive a Phase III evaluation.

#### **4.2.4 Phase III: Final Evaluation of the Bid**

- a) In Phase III, Canada will complete the evaluation of all Bids found responsive to the requirements reviewed at Phase II. Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- b) A Bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

### **4.3 Technical Evaluation**

#### **4.3.1 Mandatory Technical Criteria**

The Phased Bid Compliance Process will apply to eligible Mandatory Technical Evaluation Criteria

#### **4.3.2 Compliance Matrix**

A Compliance Matrix is provided at ATTACHMENT "1" to PART 4 of the RFP to assist the Bidders in preparing for the Evaluation activities, completing their response, and demonstrating their compliance to the technical requirements of the RFP.

### **4.4 Financial Evaluation**

4.4.1 The price of the Bid will be evaluated in CAD dollars, DDP Incoterms 2010 and excise taxes included, transportation and shipping charges included and the Goods and Services Tax or the Harmonized Sales Tax excluded, if applicable.

4.4.2 Bids will be evaluated in Canadian currency. Pricing submitted in foreign currency will be converted to Canadian dollars based on the exchange rate provided by the Bank of Canada at noon on the date of the RFP closing.

4.4.3 The Financial bids will be evaluated on the basis of the prices obtained from bidders in Annex C.

**4.5 Basis of Selection**

**4.5.1 Highest Compliant Combined Rating of Technical Score, ITB Score and Price (SACC Manual Clause A0027T)**

4.5.1.1 To be declared responsive, a bid must:

- a. Comply with all the requirements of the bid solicitation; and
- b. Meet all mandatory criteria;

4.5.1.2 Bids not meeting a or b will be declared non-responsive

4.5.1.3 The selection will be based on the highest responsive combined rating of technical merit, ITB and price. The ratio will be 48% for the technical merit; 20% for the ITB; and 32% for the price.

**1) Technical Score:**

Total Point Rating for Bid x 48 = Technical Score

Total Technical Points

**2) ITB Score:**

Total point for bid x 20 = ITB Score

Total ITB Points

**3) Financial Score:**

The Financial Score will be determined by allocating full marks to the bid with the lowest

Total Evaluated Cost, and prorating the other bids in order of ascending Costs. Total

Evaluated Cost is determined as specified

**Example:** Total Bid Evaluation Points are 2000 points and there are 3 bidders:

	<b>Bidder A</b>	<b>Bidder B</b>	<b>Bidder C</b>	<b>Remarks</b>
<b>Tech. points obtained by Bidders</b>	1842 points/2000 points	1906 points/2000 pointts	1978 points /2000 points	
<b>Proration of Tech. points</b>	$1842 \cdot 48 / 2000 = 44.2$	$1906 \cdot 48 / 2000 = 45.7$	$1978 \cdot 48 / 2000 = 47.5$	
<b>Bidders' Financial Bid</b>	\$60M	\$75M	\$65M	<i>Lowest Financial bid will get the full points (32 points)</i>
<b>Proration of Financial points</b>	$(60/60) \cdot 32 = 32$	$(60/75) \cdot 32 = 25.6$	$(60/65) \cdot 32 = 29.5$	
<b>VP Points obtained by Bidders</b>	$(80/100) \cdot 20 = 16\%$	$(60/100) \cdot 20 = 12\%$	$(95/100) \cdot 20 = 19\%$	
<b>Total Points</b>	$(44.2 + 32 + 16) = 92.2\%$	$(45.7 + 25.6 + 12) = 83.3\%$	$(47.5 + 29.5 + 19) = 96\%$	<i>Bidder C obtained the highest combined evaluation points</i>

## **PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION**

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### **5.1 Certifications Required with the Bid**

Bidders must submit the following duly completed certifications as part of their bid.

#### **5.1.1 Integrity Provisions - Declaration of Convicted Offences**

In accordance with the *Ineligibility and Suspension Policy* (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide with its bid the required documentation, as applicable, to be given further consideration in the procurement process.

#### **5.1.2 Additional Certifications Required with the Bid**

##### **5.1.2.1 Canadian Content Certification**

**5.1.2.1.1** SACC Manual clause A3050T (2014-11-27) Canadian Content Definition

**5.1.2.1.2** SACC Manual clause A3059T (2010-01-11) Canadian Content Certification

### **5.2 Certifications Precedent to Contract Award and Additional Information**

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

#### **5.2.1 Integrity Provisions – Required Documentation**

In accordance with the *Ineligibility and Suspension Policy* (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

#### **5.2.2 Federal Contractors Program for Employment Equity - Bid Certification**

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website ([http://www.esdc.gc.ca/en/jobs/workplace/human\\_rights/employment\\_equity/federal\\_contractor\\_program.page?&\\_ga=1.229006812.1158694905.1413548969#afed](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed)).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the “FCP Limited Eligibility to Bid” list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the “FCP Limited Eligibility to Bid” list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

### **5.2.3 Additional Certifications Precedent to Contract Award**

#### **5.2.3.1 Status and Availability of Resources**

**5.2.3.1.1** SACC Manual clause A3005T (2010-08-16) Status and Availability of Resources

#### **5.2.3.2 Education and Experience**

**5.2.3.2.1** SACC Manual clause A3010T (2010-08-16) Education and Experience

## **PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS**

### **6.1 Security Requirements**

1. Before award of a contract, the following conditions must be met:
  - (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
  - (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
  - (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
  - (d) the Bidder's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
  - (e) the Bidder must provide the addresses of proposed sites or premises of work performance and document safeguarding as indicated in Part 3 - Section IV Additional Information.
2. Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
3. For additional information on security requirements, Bidders should refer to the Industrial Security Program (ISP) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.

### **6.2 Financial Capability**

*SACC Manual* clause A9033T (2012-07-16) Financial Capability

### **6.3 Controlled Goods Requirement**

*SACC Manual* clause A9130T (2014-11-27) Controlled Goods Program

### **6.4 Insurance Requirements**

The Bidder must provide a letter from an insurance broker or an insurance company licensed to operate in Canada stating that the Bidder, if awarded a contract as a result of the bid solicitation, can be insured in accordance with the Insurance Requirements specified in Annex F.

If the information is not provided in the bid, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

## **PART 7 - RESULTING CONTRACT CLAUSES**

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

### **7.1 Statement of Work**

The Contractor must perform the Work in accordance with the Contract, including but not limited to the Statement of Work at Annex "A" and the Contractor's bid dated \_\_\_\_\_.

#### **7.1.1 National Security Exception**

Canada has invoked a National Security Exception (NSE) for this requirement in order to ensure the required services are in place to support the military unique and vital software in times of crisis.

#### **7.1.2 Task Authorization**

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract.

##### **7.1.2.1 Task Authorization Process**

Task Authorization Process:

1. The Procurement Authority will provide the Contractor with a description of the task using the "Task Authorization Form for non-DND clients" or "DND 626, Task Authorization Form" or "Task Authorization" form specified in Annex \_\_\_\_.
2. The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The TA will also include the applicable basis and methods of payment as specified in the Contract.
3. The Contractor must provide the Project Authority, within \_\_\_\_ calendar days of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract.
4. The Contractor must not commence work until a TA authorized by the Project Authority has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk

##### **7.1.2.2 Task Authorization Limit**

The Project Authority may authorize individual task authorizations up to a limit of \$150,000, Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the Project Authority and Contracting Authority before issuance.

##### **7.1.2.4 Canada's Obligation - Portion of the Work - Task Authorizations**

SACC Manual clause B9031C Canada's Obligation – Portion of the Work – Task Authorization

### **7.1.2.5 Periodic Usage Reports - Contracts with Task Authorizations**

SACC Manual clause B9056C – Contracts with Task Authorizations

### **7.1.2.6 Task Authorization - Department of National Defence**

The administration of the Task Authorization process will be carried out by Procurement Authority. This process includes monitoring, controlling and reporting on expenditures of the contract with task authorizations to the Contracting Authority.

## **7.2 Standard Clauses and Conditions**

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual(<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

### **7.2.1 General Conditions**

2035 (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

### **7.2.2 Supplemental General Conditions**

The following supplemental General Conditions apply to and form part of the Contract.

4001 (2015-04-01) Hardware Purchase, Lease and Maintenance  
4002 (2010-08-16) Software Development or Modification Services  
4003 (2010-08-16) Licensed Software  
4006 (2010-08-16) Contractor to Own Intellectual Property Rights in Foreground Information

## **7.3 Security Requirements**

**7.3.1** The following security requirements (*SRCL and related clauses provided by ISP*) apply and form part of the Contract.

***TBD***

### **7.3.2 Contractor's Sites or Premises Requiring Safeguarding Measures**

**7.3.2.1** Where safeguarding measures are required in the performance of the Work, the Contractor must diligently maintain up-to-date the information related to the Contractor's and proposed individuals' sites or premises for the following addresses:

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code  
Country

**7.3.2.2** The Company Security Officer (CSO) must ensure through the Industrial Security Program (ISP) that the Contractor and individuals hold a valid security clearance at the required level.

## **7.4 Term of Contract**

### **7.4.1 Period of the Contract**

The period of the Contract is three (3) years from date of Contract to TBD inclusive

#### **7.4.2 Option to Extend the Contract**

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least \_\_\_\_\_ calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

#### **7.5 Authorities**

##### **7.5.1 Contracting Authority**

The Contracting Authority for the Contract is:

Name: Inwon Lee  
Title: Supply Team Leader  
Public Works and Government Services Canada  
Acquisitions Branch

Telephone: 819-420-0232  
E-mail address: [inwon.lee@tpsgc-pwgsc.gc.ca](mailto:inwon.lee@tpsgc-pwgsc.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

##### **7.5.2 Project Authority**

The Project Authority for the Contract is: TBD

Name: \_\_TBD\_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_

Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
E-mail address: \_\_\_\_\_

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

##### **7.5.3 Procurement Authority**

The Procurement Authority for the Contract is: TBD

The Procurement Authority is the representative of the department or agency for whom the Work is being carried out under the Contract. The Procurement Authority is responsible for the implementation of tools and processes required for the administration of the Contract. The Contractor may discuss administrative

matters identified in the Contract with the Procurement of the Work. Changes to the scope of Work can only be made through a contract amendment issued by the Contracting Authority.

#### **7.5.4 ITB Authority**

*TBD*

The ITB Authority is responsible for management of the Industrial and Technological Benefits requirements under the Contract.

#### **7.5.5 Contractor's Representative**

*TBD*

### **7.6 Payment**

#### **7.6.1 Basis of Payment**

The Contractor will be paid in accordance with the Basis of Payment in Annex "B".

#### **7.6.2 Limitation of Expenditure**

1. Canada's total liability to the Contractor under the Contract must not exceed \$ \_\_\_\_\_. Customs duties are \_\_\_\_\_ (insert "included", "excluded" or "subject to exemption") and Applicable Taxes are extra.
2. No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - a. when it is 75 percent committed, or
  - b. four (4) months before the contract expiry date, or
  - c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,whichever comes first.
3. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability

#### **7.6.3 Method of Payment**

1. Canada will make progress payments in accordance with the payment provisions of the Contract, no more than once a month, for cost incurred in the performance of the Work, up to 90 percent of the amount claimed and approved by Canada if:
  - a. an accurate and complete claim for payment using form PWGSC-TPSGC 1111, Claim for

- Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. the amount claimed is in accordance with the basis of payment;
  - c. the total amount for all progress payments paid by Canada does not exceed 90 percent of the total amount to be paid under the Contract;
  - d. all certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives.
2. "The balance of the amount payable will be paid in accordance with the payment provisions of the Contract upon completion and delivery of all work required under the Contract if the Work has been accepted by Canada and a final claim for the payment is submitted.
  3. Progress payments are interim payments only. Canada may conduct a government audit and interim time and cost verifications and reserves the rights to make adjustments to the Contract from time to time during the performance of the Work. Any overpayment resulting from progress payments or otherwise must be refunded promptly to Canada.

#### **7.6.4 SACC Manual Clauses**

A9117C (2007-11-30) T1204 – Direct Request by Customer Department  
C0300C (2014-06-26) Cost Submission – Contract Cost Principles 1031-2  
C0711C (2008-25-12) Time Verification  
H3022C (2016-01-28) Invoicing Instructions – Progress Payment – Supporting Documentation required

#### **7.7 Certifications and Additional Information**

##### **7.7.1 Compliance**

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

##### **7.7.2 Federal Contractors Program for Employment Equity - Default by the Contractor**

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

##### **7.7.3 SACC Manual Clauses**

SACC clause 3060C (2008-05-12) Canadian Content Certification

#### **7.8 Applicable Laws**

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in the Province of Ontario.\_

#### **7.9 Priority of Documents**

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the supplemental general conditions;
- (c) the general conditions
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) Annex D, Industrial and Technological Benefits-Terms and Conditions
- (h) Annex E, Insurance Requirements;
- (i) the signed Task Authorizations (including all of its annexes, if any);
- (j) the Contractor's bid dated \_\_\_\_\_, and as clarified on \_\_\_\_\_

#### **7.10 Defence Contract**

SACC Manual clause A9006C (2012-07-16) Defence Contract  
 SACC Manual clause A9062C (2011-05-06) Canadian forces Site Regulations

#### **7.11 Foreign Nationals (Canadian Contractor OR Foreign Contractor)**

SACC Manual clause A2000C \_\_\_\_\_ (insert date) Foreign Nationals (Canadian Contractor)

Or

SACC Manual clause A2001C \_\_\_\_\_ (insert date) Foreign Nationals (Foreign Contractor)

#### **7.12 Insurance Requirements**

The Contractor must comply with the insurance requirements specified in Annex F. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. For Canadian-based Contractors, coverage must be placed with an Insurer licensed to carry out business in Canada, however, for Foreign-based Contractors, coverage must be placed with an Insurer with an A.M. Best Rating no less than "A-". The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies

#### **7.13 Controlled Goods Program**

The Contract involves controlled goods as defined in the Schedule to the Defence Production Act. The Contractor must identify those controlled goods to the Department of National Defence.

SACC Manual clause A9131C (2014-11-27), Controlled Goods Program

#### **7.14 Limitation of Liability**

SACC Manual Clause N0002C (2008-05-12) Limitation of Liability for Damages to Canada and Indemnification for Third Party Claims.

#### **7.15 Industrial and Technological Benefits (ITB)**

Terms and Conditions of the Industry and Technological Benefits are applied in accordance with Annex "D" of this Contract

**ANNEX "A" - STATEMENT OF WORK**

**ANNEX "B" - BASIS OF PAYMENT**

*To be inserted*

**ANNEX “C” - SECURITY REQUIREMENTS CHECK LIST**

***To be Inserted***

**ANNEX “D” – INDUSTRIAL AND TECHNOLOGICAL BENEFITS (ITB) – TERMS AND CONDITIONS**

## ANNEX "E" - FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) – Labour's website](#).

Date: \_\_\_\_\_(YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
- A2. The Bidder certifies being a public sector employer.
- A3. The Bidder certifies being a federally regulated employer being subject to the Employment Equity Act.
- A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.

A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

- A5.1. The Bidder certifies already having a valid and current Agreement to Implement Employment Equity (AIEE) in place with ESDC-Labour.

**OR**

- A5.2. The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

**OR**

- B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)

**ANNEX “F” - INSURANCE REQUIREMENTS**

**ANNEX “G” - DND 626 TASK AUTHORIZATION FORM**

*To be Inserted*

## **ATTACHMENTS TO RFP**

- ATTACHMENT A TO PART 2 - ITB & VP BIDDERS INSTRUCTION
- ATTACHMENT 1 TO PART 4 – MANDATRY REQUIREMENT CHECKLIST
- ATTACHMENT 2 TO PART 4 – BID EVALUATION PLAN



**ANNEX A**  
**TO CONTRACT**  
W8486-184104

**LAND C4ISR**  
**ENGINEERING AND INTEGRATION**

**SUPPORT CONTRACT**

**STATEMENT OF WORK**

**6 June, 2017**

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- Appendix 4      Logistic SOW
- Appendix 5      Contract Data Requirements List and Data Item Descriptions
- Appendix 6      Labour Categories
- Appendix 7      Engineering and Integration Facilities

## 1 INTRODUCTION

### 1.1 Aim

The objective of this SOW is to define the scope of work to be undertaken under a Support Contract (SC) to provide Engineering and Integration (E&I) services for the in-service support of the Land Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance System (Land C4ISR System). The method for accomplishing this work is to be proposed by the Contractor in its bid.

### 1.2 Scope

This Statement of Work (SOW) specifies the required activities to provide Engineering and Integration support for the Land C4ISR System.

The principle role of E&I support is to provide:

- SoS architecting, engineering and integration, including baseline and interface management;
- Integration and testing of the Land C4ISR System in various platforms;
- Design and development of installation configurations and related installation items;
- Systems engineering, integration, testing and support (both hardware and firmware/software);
- The conduct of Technical Investigations and Engineering Studies; and
- Life Cycle maintenance of Land C4ISR System components, including continuous improvement through integrated teaming processes.

Further E&I support will include on a more limited basis:

- Development of tactical hardware and software configuration items (CI); and
- Resolution of field and mission-specific domain problems.

Appendix 3 identifies the Land C4ISR System hardware and software components as either requiring a SoS or Full level of support. It is anticipated that this list of Land C4ISR System components will change over time as the system evolves. Also the level of support may change over time. Canada reserves the right to amend the level of support and list of supported systems from time to time as necessary as determined by the Technical Authority.

The SoS level of support means that the Contractor will be expected to have, or acquire, an understanding of the Configuration Item, interfaces (subsystem, equipment, application, hardware or software/firmware, etc.) at the System of Systems level, including understanding its use in the Land C4ISR System and its interfaces, and be capable of performing systems of systems engineering, integration and testing.

The Full level of support means that the Contractor will be expected to have, or acquire, in-depth knowledge of the Configuration Item over and above that required for SoS Support. The

Contractor may be tasked to perform *Corrective, Perfective, Adaptive and Emergency* maintenance on the CI and when tasked provide additional in-service support (ISS) beyond that provided for in Core Work for these items to the extent requested by the TA. In the case of software and firmware the Contractor will be provided with source code and detailed design documentation as appropriate. In the case of hardware, the Contractor will be provided with a technical data package, including design documentation where applicable. In all cases DND will provide the appropriate licenses or rights to use technical data or source code.

### **1.3 Background and Land C4ISR High Level Description**

The Government of Canada has given the Canadian Armed Forces (CAF) clear direction concerning their three roles:

1. Defending Canada;
2. Defending North America; and
3. Contributing to international peace and security.

To fulfill these roles, the CAF will maintain its ability to conduct six core types of missions within Canada, in North America, and globally. Specifically, the Canadian Forces will have the capacity to:

1. Conduct daily domestic and continental operations;
2. Support a major international event in Canada;
3. Respond to a major terrorist attack;
4. Support civilian authorities during a crisis in Canada such as a natural disaster;
5. Lead and/or conduct a major international operation for an extended period; and
6. Deploy forces in response to crises elsewhere in the world for shorter periods.

To carry out these missions, the CAF requires a fully integrated tactical network, capable of providing, flexible, multi-role and combat-capable communications to the military. It also requires connectivity to other federal government departments, to the governments of other countries, to international organizations, to non-governmental organizations, to private volunteer organizations, and to private business ventures.

The Land Command Support System (Land C4ISR System) is the System of Systems (SoS) that primarily supports the Land Command in operations by providing commanders with the information and information services required to make effective and timely Command and Control (C2) decisions about their forces. As such, it enables the Canadian Army to:

- Plan and direct operations;
- Manage operational information;
- Achieve situational awareness; and
- Exchange information.

The Land C4ISR System is an interconnected network of digital Communications and Information Systems (CIS) by which the data needed to plan, direct and control tactical land operations is communicated, stored, processed and displayed. Figure 2 shows a high-level

diagram of Land C4ISR System depicting the installations, vehicles, and dismounted soldiers and the subnetworks that interconnect them. It should be noted that the Land C4ISR System comprises equipment and systems to provide the services, but does not include the platforms themselves – these are the responsibility of specific platform projects within the Department of National Defence (DND) distinct from the Directorate, Land Command System Program Management (DLCSPM), as the Departmental authority for the Land C4ISR System has Total System Responsibility (TSR) and is responsible for the life cycle of the Land C4ISR System from Architectural Development to Systems Engineering and Integration to Fielding to In-Service Support and finally Disposal.

Doctrinally the Land C4ISR System is divided into the following sub-systems:

- **Tactical Command, Control and Information System (TacC2IS):** TacC2IS employs an integrated network of computers with specific software applications that provide automation support for the commander and staff at formation and unit levels.
- **Tactical Communications (TacComms):** TacComms is the physical Communications System (CS) that enables commanders at all levels to have access to a fully integrated, secure communications system that gives the capability to carry out tasks through voice and/or data communications. TacC2IS services are transported over TacComms.
- **Intelligence Surveillance and Reconnaissance (ISR):** ISR are the sensors and analysis used to gather tactical information.

The operational concept is based on Land Ops 2021 (ISBN: 978-0-662-44742-9) and the evolving Signals in Land Operations (B-GL-351-002/FP-001). This is also at times referred to the Land C4ISR context, which is represented in Figure 1 and Figure 2.

# Land C4ISR Model

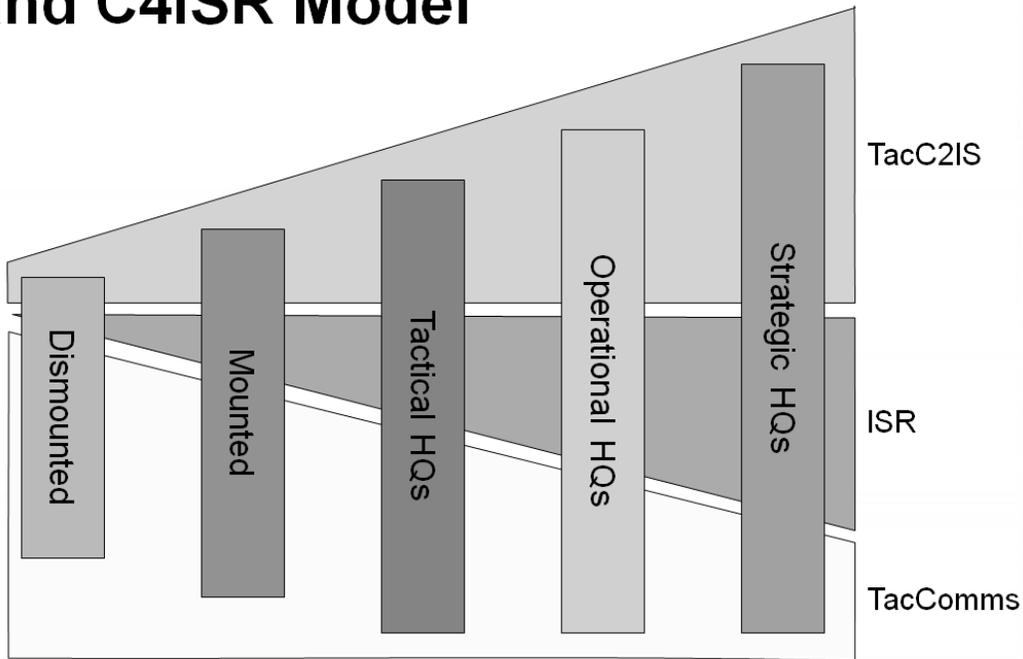


Figure 1 Land C4ISR Model

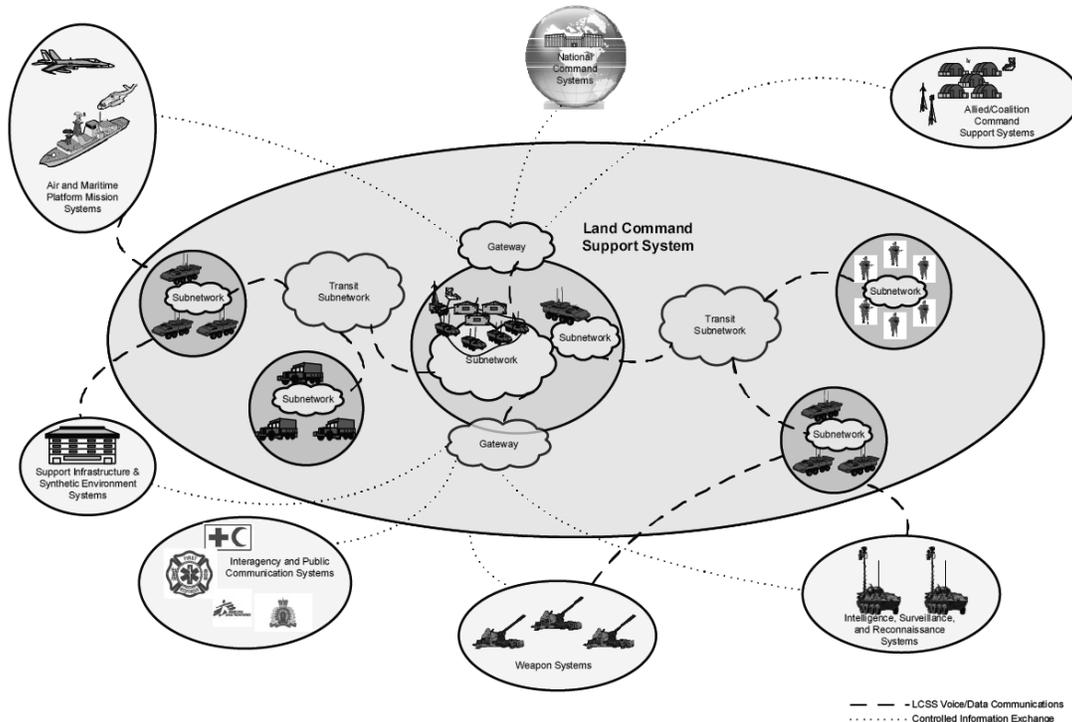


Figure 2 Land C4ISR System Conceptual Diagram

TacComms, TacC2IS and ISR collectively make up the Land C4ISR technical model as shown

in Figure 3. Figure 4 depicts Land C4ISR in the battle space.

# Land C4ISR Technical Model

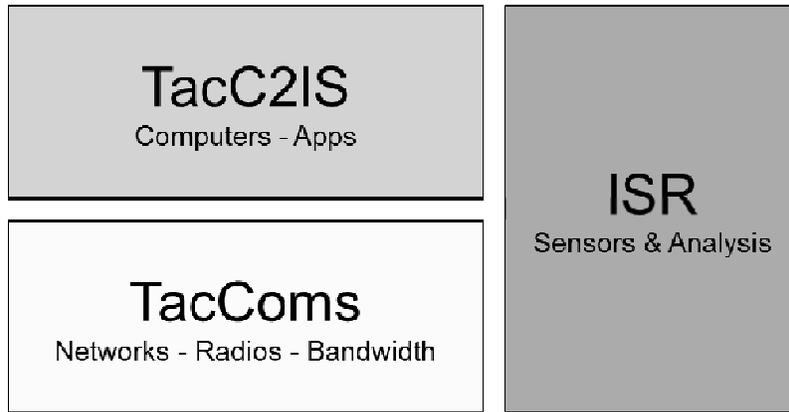


Figure 3 Land C4ISR Technical Model

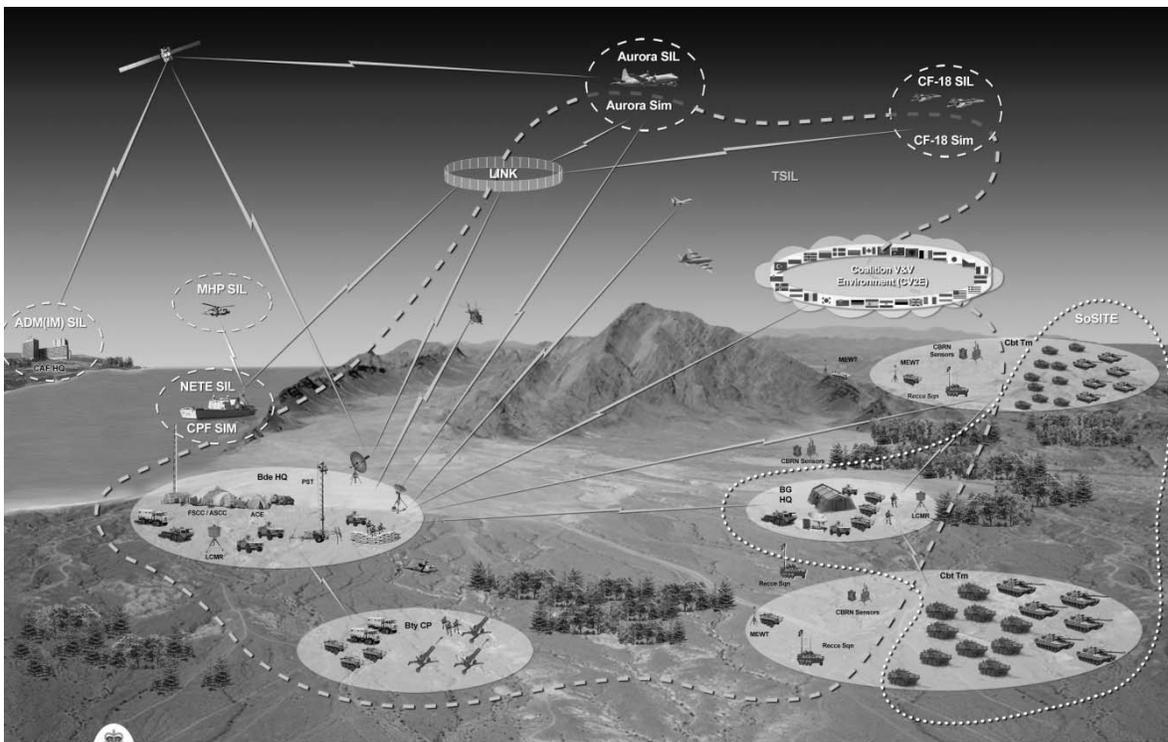


Figure 4 Land C4ISR in the Battle Space

For the purpose of this overview the Land C4ISR System is considered to be the Army/Land Force provided CIS hardware and software that is used to provide commanders with C2 services

required. This is essentially a system and hardware view. In the context of the Land C4ISR, the Army operates jointly and seamlessly with all other environments and to meet the operational requirement synergistically, DLCSPM jointly supports a number of applications, services and standards.

## **1.4 Electronic Document Format**

### **1.4.1 Electronic Delivery Capabilities**

All documents will be delivered in electronic format. With the exception of Portable Document Format (PDF) files, all documents must be delivered in a format that can be imported, read, edited, printed and saved.

Documents submitted with security settings or document protection settings that prevent DND from printing and editing the document must be re-submitted in an appropriate format.

### **1.4.2 Acceptability of PDF documents**

PDF files are only acceptable for those documents that the Technical Authority (TA) has no requirement to insert comments, to amend the text or data, to extract text or data, or to use the content of the document for other action. This determination will be at the sole discretion of the TA in advance of document submission.

### **1.4.3 Native Formats**

Native format for document delivery will be the contractor's native software tool/package format for that document, however, where the TA does not hold a current licence to any given tool the TA may request that the file additionally be provided in an open export format, where technically possible, that to the extent possible meets the criteria in 1.4.1.

### **1.4.4 Document Revision**

All documents deliveries must be revision controlled. Revision control management may be according to contractor format but must be consistent with introduction of documents into DND DM systems. Specifically, the Contractor DM approach must allow for DND internal revision of delivered documents and ensure when notified of DND revisions that these are accommodated in the Contractor's DM and baseline management approach where applicable.

## **1.5 Applicable Documents**

The specifications, standards and publications listed in in Appendix 2 to this Annex form part of this SOW to the extent specified herein, and are supportive of the SOW when referenced. All other document references are to be considered supplemental information.

System documentation as listed in Appendix 3 – System Description are supportive of the SOW and are to be considered supplemental information and may be revised by Technical Authority

from time to time as necessary. Specific additional Documentation may also be provided in tasks issued under this SOW where applicable.

Unless otherwise specified, the issue or amendment of documents effective for this task will be those in effect on the date of task acceptance. As new revisions are promulgated they become part of this requirement, unless otherwise directed by the Technical Authority (TA).

## **1.6 SOW Structure and Content**

The SOW is structured in the following sections:

- Section 1: Introduction;
- Section 2: General Requirements;
- Section 3: Core Management Services;
- Section 4: Core Engineering Support Services; and
- Section 5: Task Based Services.

The SOW is supported by several appendices:

- Appendix 1, Glossary and Definitions;
- Appendix 2, Standards and Reference Documents;
- Appendix 3, System Description; including:
  - System Breakdown Structure (SBS);
  - List of Land C4ISR Products and Configuration Items (CI) by SBS element; and
  - Land C4ISR Subsystem, Product and CI Documentation Lists.
- Appendix 4, Logistic SOW;
- Appendix 5, Contract Data Requirements List (CDRL) and Data Item Descriptions (DIDs);
- Appendix 6, Labour Categories; and
- Appendix 7, Engineering and Integration Facilities.

## **1.7 Roles, Authorities and Responsibilities**

In addition to the Authorities defined in the terms and conditions of this contract, this SOW defines the following roles, authorities, responsibilities.

### **1.7.1 Technical Office of Primary Interest**

The Technical Office of Primary Interest (Tech OPI) is a DND employee delegated by the TA to exercise certain authorities on his behalf in accordance with this SOW (see Appendix 1), and scope as may be provided for in any additional task-based SOWs that may be provided under this contract. Tech OPIs have specific scopes and there may be many with differing areas of responsibility at any given time, however, each task issued under this SOW will have a single Tech OPI.

### **1.7.2 Contractor's Lead Systems-of-Systems Engineering Manager**

The Contractor must designate an individual as its Lead System of Systems Engineering Manager (Lead SEM).

The Lead SEM must have the requisite authority within the Contractor's organization for all Engineering Program matters related to the engineering Work of the SOW.

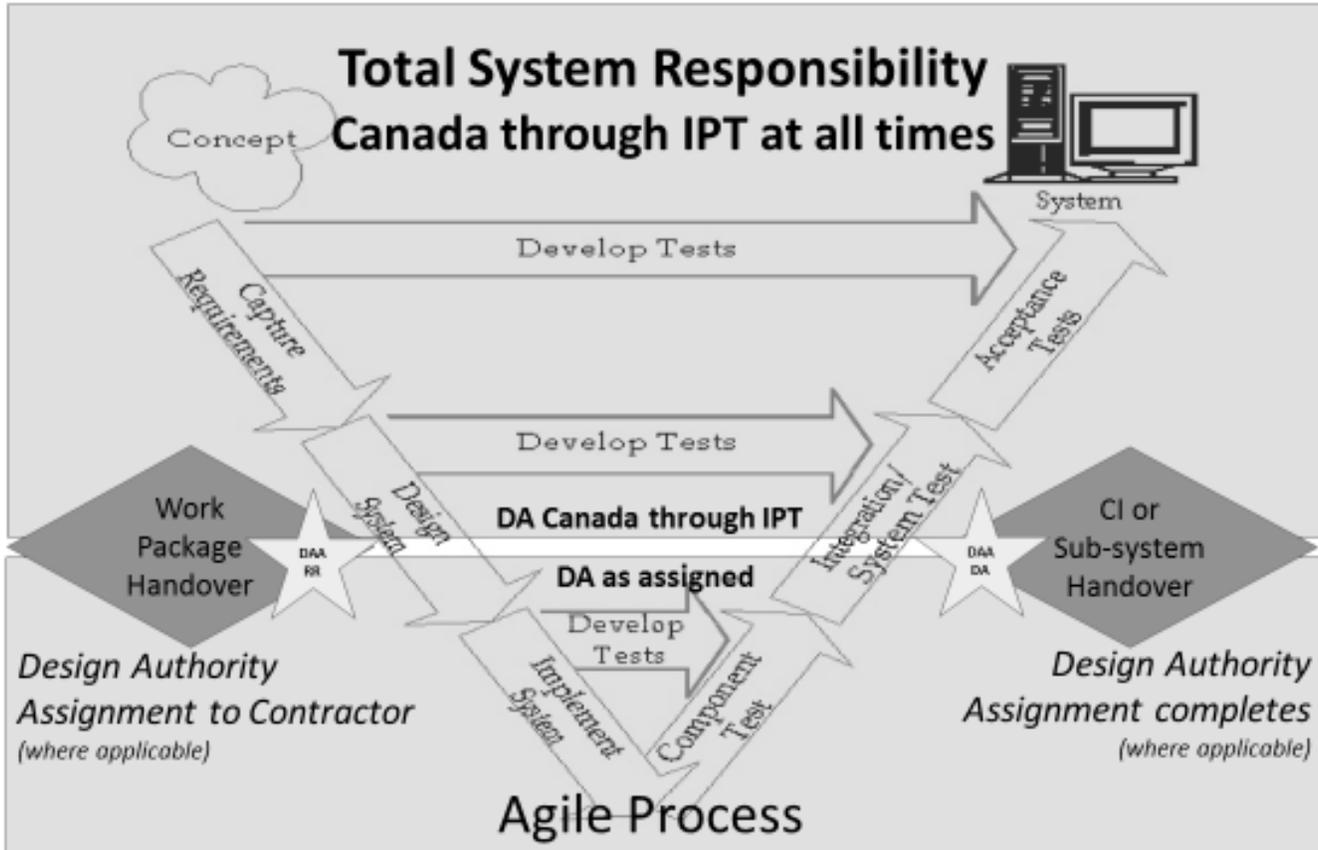
### **1.7.3 Integrated Product Team**

Canada manages support of the Land C4ISR System within an integrated team environment. Therefore Canada anticipates that core Engineering Services will be conducted in an environment, consisting of DND, other government departments, the E&I Contractor and other support contractors. The E&I Contractor must provide the core of the integrated Product team where work is performed in a collaborative and cooperative manner in order to achieve the agreed objectives.

### **1.7.4 Design Authority**

As described in Section 1.3, Director Land Command Systems Program Management (DLCSPM) retains Total System Responsibility for the Land C4ISR System of Systems. Design Authority for the purpose of this SOW, is the authority to make design decisions regarding a system element or elements under design or modification within the boundaries defined by stated requirements and constraints, including resource limitations, placed upon the person or organization exercising Design Authority. It includes the responsibility to produce a design responsive to the requirements for the system element under consideration, responsive to the need to be integrated into the higher level SoS, consistent to established interfaces, and to prove the sufficiency and completeness of the design produced against the requirements to the standards provided by the Canada through the Integrated Product Team process.

Canada retains overall Design Authority over all Work done under this SOW unless Design



Authority is specifically assigned by Canada to a member of the IPT for a defined scope of tasked work being undertaken as follows (see figure 5).

Figure 5: Land C4ISR Design Authority Assignment

For Tasked Work (see section 2.2 and section 5), the Task SOW may define an explicit assignment of design authority to the Contractor for defined portions of the Work. The portion of the work subject to the Contractor’s Design Authority will be defined a Task. At a minimum assignment may occur only at a defined point in the system design process that must be after the requirements for the system element for which DA is being assigned are agreed to, and after the test plan and expected results to conduct design verification have been produced and agreed to. Tech OPI acceptance of successful completion of this system element testing constitutes the return of Design Authority to Canada.

In each case, a Design Authority Assignment Readiness Review gate will occur prior to assignment of Design authority to the Contractor to ensure expectations are clear and the system element requirements, test requirements, schedule, costs and Work requirements are well defined. This Review can for tasks that include a handover point be combined with the System Requirements Review meeting, or for standalone tasks with a task Kick-Off meeting. In all cases, the Design Authority Assignment Readiness Review meeting is an off-ramp for work on

the task at Canada’s sole discretion.

Similarly, a Design Authority Assignment Deliverables Audit will occur prior to return of Design Authority to the Canada to ensure that the system element requirements have been met and are adequately tested and documented, where applicable any waivers or deviations that were acceptable to the Technical Authority are in place and all specified deliverable have been accepted by Canada. This review will be modeled on a Functional Configuration Audit with scope defined by the system element and work that was subject to the assignment of Design Authority.

Approval authority for the DA Assignment Readiness Review and the DA Assignment Deliverables Audit rests solely with Canada.

The proposed separation of System Integration and Test responsibility between the IPT level and the OEM level is depicted at Figure 7

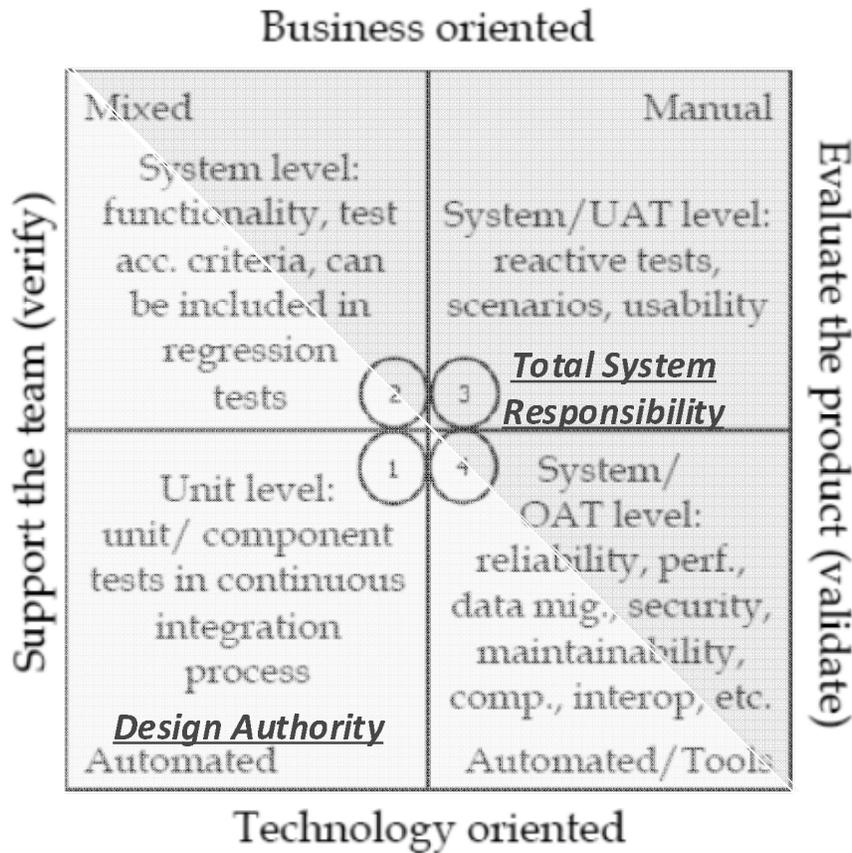


Figure 7 Land C4ISR System Integration and Test

## **2 GENERAL REQUIREMENTS**

### **2.1 Core Work**

Core work comprises those elements of the work that must be conducted by the Contractor within the firm fixed price element of the contract established at contract award.

Core work is comprised of the activities described in Section 3 and Section 4 of this SOW that occur on a regular ongoing basis over the duration of the contract period, separate from but including support for task based work. Therefore core work is not initiated through a task.

The Contractor must perform the following core services as explained in this SOW:

- a. Core Management Services and Infrastructure (Section 3); and
- b. Core Engineering Support Services (Section 4).

### **2.2 Task Based Work**

The Contractor may be tasked with the performance of work relating to the Engineering, Integration and In-service Support of the Land C4ISR system of systems, including but not limited to the following services:

- a. Field Support;
- b. Engineering Support Services ;
- c. Technical Support Services;
- d. Life Cycle Material Management (LCMM) Support including Repair and Overhaul (R&O); and
- e. Integrated Logistic Support

This does not constitute a commitment on the part of Canada to implement these or any other tasks.

Individual tasks may provide additional details of the work to be performed including, but not limited to, data item requirements, personnel skill sets, procedures and processes relevant to the work etc.

### **3 Core Management and Infrastructure Services**

#### **3.1 General**

This section describes the elements of the Work that must be delivered as Core Management Services, including:

- a. Program Management;
- b. Task Management;
- c. Risk Management;
- d. Canada Owned Resources Management;
- e. Configuration and Data Management (CM-DM) services
- f. Security Program Delivery;
- g. Contractor Travel Management; and,
- h. Contractor Infrastructure (see Appendix 5).

#### **3.2 Program Management**

The contractor is responsible to perform program management services as core work at a fixed monthly fee. This core work does not require a separate task authorization.

The Contractor must implement and maintain a Program Management Program in accordance with the approved Program Management Plan (PMP). The Program Management Program is considered core work under this contract, meaning that it will not be initiated through a task.

The Contractor must plan, organize and control all tasks described in this SOW and any subsequent tasks.

The Contractor must maintain scheduling and management control for all activities carried out under the Contract, including task based work.

Program Management encompasses the management of all program activities to initiate, plan, execute, control, and closeout all the Work defined by this SOW, including task based work. The Contractor's overall Program Management activity must adhere to the provisions of the approved PMP. Project Management encompasses the same activities as Program Management and is normally applied to management of specific tasks and groups of tasks. Program Management and Project Management activities include but are not limited to:

- a. Development and maintenance of Program Management Plans;

- b. Executing Program Monitoring and Control; and
- c. Conducting Project Review Meetings.

### **3.2.1 Program Management Plans**

The Contractor must prepare, deliver, update and maintain a Program Management Plan in accordance with CDRL/DID 100.001.

Management plans created under the Land C4ISR E&I SC bid solicitation and approved by Canada, must be the source for scope definition documents and must be maintained and used for the duration of this support Contract.

### **3.2.2 Monitoring and Control**

The Contractor must implement monitoring and control as follows.

#### **3.2.2.1 Monthly Progress Reports**

The Contractor must prepare and submit Monthly Progress Reports in accordance with CDRL/DID 100.002.

#### **3.2.2.2 Progress Review Meetings.**

Progress Review Meetings (PRMs) must be conducted on a periodic basis among the Contractor, the CA, Procurement Authority (PA) and the TA. These PRMs must encompass the total program status as of the review date, and must present, for resolution, all known problems as of that date. In addition, the Contractor must present a summary of overall program progress, including the status of tasks and R&O, as directed by the TA. This review must also serve to prioritize all outstanding tasks and problem reports.

#### **3.2.2.3 Progress Review Agenda and Minutes**

The Contractor must prepare, submit for approval and update the agenda for the Progress Review Meeting in accordance with CDRL/DID 100.003.

The Contractor must prepare, submit for approval and update minutes of the Progress Review Meeting in accordance with CDRL/DID 100.004.

#### **3.2.2.4 Other Meetings and Reviews**

Working level meetings can be held to review the status of individual tasks, their progress, and relative priorities. No action affecting task cost or task duration limits may be taken as a result of these meetings without approval of appropriate authorities.

For all meetings (including reviews) the Contractor must prepare and submit an agenda for

review and approval by the TA or tech OPI (as applicable) upon request. Since the period for review and approval may vary depending upon the meeting, these specifics will be included in the tasking SOW or otherwise be subject to Tech OPI direction.

For all meeting (including Reviews), the Contractor must prepare minutes and submit for approval upon request. Minutes must include a record of decisions (ROD) and action items (AIs). Since the period for review and approval may vary depending upon the meeting, these specifics will be included in the tasking SOW or otherwise be subject to Tech OPI direction.

### **3.2.3 Reports and Minutes**

The TA will identify the specific reports and reviews tailored to accommodate the needs of a task in its directive. Unless otherwise directed in such a directive, the Contractor must be responsible for the provision of reports and the conduct of all reviews and audits as stipulated in this SOW.

## **3.3 Task Management**

The TA will establish the priority of tasks. Should a change be made to the priority of an existing task, the Contractor must inform the TA of the impact that this change will have on other current tasks. Impacts may involve the adjustment of priority, cost, schedule and scope of current tasks.

Irrespective of the nature of the Work tasked or DND processes to approve a task, the Contractor must manage tasks in the following manner.

### **3.3.1 Task Initiation and Planning**

The Technical Authority will manage task requirements. DND may task the Contractor or an independent third party to support requirements definition.

DND will issue requests to the Contractor to provide proposals at no additional cost to DND when considering to undertake tasking based work under this SOW.

When the Contractor is requested to provide a proposal, such a request will typically include a SOW and any other requirements necessary to define the task. The Contractor's proposal, unless otherwise specified in the request, must contain:

1. An Implementation Plan;
2. A Work Breakdown Structure if not provided with the task definition;
3. A schedule; and
4. A price, including a breakdown of the required resources, for the agreed payment methodology options.

### 3.3.2 Task Execution and Control

When a task authorization is issued, the Contractor must:

- Assign a Task Lead responsible to oversee the task and maintain status;
- Assign resources in accordance with task requirements and budgetary estimates;
- Implement any special reporting or metric requirements;
- Initiate risk management for any identified risk elements; and
- Commence Work on the task in accordance with the approved schedule.

The Contractor must demonstrate/manage all pertinent information related to the task, including the original *DND 626* Task Authorization and subsequent revisions and any relevant data or documents.

On an ongoing basis during the execution of the task, the Contractor must:

- Track and report tasks based on the serial numbers on the *DND 626* Task Authorizations;
- Monitor tasks to ensure that the task progress and financial expenditures are in line with approved tasking and report status to the CA, PA & TA on a regular basis;
- Maintain project time scheduling and tracking; and
- Implement a performance monitoring and continuous improvement process.

### 3.3.3 Task Closure

When the Work identified in the *DND 626* Task Authorization and associated Statement of Work is complete the Contractor must:

- Prepare a final report in accordance with CDRL/DID 100.007 as a deliverable for every task, unless otherwise tasked;
- Formally close out the task to ensure that there are no further charges accumulated against the task in accordance with the Project Management Plan; and
- Update final task performance metrics and present them in the monthly progress report.

## 3.4 Risk Management

The Contractor must implement a risk management program to conduct the Work, in accordance with the PMP. Risk management must encompass the following:

- a. Risk identification including risk quantification;
- b. Analysis;
- c. Planning; and
- d. Tracking and Control.

The Contractor must perform Risk Management in accordance with the approved PMP.

### **3.5 Canada Owned Resources Management**

Canada will make available to the Contractor Government Furnished Assets (GFA), including Government Furnished Equipment (GFE), Government Furnished Vehicles (GFV), Government Furnished Information (GFI) and Government Supplied Material (GSM), to be used to support the Work.

The GFI will include Commercial Off-the-shelf (COTS) software, Military Off-the-shelf (MOTS) software, Government Off-the-shelf (GOTS) software licenses, media and associated documentation and other technical documentation.

The GFE will include MOTS and COTS hardware to enable the Contractor to engineer, integrate and test.

The Contractor must implement a Canada Owned Resource Management program in accordance with the process identified in Appendix 4 of this SOW - Logistic SOW.

The Contractor must assist Canada in conducting physical audits of all Government property selected for use by the Contractor.

The Contractor must manage Government Furnished Assets in accordance with the approved PMP.

#### **3.5.1 Canada Owned Resource Management Report**

The Contractor must prepare a Canada Owned Resource Management Report in accordance with CDRL 100.005. The report must include, for each item of GFA held by the Contractor, its status, location and the reason it is still required.

#### **3.5.2 Return of Government Furnished Information and Equipment**

No later than two months prior to Contract completion, the TA will provide the Contractor a list of GFE and GFI to be returned. The Contractor must return all GFE and GFI, shipping paid, in the original shipping containers, per the General Conditions of the Contract.

### **3.6 Configuration and Data Management (CM-DM) services**

#### **3.6.1 Scope**

The Contractor must manage the delivery of all CM-DM Services as Core Management Work to include:

- a. CM-DM Program Management;
- b. Documentation Delivery Management; and
- c. Software Release Management and Delivery.

#### **3.6.2 Configuration Management and Data Management (CM-DM) Program**

The Contractor must establish, deliver and maintain a CM-DM Program to include a written CM-DM Plan IAW with CDRL/DID 400.001. This CM-DM Program must be the responsibility of the Contractor, including the implementation and management of interim CI and system releases not authorized for fielding (e.g. development branches or products under consideration).

The Contractor must perform CM-DM Work in accordance with the approved ILS Plan.

The contractor CM-DM program must use (as far as access is provided by Canada), deliver into and maintain currency with Canada-owned Systems-of-Record for all Work and Program deliveries and Work and Program management interactions with Canada and other Support Contract OEMs, as directed by the TA.

Where Canada may provide physical systems for access to Canada-owned Systems-of-Record to the Contractor for their use in support of the CM-DM program, the Contractor must provide Infrastructure as required for the connection, housing and use of the systems. Where Canada may provide access to Canada-owned Systems-of-Record as virtualized systems or access portals, the Contractor must in addition provide the physical hardware and software environment necessary to host the capabilities as necessary to support the work under this Contract.

#### **3.6.3 Documentation Delivery Management**

The Contractor must manage records and documentation in accordance with the approved ILS Plan and CM-DM Plan.

The Contractor must manage the delivery process of all documents produced under this SOW. This includes as Core Management work all necessary Contractor internal document management, version management activities, Contractor sign-off processes for release authority, document handling/packaging (e.g. for Classified or Controlled documents), tracking, conveyance, etc. Production and review of the content of the document however, remains under the appropriate category of Work (Core Management, Core Engineering or Tasked), as applicable to each document.

### **3.6.4 Software Release Management and Delivery**

The Contractor must manage the delivery process of all software produced under this SOW. For the purposes of this SOW, firmware is considered to be software, and all mentions of software also apply to firmware.

This includes as Core Management work all necessary Contractor internal software management, version management activities, Contractor sign-off processes for release authority, software handling/packaging (e.g. for Classified or Controlled documents), tracking, conveyance, etc. Production and review of the content of the software however, remains under the appropriate category of Work (Core Management, Core Engineering or Tasked), as applicable to each document.

### **3.7 Security Program Delivery**

The Contractor must as Core Management Work establish and implement a Security Program to conduct the Work and maintain the Security Program for the duration of the Contract.

### **3.8 Contractor Travel Administration**

It is anticipated that Contractor personnel will be required to travel to TA specified locations in support of the Work. The Contractor must manage and administer travel for their personnel as part of Core Management Services. The Contractor must obtain approval from DND for all travel, prior to incurring any expense. The work may be required anywhere in the world and may include austere locations.

### **3.9 Contractor Infrastructure**

All Infrastructure required by the Contractor in order to deliver the Core work under this SOW must be included in fixed monthly fee for Core Management and Infrastructure Services delivery.

#### **3.9.1 Facility Security Clearance**

All work associated with the Contractor obtaining, maintaining and administering a Facility Security Clearance from Public Services Procurement Canada (PSPC) Canadian Industrial Security Directorate (CISD) is Core Work.

#### **3.9.2 COMSEC Sub-Account**

All work associated with the Contractor establishing, maintaining and administering a Government of Canada COMSEC Sub-Account is Core Work.

#### **3.9.3 Audit, Inspection, and Site Access**

The TA reserves the right to witness, oversee, evaluate and audit all Contractor Work and

maintains the right to approve or reject any or all Contractor Work. The Contractor must provide the TA with full access to all work, work areas, assembly and build data, metrics, quality reports, test reports, GFE, Government Furnished Information (GFI), work-in-process and finished products and Contractor personnel. The TA and Tech OPIs, Canadian Forces Quality Assurance Representative (QAR), and other authorized DND Contractors (and their subcontractors) conducting work related to the Land C4ISR system must be provided sufficient access to the Contractor's facility to verify and witness any test, assembly, quality issue, process, and attend meetings.

### **3.9.4 Engineering and Integration Facilities**

Canada requires the contractor to provide the following Engineering and Integration Facilities to support the Land C4ISR SoS, as described in Appendix 7:

- a. System of System Integration and Test Environment (SoSITE)
- b. Tactical System Integration Laboratory (TSIL);
- c. Vehicle Installation, Integration and Test (VIIT) Lab;
- d. Land C4ISR System Equipment and Vehicle Platform Emission Security (EMSEC) and Electro-Magnetic Environment Effects (E3) Test Labs and Site.

System of System Integration and Test Environment (SoSITE) Infrastructure will be used at the appropriate level by all Land C4ISR System IPT participants. The SoSITE must be capable of enabling engineering, integration, installation and testing on actual Land C4ISR System elements, both in controlled lab environments and on various CAF vehicles and platforms. The SoSITE must support multiple Land C4ISR System baselines including the fielded baseline, (for which it acts as the reference implementation), and simultaneously support other engineering baselines that are being integrated or tested.

Land C4ISR IPT participants must be able to add, optimize and/or improve designs including equipment, applications, services and platforms.

The Tactical System Integration Laboratory (TSIL) must have the capability to perform testing including but not limited to:

- a. Land C4ISR system element interoperability, integration and test;
- b. Coalition systems interoperability, integration and test;
- c. National integration and test;
- d. National and coalition Tactical Data Link integration and test;
- e. ISR integration and test; and
- f. TacNet integration and test.

The Contractor's Vehicle Installation, Integration and Test Lab and the Land C4ISR Vehicle Platform Emission Security (EMSEC) and Electro-Magnetic Environment Effects (E3) Test site locations must support the integration and verification of Army Platform-Land C4ISR integration solutions on a variety of Army Vehicle Platforms conforming to size and weight limits identified in Appendix 7. The Contractor must support testing of larger vehicles in DND Lab facilities.

The Contractor must provide all infrastructure necessary to support the Engineering and Integration Facilities in accordance with Appendix 7, to include management of these Facilities, as Core Infrastructure and Management Services.

## **4 Core Engineering Support Services**

The Contractor must provide Core Engineering Support Services as core work at a fixed monthly fee. This core work does not require a separate task authorization.

Engineering Support Services is the technical function that provides the functionality, reliability, maintainability, availability, manufacturability, usability and other qualities required of the Land C4ISR System.

This section describes the elements of the Work that must be delivered as Core Engineering Support Services, including:

- a. Systems Engineering Management (SEM);
- b. Systems of Systems Architecture;
- c. SoS Systems Integration and Test;
- d. Safety;
- e. Problem Resolution Support;
- f. Quality Assurance;
- g. Integrated Logistics support; and
- h. Change Management.

### **4.1 Systems Engineering Management**

In order to both directly deliver on-going work necessary to the engineering & integration of the Land C4ISR system, and to support the capacity and execution of task based work that may be required by the Technical Authority, the Contractor must deliver the scope defined in this Systems Engineering Management subsection.

The Contractor must establish and manage the Engineering Program. An engineering program consists of the engineering life cycle process descriptions, life cycle models applied, the resources utilised and the description of the resulting information items and data items intended for performing the engineering work.

The Contractor must gather, and track, engineering performance measures on all engineering tasks. The Contractor must identify, propose to Canada and the IPT and, where approved by the TA, implement continuous process improvements to the core and task based Engineering Program. Canada reserves the right to review and reject changes to the Contractor's Engineering Program as established for this Work, at the discretion of the TA.

The Contractor must provide Systems Engineering (SE) Services to assist in resolving systems problems and to provide engineering analysis associated with future releases.

The Contractor must perform System Engineering in accordance with the approved SEMP.

System of Systems Engineering Work must be performed in conjunction with other Integrated Product Team Members to ensure that an integrated systems engineering solution is achieved and all specified requirements in this SOW and any tasks are met.

SE efforts are expected to be ongoing through the period of the Contract. The following SE Services must be delivered as Core Engineering Support Services:

#### **4.1.1 Systems Engineering Management Plan**

The Contractor must prepare, submit and maintain the Systems Engineering Management Plan (SEMP) in accordance with CDRL 200.001.

The purpose of the SEMP is to describe the Engineering Program intended for use on performing the engineering Work of this SOW.

Unless otherwise specified, the Contractor must provide Engineering Support Services in accordance with identified elements of the approved SEMP.

Notwithstanding the Engineering Program, Canada reserves the right to specify the process by which the Work is to be performed.

#### **4.1.2 Systems Engineering Schedule**

The Contractor must prepare, deliver and maintain the Systems Engineering Schedule in contractor format unless otherwise requested by the Technical Authority.

The purpose of the Engineering Schedule is to plan (for Tasked work, this is the planning necessary above the specific tasked work's planning) and synchronize all Engineering work performed under this SOW, both Core and Tasked.

#### **4.1.3 Maintain Land C4ISR SoS and System Requirements Specifications**

The Contractor as a Core Engineering Support Service must provide Requirements Management (RM) Services for the Land C4ISR System-of-Systems, at the SoS level, as well as for all Land C4ISR component systems which are designated in Appendix 3 as receiving "full support" (including ISS) from the LEISC.

Requirements Management will include:

- a. Provision of a requirements Change Request review and Approval Process that includes IPT member external to the Contractor where applicable and includes final approval via

Canada's CCB processes in all cases (as defined by the TA);

- b. Development of the content of requirement change requests where the need for the proposal arises from Core Engineering Work; and
- c. Provision of a Contractor Requirements Repository interoperable with the Canada's RM Repositories as defined by the TA. The current tool used by the TA for RM is DOORS.

RM Process effort is Core Work where the effort is in support of work defined as Core Work. Where RM Process effort is executed in support of Tasked work the RM Process effort is to be part of that Task.

#### **4.1.4 Artifact, Configuration & Interface Management**

As a part of the Core Engineering Support Services the contractor will identify the components, interfaces, and other artifacts to be documented (in, for example, interface control documents, product specifications, design documents, etc.) and recommended for Work as a result of performing the system engineering activities, to extent necessary to allow a system-of-systems that is maintainable, extensible, integrated through a formal interface management approach and documented to the product level.

As a result of this Core Engineering Work, or other inputs, the TA may elect to task work to document these components, interfaces, and other artifacts under this SOW or other development avenues at the TA's discretion.

The System Breakdown Structure presented at Appendix 3 will act as the initial reference model used to document the artifact and interfaces, and must be kept up to date as the Land C4ISR System evolves. It is also the basis for the System of Systems Configuration Management.

#### **4.1.5 Decision Analysis and Resolution (DAR)**

The Contractor must establish a formal evaluation process that involves the following actions:

- a. Establishing the criteria for evaluating alternatives;
- b. Identifying alternative solutions;
- c. Selecting methods for evaluating alternatives;
- d. Evaluating the alternative solutions using the established criteria and methods;
- e. Performing Technical Investigations and Engineering Support (TIES); and
- f. Selecting recommended solutions from the alternatives based on the evaluation criteria.

The Contractor must perform DARs in accordance with the SEMP.

The Contractor must assure the quality of the outcomes of DAR in accordance with the QA Plan.

The Contractor must manage the information items and life-cycle data resulting from performing DAR in accordance with the approved CM-DM Plan.

The Contractor must make the information and life-cycle data resulting from performing DAR available to the TA through the IIE.

Core Engineering DAR work consists of the provision and execution of the framework necessary to conduct and deliver DARs IAW the above and the SEMP.

DAR Process effort is Core Work where the effort is in support of work defined as Core Work. Where DAR Process effort is executed in support of Tasked work the DAR Process effort is to be part of that Task.

## **4.2 System of Systems Architecture**

The Contractor must develop, maintain and deliver the Land C4ISR SoS Architecture Definition Document and Model in a format interoperable with Canada's architecture modeling tools (as defined by the TA) as part of the IPT in accordance with the direction of the TA as Core Work. The current tool used by the TA for architecture modeling is Enterprise Architect.

The Contractor must maintain the System Breakdown Structure (see Appendix 3) in a format interoperable with Canada's SBS description tools (as defined by the TA) as part of the IPT in accordance with the direction of the TA as Core Work.

Canada retains Total System Responsibility and Design Authority for the Land C4ISR Architecture and System Breakdown Structure at all times.

The Contractor must describe the proposed adapted Architecture Design process in the SEMP.

## **4.3 SoS and Systems Integration and Testing**

The Contractor must implement a Systems Engineering Integration and Test Program for the complete Land C4ISR system at the SoS level.

The Contractor must integrate System Release and patches through the coordinated work of the Integrated Product Team as Core Work.

The Contractor must maintain the configuration of the SoS Engineering and Integration facilities at appendix 7 for each build of the system release as directed by the Technical Authority in order to support SoS Testing.

SoS Integration and Test involves integrating and testing of Land C4ISR elements that may be engineered by other long-term support contractors, DND, OEMs and other organizations, including COTS and MOTS items for which ISS capacity may be limited. The Contractor must work cooperatively with these other entities to ensure the timely and satisfactory integration and

release of the Land C4ISR system.

SoS Integration and Testing Core Work must also provide for inclusion of any specific Army platform systems that may be present at the Contractor's Vehicle Installation, Integration and Test Lab by interconnection with the Engineering and Integration Facilities.

SE Integration and Test Program effort is Core Work where the effort is in support of work defined as Core Work. Where SE Integration and Test Program effort is executed in support of Tasked work the SE Integration and Test Program effort is to be part of that Task.

#### **4.4 Emission Security (EMSEC) and Electromagnetic Environmental Effects (E3)**

In support of the continuing integration and certification of the Land C4ISR SoS with other tactical systems in Canadian Army Platforms, testing will be conducted to ensure that all system elements are electromagnetically compatible with collocated equipment. EMSEC and E3 requirements primarily include the following:

- a. Electromagnetic Compatibility (EMC);
- b. External RF Electromagnetic Environment (EME);
- c. Electromagnetic Interference (EMI);
- d. Emission Control (EMCON);
- e. Radio Performance and Co-site evaluation;
- f. Power Quality;
- g. Grounding and Bonding;
- h. Electrostatic Discharge;
- i. TEMPEST; and
- j. NONSTOP.

The Contractor must implement an EMSEC & E3 Program to control, investigate and improve the System E3 and EMSEC performance and to qualify new hardware to the system E3 and EMSEC requirements.

The Contractor must establish and maintain EMSEC & E3 Test Facility and Capability in accordance with Appendix 7;

As Core Work the Contractor must develop, maintain and deliver a database of E3 test results of components and subsystems to provide inputs on impact analysis studies to determine E3

degradation with respect to any modifications.

The Contractor must appoint an Electro-Magnetic Environment (EME) Control Engineer to review system modifications and EME related data that have the potential to affect the System's baseline characteristics. E3 and EMSEC requirements must be qualified and maintained across the Land C4ISR SoS and all system elements subject to TA direction.

The Contractor must designate a Company Appointed TEMPEST Authority (CATA) to review Land C4ISR system element modifications, engineering change requests, specification change notices, material change notices and parts substitutions and TEMPEST related data that have the potential to affect the EMSEC Qualification Baseline. The CATA must hold a valid Certified TEMPEST Professional, Level II qualification provided by Canada's Communications Security Establishment (CSE) or the US National Security Agency (NSA);

The Contractor must monitor the System and subsystem E3 and EMSEC degradation with respect to changes in configuration, time and usage.

The Contractor must provide the following security engineering services:

- a. Provide technical assistance to designers and maintainers to ensure that the concepts and design practices of E3 engineering are thoroughly understood;
- b. Provide technical assistance to designers and maintainers to ensure they understand EMSEC requirements, procedures and methodologies (e.g. Preventative Maintenance Critical Features Reports); and
- c. Review all engineering change requests, specification change notices, notice of revisions, material change notices, and part substitutions to determine impact on the E3 and/or EMSEC performance of the Land C4ISR SoS and system elements.

EMSEC & E3 Program effort is Core Work where the effort is in support of work defined as Core Work. Where EMSEC & E3 Program effort is executed in support of Tasked work the EMSEC & E3 Program effort is to be part of that Task.

## **4.5 Safety**

The Contractor must ensure that all work considers Safety as a principle concern in the development and implementation of the Land C4ISR System-of-Systems and Configuration Items.

The consideration of safety and incorporation of recommendations and analyses relating to ensuring the developed system can be operated in a safe manner by the field and that the SoS and CIs are appropriately documented to do so are expected to be ongoing through the period of the Contract.

Provision of safety related oversight by the Contractor on the work done under this SOW and ensuring processes include consideration for their implications on safety must be delivered as

## Core Work.

Whether specifically stated in a task or not, the Contractor must ensure that safety is a principal concern when developing modifications to the System.

The Contractor must perform analyses and tests necessary to ensure that the potential for hazardous conditions during operation as a result of modifications is minimised or eliminated. Guidance for system safety is provided in MIL-STD-882E.

The Contractor must identify all potentially hazardous conditions or operating procedures in the requirement specifications, designs, product specifications, and user/operator manuals. If no potentially hazardous conditions or operating procedures exist, then the Contractor must clearly state this in the impact analysis.

### **4.5.1 Radio Frequency Safety (RFS) Engineering Services**

The Contractor must support DND's Radio Frequency Safety Program, including:

- a. Provision of technical assistance to designers and maintainers to ensure that the concepts and design practices of RFS are thoroughly understood;
- b. Provision of RFS engineering analyses and provide assessments;
- c. Provision of RFS developmental testing IAW DND standards;
- d. Provision of developmental RFS Test Plans, Procedures and Reports;
- e. Conduct of developmental equipment and vehicle RFS testing and perform RFS troubleshooting on non-compliant systems or platforms; and
- f. Support to Radiation Hazard (RADHAZ) and RFS tests and assessments conducted in accordance with DND RF Safety Standards and Requirements (CFTO C-55-040-001/TS-002). RFS certification testing will be conducted by government personnel unless otherwise tasked by the TA. The Contractor must provide technical and logistical support for RADHAZ tests.
- g. Review all engineering change requests, specification change notices, notice of revisions, material change notices, and part substitutions to determine impact on the RFS performance of the Land C4ISR SoS and system elements;

RFS Program effort is Core Work where the effort is in support of work defined as Core Work. Where RFS Program effort is executed in support of Tasked work the RFS Program effort is to be part of that Task.

## **4.6 Problem Resolution Support**

As-and-when tasked by the TA, the Contractor must investigate System Problem Reports (SPR), Unsatisfactory Condition Reports (UCR) and Technical Failure Reports (TFR).

SPRs, UCRs and TFRs may be originated by any member of the IPT, however, initiation of work on problem resolution is subject to TA approval.

The Contractor must investigate, perform impact analysis, and make recommendations as a result of SPRs, UCRs and TFRs as Core Work.

The Contractor must report to the TA, through the IIE (as directed by the TA, e.g in Canada's SPRdb), the status of problem resolution support as Core Work.

Corrective work resulting from SPRs, UCRs, TFRs will be task based. As-and-when tasked, the Contractor must respond with a technical solution to SPRs, UCRs and TFRs in accordance with the priorities defined below in **Error! Reference source not found.**, Problem Report Priority.

**Table 1 – Problem Report Priority**

<b>Priority</b>	<b>Definition</b>
1	Any Problem that prevents the accomplishment of an operational or mission essential capability, jeopardize safety, security, or any other requirement designated critical. This can be further defined as any problem that causes or has the potential to cause a failure that results in a complete denial of a capability (robustness and reliability).
2	Any problem that causes the loss of or denies the use of a particular function of a capability and there is, at the time, no reasonable work around.
3	Any problem that causes the loss of or denies the use of a particular function of a capability and there is a reasonable work around.
4	Any problem that results in user/operator inconvenience or annoyance but does not prevent the user/operator from performing any function.
5	Any other problems/defects or documentation issue.

The Contractor must provide a mechanism whereby Canada can activate Problem Resolution Support outside of normal working hours.

## **4.7 Quality Assurance**

### **4.7.1 Quality Assurance Program**

The Contractor must establish and maintain a Quality Assurance (QA) Program in order to perform the Process QA.

The Contractor must prepare and submit a QA Plan (QAP) in accordance with CDRL 400.002.

The Contractor must perform QA in accordance with the QA Plan.

QA Program effort is Core Work where the effort is in support of work defined as Core Work. Where QA Program effort is executed in support of Tasked work the QA Program effort is to be part of that Task.

#### **4.7.2 DND Directorate of Quality Assurance (DQA)**

All Work performed under this contract must be subject to review and audit by the DND DQA representative.

The Contractor must ensure that the DQA representatives have access to the outcomes of the Work as tasked by Canada.

The Contractor must provide Land C4ISR System support to the DQA representative.

#### **4.7.3 Independent Verification and Validation (IV&V)**

Canada may acquire IV&V services to assist the TA or Tech OPIs in performing reviews, audits and assessments of Work outcomes for the purpose of determining that the objectives of the contract are met.

The Contractor must ensure that IV&V representatives have access to the outcomes of the Work in accordance with Tech OPI direction.

The Contractor must provide support to IV&V efforts in accordance with Tech OPI direction.

### **4.8 Integrated Logistics Support**

The Contractor as a Core Engineering Support Service must be prepared to provide, on an as-and-when tasked basis, Integrated Logistics Support (ILS) Services for the Land C4ISR System-of-Systems, for all Land C4ISR component systems which are designated in Appendix 3 as receiving “full support” (including ISS) from the LEISC Contract, or as may during the contract be designated as such by the Technical Authority.

Integrated Logistic Support includes but is not limited to:

- a. Repair and Overhaul Services;
- b. Obsolescence Management Support Services
- c. Sparing Services including Parts Provisioning, Packaging, Handling, Storage and Transportation;
- d. Training Support;
- e. ILS Documentation; and
- f. Maintenance support.

ILS Program effort is Core Work where the effort is in support of work defined as Core Work. Where ILS Program effort is executed in support of Tasked work the ILS Program effort is to be part of that Task.

The Contractor must implement an Integrated Logistics Support Program for the Land C4ISR system consistent with DND ILS requirements and practices as Core Work.

#### **4.8.1 Integrated Logistics Support Plan (ILSP)**

The Contractor must, as core work, prepare, submit and maintain ILSP in accordance with CDRL/DID 300.001 as Core Work.

#### **4.8.2 Material Change Notices**

Whenever the Contractor makes any Engineering Changes that affect end items such as part numbers, drawing numbers, manufacturer's code, quantities and applicability changes made to component parts, the Contractor must prepare and deliver Material Change Notices (MCNs) in accordance with D-012-100-215/SF-000.

#### **4.8.3 Obsolescence Management**

The Contractor must provide obsolescence management support. The intent is to assist the TA with resolving Land C4ISR Obsolescence issues in a proactive manner.

As Core Work, the Contractor must notify the TA when CI elements, both hardware and software are approaching their end of life. In addition, the Contractor must advise the TA of all high-risk components. Components are considered high-risk if the OEM has publically disclosed that the component in question will be obsolete within one year. For high-risk components the Contractor must advise the TA immediately and provide recommendations and feasibility of available alternatives, or, should no alternative be available, of developmental approaches to mitigating the obsolescence gap.

As Core Work, the Contractor must prepare and submit an Obsolescence Report to the TA, which identifies for current and intended Land C4ISR elements, obsolescence related issues. The Obsolescence Report must be prepared and submitted in accordance with CDRL 200.002. The Contractor must advise the TA of potential or actual obsolescence with sufficient advanced notice to allow the TA to make an informed decision. Corrective work resulting from identified obsolescence management deficiencies will be task based.

##### **4.8.3.1 Government-Industry Data Exchange Program (GIDEP) Participation**

As Core Work, the Contractor must actively participate in the GIDEP in accordance with the GIDEP Operations Manual, SO300-BT-PRO-010.

#### 4.8.3.2 Diminishing Manufacturing Sources and Material Shortages

As Core Work, the Contractor must review, through the period of performance of the Contract, the GIDEP Diminishing Manufacturing Source (DMS) notices and other supplier notifications for applicability to system components for all Land C4ISR Configuration Items for which Appendix 3 includes “full support” (including ISS) under the LEISC. The Contractor must notify the TA within 5 days of any DMS situation that affects either current deliveries or subsequently will affect equipment maintenance and repair for all Land C4ISR Configuration Items for which Appendix 3 includes “full support” (including ISS) under the LEISC.

The Contractor must define and implement a proactive strategy and plan to manage obsolescence and Diminishing Manufacturing Sources and Material Shortages (DMSMS) in accordance with the approved PMP.

### **4.9 Change Management**

#### **4.9.1 Baseline Configuration Control**

The Contractor must maintain and deliver Baseline Configuration Control for the Land C4ISR SoS. Canada may require multiple baselined instances of the Land C4ISR SoS at any particular time, for example, maintenance of an in-service configuration controlled baseline simultaneous with maintenance of a development stream and/or test event configuration controlled baseline.

The Contractor must maintain Baseline Configuration Control in a format interoperable with Canada’s Configuration Control tools (as defined by the TA) as part of the IPT, consistent with the Land C4ISR System Breakdown Structure (SBS) and in accordance with the direction of the TA as Core Work. The Contractor must maintain Baseline Configuration Control IAW the approved SEMP.

The Contractor must develop and maintain Baseline Configuration Control to the CI level (both hardware and software) for all Land C4ISR Configuration Items for which Appendix 3 includes “full support” (including ISS) under the LEISC. The Contractor must integrate CI level Baseline Configuration Control information provided by other IPT participants into all Land C4ISR baselines for any Land C4ISR Configuration Items for which Appendix 3 includes “integration only” under the LEISC.

Canada will host the master copy of approved and delivered configuration baselines in a Canada-owned, TA-designated System of Record.

#### **4.9.2 Configuration Change Management**

The Contractor must perform Configuration Change Management in accordance with the approved SEMP, and the CM-DM Program as Core Engineering Support Work.

The scope of the Core Engineering Services Change Management effort will span the complete Land C4ISR System-of-Systems (see Appendix 3) for all items with LEISC as the Integration

## Task.

Core Engineering Work includes only the development of a Change Request or Engineering Change Proposal (originating from any participant in the IPT), conduct of the Change Control Process through the contractor's internal review, through to delivery of the Change Request or Engineering Change Proposal to the TA for Canada's Configuration Control Board's approval or rejection. Core Engineering Work also includes tracking whether an approved CR or ECP is pending tasking, tasked, or completed (and to which baseline). However, the actual implementation of approved CR or ECP is not within the scope of core work, nor is the detailed system integration work and regression testing at the CI level necessary to integration of the change except as otherwise explicitly specified as Core Work in sections 3 and 4.

Where the core-delivered Change Control Process results in TA approval of a CR or ECP, Canada may choose to task the Contractor to perform the Work necessary to implement the described Change. Similarly Canada will undertake the execution of Work necessary to implement the changes of subsystems and CIs within the Land C4ISR SoS using other OEMs, OGDs or Contracts at its sole discretion.

The Contractor must be prepared to implement change work if-and-when tasked for the items in Appendix 3 listed as "full" support (i.e. including ISS). Typically, items receiving "integration" only (ISS under other SOWs) will have their change work done under other mechanisms. Canada reserves the right to task work against the Land C4ISR SoS subsystems and at its discretion.

The Contractor must therefore work within the IPT context to deliver this Change Management including Canada (DND and OGDs), other Industry partners working on the Land C4ISR program, and any other designated participants in the IPT.

## 5 Task-based Services

This section describes the capabilities and services that the Contractor must be prepared to deliver on and as-and-when tasked basis. The Contractor must preserve the capability to provide and/or generate capacity to execute tasks in these areas in an economic, efficient, scalable and responsive manner.

### 5.1 Systems Engineering

The Contractor as-and-when tasked, must perform Systems Engineering Work for any part or parts of the Systems Engineering Life Cycle including:

- a. Business or Mission Analysis;
- b. Stakeholder Needs & Requirements Definition;
- c. System Requirements Definition;
- d. Architecture Definition;
- e. Design Definition;
- f. System Analysis;
- g. Prototyping;
- h. Modeling;
- i. Simulation;
- j. Implementation;
- k. Integration;
- l. Verification;
- m. Transition;
- n. Validation;
- o. Operation;
- p. Maintenance; and
- q. Disposal.

Within the context of Systems Engineering, the Contractor, as-and-when tasked, must provide support to DND to facilitate the effective evaluation, design, development, prototyping, production, qualification and incorporation of changes, modifications and updates to the Land C4ISR SoS to maintain or improve system fitness, and *system elements'* reliability, manufacturability and maintainability. Where appropriate the above Work may be carried out in accordance with a Modification Request (MR) process as defined in the Contractor's SEMP.

At TA discretion, in addition to the testing performed by the Contractor, from time to time testing may be conducted at Government of Canada, Allied Government or other approved commercial facilities. As-and-when tasked, the Contractor must provide technical and logistical support for any tests conducted at non-Contractor facilities.

### **5.1.1 Task Documentation and Data**

Each tasking will identify the life cycle information items and data to be produced and delivered as a result of performing the tasked system engineering activities.

Unless otherwise stated in the tasking, the Contractor must prepare engineering documentation in accordance with the Contractor's SEMP.

The Contractor may be tasked to produce upgraded or new the Land C4ISR System documentation. An initial set of Land C4ISR System document is identified in Appendix 3.

### **5.1.2 Technical Reviews and Audits**

Configuration Verification and Audits are performed to determine and ensure the functional completeness of the Land C4ISR System CIs against their requirements, and the physical completeness of the CIs against their product specifications. When tasked, the Contractor must perform Configuration Verification and Audits in accordance with the approved CM-DM Plan.

The Contractor must hold Technical Reviews and Audits to evaluate the outcomes of activities, and services performed of this SOW in accordance the Contractor's SEMP, which may include but is not limited to:

- a. System Requirements Review;
- b. Preliminary Design Review;
- c. Critical Design Review;
- d. Test Readiness Review;
- e. Functional Configuration Audit; and
- f. Physical Configuration Audit.

The Contractor must prepare and submit meeting agendas and minutes in accordance with CDRL/DID 100.003 and 100.004 respectively (see Appendix 5).

The Contractor must provide objective evidence, at all Reviews and Audits, that the activity activities under review:

- a. Are complete;
- b. Comply with standards and specifications;
- c. Are under change controls for any changes implemented;
- d. Adhere to the approved schedules and costs;
- e. Are ready for the next activity; and
- f. Are consistent with the requirements of this SOW.

### **5.1.3 Technologies**

It is recognized that the technologies used to implement Land C4ISR System solutions will evolve over the duration of the contract.

The Contractor may be tasked to provide services using any of the technologies relevant to the equipment being used in the Land C4ISR System as those technologies evolve over time. Such technologies include, but are not limited to those used in the systems described in Appendix 3.

## **5.2 Software & Firmware Engineering**

The Contractor may be tasked to provide software engineering services in any area of the Land C4ISR SoS. For the purposes of this SOW, Firmware is considered to be Software, and all mentions of software also apply to firmware. It is forecast that the Contractor's primary Software Engineering service efforts under this Contract will be for firmware development.

The Contractor must provide, as-and-when tasked, software (and firmware) engineering support services including but not limited to:

- a. Recommend and evaluate software engineering changes and perform a system impact analysis thereto;
- b. Analyse and Implement Modification Requests (MRs); and
- c. Software Requirements Analysis;
- d. Software Architectural Design;
- e. Design, develop and integrate software modifications.

- f. Design, develop and integrate new software system elements.
- g. Software Qualification Testing;
- h. Support to System & SoS Integration; and
- i. Support to System & SoS Qualification Testing.

The activities must be conducted in accordance with the associated process defined in the SEMP.

### **5.3 Hardware Engineering**

While it is forecasted that the Contractor's primary hardware engineering service will be for hardware items for which the Contractor is providing R&O services, the Contractor may be tasked to provide hardware engineering services in any area of the Land C4ISR system.

The Contractor must provide, as-and-when tasked, hardware engineering support services including but not limited to:

- a. Recommend and evaluate hardware engineering changes and perform a system and component impact analysis thereto;
- b. Analysis and Implementation of Modification Requests (MRs);
- c. Design, develop and integrate prototypes;
- d. Buy and try evaluations;
- e. Hardware Architecture and Hardware CI and System Element Design;
- f. Prototyping;
- g. System Integration;
- h. Technical Data Package Production and Delivery including to Level 3 (sufficient to support 3<sup>rd</sup> party manufacturing);
- i. Hardware Testing and Qualification activities;
- j. Production of pre-production equipment from Engineering drawings; and
- k. Production of limited quantities of Land C4ISR system elements from manufacturing drawings to meet Immediate Operational Requirements.

Hardware engineering services consists of electrical, electronic and mechanical engineering activities performed on Land C4ISR products, and on the platforms upon which they are installed.

Hardware Engineering also includes the necessary manufacturing and pre-production of equipment configurations, modification and installation kits. These are primarily to verify and validate system deployment concepts, and to develop the installation and modification instructions to be submitted to manufacturers, or production establishments (e.g. 202 Workshop, OGDs and industry).

#### **5.4 Canadian Armed Forces (CAF) Platforms – Land C4ISR SoS Installation Integration Services**

The Platform Subsystem is a Land C4ISR Subsystem which consists of all of the items necessary to mount, power and interconnect each item of equipment in an Army platform which requires communication connectivity. A Platform Subsystem Baseline is defined for each Platform and communication suite type. Each Platform Baseline is defined by a Platform System Diagram (PSD), an Installation Kit Electronic Equipment (IKEE), an Adaptor Kit Electronic Equipment (AKEE), Vehicle Preparation Instructions (VPI), Installation Instructions (II) and a Bill of Material (BoM). Each Platform Subsystem Baseline is designed, prototyped and qualified before it is considered frozen and delivered as a Technical Data Package (TDP).

With currently over 900 different system deployment configurations of Land C4ISR System equipment on various CAF Platforms, as operational deployments require different Land C4ISR System capabilities, the Contractor must provide, as-and when tasked, platform integration engineering support services including but not limited to:

The Land C4ISR SoS connects to other Vehicle Platform Systems including but not limited to:

- a. Tactical Vehicle Sensors;
- b. Vehicle Navigation Systems;
- c. Turret Systems;
- d. Weapons Systems;
- e. Video Systems; and
- f. Automotive Systems.

There are currently several hundred different system deployment configurations of Land C4ISR equipment on various Canadian Army Vehicle Platforms see Appendix 3.

The Contractor must provide, as-and when tasked, platform integration engineering support services including but not limited to:

- a. Generate and maintain Land C4ISR SoS Platform Installation Requirements documents;
- b. Generate and maintain Land C4ISR Installation PSDs;

- c. Develop Land C4ISR Platform Installation Designs;
- d. Design and develop modification and installation kits and instructions;
- e. Prototype Land C4ISR Platform Installations kits including E3 and EMSEC solutions;
- f. Conduct integration, testing and qualification activities, including Platform level E3 and TEMPEST testing;
- g. Develop VPIs and Platform IIs;
- h. Develop and Maintain Land C4ISR Platform Installation TDPs;
- i. Develop and maintain content for Land C4ISR sections of Platform Manuals; and

## **5.5 Speciality Engineering Support Services**

Speciality Engineering Support Services are those associated with quality characteristics (ISO 9126) of the Land C4ISR System, otherwise known as 'Non Functional Requirements', for system quality and for quality-in-use. Speciality Engineering is generally performed within the context of System Engineering, Software Engineering, Hardware and Platform Integration Engineering life cycle activities, using many of the respective techniques and practices.

Unless otherwise specified in the tasking, the Contractor must perform Specialty Engineering Work in accordance with the approved SEMP.

The Contractor must provide, as-and when tasked, Speciality Engineering Support Services including but not limited Work as follows:

- a. Reliability, Availability and Maintainability and Durability (RAMD);
- b. Human Factors Engineering
- c. Electromagnetic Environmental Effects (E3); and
- d. Emissions Security.

### **5.5.1 Reliability, Availability and Maintainability and Durability**

Reliability, Availability and Maintainability and Durability (RAMD) may include but is not limited to:

- a. Failure monitoring and analysis of components sent to the Contractor for Repair and Overhaul;
- b. RAM analysis (such as Failure Reporting and Corrective Action System (FRACAS)) to investigate failures and develop corrective action;

- c. Assessment of the effectiveness of Built In Test features and related procedures in the identification of failures;
- d. Identification of training needs, where such training will enhance the reliability, availability and maintainability of the system;
- e. Conduct of component life and R&O business case studies.

### **5.5.2 Human Factors Engineering**

Human Factors Engineering includes but it not limited to:

- a. Human Factors Analysis;
- b. Safety Analysis; and
- c. Task analysis/Man Machine Interface;
- d. Application of HFE standards (e.g. MIL-STF-46855A/MIL-STD-1472G /MIL-HDBK-454A).

### **5.5.3 Emission Security (EMSEC) and Electromagnetic Environmental Effects (E3)**

The Contractor must conduct EMSEC and E3 testing as-and-when tasked.

The TA will determine the need to conduct test programs, including those proposed by the Contractor. In cases where a test is deemed necessary, the Contractor must prepare an EMSEC and E3 test plan and submit it for approval to the TA. The plan must include detailed EMSEC and E3 Test Procedures. EMSEC and E3 testing must not commence until the TA approves the test plan.

Once the test is completed under a tasking, a test report, describing the EMSEC and E3 tests performed and the test results, must be prepared by the Contractor and submitted for approval to the TA.

EMSEC and E3 testing includes but is not limited to:

- a. Conducted Emissions Tests in accordance with MIL-STD-461 (version as specified by TA), CE101, CE102, CE103;
- b. Conducted Susceptibility Tests in accordance with MIL-STD-461 (version as specified by TA), CS101, CS103, CS104, CS105, CS114, CS115, CS116;
- c. Radiated Emissions Tests in accordance with MIL-STD-461 (version as specified by TA), RE102, RE103;
- d. Radiated Susceptibility Tests in accordance with MIL-STD-461 (version as specified by

TA), RS103, RS105;

- e. Radio Performance and Co-site evaluation including Source-Victim testing to evaluate range, receive sensitivity and other radio performance and platform compatibility indicators and impacts in accordance with MIL-STD-464 (version as specified by TA);
- f. Power Quality Tests in accordance with MIL-STD-1275 (version as specified by TA);
- g. Electrostatic Discharge (ESD) Tests in accordance with MIL-STD-1686 (version as specified by TA);
- h. Bonding and grounding tests IAW MIL-STD-464 (version as specified by TA);
- i. Perform security engineering analyses including security fault analyses, RED signal analyses for TEMPEST and NONSTOP testing;
- j. Conduct/supervise equipment and subsystem security testing including TEMPEST and NONSTOP qualification and acceptance testing, product integration testing; and
- k. Prepare and review test plans, procedures and reports;

All tests above may be required to be executed to the full spectrum as specified in the standards referenced.

## **5.6 Field Support**

Land C4ISR elements are used operationally by the Land Forces. Field Support involves a variety of activities, both within and outside of Canada in support of the ongoing deployment and use of the Land C4ISR SoS in the field.

The Contractor must as-and-when-tasked provide fully qualified personnel to perform work at location(s) as required by the TA. Travel and accommodations are the responsibilities of the Contractor or as specified in the tasking. All travel must be authorised in accordance with Section 3.8.

The Contractor must ensure that the personnel have all the documentation, spare parts, tools and test equipment required to complete the assigned task. Where on-site inspection reveals a requirement for additional material, the Contractor must expedite shipment of the requirement to the support team in situ. If available, the Contractor may request the use of DND supplied spare parts and test equipment, however, should such material be denied or unavailable the Contractor must be prepared to support the tasking by other means.

### **5.6.1 Field Service Representative (FSR)**

Given the complex nature of the Land C4ISR System, it is anticipated that FSR services may be required. The Contractor as-and-when tasked must provide expert technical assistance on any

aspect of the Land C4ISR SoS as directed by the TA.

FSR tasks may include but are not limited to the following:

- a. Reporting, diagnosing and developing workarounds for problems with the System, and all of the System's functionality, hardware, software, firmware, operating manuals, training and usage, and assisting in repairs of any aspect of the System and its use.
- b. Assessing the usage of the System and recommending changes to training and standard operating procedures as required; and
- c. Assisting with field upgrades, installation, re-installation and modification.

When notified of a requirement, the Contractor must dispatch a FSR to appropriate/affected locations anywhere in the North America within 7 calendar days of receipt of notification.

When notified of a requirement, the Contractor must dispatch a FSR to appropriate/affected locations anywhere in the world outside of North America within 14 calendar days of receipt of notification.

The Contractor must provide fully qualified personnel to travel to the DND location specified in the support tasking. Contractor personnel may be deployed into a combat zone or austere locations. When this location is in an Operational Theatre, the tasking will identify the threat in sufficient detail to allow the Contractor to assess the risk and make appropriate arrangements.

FSR support must be provided in accordance with CFTO C-02-006-009/AG-000 unless otherwise authorized by the Canada.

Reports must be prepared in accordance with C-02-006-009/AG-000, following the format shown at Annex A to the publication. Special reports must be submitted when requested by the TA.

### **5.6.2 Support for Field Modifications**

Support for Field Modifications may include but is not limited to:

- a. Production and provision of support for the preparation of modifications and installation instructions;
- b. Design, development, test, production and packaging of modification kits including necessary system elements/components and, if necessary, associated data; and
- c. Provision of engineering and technical supervision of, and assistance with, the installation, if the modification scheme is of sufficient complexity.

### 5.6.3 Technical Assistance Visit (TAV)

A TAV may be required in order to supplement the Land C4ISR System maintenance program. A Land C4ISR System TAV may involve coordinating with a weapons platform's TAV. The TAVs may be required to operate at locations within Canada and outside of Canada. The TAVs may also be required to provide support to Canadian Forces deployed in Operational Theatres.

The Contractor must provide fully trained individuals, or teams as required, to support a TAV.

The Contractor must dispatch his TAV team members to locations in North America within 7 calendar days of receipt of notification, and to locations outside of North America within 14 calendar days.

The Contractor's TAV team members must, as-and-when tasked, perform maintenance, installation of field upgrades and modification of field elements of the Land C4ISR System.

The TAV may at TA discretion include members from any IPT participant. The TA in the tasking will designate the TAV Lead. The TAV lead is responsible for coordination TAV responsibilities and activities between all IPT participants, subject to TA direction.

Contractor support to a TAV, may include but is not limited to:

- a. Provide TAV planning, definition, scheduling and coordination services.
- b. Define personnel, Technical Data Package, logistics, tools and test equipment requirements.
- c. Arrange for necessary approvals, pre-deployment medicals, passport and insurance.

### 5.6.4 Operational Test and Evaluation

As-and-when tasked, the Contractor must provide support for operational exercises:

- a. Field engineering exercises; and
- b. Field validation exercises.

Support for operational exercises normally requires support above and beyond that provided by Field Service Representatives. Support may include but is not limited to:

- a. Conduct and evaluation of tests;
- b. Analysis of test results;
- c. Provision of expert technical assistance on any aspect of the Land C4ISR SoS
- d. Providing Operational Test and Evaluation (OT&E) planning, definition, scheduling and coordination services.

## **5.7 Integrated Logistics Support**

As-and-when tasked, the Contractor must provide a variety of Integrated Logistics Support services to support DND's Life Cycle Material Management (LCMM) function in accordance with Appendix 4 (Logistics SOW). These services include but are not limited to:

- a. Repair and Overhaul Services;
- b. Obsolescence Management Support Services
- c. Sparing Services including Parts Provisioning, Packaging, Handling, Storage and Transportation;
- d. Training Support; and
- e. ILS Documentation.

### **5.7.1 Repair and Overhaul (R&O) Services**

As-and-when tasked the Contractor must perform R&O Services in accordance with the requirements specified in Appendix 4, Logistic SOW.

### **5.7.2 Obsolescence Management Support Services**

As-and-when tasked the Contractor must assist the TA with developing obsolescence strategies that maximize operational availability while minimizing life cycle costs.

As-and-when tasked the Contractor must deliver Obsolescence Management Engineering Support Services at the Repairable Item level for all Land C4ISR Configuration Items for which Appendix 3 includes "full support" (including ISS) under the LEISC.

As-and-when tasked the Contractor must deliver Obsolescence Management Engineering Support Services at the Configuration Item level for all Land C4ISR Configuration Items for which Appendix 3 includes "integration only" (excludes ISS) under the LEISC.

### **5.7.3 Sparing Services**

As-and-when tasked the Contractor must produce and/or supply those system components including subassemblies and parts thereto for which they are responsible for providing "full support" (including ISS) under this SOW, in accordance with the requirements specified in Appendix 4, Logistic SOW. The spares provisioned must be new, unused and of current manufacture conforming to the latest issue of the applicable drawing, specification and part number at the time the order is placed.

The Contractor must also be prepared to source spare parts required for the general life-cycle management of Land C4ISR System in-service components as directed by Canada in a

competitive manner, as-and-when tasked.

As-and-when tasked the Contractor must provide complete ILS spares management services including but not limited to:

- a. Provisioning;
- b. Inventory Management;
- c. Packaging;
- d. Handling;
- e. Storage; and
- f. Transportation;

#### **5.7.4 Training Support**

As-and-when tasked, the Contractor must provide training support services and training of personnel. These services include but are not limited to:

- a. Conducting training needs analysis;
- b. Providing training material;
- c. Developing training plans and syllabuses; and,
- d. Deliver initial cadre training.

#### **5.7.5 ILS Documentation**

As-and-when tasked the Contractor must produce and deliver and ILS data and documentation such as System element ILS Plans, Logistics Support Analyses, Recommended Spare Parts Lists, Initial Provisioning Conferences, etc.

As-and-when tasked the Contractor must provide documentation services including:

- a. Preparing and updating User Manuals;
- b. Preparing and updating Technical Data Packages.

The specific requirements for documentation will be included in the tasking.

## **ANNEX B**

### **Basis of Payment**



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**1. Introduction**

The Basis of Payment is established herein for the following considerations:

- a. Payment for Core Work;
- b. Payment for Personnel; and
- c. Payment for Acquisition of Hardware, System Equipment and Software, Specialized Knowledge & Sub-Contractors.

## 2. Basis of Payment

### 2.1 Payment for Core Work

Payment for Core Work will be made in accordance with the Monthly Payment provisions of the Contract. Core Work charges must be based on Fixed Monthly Rates in **Error! Reference source not found.** below.

**Table 1 – Core Work Cost**

Core Work	Monthly Fixed Rate (A)		
	Year 1	Year 2	Year 3
Core Management Work	\$TBD	\$	\$
Core Engineering Work	\$	\$	\$

### 2.2 Personnel Costs

Payment for Personnel Costs will be made in accordance with Progress Payment provisions of the Contract. Canada will make monthly payments for Personnel Costs as follows:

- a. Labour charges for authorized Work pursuant to the Contract must be based on Firm Fixed Hourly Labour Rates in Table 1 below, Goods and Services Tax or Harmonized Sales Tax extra as applicable.
- b. Mark-up charges for authorized acquisition of hardware, system equipment and software (HW/SE/SW) for the conduct of the Work pursuant to the Contract must be based on percentage mark-ups specified in Table 3 below, Goods and Services Tax or Harmonized Sales Tax extra as applicable.
- c. Mark-up charges for authorized services of individuals with Specialized Knowledge (SK) & sub-contracted services required for the conduct of the Work pursuant to the Contract, must be based on the net laid-down cost plus percentage mark-ups specified in Table 2 below, Goods and Services Tax or Harmonized Sales Tax extra as applicable.
- d. The Contractor will be paid its authorized travel and living expenses, reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal, private vehicle and incidental allowances specified in Appendices B, C and D of the Treasury Board Travel Directive (<http://www.tbs-sct.gc.ca/hr-rh/gtla-vgcl/>) and with the other provisions of the directive referring to "travelers", rather than those referring to "employees". All travel must have prior authorization of the Technical Authority.
- e. The Technical Authority through Contracting Authority (CA) will provide the Contractor with a description of the task using the Task Authorization Form DND 626, Task Authorization Form specified in Annex C.
- f. The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The TA will also include the applicable basis (bases) and methods of payment as specified in the Contract.

- g. The Contractor must provide the PA and CA, within 15 calendar days of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract.
- h. The Contractor must not commence work until a TA authorized by the CA and/or PA has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.

**Table 1 – Firm Fixed Hourly Labour Rates**

Personnel Rate Category	Contract Firm Fixed Hourly Labour Rate		
	Year 1	Year 2	Year 3
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

**Table 2 – Acquisition of Hardware, System Equipment and Software Mark-up**

Activity	Percentage Mark-up Year 1	Percentage Mark-up Year 2	Percentage Mark-up Year 3
Acquisition of hardware, system equipment and software (HW/SE/SW)	%	%	%

**Table 3 – Specialized Knowledge (SK) and Sub-contracted Services Mark-up**

Activity	Percentage Mark-up	Percentage Mark-up	Percentage Mark-up
	Year 1	Year 2	Year 3
Acquisition of SK & Sub-Contractors	%	%	%

### 2.2.1 Hourly Labour Rate Adjustments

For exercised Option Years 1 and 2, the Firm Fixed Hourly Labour Rates contained in Table 2 shall be adjusted as follows:

#### **ECONOMIC PRICE ADJUSTMENT**

1. Beyond **TBD** (or the last day of the month in which the Contract is awarded), the rates indicated in Table 1 are subject to annual economic price adjustments to account for actual fluctuations in the economy during the term of the Contract.

2. The economic indicator used to account for the actual fluctuations in the economy shall be defined as the Survey of Estimates of Employment, Earnings and Hours (SEEEH), Catalog No. 72-002-XIB for the Professional, Scientific and Technical Services Industry, North American Industry Classification System (NAICS) Class 54, Non Seasonally adjusted indexes (TABLE 281-0026), published by Statistics Canada.

3. On each anniversary of the Contract beginning in 2020, the rates applicable will be adjusted on account of fluctuations in the applicable economy. The adjusted rate(s) applicable for the coming 12-month period from *January 1* through to the following *December 31* shall be calculated as indicated below. Using Table 281-0026, the full 12 months period for the past year will be used in determining the average rate, increase or decrease, to be applied to the current year rates, for calculating the coming or next year rates. These rate(s) shall remain fixed for the year, except for adjustments provided for within this Article.

$$P(x) = P(o) \times \text{Index } (o) / \text{Index } (x), \text{ where}$$

$P(x)$  = Firm price / rate for the coming 12 month period.

$P(o)$  = Firm price / rate for the period to *October 31*, 20xx (current year).

Index (x) = The average of the SEEEH for Professional, Scientific and Technical Services Industry, NAICS Class 54 catalogue no 72-002-XIB, TABLE 281-0026 published by Statistics Canada for the preceding 12 months ended *August*.

Index (o) = The average of the SEEEH for Professional, Scientific and Technical Services Industry, NAICS Class 54 catalogue no 72-002-XIB, TABLE 281-0026 published by Statistics Canada for the 12 months ended *August 20xx* (current year).

4. All calculations shall be performed to the limits of the computer (i.e., no limit on the number of significant decimals). The resulting rate(s) applicable for the coming 12 months period shall be rounded to the nearest penny.

5. In the event the change in the index is negative, the rates in effect will be adjusted downward accordingly.
6. Economic price adjustments (either upwards or downwards) for the upcoming year under this provision will be limited of a maximum of 5% of the previous year's rates.
7. The Contractor and Her Majesty are entitled to adjustments for any retroactive change to the published values of any index used to determine rate(s) beyond the third year of the Contract. Notification of, and retroactive adjustments are to be made in a timely manner. Only changes to already established firm rate(s) resulting from retroactive changes to any index value occurring within a period of twelve (12) months from its 'first published date' are allowable. In such case, one party to the Contract is to advise the other party of the revised index and the resulting revised rate(s). The Contractor shall then use the revised rate(s) for invoicing and promptly settle, within 3 months from the date the revised rates are accepted by the second party, any amount(s) previously invoiced if applicable.
8. If the Economic Price Adjustment Index referred to in this Article is discontinued, or if the basis for reporting this index is changed from that in existence on the award date of the Contract, the Minister shall immediately thereafter establish replacement indices, or formulate adjustments, consistent with the intent of those set forth in this Article.
9. There will be no adjustments made to the firm mark-ups contained in Tables 3 and 4 for the duration of the Contract.

### 2.3 Pricing Options

- a. Firm Price: For TAs, the Contractor must submit a "Firm Price" excluding travel and living expenses to the PA when the scope of Work is clearly understood by both parties and no changes are anticipated in the scope of the Work. Where a firm price has been established, the Contractor will be obliged to complete the Work for the specified firm price. Travel and living expenses will be paid based on actual expenditure incurred by the Contractor in accordance with the Basis of Payment.
- b. Ceiling Price: TAs, the Contractor may submit a "Ceiling Price" quote excluding travel and living expenses to the PA when the scope of the Work cannot be clearly defined. The term Ceiling Price is the maximum price that is to be paid to the Contractor and beyond which the Contractor will not receive additional compensation for the defined Work and in return for which the Contractor is obligated to complete the Work. No additional funds will be made available. When the "Ceiling Price" approach is used both parties agree prior to the Work authorization that the price is subject to downward revision on completion of the task, based on the actual cost and verification of the actuals. Travel and living expenses will be paid based on actual expenditure incurred by the contractor IAW the Basis of Payment. Each Task Authorization must clearly state whether the price is a "Firm Fixed Price" or a "Ceiling Price".
- c. Limitation of Expenditure Price: When it is not possible for the Contractor to submit a "Firm Price" or a "Ceiling Price" as described above, the Contractor may submit a "Limitation of Expenditure" quote.

- d. The "Firm Price", "Ceiling Price" and/or the "Limitation of Expenditure" quote must be based on the rates in Canadian Funds. All proposed prices and cost estimates must be supported by a detailed cost breakdown.
- e. For a task which is subject to a "Limitation of Expenditure" as described in Sub-paragraph c. above, the Contractor must notify the proper authority in writing as to the inadequacy of its "Limitation of Expenditure" when:
  - i. the resources required for its timely completion reaches 75% of the authorized task funding; or
  - ii. if during the execution of the authorized tasking it appears to the Contractor that the Scope of Work is greater than had been anticipated and that the funds provided for a task are inadequate.
- f. When providing the notification described in Sub-article e. above, the Contractor must, as a minimum, identify:
  - i. estimated labour hours and schedule forecast to complete;
  - ii. work around plan; and
  - iii. risk assessment.
- g. A revised proposal and proper justification for the requested amendment must be submitted to the proper approval Authority for consideration. Under no circumstance is the authorized level of expenditure to be exceeded. Canada is under no obligation to pay for any Work that exceeds the authorized funding limitation.
- h. All amounts charged on a "Ceiling price" or "Limitation of Expenditure" basis must be subject to Government audit before or after payment of an invoice.

### **2.3.1 Task Subject to Limitation of Expenditure**

For a task which is subject to a "Limitation of Expenditure" the Contractor must:

- a. monitor the cost of Work and advise the PA (one copy to the CA) when 75% of the funds authorized for each task have been expended, and provide an estimate with backup support indicating if the remaining 25% will be sufficient to cover the balance of the Work forecasted for the task;
- b. if at any time during the Work it becomes evident to the Contractor that the authorized level of expenditure will be exceeded, the Contractor must immediately submit a written request for a Task Authorization Amendment in accordance with the Contract sub-article entitled "Tasking Procedure";
- c. when expenditures reach the authorized level of the DND 626, the Contractor must stop Work, notify the PA and await further written instructions from the PA and/or CA. Under no circumstances must the authorized level of the DND 626 be exceeded without prior written approval by the PA and/or CA; and
- d. the Contractor must not be obliged to perform any Work or provide any services that would cause the total liability of Canada to be exceeded without the prior written approval of the PA and/or CA in accordance with the Contract article entitled "Limitation of Expenditure".

### **2.3.2 Task Completion/Closure Procedures**

The Contractor must monitor all tasks issued under the Contract. If at any time the Contractor believes that a specific task has been completed or has been inactive for a period of at least one (1) month, the Contractor must proceed as follows to request closure:

- a. The Contractor must determine the final costs to Canada, itemized as necessary for each individual task being considered for closure.
- b. The Contractor must submit a letter to the PA (one copy each to Technical Authority and CA) requesting closure of the task with reference to reports or letters concerning the task as applicable.
- c. In cases where authorized funds were not all expended to complete specific tasks, these funds are considered returned to the Contract funding baseline for re-issuance/re-distribution as necessary.

### **2.3.3 Consolidation of Task Authorizations for Administrative Purposes**

For administrative purposes, the Contract will be amended by the CA from time to time to reflect all TAs issued and approved to date under the Contract.

### **2.3.4 Canada's Obligation – Portion of the Work – Task Authorizations**

Canada's obligation with respect to the portion of the Work under the Contract that is performed through TAs is limited to the total amount of the actual authorized tasks performed by the Contractor.

Canada reserves the right, at any time, to acquire the requested Work by other means including by selecting other suppliers. For example, Canada may decide to acquire the requested Work by other means when the Contractor provides a written proposal that has been rejected by Canada.

**ANNEX C – SECURITY REQUIREMENT CHECKLIST (SRCL)**

To be inserted for the formal RFP

## **Annex “D”**

**Land C4ISR Engineering and Integration Support  
Contract (LEISC)**

**Industrial and Technological Benefits (ITB)**

**Terms and Conditions**

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## 1. DEFINITIONS

- 1.1. Defined terms not otherwise defined in this document have the meaning given to them in the Contract. For the purpose of these ITB Terms and Conditions, unless the context otherwise requires, the following definitions apply:
- 1.1.1. **“Achievement Period”** means the period commencing on 09 February 2017 and ending five (5) years after the contract award date;
  - 1.1.2. **“Allowable Investment”** – For cash contributions, an Allowable Investment means a payment to, or a purchase of non-controlling common or preferred shares of, a Canadian Company. It does not include either the purchase of debentures or a repayable loan. For in-kind contributions, an Allowable Investment means a license for Intellectual Property (authorization to use the licensed material); equipment (equipment, software or systems to develop new or improved goods or services); knowledge transfer (lending of an employee to provide technical or managerial know-how); or, marketing and sales support (lending of an employee to undertake marketing/sales activities and share market intelligence; or, a license for brand or trademarks);
  - 1.1.3. **“Canadian Company”** means a commercial enterprise that is incorporated pursuant to the laws of Canada and which has ongoing business activities in Canada;
  - 1.1.4. **“Capitalization”** means the total value of a company's issued shares plus the value associated with instruments which can be converted into shares. For publicly traded companies, this is equal to the total number of issued shares multiplied by the market price plus the equity portion of any derivative instrument according to Canadian generally accepted accounting principles. For privately held companies, this is equal to the total number of issued shares multiplied by the most recent price at which they were sold plus the equity portion of any derivative instrument according to Canadian generally accepted accounting principles;
  - 1.1.5. **“Commercialization Activity”** means a process through which economic value is extracted from knowledge through the production and sale of new or significantly improved goods and services. It can also include advertising, sales promotion and other marketing activities. Specific commercialization activities consist of: business and market planning; project feasibility studies; identifying customer needs; market engagement and testing; profitability analysis and financing; and, launch advertising;
  - 1.1.6. **“Commitment(s)”** means the Contractor’s specific undertakings related to its Value Proposition (VP) activities, its Plans and its Transactions, as referenced in Appendix A;

- 1.1.7. **“Credit”** means the amount attributed to a Transaction, measured in Canadian content value (CCV), that has been achieved in whole or in part, as confirmed by written notice from the ITB Authority. All Transactions are subject to annual reporting and verification before Credit is awarded;
- 1.1.8. **“Defence Sector”** means businesses engaged in the manufacture and delivery of products and services for use in government defence and security applications including: i) primarily land-based, or man-portable or non-platform specific electro-optical, radar and sonar and other sensor/information collection systems, and fire control, warning and countermeasures systems and related components; ii) primarily land based, man portable or non-platform specific communications and navigation systems and other information systems including processing and dissemination, software, electronics and components; iii) simulation systems for land vehicles or ground-based systems , all as more particularly described in Appendix E;
- 1.1.9. **“Designated Regions of Canada”** means the following regions which have been designated by the government of Canada for socio-economic purposes: the Atlantic Region (consisting of the provinces of Newfoundland and Labrador, Prince Edward Island, New Brunswick and Nova Scotia); the Quebec Region (consisting of the province of Quebec); the Northern Ontario Region (consisting of that part of the province of Ontario north of and including Nipissing and Parry Sound Districts); the Southern Ontario Region (consisting of that part of the province of Ontario south of Nipissing and Parry Sound Districts); the Western Region (consisting of the provinces of Manitoba, Alberta, Saskatchewan, and British Columbia); and, the Northern Region (consisting of the territories of Yukon, Northwest Territories and Nunavut);
- 1.1.10. **“Direct Transaction”** means a Transaction that is entered into for the performance of any part of the Work (as detailed in *(insert location of Project SOW and activities)*);
- 1.1.11. **“Eligible Donor”** means the parent corporation of the Contractor, and all of the parent’s subsidiaries, divisions and subdivisions; and, the Contractor’s Tier-One suppliers related to the performance of the Work, their respective parent corporations and all of the parent’s subsidiaries, divisions and subdivisions. See Article 8.1.4.
- 1.1.12. **“Grouped Transaction”** means a Direct Transaction that has more than one Recipient. Grouped Transactions will only include activities involving Canadian suppliers with similar characteristics of product, size and/or region, specify regional and Small and Medium Business content, and will have a total Canadian content value (CCV) of not more than 10 percent of the Obligation contained in Article 3.1.1;
- 1.1.13. **“Indirect Transaction”** means a Transaction that is entered into for a business

activity not related to the performance of any part of the Work under this Contract;

- 1.1.14. **“In-Kind Valuation”** means a valuation report, which is satisfactory to the ITB Authority, provided by a qualified party who possesses a professional designation related to business valuation or similar area of expertise. Valuation reports will contain (a) a statement from the qualified party regarding its expertise and adherence with the standards of its professional designation; and (b) a detailed valuation of the proposed in-kind contribution, including supporting assumptions. The Contractor or Eligible Donor will assume all costs associated with obtaining the In-Kind Valuation report;
- 1.1.15. **“Intellectual Property” or “IP”** means, for the purposes of these Terms and Conditions, all patents, inventions, trade-marks, copyrights, industrial designs, trade secrets, technical information and other intellectual property belonging to or licensed to a company;
- 1.1.16. **“ITB Authority”** means the Minister of Innovation, Science and Economic Development or any other person designated by that Minister to act on the Minister's behalf. The ITB Authority is responsible for evaluating, accepting, monitoring, verifying and crediting ITB, and for assessing the Contractor's ITB performance under these Terms and Conditions;
- 1.1.17. **“Obligation”** means each of the contractual Obligations that the Contractor must meet, as set forth in Article 3, which are collectively referred to as the Obligations;
- 1.1.18. **“Overachievement”** means the amount by which the Contractor's Credits, awarded on a Transaction during the Achievement Period, are greater than the original value for that Transaction;
- 1.1.19. **“Plans”** means the Plans prepared by the Contractor, that is the company business plan, the ITB management plan, the regional development plan, and the small and medium business development plan, all dated XXX and all bearing reference number XXX;
- 1.1.20. **“Post-Secondary Institution”** means an institution or other organizational entity in Canada involved in developing and delivering formal education activities and in awarding academic credentials to people for whom the normal entrance requirement is high school completion. The institution should be available to the general public, be recognized by a province or the Canada Student Loans Program, and offer programs leading to degrees and diplomas that are recognized by the academic community in Canada;
- 1.1.21. **“Proposal”** means the proposal submitted by the Contractor on (*date*) bearing reference number (*xxx*);

- 1.1.22. **“Public Research Institution”** means a federal or provincial organization in Canada that: is engaged in research, research training and related activities in Canada; has as its primary goals the conduct of research, peer review, and the dissemination of results by way of publication, technology transfer or training; and, is funded primarily from public resources and has established processes, systems, procedures and controls to ensure achievement of public objectives;
- 1.1.23. **“Recipient”** means the Canadian Company or organization that receives, from the Contractor or an Eligible Donor, the commercial or business activity described in a Transaction.
- 1.1.24. **“Reporting Period”** means each twelve month period within the Achievement Period upon which the Contractor’s annual reporting will be based. Notwithstanding the foregoing, the first Reporting Period may include more than 12 months in that it commences on the first day of the Achievement Period and ends on the last day of the twelfth month after the Effective Date of the Contract. Subsequent Reporting Periods will follow in consecutive twelve month periods until one year after the end of the Achievement Period;
- 1.1.25. **“Research and Development (R&D) Activity”** means a scientific investigation that explores the development of new goods and services, new inputs into production, new methods of producing goods and services, or new ways of operating and managing organizations, within the Defence Sector as described in Article 1.1.8. Specific R&D Activities consist of: standard test/measurement/analysis; test/measurement/analysis report; specific thermo-mechanical analysis methodology development projects; product/process design/engineering; customized product/process/ technology development project; related evaluation and feasibility studies; applied research projects for new product concepts, new technology platforms and new test/measurement/analysis; basic scientific research for creating better understanding and insights in new phenomena; research to advance scientific knowledge with or without a specific practical application in view; and, support work in engineering, design, operations research, mathematical analysis, computer programming, data collection, testing or research. R&D Activities exclude any work defined as a Direct Transaction, including but not limited to Technical Investigation and Engineering Support (TIES);
- 1.1.26. **“Semi-processed Goods”** means goods converted from their natural state of a raw material through the use of a specialized process into a state of readiness for use or assembly into a final product;
- 1.1.27. **“Shortfall”** means the amount by which the Contractor’s Credits, awarded on a Transaction during the Achievement Period, are less than the original value for that Transaction;

- 1.1.28. **“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;
- 1.1.29. **“Supplier Development”** means the Contractor or an Eligible Donor undertaking Transactions with Canadian Companies that are not part of its parent corporation or related subsidiaries;
- 1.1.30. **“Tier One Supplier”** means a company that performs a specific portion of the Work directly for the Contractor, producing or servicing a major subassembly or major component that is installed or used in the platform or system being procured under this Contract;
- 1.1.31. **“Transaction”** means a commercial or business activity involving the Contractor or an Eligible Donor and a Recipient, that is carried out by means of a contract, sales agreement, license agreement, letter of agreement or other similar instrument in writing, and which has an identified dollar value. A Transaction meets all eligibility criteria, aligns with the Terms and Conditions with respect to valuation and Transaction types, and has been formally accepted as such in writing by the ITB Authority;
- 1.1.32. **“Value Proposition” or “VP”** means the portion of Commitments and Transactions, along with any other information, which was submitted in the Proposal at the time of the Bid; and,
- 1.1.33. **“World Product Mandate”** means a purchase of goods or services from a Canadian Company where there is a long term supplier relationship between the Contractor or an Eligible Donor and the Canadian Company, pursuant to which the Canadian Company has been legally authorized to carry out and has sole responsibility for specific activities, including the design, development, manufacture and marketing related to the supply of products, components, modules or services destined for domestic and world markets.

## **2. CANADA’S ITB OBJECTIVES**

- 2.1. Canada has responsibility to set in place programs and policies which ensure Canada’s significant investments in defence-related goods and services generate economic benefit to Canada that has long-term and high-value impacts on Canadian industry, and to establish ITB objectives which include:
- 2.1.1. the economic development and long-term sustainment of Canada’s Defence Sector, by maximizing the amount of business activities in Canada involving work directly on the procurement and work in the Defence Sector more broadly;

- 2.1.2. increased productivity and competitiveness among Canadian-based suppliers, through meaningful opportunities for growth and supply chain integration into major global systems suppliers;
- 2.1.3. strengthened innovation and R&D in Canada, that positions Canadian Companies to move up the value chain, capture market opportunities and benefit from subsequent commercialization opportunities;
- 2.1.4. Canadian Company success in tapping traditional and non-traditional export markets that have been leveraged from the Project, sharing in long-term jobs and growth;
- 2.1.5. encouraging the participation of Canadian Companies in the Designated Regions of Canada, assisting with long-term quality improvements to their capability, capacity, international competitiveness and growth potential; and,
- 2.1.6. encouraging the participation of Canadian SMB as suppliers on major federal procurements and to increase their competitiveness and export market access.

### **3. STATEMENT OF OBLIGATIONS**

- 3.1. The Contractor will by the end of the Achievement Period:
  - 3.1.1. Achieve not less than 100 percent (*or the total value of all Transactions identified in the Contractor's Proposal, whichever is higher*) of the Contract Price in CCV as Transactions, as specified in Appendix A, as updated from time to time.
  - 3.1.2. Achieve the following Value Proposition Commitments:
    - 3.1.2.1. Achieve not less than xx percent of the Contract Price (*to be inserted from the Contractor's Proposal and not less than 70 percent*) in CCV as Direct Transactions;
    - 3.1.2.2. Achieve not less than xx percent of the Contract Price (*to be inserted from the Contractor's Proposal*) in CCV as Transactions involving Research and Development Activities, specifically:
      - 3.1.2.2.1. Achieve not less than xx percent of the Contract Price (*to be inserted from the Contractor's Proposal*) in CCV as Transactions involving Research and Development Activities with Canadian Companies.
      - 3.1.2.2.2. Achieve not less than xx percent of the Contract Price (*to be inserted from the Contractor's Proposal*) in CCV as Transactions involving Research and Development Activities with Post-Secondary Institutions or Public Research Institutions;

3.1.2.3. Achieve not less than xx percent of the Contract Price (*to be inserted from the Contractor's Proposal and not less than 15 percent*) in CCV for Small and Medium Business Transactions.

3.1.3. Achieve Transactions in the Designated Regions of Canada, as specified in Appendix A and representing no less than the following:

*[Note: Percentages below are calculated based on: CCV of Transactions identified in Proposal, divided by the Contract Price at the time of Contract award. The percentages will not change over the life of the Contract, but their corresponding dollar value may change if there are changes to the Contract Price.]*

3.1.3.2. Atlantic Region: xx percent;

3.1.3.3. Quebec Region: xx percent;

3.1.3.4. Northern Ontario Region: xx percent;

3.1.3.5. Southern Ontario Region: xx percent;

3.1.3.6. Western Region: xx percent; and

3.1.3.7. Northern Region: xx percent.

3.1.4. Submit to the ITB Authority proposed new Transactions along the following timeline:

3.1.4.2. At one (1) year following the Effective Date of Contract, such that the cumulative total of Transactions is not less than 60 percent of the Contract Price, including any exercised options, measured in CCV; and,

3.1.4.3. At three (3) years following the Effective Date of Contract, and for each additional contract option year exercised, such that the cumulative total of Transactions is not less than 100 percent of the Contract Price, including any exercised options, measured in CCV.

3.1.5. Carry out each and every Transaction as set out in the Transaction list attached at Appendix A, as amended from time to time.

3.1.6. The Contractor will submit through its annual report a summary of achievements against its Value Proposition Obligations in Articles 3.1.2 on the following timeline:

3.1.6.2. At two (2) years following the date of the Contract award such that the cumulative achievements against Value Proposition Obligations total not less than 35 percent of total Value Proposition Obligations.

3.1.6.3. At four (4) years following the date of the Contract award such that the cumulative achievements against Value Proposition Obligations

total not less than 75 percent of total Value Proposition Obligations.

3.1.6.4. By the end of the Achievement Period such that the cumulative achievements against Value Proposition Obligations total not less than 100 percent of total Value Proposition Obligations.

3.2. The Contractor will submit to the ITB Authority, through the Contracting Authority, annual reports describing the performance achieved during each Reporting Period. These reports will be submitted sixty (60) calendar days after the end of each Reporting Period. The Contractor will use the format and electronic template provided by the ITB Authority, as outlined in Article 4 (Annual Reporting).

3.2.2. As evidence of the achievement of the Obligations and compliance with the *Lobbying Act*, the Contractor will provide, appended to the annual report, a certificate of compliance, in the form provided in Appendix C, signed by the senior company Comptroller in respect of the Transactions for which there was activity in that Reporting Period. This certificate of compliance also applies to those achievements and activities of Eligible Donors.

## **4. ANNUAL REPORTING**

4.1. Each annual report will consist of five parts, as outlined below, using the template attached in Appendix C.

4.1.2. Part A must include:

4.1.2.2. Overview and status of the work on the Project:

- A high level overview of the work performed on the Project during the Reporting Period, including major highlights and schedule changes.

4.1.2.3. Progress Payments:

- A list of all the progress payment claims that have been submitted to the Contracting Authority for Work completed since the Effective Date of the Contract, broken down by Reporting Period and including the amount, date submitted and payment status.

4.1.2.4. Plans:

- A description of any substantive changes to the Plans, including changes to company officials responsible for administering the Obligation.

4.1.2.5. Value Proposition Overview:

- A detailed overview of each of the Contractor's VP Commitments, the related activities during the Reporting Period and a cumulative summary of the achievement status of each.

■

- 4.1.3. Part B must include, for each Transaction being reported:
- 4.1.3.2. An update on any changes to details, such as the CCV percentage or Recipient contact information;
  - 4.1.3.3. A description of significant achievements and activities, particularly those associated with Transactions involving multipliers; and
  - 4.1.3.4. A description of any delays, problems or achievement Shortfalls, along with a plan of action to resolve them.
- 4.1.4. Part C must include, for each Transaction being reported:
- 4.1.4.2. The CCV of the achievements claimed for the current Reporting Period.
- 4.1.5. Part D must include, for each Transaction reported:
- 4.1.5.2. The CCV of the achievements claimed to date in all the Reporting Periods since the beginning of the Achievement Period.
- 4.1.6. Part E must include:
- 4.1.6.2. SMB and regional development activities:
    - Overview and highlights of activities undertaken during the Reporting Period;
  - 4.1.6.3. New, changed or cancelled Transactions:
    - A list of Transactions which have been cancelled, added or substantially altered during the Reporting Period with the approval of the ITB Authority, and their status vis-à-vis Contract amendment; and
  - 4.1.6.4. A certificate of compliance related to the Contractor's achievements and compliance with the *Lobbying Act*, signed by the senior company comptroller in respect of the Transactions for which there was activity in that Reporting Period. This certificate of compliance also covers all achievements of Eligible Donors.

## **5. CONTRACT PRICE CHANGES**

- 5.1. In the event that the Contract Price is increased or decreased, the Contractor's Obligations in Article 3.1 will correspondingly be either increased or decreased.
- 5.2. If the Contract Price increases after the third year following the Effective Date of the Contract, the Contractor will submit to the ITB Authority Transactions valued at 100 percent of the increase, measured in CCV, within one (1) year of the date of the increase.

## **6. OVERACHIEVEMENT OF COMMITMENTS**

- 3.1. The Contractor may achieve Credits for any Transaction in excess of its original value. When an Overachievement occurs, it may be applied against a Shortfall on another Transaction in this Contract or towards meeting the identification milestones in Article 3, as long as the relevant regional, SMB and VP Commitments are achieved. Applying an Overachievement requires the prior written approval of the ITB Authority.

## **7. TRANSACTION TYPES**

- 7.1. Transactions may be Direct Transactions or Indirect Transactions.
- 7.2. Transactions may involve the purchase of goods or services from a Canadian supplier. These Transactions are valued for Credit by calculating the CCV of the purchases, in accordance with Article 9.
  - 7.2.2. SMB Transactions: A Transaction where an SMB is the Recipient, and the SMB's product or service has a CCV of at least seventy (70) percent, will have its Credit awarded as follows:
    - 7.2.2.2. the portion of the Transaction's CCV that is equal to or less than \$1,000,000 will be deemed to have 100 percent CCV for reporting and verification purposes;
    - 7.2.2.3. any portion of the Transaction's CCV that is over \$1,000,000 will use the actual CCV as calculated using Article 9.
  - 7.2.3. World Product Mandate: When an Indirect Transaction involves a World Product Mandate and where the CCV of the product is verified to be seventy (70) percent or greater, the CCV will be deemed to be 100 percent for reporting and verification purposes.
- 7.3. Transactions may also involve Allowable Investments within Canada.
  - 7.3.2. The full CCV of any Allowable Investment Transaction, including both the initial investment and any multiplied or future sales Credits, are part of the Obligations. If the Contractor fails to achieve an Allowable Investment Transaction, the full CCV of this Obligation at the multiplied value will be made up with other Transactions, as detailed in Article 15, Transaction alterations.
  - 7.3.3. The specific requirements and Credit valuation approaches for different types of Allowable Investment Transactions are outlined below.

#### **7.3.4. Post-Secondary and Public Research Institution Transactions**

7.3.4.2. A Transaction involving a contribution to a Post-Secondary or Public Research Institution will receive a Credit multiplier of five (5) if it involves: a cash contribution to a Post-Secondary Institution for research or the establishment of research chairs; a contribution to advanced technology skill development at a Post-Secondary Institution; or, collaborative research undertaken with a Public Research Institution.

#### **7.3.5. Consortium Transactions**

7.3.5.2. A Transaction may involve an Allowable Investment to a consortium, which meets the following membership criteria:

- the Contractor or an Eligible Donor;
- a minimum of one (1) Canadian Company, and;
- a minimum of one (1) Post-Secondary Institution or Public Research Institution.

7.3.5.3. Valuation for Credit purposes:

7.3.5.3.1. An initial value will be calculated, and will be the sum of the following:

- the value of cash contributions from the Contractor or an Eligible Donor to the consortium; and, the value of cash contributions from other consortium members, up to a maximum value equal to that of the contribution of the Contractor or an Eligible Donor, which have been leveraged by the Contractor or Eligible Donor's participation in the consortium. The Contractor or Eligible Donor will demonstrate how its involvement contributed to the contributions of the other consortium members.

7.3.5.3.2. Once the initial value is established, it will be multiplied by five (5).

7.3.5.3.3. The value of any in-kind contributions would then be added, based on an In-Kind Valuation. In-kind contributions to a consortium are not eligible for the Credit multiplier.

7.3.5.3.4. The following will not be eligible for Credit:

- Any contribution made to the consortium by Post-Secondary Institutions or Public Research Institutions; and
- Any contribution made directly into the consortium by any level of

government.

#### 7.3.5.4. Other Criteria

7.3.5.4.1. The combined total investment of non-Canadian Companies in the consortium will not exceed fifty (50) percent of the total investment in the consortium.

7.3.5.4.2. In cases where an Eligible Donor participates in the same consortium as the Contractor, separate transaction sheets will be submitted that describe the Contractor's and the Eligible Donor's individual contributions to the consortium. The Contractor and the Eligible Donor may only claim the Credits associated with the contributions that each has made or leveraged into the consortium.

#### **7.3.6. Investment framework (IF) Transactions**

7.3.6.2. A Transaction may involve a long-term and innovation-related contribution made directly to a Canadian SMB. IF Transactions will meet the following criteria:

- must be linked to Research and Development (R&D) Activities and/or Commercialization Activities in Canada;
- must be undertaken by the Contractor or an Eligible Donor with a Canadian SMB. For the purposes of the IF Transaction, the Contractor/Eligible Donor and Recipient cannot be the same company;
- must meet the Transaction eligibility criteria, as outlined in Article 8;
- must be an Allowable Investment;
- must have a duration of at least five (5) continuous years, beginning at the date the investment is made; and,
- A business plan must be submitted to the ITB Authority, substantially in the form attached in Appendix D.

7.3.6.3. Credit valuation:

- Allowable Investments made in cash will be valued based on the actual amount of money that has been invested. In-kind investments will be subject to an In-Kind Valuation.
- The following Credit multipliers will be applied to the value of the

Allowable Investment:

- Cash for R&D Activities or license for IP – nine (9)
- Cash to purchase, or in-kind transfer of, equipment – seven (7)
- In-kind transfer of knowledge and/or marketing/sales support – four (4)

7.3.6.3.1. The total issued Credits associated with an IF Transaction will not exceed twenty-five (25) percent of the Obligation, specified in Article 3.1.1.

7.3.6.4. Timeline for Credit award:

- 50 percent of Credits will be awarded once the Allowable Investment is made according to the business plan, then reported to and verified by the ITB Authority. The remaining 50 percent of Credits will be apportioned over the remaining years of the Transaction, as annual reporting requirements are achieved.
- The entire investment must remain with the SMB for at least five (5) continuous years and be used for the purposes outlined in the business plan in order for Credit to be awarded each year.

**7.3.7. General investments**

7.3.7.2. Transactions may take the form of a general Allowable Investment to a Canadian Company for its business purposes.

7.3.7.3. Valuation for Credit purposes:

7.3.7.3.1. Credit is based on the CCV of future sales achieved by the Recipient as a result of the Allowable Investment.

- Eligible future sales are limited to work that is not associated with this Contract and to work that is not counted for Industrial and Regional Benefits (IRB) or ITB credit on any other contract or agreement.
- Eligible future sales will be pro-rated by multiplying the resulting future sales by the ratio of the Contractor's Allowable Investment in the Recipient, relative to either: i) the Recipient's Capitalization at the time the investment was made (in cases of purchase of non-controlling shares); or ii) the combined total contributions made by all parties in the activity (in all other cases).

7.3.7.3.2. In the case of a cash Allowable Investment, the value of the Allowable Investment itself will also be credited, once the Recipient's future sales achievement surpasses the amount of the Allowable Investment.

7.3.7.3.2.1. In the case of an in-kind Allowable Investment, the value of reasonable transfer costs, as determined by the ITB Authority, will be credited once the Recipient's future sales achievement surpasses the amount of the costs. Reasonable transfer costs include training and infrastructure set-up to exploit the technology. The value of the in-kind Allowable Investment itself will not be credited.

7.3.7.4. The Allowable Investment will remain with the Canadian Company for a minimum of three (3) years, starting from the date the investment is placed with the Recipient. Failure to do so will result in the immediate deduction of all Credits for the Transaction.

7.3.7.5. The capital associated with the purchase of a Canadian Company that is considered a "going concern" is not an Allowable Investment for ITB Credit. If the investment is for a Canadian Company that is insolvent, or has initiated, or had initiated in respect of it, any proceeding seeking relief under any bankruptcy or insolvency law, or similar law affecting creditors' rights, then the investment can be considered for ITB purposes.

7.3.7.6. General Allowable Investments will be assessed as to whether they:

7.3.7.6.1. help provide a capability that does not already exist in Canada;

7.3.7.6.2. develop joint ventures with Canadian Companies that contribute to their long-term viability and increase sales; and,

7.3.7.6.3. do not result in overcapacity, shutdowns of existing companies or losses of prospective sales by existing companies in Canada.

7.3.7.7. In-kind contributions related to technology and skills transfer will involve technology and skills that are proprietary, current, complete and exploitable, with all required permits and assistance, sufficient to allow the Recipient to participate in the design, development and manufacture of products or processes and exploit domestic and foreign markets. The Contractor or Eligible Donor will make available, upon request by the ITB Authority, any licensing agreement with the Recipient.

### **7.3.8. Venture Capital Fund (VCF) Transactions**

**7.3.8.2.** VCF Transactions involve those instances where the Contractor or an Eligible Donor provides funds to a VCF. A VCF is a pooled group of investments directed at assisting the growth of Canadian small businesses and is managed by an unrelated third party.

**7.3.8.3.** VCF criteria:

- A VCF is any organization which manages investments, such as but not limited to banks, trust companies, venture capital funds, and investment companies. A VCF must be both registered to do business as such and managed in Canada.
- A high percentage of a chosen VCF's investment activity will be with small businesses involved in the development, manufacture or commercialization of advanced technology products or services in one or more of the following sectors:
  - Life sciences (biotechnology, medical devices and pharmaceuticals);
  - Health;
  - Advanced materials;
  - Advanced manufacturing;
  - Environment;
  - Information and communications technologies; and,
  - Aerospace and defence.
- Canadian small businesses receiving the VCF investment will be privately held and have 50 employees or less in service based industries or 100 employees or less in manufacturing based industries at the commencement of the investment. In the event that a small business decides to make an initial public offering, no further Credit will be granted by the ITB Authority for that company within the VCF Transaction.
- Initial investments by the VCF manager, including co-investments, in eligible small businesses will not exceed \$1,000,000.

**7.3.8.4.** Valuation for Credit purposes:

- The Credit multiplier for VCF investments is five (5). Credit may be claimed for the initial contribution once the Contractor or Eligible Donor deposits it to the VCF. Credit for the remaining multiples may be claimed when the VCF manager assigns the funds to a Canadian small business as defined above.

- The VCF funds must remain with the Recipient for a minimum of three (3) years, starting from the date the funds are placed. Failure to do so will result in the immediate deduction of all Credits for the Transaction.
- The multiplied Credit related to VCF investments will not exceed 5 percent of the Obligation value in Article 3.1.1.

## 8. TRANSACTION ELIGIBILITY CRITERIA

8.1. Each proposed Transaction is assessed by the ITB Authority against all of the eligibility criteria outlined below:

8.1.1. **Causality** - each Transaction must be one which was brought about by either the Contractor or an Eligible Donor, due in part to a current or anticipated ITB or Industrial and Regional Benefit (IRB) obligation to Canada. It will not be one which probably would have been entered into if an obligation had not existed or been anticipated. Causality may be demonstrated to a specific project or more broadly to a company's obligations in general.

8.1.1.1. The Contractor or an Eligible Donor must demonstrate causality by providing a detailed statement on causality using the space provided in the transaction sheet template attached at Appendix B. The statement will outline the steps and timelines involved in its decision about a business activity and clearly show the link between the steps and decision on that business activity and Canada's IRB/ITB policy.

8.1.1.2. The Contractor or an Eligible Donor must also provide evidence that will certify causality, in support of its detailed statement referred to in Article 8.1.1.1. A certification template is found in Appendix B.

8.1.2. **Timing** - Transactions will be implemented within the Achievement Period.

8.1.2.1. Transactions that are identified after the Effective Date of the Contract must only involve work occurring after the date that the Transaction was proposed to the ITB Authority.

8.1.3. **Incrementality** – Transactions will involve new work in Canada.

8.1.3.1. Should an Indirect Transaction involve the purchase of goods or services from an existing Canadian supplier to the Contractor or an Eligible Donor, the incremental method of calculating the Credits will apply, as follows:

- A three-year average of previous purchases is calculated, based on the three years immediately preceding the date that the Transaction was proposed to the ITB Authority; and,

○ Credit will be awarded only for the amounts which exceed the three year average, in each of the Reporting Periods.

8.1.3.2. The incremental method of calculation outlined in Article 8.1.3.1 does **not** apply in cases where the product or service being purchased in the Transaction:

- involves a Direct Transaction;
- is substantially different than what was previously purchased;
- involves a different end use (market sale, application, etc) for what was previously purchased; or,
- follows a competitive process to re-select the Canadian supplier.

8.1.3.3. The Contractor or an Eligible Donor will demonstrate incrementality by providing a statement on incrementality for every proposed Indirect Transaction, using the template attached at Appendix B. The Contractor or an Eligible Donor will also provide supporting evidence of incrementality as indicated in the template.

8.1.4. **Eligible Donor** - Transactions will be undertaken by the Contractor or an Eligible Donor.

8.1.4.1. For proposed Eligible Donors that are Canadian Companies with less than 500 employees, the Canadian Company will certify that it understands and has the capacity to undertake Obligations with respect to this Contract. Capacity includes factors such as: company size, product offerings, market conditions, corporate ownership, management processes, and level of Canadian content. A certification template is attached in Appendix B. For Transactions proposed after the Effective Date of the Contract, Contractors must clearly demonstrate that the Canadian Company has the capacity to undertake ITB Obligations with respect to this Contract and the ITB Authority may seek additional information confirming Canadian Company capacity.

8.1.4.2. The Contractor, and not the Eligible Donors, will be fully responsible to Canada for all Obligations related to this Contract, regardless of any subcontracting arrangements with Eligible Donors.

8.1.4.3. The Contractor shall include in the subcontract with each Eligible Donor the consents, authorities and approvals that it requires to meet its obligations under these Terms and Conditions.

8.1.4.4. A list of approved Eligible Donors for the Contract is found in Article 23.

8.1.5. **Other Eligibility Criteria** –

- 8.1.5.1. Transaction Recipient – Transactions will have one Recipient, unless it is a Grouped Transaction. Government organizations cannot be Recipients, unless it is a Public Research Institution.
  - 8.1.5.2. Level of Technology – Indirect Transactions will involve a level of technology that is the same or higher than that of the Project, with applications in Canadian advanced technology industries.
  - 8.1.5.3. CCV – Indirect Transactions will have a CCV of no less than 30 percent of the total value of the Transaction.
  - 8.1.5.4. Alignment with policy features – Transactions will comply with any specific criteria and valuation features outlined within these Terms and Conditions.
- 8.2. The ITB Authority will assess eligibility prior to a proposed Transaction becoming an Obligation in the Contract. Contractors should note that all Transactions are subject to annual reporting and verification before Credits are confirmed.
- 8.3. Failure to provide the information and certifications outlined in the above articles may result in a proposed Transaction being rejected. Further, the provision of this information and certification should not be seen as limiting the discretion of the ITB Authority in any decisions related to the eligibility of proposed Transactions.

## **9. CANADIAN CONTENT VALUE (CCV)**

- 9.1. CCV is that portion of the value of a product or service that involves Canadian costs. For the purposes of valuing Transactions and their associated Credits, only the CCV of a Canadian Company's product or service is counted. The CCV of a Transaction is determined by using either the net selling price method or the cost aggregate method.
- 9.1.1. Net selling price method: This method is used when a product or service included in a Transaction has a substantiated selling price. This method of calculating CCV is as follows:
    - 9.1.1.1. Begin with the total selling price of the product or service;
    - 9.1.1.2. Minus the applicable customs duties, excise taxes, Goods and Services Taxes (GST), Harmonized Sales Taxes (HST) and all provincial sales taxes; and,
    - 9.1.1.3. Minus any ineligible costs, as detailed in Article 9.2.
    - 9.1.1.4. The remaining value is the CCV.
  - 9.1.2. Cost aggregate method: This method is used where a product or service contained

in a Transaction cannot be assigned a substantiated selling price (i.e. in-house production). This method of calculating CCV is the aggregate of the following items:

- 9.1.2.1. the cost of parts produced in Canada and the cost of materials, to the extent that they are of Canadian origin, that are incorporated in the product in the factory of the manufacturer in Canada;
- 9.1.2.2. the cost of parts or materials of Canadian origin, in that they have been exported from Canada and subsequently imported into Canada as parts or finished goods;
- 9.1.2.3. transportation costs, including insurance charges, incurred in transporting parts and materials from a Canadian supplier or frontier port of entry to the factory of the manufacturer in Canada for incorporation in the product, to the extent that such costs are not included in the foregoing paragraph; and
- 9.1.2.4. such part of the following costs, as are reasonably attributable to the production or implementation of the product, service or activity:
  - wages and salaries paid for direct and indirect production and non-production labour, paid to employees residing and working in Canada, who are Canadians or permanent residents, as defined in the *Immigration and Refugee Protection Act 2001, c.27*;
  - materials of Canadian origin used in the work but not incorporated in the final products;
  - utilities paid in Canada, such as light, heat, power and water;
  - workers compensation, employment insurance and group insurance premiums, pension contributions and similar expenses incurred with respect to wages and salaries of Canadians or permanent residents referred to above;
  - taxes on land and buildings in Canada;
  - fire and other insurance premiums relative to the production plant, its equipment and production inventories, paid to a company authorized by the laws of Canada or any province to carry on business in Canada or such province;
  - rental for factory or office premises in Canada paid to a registered owner in Canada;
  - maintenance and repairs that are executed in Canada to buildings,

machinery and equipment used for production purposes;

- tools, dies, jigs, fixtures and other similar plant equipment items of a non-permanent nature that have been designed, developed or manufactured in Canada;
- engineering and professional services, experimental work and product or process development work executed and completed in Canada by Canadians or permanent residents;
- Research and Development Activities performed in Canada;
- miscellaneous factory and office expenses paid in Canada, such as: administrative and general expenses; depreciation with respect to production machinery and permanent plant equipment and the installation costs of such machinery and equipment; and, a capital allowance not exceeding five (5) percent of the total capital outlay incurred for buildings in Canada owned by the producer of the work;
- travel expenses, including Canadian carriers, accommodations and meals, for travel by Canadians or permanent residents that are specifically associated with Direct Transactions in the Contract;
- fees paid for services performed by Canadians or permanent residents in Canada not elsewhere specified; and
- pre-tax net profit upon which Canadian taxes are paid or are payable.

9.2. Costs or business activities that are ineligible for Credit:

- 9.2.1. the value of materials, labour and services imported into Canada;
- 9.2.2. in the case of an Indirect Transaction, the value of raw materials and Semi-processed Goods exported from Canada;
- 9.2.3. the value of any remuneration, living costs, travel expenses and relocation costs paid to non-Canadians for work on the Project;
- 9.2.4. the amount of all Excise Taxes, Import Duties, Federal and Provincial Sales Taxes, Goods and Services Taxes, Harmonized Sales Taxes and other duties;
- 9.2.5. the value of any royalties and license fees paid by the Contractor or an Eligible Donor to a person, company or entity outside of Canada;
- 9.2.6. the value of goods and services with respect to which Credits have been received or are being claimed by the Contractor or an Eligible Donor as a Transaction to

Canada under any other obligation or agreement;

- 9.2.7. any proposal or bid preparations costs;
- 9.2.8. all transportation or travel costs not covered under Articles 9.1.2.3 or 9.1.2.4;
- 9.2.9. the cost of government furnished equipment (equipment supplied by Canada to be used in the production process; for example, tooling, jigs, dies, production equipment);
- 9.2.10. license fees paid by the Recipient and any on-going royalty payments;
- 9.2.11. Transactions claimed by a Contractor that pertain to its influence or that of an Eligible Donor over any country's purchasing agent/department;
- 9.2.12. interest costs associated with letters of credit or other financial instruments to support Transactions;
- 9.2.13. fees paid to lobbyists (as per the *Lobbying Act*); and
- 9.2.14. fees paid to third-party consultants or agents for work related to obtaining Credit against this Contract. This includes, but is not limited to: providing advice on the ITB/IRB policy; preparation of proposed Transactions and/or reports; representing the interests of the Contractor to the ITB Authority; and/or searching for potential Recipients.

## **10. STRATEGIC PLANS**

- 10.1. Contractors are encouraged to address their ITB obligations in a strategic manner, considering how the Contractor's broad corporate plans and vision for Canada might translate in Transactions.
- 10.2. At the discretion of the ITB Authority, Contractors that hold IRB/ITB obligations in Canada may be asked to submit a strategic plan to the ITB Authority and to meet to review, discuss and/or update it.
- 10.3. The Contractor's strategic plan would include:
  - 10.3.1. A description of the Contractor's broad corporate plans and overarching strategic vision for Canada over the medium-term (3-5 years) and long-term (5+ years);
  - 10.3.2. How these corporate plans and vision may translate into Transactions;
  - 10.3.3. An overview of the Contractor's current and anticipated obligations to Canada; and,

10.3.4. ITB partnerships with Eligible Donors and major suppliers.

## **11. POOLING**

- 11.1. Pooling refers to the act of splitting the Credits achieved on a single Transaction and applying each portion to one of two or more obligations.
- 11.2. Pooled Transactions must meet the following criteria:
  - 11.2.1. meet all of the Transaction eligibility criteria as described in Article 8;
  - 11.2.2. have a value of not less than \$50 million, measured in CCV; and
  - 11.2.3. have strategic and long term impacts on the Recipient, including but not limited to: R&D support; first purchase of innovative Canadian technologies; World Product Mandate; global value chain activities; consortia activities; Small and Medium Business activities; and/or technology advancement.
- 11.3. The Contractor must describe and document how any proposed transaction for pooling meets the criteria in Article 11.2.
- 11.4. A portion of a pooled Transaction may be applied to this Contract. The Contractor will report on the pooled Transaction through the annual reporting process and schedule agreed to with the ITB Authority at the time of pooled Transaction approval.
- 11.5. If a portion of a pooled Transaction originates in the bank and Credits have already been confirmed, the value of those Credits will transfer to this Contract, if the Eligible Donor criterion is met. In addition, any uncredited Transaction value, measured in CCV, will also be transferred to the Contract and be subject to the annual reporting and verification processes and the remedies in these Terms and Conditions.
- 11.6. Pooling guidelines are available on the ITB Website ([www.canada.ca/itb](http://www.canada.ca/itb)).

## **12. BANKING**

- 12.1. The Contractor may apply bank transactions to this Contract up to a total value of 50 percent of the Obligation cited in Article 3.1.1, measured in CCV.
- 12.2. Any bank transaction applied to this Contract, or portion thereof, will clearly state that it originated from the bank and be the same in description and details as the approved bank transaction. The bank transaction must meet the Eligible Donor criteria outlined in Article 8.1.4.
- 12.3. The Contractor may submit bank overachievements to the bank arising from Transactions in this Contract. For the purposes of banking, a bank overachievement is the amount of Credit achieved that exceeds the Obligation in Article 3.1.1 and where the Contractor has:

- 12.3.1. Completed its Obligations in Article 3.1.1 through 3.1.3 on the Contract, before the end of the Achievement Period;
- 12.3.2. elected to continue business activities on selected Transactions and to continue its annual reporting process until the end of the Achievement Period; and,
- 12.3.3. applied to bank, within one (1) year after the final notification of Credits from the ITB Authority, those overachieved portions of the selected Transactions.
- 12.3.4. Apply to bank only those bank overachievements that:
  - 12.3.4.1. Were achieved between the date of early completion of the Obligations and the end date of the Achievement Period.
  - 12.3.4.2. Reflect the achievement of all portions of a pooled Transaction (if applicable).
- 12.4. With respect to any bank transaction involving a bank overachievement, the bank account holder is deemed to be the donor for the purposes of assessing the Eligible Donor criteria.
- 12.5. A bank transaction involving a bank overachievement, or any portion thereof, is not eligible to be re-banked at a later date as part of a subsequent bank overachievement.
- 12.6. Trading and/or transfer between companies of bank transactions is not permitted.
- 12.7. Banking guidelines are available on the ITB Website ([www.canada.ca/itb](http://www.canada.ca/itb)).

### **13. PUBLIC COMMUNICATIONS**

- 13.1. The Contractor, its Eligible Donors and/or Recipients are encouraged to be as transparent as possible regarding the Obligations, Commitments and specific Transactions, making them publicly available whenever possible.
- 13.2. The Contractor and the ITB Authority will jointly coordinate public communications related to the Transactions. The two parties will also collaborate to identify success stories associated with specific Transactions.
- 13.3. The Contractor consents to public announcements regarding the Project, made by or on behalf of the ITB Authority, which are related to Obligations, Commitments and Transactions. These announcements would include company names, general descriptions of the work being proposed and approximations of CCV. In these cases, the ITB Authority will make all reasonable efforts to ensure that the Contractor has the opportunity to participate in the announcement and/or the preparation of any related materials. The Contractor will obtain a similar consent from each of the Eligible Donors and Recipients.

- 13.4. The Contractor consents to allow the ITB Authority to publish and openly disclose the Contractor's track record in fulfilling its Obligations, in a manner that respects commercial confidentiality.
- 13.5. For all other public communications regarding the Transactions, drafts of announcements and their publication schedule will be delivered by either party to the other as soon as is reasonably possible, but in any event prior to the proposed release date. Each party will make every effort to inform the other, and seek resolution of, any objections to the content or timing of a proposed announcement.
- 13.6. Nothing in this Article will be interpreted as preventing the fulfillment by any company involved in an Obligation or Transaction of its reporting obligations under applicable securities laws.

## **14. INFORMATION MANAGEMENT**

- 14.1. It is understood and agreed that the Contractor will submit corporate and transactional business information to the ITB Authority in the implementation of these Terms and Conditions and/or through a strategic plan, some of which may contain information that is sensitive and confidential to the Contractor. The ITB Authority will ensure, to the best of its ability, that this information is protected, stored and used according to the Government of Canada's information management and security guidelines.
- 14.2. The Contractor agrees that the overall, aggregate information related to Obligations, Transactions and Credits is considered by the ITB Authority to be information available to Parliament and the public.
- 14.3. Subject to all applicable federal laws and processes, such as the *Access to Information Act*, the *Privacy Act* and the *Library and Archives of Canada Act*, the ITB Authority will not release or disclose outside the Government of Canada any of the Contractor's commercially confidential business information.
  - 14.3.1. Data may be used by the ITB Authority for internal policy analysis purposes. Certain relevant information may also be shared, subject to applicable laws and processes, with other government organizations and agencies with whom the ITB Authority collaborates in the administration of the ITB policy.

## **15. TRANSACTION ALTERATIONS**

- 15.1. The Contractor will not alter the Transactions listed in Appendix A unless:
  - 15.1.1. the Contractor has submitted a proposal to the ITB Authority through the Contracting Authority, with respect to the alteration; and
  - 15.1.2. the ITB Authority through the Contracting Authority has given written approval to

the Contractor and requested the Contracting Authority to amend the Contract accordingly.

- 15.2. The Contractor may propose alterations to or substitutions for any of the Transaction(s) listed in Appendix A, and the ITB Authority may accept these requests provided that in the judgment of the ITB Authority:
  - 15.2.1. the circumstances requiring the change are exceptional and likely to result in undue hardship upon the Contractor if a change is not made;
  - 15.2.2. the Obligations in Article 3 of these Terms and Conditions are maintained;
  - 15.2.3. the proposed alterations or substitutions meet the eligibility criteria stated in these Terms and Conditions;
  - 15.2.4. the proposed substitute Transaction is not less than the Transaction to be replaced as to the level of technological sophistication of the work to be performed, the CCV, and the extent to which it meets the original Value Proposition Proposal submitted by the Contractor in its bid submission. For greater clarity, a Transaction in one VP evaluation criteria area must be replaced by a new Transaction under the same VP evaluation criteria area; and,
  - 15.2.5. the proposed substitute Transaction would not have lowered the Contractor's VP score as determined in the original selection process.
- 15.3. Mutual Abatement and Trading
  - 15.3.1. Mutual Abatement is the reduction of the Contractor's Obligation in exchange for the reduction of a Canadian Company's obligations to a foreign offset authority and is not permitted. Trading of Obligations, or of Credits, is also not permitted.
- 15.4. If, during the term of the Contract, a change in the Work is initiated by Canada which results in the Contractor no longer being able to source from a Canadian Company and, as a consequence, Obligations may not be met, the Contractor will immediately notify the ITB Authority through the Contracting Authority. The Contractor will fully describe the issue and provide all supporting data, including a complete record of attempts to purchase from Canadian sources and Canadian suppliers' responses, together with an analysis of specific technical, commercial or other factors which result in the inability to source from a Canadian Company. In such instances, the Obligations shall be reduced to the extent the CCV associated with the change differs from the CCV of the original Work. Notwithstanding the foregoing, the Obligation in Article 3.1.1 will remain.

## **16. VERIFICATION AND ACCESS TO RECORDS**

- 16.1. The Contractor will implement the procedures and practices as described in the ITB Management Plan.

- 16.2. The Contractor will keep proper records and all documentation relating to the Transactions attached to this Contract, including invoices and proof of payments. The Contractor will not, without the prior written consent of the ITB Authority, dispose of any such records or documentation until the expiration of two (2) years after final payment under this Contract, until settlement of all outstanding claims and disputes, or the end of the Achievement Period, whichever is later.
- 16.3. All such records and documentation will, during the aforementioned retention period, be open to verification, inspection and examination by the ITB Authority, through access at reasonable times, and within sixty (60) calendar days of being notified by the ITB Authority. The Contractor will obtain similar undertakings in the subcontracts of all Eligible Donors and arrange for the same in respect of work performed by such Eligible Donors for which ITB Credits are claimed.
- 16.4. Where, subsequent to the verification action taken pursuant to this Article, the ITB Authority determines that the records are insufficient to verify the Contractor's achievements in respect of any ITB Obligation or Commitment, the Contractor will provide such additional information as may be required by the ITB Authority.
- 16.5. Where it cannot be verified that a Transaction has been achieved as claimed, that portion of the Transaction which cannot be verified will be considered as not having been achieved and the ITB Authority will give notice to the Contractor of the Shortfall through the Contracting Authority.
- 16.6. If the ITB Authority determines that a significant deficiency in the Contractor's achievements exists such that the ITB Authority believes that the Contractor will not meet its Obligations, the ITB Authority may give, through the Contracting Authority, notice to the Contractor and request the Contractor to submit a proposal showing how the Contractor plans to correct the deficiency. The Contractor will submit its proposal within sixty (60) calendar days of receipt of such notice. If the proposal is not provided within this time period or is not acceptable to the ITB Authority, the ITB Authority may request the Contracting Authority to terminate the Contract.

## **17. CONFLICT RESOLUTION**

- 17.1. The ITB Authority and the Contractor acknowledge that they have entered into a long-term relationship, with the goal that the Contractor achieves the Obligations and Commitments stated herein, delivers long-term economic benefits to Canada and carries out these Terms and Conditions.
- 17.2. Guiding this long-term relationship are common values and approaches, such as mutual accountability, open communication, mutual respect and effective collaboration. The relationship will involve officials at the project level (i.e. ITB and contract managers) and at the management level (i.e. Departmental and Executive officials). Discussions will be frequent and ongoing over the life of the Contract.

- 17.3. In the event that a disagreement arises between the ITB Authority and the Contractor regarding an ITB matter, each party will bring their concerns forward to the other for discussion and resolution. Parties are encouraged to raise concerns first at the project level. Should discussions at the project level fail to resolve the issue, the parties are then encouraged to engage at the management level. If these discussions fail to reach a satisfactory resolution, either party is then free to make use of the broader dispute resolution process outlined in Article [XX] of the Contract.

## **18. REMEDIES**

- 18.1. The long-term relationship between the Contractor and ITB Authority is supported by several processes aimed at promoting regular, ongoing engagement between the two parties. These processes include the Transaction identification schedule outlined in Article 3 and the annual reporting process outlined in Article 4. Taken together, these and other monitoring measures are aimed at encouraging positive engagement, use of best practices and the successful completion of the Contractor's Obligations in this Contract.
- 18.2. Notwithstanding the terms of this Contract that provide remedies in the event of default by the Contractor, one or more of the following remedies may be exercised in the event of default under these Terms and Conditions. Some or all remedies may apply, but combined will not exceed 10 percent of the overall Contract Price. In the event of a default by the Contractor of its obligations pursuant to these Terms and Conditions, the remedies contained in this Article are in addition to, and not in substitution for, any remedies provided elsewhere in the Contract.
- 18.3. Holdback/Stop Payment
- 18.3.1. If the Contractor has failed to meet any of its Obligations contained in Article 3.1.4 and 3.1.6 the ITB Authority will notify the Contractor in writing, through the Contracting Authority, of such deficiency and Canada may apply a holdback (the Holdback) from any claim for payment then due or payable under the Contract.
- 18.3.2. With respect to the Holdback, a cure period of sixty (60) calendar days (the Cure Period), beginning on the date of notification to the Contractor by the ITB Authority, will apply before the Holdback takes effect.
- 18.3.2.1. Within the Cure Period, the Contractor may take corrective action by providing to the ITB Authority a corrective action plan to remedy the deficiency. If the plan is accepted by the ITB Authority, no Holdback will be made.
- 18.3.2.2. If, after the Cure Period, the plan has not been delivered, or if delivered, has not been accepted pursuant to Article 18.3.2.1, then the following amounts of subsequent claims for payment will be withheld:

- For Obligations contained in Article 3.1.2, the Holdback will be equal to 20 percent of each deficiency; and
- For all other Obligations, the Holdback will be equal to 10 percent of the greatest deficiency.

18.3.2.3. The Holdback will accrue until it reaches the amount of the deficiency, or until the Contractor submits a plan that is approved by the ITB Authority, whichever occurs first.

18.3.3. The Holdback will be released progressively as the deficiency is extinguished. During the Holdback period, the ITB Authority will confirm the amount of Credits achieved and/or Transactions identified within a reasonable amount of time from when the claims or proposed Transactions are submitted by the Contractor. The corresponding amount of the Holdback will be released when the next payment under the Contract is made.

#### 18.4. Liquidated Damages

18.4.1. If the Contractor fails to achieve any of the Obligations in Article 3.1.1, 3.1.3, and/or 3.1.5 by the end of the Achievement Period, after taking into account the provisions of Article 6, Canada may in its sole discretion elect to require the Contractor to pay to Canada as liquidated damages 10 percent of the total deficiency, less the amount of any Holdback.

18.4.1.1. In the event that a deficiency is comprised of more than one of the Obligations in Articles 3.1.1., 3.1.3, and 3.1.5, the Contractor will be liable only for the deficiency that arises under the Obligation that results in the highest liquidated damages.

18.4.2. If the Contractor fails achieve any of the VP Obligations in Article 3.1.2 by the end of the Achievement Period, after taking into account the provisions of Article 6, Canada may in its sole discretion require the Contractor to pay to Canada as liquidated damages 20 percent of the total deficiency, less the amount of any Holdback.

18.4.2.1. In the event that a deficiency is comprised of more than one of the Obligations in Articles 3.1.2 the Contractor will be liable in respect to Article 18.4.2 under all deficiencies on an additive basis.

18.4.3. The obligation of the Contractor to pay liquidated damages, if such obligation exists, pursuant to Article 18.4.1 or 18.4.2, will be triggered by notice by either the Minister or the Deputy Minister of Public Works and Government Services to the Contractor, stating that the Contractor is in default under the Contract for failure to achieve the identified Obligations within the Achievement Period and

that Canada is demanding payment of liquidated damages in accordance with this Article.

## 18.5. Contract Termination

18.5.1. Default by the Contractor - In the event that this Contract is terminated for default pursuant to Section *X* of General Conditions *Y*, the ITB Authority will notify the Contractor, and the Contractor will identify Transactions within 6 months of the date of termination equal to 100 percent of the value of Contract Price.

18.5.1.1. The Contractor will then, within 60 days of the date of termination, in its sole discretion, elect either:

- To take action to achieve all identified Transactions with 1 year; or,
- To pay Canada as liquidated damages the amount calculated in accordance with Article 18.4, less the amount of any Holdback, after taking into account the provisions of Article 6.

18.5.1.2. For the purposes of Article 18.5.1.1, the amount of liquidated damages shall be calculated on the basis of the Contract Price. If the Contractor fails to identify the Transactions within the time period in Article 18.5.1, then the requirement to pay liquidated damages as set out in Article 18.5.1.1 shall apply.

18.5.1.3. The parties agree that Canada's right under Section *X* of General Conditions *Y* to terminate the Contract for default shall not apply to a failure to meet the Contractor's Obligations under these Terms and Conditions, unless the Contractor fails or neglects, within sixty (60) days of the ITB Authority's demand to do so, to satisfy any of the material Obligations listed below:

- Pay the liquidated damages amounts required by Article 18.4; and
- Satisfy its VP Obligations described in Article 3.1.2.

18.5.1.4. The Parties agree that: the obligations contained in Article 18.5.1.3 constitute material obligations under the Contract; and, the obligations contained in Article 18.5.1.1 shall survive termination of the Contract.

18.5.2. Termination for Convenience - In the event that this Contract is terminated for convenience pursuant to Section *X* of General Conditions *Y*, the Contractor will have no further obligations and liabilities under these Terms and Conditions,, including any liabilities arising from VP Obligations. In the event of partial termination of the Contract under Section *X* of General Conditions *Y*, the Contractor will be released from the terminated portions of the Obligations and from the provisions of Article 3 as it relates to such terminated portions.

## 18.6. Letter of Credit

18.6.1. In the event that the Contractor has not completed its Obligations at the time of completing the Work under the Contract and being entitled to receipt of the final progress payment from Canada, the Contractor may be required to provide to Canada a guarantee for completion of the Obligations prior to the expiration of the Achievement Period in the form of a letter of credit. The letter of credit will be in the amount of monies that would be owing by way of liquidated damages should the Contractor not achieve any further Credits after the date of the final progress payment.

18.6.2. The letter of credit will be:

- issued by a financial institution which is a member of the Canadian Payment Association;
- in form and substance satisfactory to the ITB Authority;
- solely at the cost of the Contractor;
- abated as set forth below;
- unconditional and irrevocable; and,
- subject to the Uniform Customs and Practice for Documentary Credits, as set out in Publication No. 600, July 2007.

18.6.3. The letter of credit will remain in force until the earliest of:

- the achievement of the Obligations; and
- six months following the submission of the ensuing final annual report at which time the letter of credit will be abated in full and will be returned by Canada to the Contractor. Provided that, if the Obligations have not been achieved, Canada will draw down on the letter of credit in the amount of the outstanding Obligations prior to returning it to the Contractor.

18.6.4. The obligation of the financial institution to pay under the letter of credit will be triggered by notice executed by the Contracting Authority to the issuing bank, stating that the Contractor is in default under the Contract for failure to achieve the Obligations within the Achievement Period, that Canada has made a demand by notice for payment of liquidated damages in accordance with the liquidated damages articles and that the Contractor has failed to pay Canada such liquidated damages. No other event will trigger payment under the letter of credit.

18.7. The Contracting Authority in accordance with this Article, will have the right to holdback, drawback, deduct and set off from and against the monies owing at any time by Canada to the Contractor, any amounts owing under this Contract.

18.8. Nothing in this Article will be interpreted as limiting the rights and remedies which the

Contracting Authority may otherwise have in relation to any breach of the Contract by the Contractor.

- 18.9. Actual damages which would be sustained by Canada in the event of a breach by the Contractor of the Obligations in this Contract would be commercially impracticable or extremely difficult to compute or ascertain and, therefore, the provisions for liquidated damages are agreed to be a fair and reasonable best estimate of such actual damages, and the manner provided herein for the enforcement and collection of liquidated damages is agreed to be fair and reasonable.

## **19. CHANGES TO THE PLANS**

- 19.1. The Contractor may propose revisions to the Plans. Any proposed revisions must be agreed to by the ITB Authority in writing. Revisions will be made by administrative amendment, executed by the Contracting Authority.

## **20. RESPONSIBILITIES OF THE PARTIES**

- 20.1. The award of this Contract to the Contractor resulted from a procurement process in which the Contractor committed to fulfill the Obligations set out in Article 3, Statement of Obligations.
- 20.2. It is the responsibility of the Contractor to ensure that it can complete the Transactions and that these are not limited by applicable laws, regulations, policies or standards.

## **21. COMPLIANCE WITH THE *LOBBYING ACT***

- 21.1. The Contractor represents, warrants and undertakes that it and the Eligible Donors are and will remain in compliance with Canada's *Lobbying Act* with respect to these Terms and Conditions.

## **22. CONTINGENCY AND/OR SUCCESS FEES**

- 22.1. The Contractor represents warrants and undertakes that neither it nor an Eligible Donor will make or agree to make any payment to an individual, company or entity that is contingent on the approval of Credit by the ITB Authority under these Terms and Conditions or upon the entity's success in arranging meetings with public office holders.
- 22.2. The ITB Authority acknowledges that the Contractor, for the purposes of making the representation and warranties in Articles 21.1 and 22.1 on behalf of the Eligible Donors, has relied on a representation provided by each of them to it.

## **23. LIST OF APPROVED ELIGIBLE DONORS**

- 23.1. The Eligible Donors to this Contract include the companies and coordinates listed below:

*[List to be included at contract award]*

**APPENDIX A -  
VALUE PROPOSITION COMMITMENTS, PLANS AND TRANSACTIONS**

Value Proposition Commitments – to be referenced from Contractor’s Proposal.

Plans – to be referenced from Contractor’s Proposal

Transactions – a detailed list and tabular chart to be attached, based on the Contractor’s Proposal and then updated throughout the Achievement Period.

Transaction # and Version	Title	Description	Donor	Recipient	CCV\$
					<i>Sub-totals for direct, indirect, regional, SMB and VP criteria</i>

## APPENDIX B -TEMPLATE - TRANSACTION SHEET

(Electronic copy available on ITB website)

### Industrial and Technological Benefits (ITB) Transaction Sheet

\*Please complete the yellow highlighted areas.

#### Section 1: Transaction overview

Transaction title and number:

Date of submission to ITB Authority:

Tranche (1, 2, or 3):

#### Section 2: Contractor information

Canadian procurement project:

Company name:

ITB contact name:

Email:

Telephone:

Address:

City:

Province/state:

Country:

Postal/zip code:

#### Section 3: Donor information

Company name:

ITB contact name:

Email:

Telephone:

Address:

City:

Province/state:

Country:

Postal/zip code:

Description of core capabilities:

Tier level:

Number of employees:

#### Section 4: Recipient information

Company name:

ITB contact name:

Email:

Telephone:
Address:
City:
Province:
Country:
Postal code:
Description of core capabilities:
Description of transaction quality and impact on recipient:
Number of employees:
Small- and medium-sized business?
Tier level:

**Section 5: Valuation and time phasing**

Total of transaction OR initial investment (as applicable):
Multiplier (if applicable):
Canadian Content Value (CCV) % of recipient:
Estimated future sales (if applicable):
CCV \$ of transaction:

**Commitment schedule:**

Period	Total CCV	SMB	Atlantic	Quebec	Ontario	N. Ontario	West	North
1								
2								
3								

**Section 6: Transaction details**

Direct:	
Indirect:	
Pooled:	
Banked:	

Description of transaction:

**Value Proposition (VP) Activity:**

Yes

No

Direct:	<input type="radio"/> Yes	<input type="radio"/> No
R&D with Canadian Company:	<input type="radio"/> Yes	<input type="radio"/> No
R&D with Post-Secondary	<input type="radio"/> Yes	<input type="radio"/> No

Institutions or Public Research Institutions		
Small and Medium Business:	<input type="radio"/> Yes	<input type="radio"/> No

Justification for VP classification:

**Activity Type:**

Activity type:	<input type="radio"/> Consortium <input type="radio"/> Investment Framework <input type="radio"/> General investment – cash <input type="radio"/> General investment – in kind <input type="radio"/> Post-secondary investment <input type="radio"/> Purchase <input type="radio"/> Venture Capital Fund (VCF)
NAICS categorizing type of business activity	Primary NAICS:
	Secondary NAICS (optional):
	Tertiary NAICS (optional):

**Section 6: Transaction details (Continued)**

**Business activity type (Check ONE that applies best):**

**Defence**

<input type="radio"/> Ammunition and Other Munitions <input type="radio"/> Missiles and Rockets <input type="radio"/> Firearm and Other Weapons <input type="radio"/> Military Systems Deployed in Space, Space Launch Vehicles, Land-based Systems for the Operation, Command and Control of Space Launch Vehicles or Systems Deployed in Space and Related Components <input type="radio"/> Primarily Airborne Electro-Optical, Radar, Sonar and Other Sensor/Information Collection Systems, Fire Control, Warning and Countermeasures Systems and Related Components <input type="radio"/> Primarily Land-Based or Man-Portable Electro-Optical, Radar, Sonar and Other Sensor/Information Collection Systems; Fire Control, Warning and Countermeasures Systems and Related Components <input type="radio"/> Primarily Airborne Communications and Navigation Systems, and Other Information Systems (Including Processing and Dissemination), Software, Electronics and Components <input type="radio"/> Primarily Land-Based, Man-Portable or Non-Platform Specific Communications and Navigation Systems; and Other Information Systems (Including Processing and Dissemination), Software, Electronics and Components	<input type="radio"/> Naval Ship-Borne Mission Systems and Components <input type="radio"/> Naval Ships' Structural Elements, Platform Systems, Parts, & Components (EXCLUDES: Ship-borne Naval Mission Systems) <input type="radio"/> New Naval Vessels Constructed by Shipyards, and Naval Conversions <input type="radio"/> Naval Ship Maintenance, Repair and Overhaul <input type="radio"/> Combat Vehicles and Components <input type="radio"/> Combat Vehicles Maintenance, Repair & Overhaul <input type="radio"/> Military Aircraft Maintenance, Repair & Overhaul Services <input type="radio"/> Aircraft Fabrication, Structures and Components <input type="radio"/> Unmanned Aerial Systems/Vehicles (UAS/V) and Components <input type="radio"/> Simulation Systems for Aircraft <input type="radio"/> Simulation Systems for Naval Vessels <input type="radio"/> Simulation Systems for Land Vehicles or Other Applications <input type="radio"/> Military Training Services-Live, Virtual and Constructive (LVC) <input type="radio"/> Military Personal Protective Equipment, Load Carriage Systems and Operational Clothing
	<input type="radio"/> Other (Please specify):

**Civil Aerospace**

<ul style="list-style-type: none"> <li>○ Aircraft (Fixed-Wing, Tilt, and Rotorcraft)</li> <li>○ Aircraft Structures and Components</li> <li>○ Unmanned Aerial Systems/Vehicles (UAS/V)</li> <li>○ Landing Gear Systems and Components</li> <li>○ Aircraft Propulsion Systems and Components</li> <li>○ Airborne Avionics and Electronics Systems and Components</li> <li>○ Simulation Equipment Systems and Components</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintenance, Repair and Overhaul Services</li> <li>○ Commercial Systems Deployed in Space, Space Launch Vehicles, Land-based Systems for the Operation, Command and Control of Space Launch Vehicles or Systems Deployed in Space, and Related Components</li> <li>○ Government Non-Military Systems Deployed in Space, Space Launch Vehicles, Land-based Systems for the Operation, Command and Control of Space Launch Vehicles or Systems Deployed in Space and Related Components</li> </ul>
	<ul style="list-style-type: none"> <li>○ Other Civil Aerospace (Please specify):</li> </ul>

**Civil and Commercial Marine**

<ul style="list-style-type: none"> <li>○ Shipbuilding, Ship Hulls and Structural Components</li> <li>○ Ship Propulsion Systems, Electrical Power Systems and Related Components</li> <li>○ Ship-borne Software, Sensors, Electronics, Navigation Systems, and Equipment Control Systems and Components</li> <li>○ Ship Repair and Maintenance Services</li> <li>○ Ship Design, Engineering and Related Professional Services</li> </ul>	<ul style="list-style-type: none"> <li>○ Offshore Oil and Gas Structures and Components</li> <li>○ Marine Sciences and Ocean Technology (Other Acoustic, Radar, Sonar, Communication, Surveying, Mapping, Imaging and Geomatics Equipment, Components and Services)</li> <li>○ Unmanned Marine Vehicles, Manned Sub-Surface Vehicles and Marine Robotics and Components</li> </ul>
	<ul style="list-style-type: none"> <li>○ Other (Please specify):</li> </ul>

**Investment Framework (if applicable):**

**Allowable investment types:**

<ul style="list-style-type: none"> <li>○ Cash grant</li> <li>○ Cash purchase of shares</li> <li>○ Licence for brand or trademark</li> <li>○ Licence for IP</li> <li>○ Loan of employee for marketing/sales support</li> </ul>	<ul style="list-style-type: none"> <li>○ Loan of employee for technical/managerial support</li> <li>○ Transfer of equipment</li> <li>○ Transfer of software</li> <li>○ Transfer of systems</li> </ul>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Type of R&D/commercialization activity:**

**Business plan:**

**Valuation documentation included:**

**Section 7: Consortium member (if applicable)**

<b>Company name:</b>
<b>ITB contact name:</b>
<b>Email:</b>
<b>Telephone:</b>
<b>Address:</b>
<b>City:</b>
<b>Province/state:</b>
<b>Country:</b>
<b>Postal/zip code:</b>

**Section 8: Eligibility criteria**

Causality:
Timing:
Incrementality:
Eligible donor:

<b>Section 9: Other</b>
Government assistance or participation in transaction:
CCV overview:
Level of technology:

<b>Section 10: Signatures</b>	
By signing below, the undersigned party, as a representative of ( <i>donor company</i> ), attests that the information included in and attached to this document is complete and accurate to the best of our knowledge, and can be relied upon by the ITB Authority for the purposes of compliance monitoring.	
Signature	
Name, Company, and Title	Date

Protected B (when completed)

**CERTIFICATE OF CAUSALITY -  
INDUSTRIAL AND TECHNOLOGICAL BENEFITS (ITB)**

WHEREAS the ITB policy requires that, as evidence of causality, the Contractor shall provide a detailed statement on causality and submit a signed certificate of causality as supporting evidence to the ITB Authority;

NOW THEREFORE, I \_\_\_\_\_, in my capacity as a senior officer of the (*donor company*), do hereby declare and certify as follows:

- i) I  
am aware of the meaning of causality, as outlined in the Terms and Conditions;
- ii) T  
The information contained in the transaction sheet(s) appended herewith provides a detailed statement on causality, which outlines the steps and timelines involved in the decision about a procurement or investment activity and which clearly shows the link between the steps and decision on a business activity and Canada's ITB or IRB policy;
- iii) T  
The information contained in the transaction sheet(s) noted below and appended herewith, is to the best of our knowledge and ability complete, true and accurate;
- iv) F  
Failure to provide a detailed statement on causality and this certificate may result in the proposed Transaction being rejected pursuant to the Terms and Conditions. Provision of this causality information should not be seen as limiting the discretion of the ITB Authority in decisions related to the eligibility of specific Transactions submitted for approval.

IN WITNESS THEREOF THIS CERTIFICATE OF CAUSALITY HAS BEEN SIGNED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ BY THE SENIOR OFFICER WHO IS DULY AUTHORIZED IN THAT BEHALF.

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
NAME AND TITLE OF SENIOR OFFICER

AT: \_\_\_\_\_

Project and Transaction number(s): \_\_\_\_\_

Title(s): \_\_\_\_\_

Recipient Company(ies): \_\_\_\_\_

### INCREMENTALITY CHECKLIST

*For Indirect Transactions, complete this checklist and attach supporting documentation*

<p>Incremental work is the purchase of a good or service that represents new or additional purchases from a Canadian supplier. These new or additional purchases may take various forms. They may involve:</p>	<p>Please check the appropriate box and attach documents as indicated:</p>
<p>i) purchase of a new product or service from a new Canadian supplier on an Indirect Transaction</p>	<p><input type="checkbox"/> Written statement attesting the Canadian Recipient is a new supplier + Purchase Order (or PO equivalent if the order has not taken place)</p>
<p>ii) purchase of a new product or service from an existing Canadian supplier on an Indirect Transaction</p>	<p><input type="checkbox"/> Written statement attesting the product/service has not previously been purchased + Purchase Order (or PO equivalent if the order has not taken place)</p>
<p>iii) purchase of an existing product or service from an existing Canadian supplier on an Indirect Transaction, but which involves a new application or end use of the product (see example below)</p>	<p><input type="checkbox"/> Written statement detailing the new application or end use of the product/service + New part number (where applicable) + Purchase Order (or PO equivalent if the order has not taken place)</p>
<p>iv) purchase of an existing product or service from an existing Canadian supplier on an Indirect Transaction, but where there has been a new competitive process to re-select the supplier</p>	<p><input type="checkbox"/> Written statement detailing the Request for Quote (or equivalent) proving a new competition has taken place + Purchase Order (or PO equivalent if the order has not taken place)</p>
<p>v) purchase of an existing product or service from an existing Canadian supplier on an Indirect Transaction, but where none of the above circumstances apply. (in these cases, a three-year average of previous purchases will be calculated, based on the three years immediately preceding the date of identification of the Transaction to the ITB Authority, and Credit may be awarded on those purchase amounts which exceed the three year average, in each of the ensuing Reporting Periods)</p>	<p><input type="checkbox"/> Written statement detailing the three-year average calculation</p>
<p>vi) other: _____</p>	<p><input type="checkbox"/> Written statement detailing the activity + other evidence</p>
<p><i>An example of a new application or end use: The</i></p>	

*Contractor has previously purchased military tripods from a Canadian supplier that mount to Gun A for sale to Country A. The new application or end use could be the purchase of the same military tripods from the Canadian supplier, but instead of mounting to Gun A for sale to Country A, they are mounted to Gun A for sale to Country B, or they are mounted to Gun B for sale to Country B.*

*The ITB Authority at its discretion will determine if the proposed Transaction is incremental taking the information provided into account.*

**CERTIFICATE OF ELIGIBLE DONOR  
INDUSTRIAL AND TECHNOLOGICAL BENEFITS (ITB)**

WHEREAS the ITB policy requires Transactions be undertaken by an Eligible Donor, as outlined in the Terms and Conditions;

AND WHEREAS, the ITB policy requires that when a proposed Eligible Donor is a Canadian Company with less than 500 employees, it has the capacity to undertake Obligations with respect to this Contract;

NOW THEREFORE, I \_\_\_\_\_, in my capacity as an officer of (*Canadian Company name*), do hereby declare and certify as follows:

- i) I am familiar with Canada’s ITB policy, goals and objectives.
- ii) I am aware of the meaning of Eligible Donor, as defined in Article 8 of the Terms and Conditions;
- iii) I understand and accept the responsibilities associated with acting as an Eligible Donor and strategic partner in the delivery of the Obligation on the (*insert project name*) project. These responsibilities may include sharing a portion of the Obligation, remedies, planning and undertaking Direct and Indirect Transactions, record keeping and supporting the prime contractor in the areas of annual reporting and verification.
- iv) My company has the capability and resources to undertake the role of Eligible Donor on this project.
- v) Failure to provide a certificate of Eligible Donor may result in the proposed Transaction being rejected pursuant to the Terms and Conditions. Provision of this certificate should not be seen as limiting the discretion of the ITB Authority in decisions related to the overall eligibility of specific Transactions submitted for approval.

IN WITNESS THEREOF THIS CERTIFICATE OF ELIGIBLE DONOR HAS BEEN SIGNED  
THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ BY THE SENIOR OFFICER WHO IS  
DULY AUTHORIZED IN THAT BEHALF.

\_\_\_\_\_

---

SIGNATURE

NAME AND TITLE OF OFFICER

AT: \_\_\_\_\_

## **APPENDIX C - TEMPLATE - ANNUAL REPORT**

(Electronic copy available on ITB website)

*Protected B (when completed)*

### **GENERAL INFORMATION**

Project Name:  
Contractor Name:  
ITB Manager:  
Currency  
Contract Award  
Total # of Reporting Periods  
Period #  
Report Due Date  
Date of Report

### **CONTRACTUAL OBLIGATIONS**

Total Obligation:  
Direct:  
SMB:  
Atlantic  
N Ontario:  
Ontario  
Quebec  
West  
North

### **PART A – Overview**

#### **An overview and status of Work on the Project:**

*Please provide a very high level overview of the project over the past year, including any annual report highlights and the project schedule. Proposed length of response is 5-10 lines.*

#### **Progress Payments:**

*Please provide a brief written overview of the progress payment activities since contract award. Proposed length of response is 5-10 lines. In addition, please populate the Progress Payments Tab below.*

*[Progress Payments chart on excel]*

**Plans:**

*Please provide an overview of any substantive changes to the Plans, including changes to ITB officials working on the project. Please indicate if no changes are proposed. Proposed length of response is 5-10 lines.*

**Value Proposition Overview:**

*Please provide a detailed overview of each VP Commitment and related activity during the Reporting Period, along with a cumulative summary of the achievement status of each. Proposed length of response is 4-5 lines for each item, accompanied by the documentation as indicated.*

**PART B, C and D – Transactions**

*Please fill in all of the information requested in a chart format.*

**PART E – Additional Information****SMB and Regional Development Activities:**

*Please provide an overview of the activities that were undertaken on this project with Small and Medium size Businesses. Include highlights of work activities undertaken during this period. Proposed length of response is 5-10 lines.*

**New, Changed or Cancelled Transactions:**

*Please provide a brief overview of any changes (listed by Transaction) including any cancelled, new or altered Transaction in the last Reporting Period. Ensure these changes are reflected in the Transaction Tab by highlighting in red all changes indicated below. Proposed length of response if dependent on the number of applicable Transactions.*

**Certificate of compliance:**

*Submission of this annual report should be accompanied by the completed and signed certificate of compliance. The template is available below.*

**Certificate of compliance**  
For Annual Reporting Purposes

WHEREAS Her Majesty the Queen in right of Canada as represented by the Minister of Public Works and Government Services (referred to herein as the Minister) on the \_\_\_\_ day of \_\_\_\_\_ has entered into contract with \_\_\_\_\_ for the Contract.

AND WHEREAS Such Contract requires that, as evidence of the achievement of Canadian content value (CCV) of Transactions and compliance with the *Lobbying Act*, the Contractor will submit a certificate of compliance to that effect to the ITB Authority;

NOW THEREFORE, The Contractor declares and certifies as follows:

- The information contained in the documents appended herewith, which applies to the reporting of the Transaction periods, is to the best of our knowledge and ability complete, true and correct;
- The information contained in the documents appended herewith is compliant with information contained in certificates of compliance submitted to the Contractor by Eligible Donors;
- The CCV shown in documents appended herewith have been determined in accordance with Article 9 of the Contract;
- The Contractor and all Eligible Donors are, subject to Article 22.2, in compliance with Canada's *Lobbying Act* with respect to this Contract.

IN WITNESS THEREOF THIS CERTIFICATE OF COMPLIANCE HAS BEEN SIGNED  
THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ BY THE SENIOR COMPTROLLER  
WHO IS DULY AUTHORIZED IN THAT BEHALF.

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
NAME AND TITLE OF SENIOR COMPTROLLER

AT: \_\_\_\_\_

## APPENDIX D - IF BUSINESS PLAN TEMPLATE

(Electronic copy available from ITB Authority)

The IF business plan describes the proposed IF project, details the specific activities, goals and duration, outlines how an investment will be used by the SMB, includes a market assessment and provides company information.

Template <b>IF Business Plan</b>
<i>Protected B (when completed)</i>
IF Transaction title:
Donor:
SMB Recipient:
Date:
<b>Description of IF activity:</b> <i>Provide a detailed description of the IF activity, including but not limited to: specific activities to be undertaken; goals; duration; value of the investment and how it will be used by the SMB; the anticipated impacts/outcomes for the SMB; and key IF activity assumptions and risks.</i>  <i>Anticipated length: 8-10 paragraphs.</i>
<b>Market Assessment:</b> <i>Provide an outline of the opportunity, market size, key competitors, sales strategy and the donor/SMB Recipient's competitive advantage.</i>  <i>Anticipated length: 3-5 paragraphs</i>
<b>Company profile of SMB:</b> <i>Provide a description of the SMB's operations, product lines, corporate structure and</i>

*ownership.*

*Anticipated length: 2-3 paragraphs + organizational chart*

**Certification and signatures**

WHEREAS the ITB policy requires that a proposed IF Transaction be accompanied by a business plan outlining the IF activity in detail;

NOW THEREFORE, we the undersigned, in our capacities as senior officers at the Donor and SMB Recipients, do hereby declare and certify that the information included in and attached to this business plan is complete, accurate and can be relied upon by the ITB Branch for the purposes of monitoring the compliance of the proposed IF Transaction.

IN WITNESS THEREOF THIS CERTIFICATION HAS BEEN SIGNED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_ BY A SENIOR OFFICER WHO IS DULY AUTHORIZED IN THAT BEHALF.

**Donor**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name and Title of Senior Officer

**SMB Recipient**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name and Title of Senior Officer

## APPENDIX E:

**Primarily Land-Based, Man-Portable or Non-Platform Specific Electro-Optical, Radar, Sonar and Other Sensor/Information Collection Systems; Fire Control, Warning and Countermeasures Systems, and Related Components:** This category includes sales related to production as well as research, development, design, engineering, testing and evaluation services relating to *Primarily Land-based or Man-Portable*:

- Electro-optical systems (e.g. image intensification night-vision systems, thermal imaging systems, lasers), radars, sonar, other sensors, and fire-control systems used to aid weapons in target acquisition, tracking and engagement;
- Warning systems (e.g. technologies that detect enemy radars, enemy laser targeting systems, and approaching threats such as missiles); and
- Countermeasures (e.g. electronic jamming equipment, smoke screens, flares to counter heat-seeking missiles).

**Primarily Land-Based, Man-Portable or Non-Platform Specific Communications and Navigation Systems; and Other Information Systems (Including Processing and Dissemination), Software, Electronics and Components:** This category includes sales related to production as well as research, development, design, engineering, testing and evaluation services relating to *Land-Based or Man-Portable*:

- Military communications systems, secure cyber/information systems and other military Information Technologies (including software);
- Navigation and guidance systems (e.g. Global Positioning System [GPS] based systems, gyroscopes, accelerometers) and other geomatics related systems and services (e.g. geographic information system (GIS) products and services for military applications, remote sensing services for military applications);
- Other technologies for the receipt, exchange/disseminating, processing, synthesizing, analysis and integration of multiple types of data;
- Display technologies and digital control systems;
- Other defence computer and electronics related products not elsewhere specified.

**Simulation Systems for Land Vehicles or Ground-based Systems:** This category includes sales related to production as well as research, development, design, engineering, testing and evaluation services for the hardware and software technologies used by military and security forces to develop, experiment and test operational doctrines and to train personnel using situational scenarios (e.g. intelligent software, visual systems, network simulations, real-time simulators, etc.) as primarily related to land vehicles/ground-based systems and operations.

## ANNEX E – FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY- CERTIFICATION

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) – Labour's website](#).

Date: \_\_\_\_\_ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
- A2. The Bidder certifies being a public sector employer.
- A3. The Bidder certifies being a federally regulated employer being subject to the Employment Equity Act.
- A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.

A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

- A5.1. The Bidder certifies already having a valid and current Agreement to Implement Employment Equity (AIEE) in place with ESDC-Labour.

**OR**

- A5.2. The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

**OR**

- B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)

**ANNEX F – INSURANCE REQUIREMENTS**

*To be inserted when the formal RFP is posted*

**ANNEX G – DND 626 TASK AUTHORIZATION FORM**

*To be inserted when the formal RFP is posted.*

**APPENDIX 1  
TO ANNEX A**

**TO CONTRACT  
W8486-184104**

**LAND C4ISR**

**ENGINEERING AND INTEGRATION**

**SUPPORT CONTRACT**

**GLOSSARY AND ABBREVIATIONS**

**XX May 2017**

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## 1 Introduction

This document provides a glossary of terms and a list of all abbreviations used in the LEISC SOW and its associated Appendices.

## 2 Glossary

<b>Term</b>	<b>Definition</b>
Adaptive Maintenance	As it applies to software: The modification of a software product, performed after delivery, to keep a software product usable in a changed or changing environment (ISO/IEEE 14764).  Definition applies to system as well.
Configuration Item (CI)	A component of a system that is treated as a self-contained unit for the purposes of identification and change control. All configuration items (CIs) are uniquely identified by CI registration codes and version numbers. A CI may be a primitive system building block (e.g. code module) or an aggregate of other CIs (e.g. a sub-system is an aggregate of software units).
Contracting Authority	The Contracting Authority (CA) is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the CA.
Core Work	Work that is to be always performed to enable to enable the sustainment of a specified function.
Corrective Maintenance	As it applies to software: the reactive modification of a software product performed after delivery to correct discovered problems (ISO/IEEE 14764).  Definition applies to system as well.
Data Management (DM)	Engineering Data Management ) is the administration of documents or data related to engineering applications using computers and electronic storage media
DND 626	The DND 626 tasking authorization is an administrative process which has been negotiated as part of an existing contract to allow “if-as-and-when-requested work” to be performed by the Contractor using the existing terms and conditions of the contract.
Emergency Maintenance	An unscheduled modification performed to temporarily keep a system operational pending corrective maintenance (ISO/IEEE 14764).
Enabling System	A system that compliments a system-of-interest during its life-cycle stages but does not necessarily contribute directly to its function during operation (ISO/IEC 15288)
Government	GFE, GSM, GFV and GFI are collectively known as Government Furnished Assets

Furnished Assets	(GFA)
Government Furnished Equipment	Government Furnished Equipment is equipment provided by the Government for use in carrying out the work of the contract. It includes both commercial hardware and military operations hardware.
Government Furnished Information	Government Furnished Information is information provided by the Government in carrying out the work of the contract. It includes: <ul style="list-style-type: none"> <li>a. Media (CD, DVD, DVD DL, memory stick, dongle, etc),</li> <li>b. Technical documentation and data,</li> <li>c. Commercial Off-The-Shelf (COTS) software and licenses, and</li> <li>d. Military Off-The-Shelf (MOTS) software and licenses.</li> </ul>
Government Supplied Material	Government Supplied Material is material supplied by the Government for incorporation into the end product.
Government Furnished Vehicles	Government Furnished Vehicles are vehicles supplied by the government for use in carrying out the work of the contract
In-Service Support (ISS)	In-Service Support provides operational value to defence in terms of availability and reliability of the equipment upon missions and training, and of an extension of its useful life and comprises a full array of coordinated services that address the lifecycle of weapon systems. This approach offers a single point of accountability at all points during the service life of a product. As a result, mission effectiveness and readiness are improved while the total cost of ownership is reduced.
Parent platform/vehicle configuration	These are platforms and vehicles that are modified by the Contractor with the installation and modification kits for the system release of interest. These become pre-production models used for field engineering and validation exercises in order to verify the modifications, generate the modification instructions, and develop the bill of materials for production/modification of the CAF vehicle fleets.
Perfective Maintenance	The modification of a software product after the delivery to detect and correct latent faults in the software product before they are manifested as failures. Note perfective maintenance provides enhancements for users, improvement of program documentation, and recoding to improve performance, maintainability, or other attributes. (ISO/IEC/IEEE 14764:2006)  Definition is applicable to system.
Procurement Authority	The Procurement Authority (PA) is responsible for the implementation of tools and processes required for the administration of the Contract.

Record of Decisions (ROD)	The formal minutes of a meeting where decision are recorded.
System	A combination of interacting elements organized to achieve one or more stated purposes  NOTE 1: A system may be considered as a product or as the services it provides.  NOTE 2: In practice, the interpretation of its meaning is frequently clarified by the use of an associative noun, e.g. radio system. Alternatively the word system may be substituted simply by a context dependent synonym, e.g. radio, though this may then obscure a system principles perspective. (Ref ISO/IEC 15288)
System Element	A member of a set of elements what constitutes a system (ISO/IEC 15288)
System of Systems	A set or arrangement of independent systems that are related or connected to provide a given capability. The loss of any part of the system will degrade the performance or capabilities of the whole (DODAF).
Technical Authority	The Technical Authority (TA) named in the Contract is the DND representative for whom the work is being carried out under the Contract and is responsible for all matters concerning the technical content of the work under the Contract.
Technical Office of Primary Interest (Tech OPI)	A civilian or military employee of Canada designated by the Technical Authority to manage day-to-day tasking related activities and associated core activities performed in support of a tasking or potential tasking for a given scope of work.
Total System Responsibility	Total System Responsibility (TSR) is the responsibility over the requirements, design and resulting performance of the system.

### 3 List of Abbreviations and Acronyms

<b>Abbreviation</b>	<b>Term</b>
ANSI/EIA	American National Standards Institute / Electronic Industries Alliance ATE Automated Test Equipment
BLOS	Beyond Line of Sight
C2	Command and Control
C4	Command, Control, Communications and Computing
C2IEDM	Command and Control information Exchange Data Model

C4ISR	Command, Control, Communications, Computing, Intelligence, Surveillance and Reconnaissance
CA	Contracting Authority
CCB	Configuration Control Board
CDRL	Contract Data Requirements List
CAF	Canadian Armed Forces
CFQAR	Canadian Forces Quality Assurance Representative
CFSS	Canadian Forces Supply System
CFTO	Canadian Forces Technical Order
CGP	Controlled Goods Program
CI	Configuration Item
CO-CO	Contractor Owned (or supplied) – Contractor Operated
COTS	Commercial Off The Shelf
CITP	Canadian Industrial TEMPEST Program
CM	Configuration Management
CM-DM	Configuration Management – Data Management
CMIS	Configuration Management Information System
CMMI	Capability Maturity Model Integration (Sometimes not defined in SOWs)
CRPA	Contractor Repair Parts Account
CR	Change Request
CSA	Configuration Status Accounting
CSCI	Computer Software Configuration Item
DA	Design Authority
DAR	Design Analysis and Resolution
DCC	Document Control Center

DCG	Document Control Group
DID	Data Item Description
DLCSPM	Directorate, Land Command Systems Program Management
DM	Data Management
DMS	Diminishing Manufacturing Source
DMSMS	Diminishing Manufacturing Sources and Material Shortages
DND	Department of National Defence
DQA	DND Directorate of Quality Assurance
DSL	Data Services Layer
DWAN	Defence Wide Area Network
DWD	Detailed Work Description
E&I	Engineering and Integration
E3	Electromagnetic Environment Effects
EBS	Engineering Breakdown Structure
EC	Engineering Change
EM	Electromagnetic
EMC	Electromagnetic Compatibility
EME	Electromagnetic Environment
EMECE	Electromagnetic Environment Control Engineer
EMI	Electromagnetic Interference
EP	Engineering Plan
ESRI	Environmental Systems Research Institute
FCA	Functional Configuration Audit
FRACAS	Failure Reporting and Corrective Action System
FSR	Field Service Representative

GFA	Government Furnished Assets
GFE	Government Furnished Equipment
GFF	Government Furnished Facility
GFI	Government Furnished Information
GFV	Government Furnished Vehicle
GIDEP	Government-Industry Data Exchange Program
GO-CO	Government Owned (or supplied) – Contractor Operated
GO-GO	Government Owned (or supplied) – Government Operated
GOTS	Government Off The Shelf
GPS	Global Positioning System
GSM	Government Supplied Material
HQ	Headquarters
HW	Hardware
HWCI	Hardware Configuration Item
ICD	Interface Control Document
IEC	International Electro-technical Commission
IEEE	Institute of Electrical and Electronic Engineers
IEM	Integrated Exchange Mechanism
IIE	Integrated Information Exchange
ILS	Integrated Logistics Support
INCOSE	International Council on System Engineering
ISO	International Organization for Standardization (not an acronym)
ISS	In Service Support
ISTAR	Intelligence, Surveillance Target Acquisition and Reconnaissance
ITAR	International Traffic in Arms Regulations
IV&V	Independent Verification and Validation

ITE	Integrated Test Environment
IWE	Integrated Working Environment
KMS	Knowledge Management System
LAN	Local Area Network
LCAM	Life Cycle Application Manager
LCMM	Life Cycle Material Management
LCSS LE	LCSS Life Extension
LFCS	Land Force Command System
LTSC	Long Term Support Contract
MCN	Material Change Notice
MDA	Model Driven Architecture
MND	Minister of National Defence
MOTS	Military Off The Shelf
MPR	Monthly Progress Report
MR	Modification Request
MRP	Mobile Repair Party
NATO	North Atlantic Treaty Organisation
NDHQ	National Defence Headquarters
NDQAR	National Defence Quality Assurance Representative
NSL	Notification Service Layer
NSN	NATO Stock Number
ODB	Operational Database
OEM	Original Equipment Manufacturer
OGD	Other Government Departments
OMG	Object Management Group

OPI	Office of Primary Interest
OT&E	Operational Test & Evaluation
OTS	Off The Shelf
PA	Procurement Authority
PCA	Physical Configuration Audit
PDALF	Position Determination and Navigation for the Land Force
PMP	Program (or Project) Management Plan
PRM	Progress Review Meeting
PRR	Priority Repair Request
PRR	Priority Repair Request
PSPC	Public Services and Procurement Canada
QA	Quality Assurance
QAP	Quality Assurance Plan
QAM	Quality Management
RFP	Request for Proposal
ROD	Record of Discussion
SAM5	Situational Awareness Model 5
SBIT	Software Baseline Integration and Testing
SC	Support Contract
SDD	System or Software Design Document
SDE	Software Development Environment
SDP	Software Development Plan
R&O	Repair & Overhaul
RADHAZ	Radiation Hazard
RAMD	Reliability, Availability, Maintainability and Durability

RCIED	Remotely-Controlled Improvised Explosive Device
RM	Requirement Management
RMA	Repairable Materiel Account
RMR	Repairable Materiel Request
RSA	Repair Shop Account
SE	Systems Engineering
SEI	Software Engineering Institute
SEMP	System Engineering Management Plan
SHC	Stock Holding Code
SNAPS	Selection Notice and Priority Summary
SNOM	Selection Notice Observation Message
SOA	Service Oriented Architecture
SOCD	Statement of Capability Deficiency
SoS	System-of-Systems
SoSDE	System-of-Systems Development Environment
SoSITE	System-of-Systems Integration and Test Environment
SOW	Statement of Work
SPR	System Problem Report
SR	System Release
SRCL	Security Requirements Check List
SRS	System Requirement Specification
STAR	Standing Task Action Request
STSC	Short Term Support Contract
SW	Software

SWS	Software Support
SWSE	Software Support Environment
TA	Technical Authority
TacC2IS	Tactical Command and Control Information Systems
TacCOMS	Tactical Communications
TacNet	Tactical Networks
TAT	Turnaround Time
TAV	Technical Assistance Visit
TCCCS	Tactical Command, Control and Communication System
TDP	Technical Data Package
TFR	Technical Failure Report
TIES	Technical Investigation and Engineering Support
TSR	Total System Responsibility
UCR	Unsatisfactory Condition Report
UML	Unified Modelling Language
UOR	Urgent Operational Requirement
VDD	Version Description Document
VE3T	Vehicle Electromagnetic Environmental Effects Testing
VIT	Vehicle Installation and Testing
WSM	Weapons Systems Management



**APPENDIX 2  
TO ANNEX A**

**TO CONTRACT  
W8486-184104**

**LAND C4ISR  
ENGINEERING AND INTEGRATION  
SUPPORT CONTRACT**

**STANDARDS AND REFERENCES**

**18 May 2017**



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### 1.1.1 Standards, Specifications and Publications

The following specifications, standards and publications are applicable to the extent specified herein (all are International, Canadian or United States government standards and specifications unless otherwise indicated). These are to be read in conjunction with the standards, specifications and publications indicated in Annex A.

#### 1.1.2 International Standards

Reference	Title
1. ISO/IEC14764:2006	Information Technology – Software life cycle processes – Software Maintenance, 2006
2. ISO/IEC20000-1 :2011	Information Technology – Service Management Part 1: Specification
3. ISO/IEC20000-2 :2012	Information Technology – Service Management Part 2: Guidance on the application of service management systems
4. ISO/IEC9001:2015	Quality Management Systems – Requirements
5. ISO/IEC 25010:2011	Systems and software engineering -- Systems and software Quality Requirements and Evaluation
6. ISO/IEC/IEEE 15288:2015	Systems Engineering — System Life Cycle Processes
7. IEEE Std 15288.1:2014	IEEE Standard for Application of Systems Engineering on Defense Programs
8. IEEE Std 15288.2:2014	IEEE Standard for Technical Reviews and Audits on Defense Programs
9. ISO/IEC/IEEE 15289:2015	Systems and software engineering – Content of systems and software life-cycle process information products (Documentation).
10. ISO/IEC/IEEE 12207:2008	Systems and software engineering — Software life cycle processes

#### 1.1.3 National Standards

Reference	Title
A2-1/5 18 May 2017	Unclassified W8486-184104 Version 1.0

- |    |                               |                                                                                                                                   |
|----|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 1. | ANSI/EIA 649-1:2014           | Configuration Management Requirements For Defense Contracts                                                                       |
| 2. | OMG MDA                       | Object Management Group, Model-Driven Architecture. V2.0, 2014                                                                    |
| 3. | OMG UML                       | Object Management Group, Unified Modeling Language v2.2.4.1, 2012                                                                 |
| 4. | SEI:CMMI                      | Software Engineering Institute – Capability Maturity Model Integration V1.3 (DEV,SVC,ACQ)                                         |
| 5. | Health Canada – Safety Code 6 | Limits of Human Exposure to Radiofrequency Electromagnetic Fields in the Frequency Range from 3 KHz to 300 GHz (1999)             |
| 6. | ITSG-02                       | Criteria for the Design, Fabrication, Supply, Installation and Acceptance Testing of Walk-in, Radio-Frequency-Shielded Enclosures |
| 7. | ITSG-11A                      | Emission Security (EMSEC) Guidance                                                                                                |

#### 1.1.4 Military Standards

##### 1.1.4.1 Canadian Forces

<b>Reference</b>	<b>Title</b>
1. A-AD-100-100/AG-000	National Defence Publishing Policy and Administrative Procedures
2. A-DS-100-100/AG-002	Writing, Production And Format Guide Of Administrative, Operational And Tactical (AOT) Publications By DND Staffs
3. A-GG-040-001/AG-001	DND General Safety Program Volume 1 Policy and Program
4. A-LM-007-100/AG-001	Supply Administration Manual
5.	Canadian Government Catalogue of Material
6. A-LM-184-001/JS-001	Special Instructions for Repair and Overhaul Contractors

7. National Defence Security Orders and Directives - 2016
8. B-GJ-005-300/FP-001 Canadian Forces Joint Publication 3.0 - Operations
9. B-GL-300-004/FP-001 Sustainment of Land Operations
10. B-GL-314-002/FP-001 Maintenance in Battle
11. B-GL-314-002/AM-001 Static Operations
12. C-01-000-001/AG-000 Technical Data Package
13. C-01-000-100/AG-004 Production and Acquisition of Engineering Data
14. C-01-100-100/AG-005 Acceptance of Commercial and Foreign Government Publications as Adopted Publications
15. C-01-100-100/AG-006 Writing, Format and Production of Technical Publications
16. C-01-100-100/AG-008 Writing of Technical Manuals
17. C-02-005-009/AM-000 Material Management Policy – Inspection and Conditioning of Materiel Returned to and Held in Supply System
18. C-02-005-011/AM-000 Procedures and Guidelines for Mobile Repair Parties Manned by Contractor Personnel
19. C-02-006-009/AG-000 Field and Technical Service Representatives (FSR/TSR) Requirements and Terms of Reference
20. C-02-015-001/AG-000 Policy Procedures and Guidelines Unsatisfactory Condition Reporting
21. C-55-040-001/TS-002 Radio Frequency Safety Standards and Requirements (3 May 2016)
22. D-01-100-110/SF-000 Preparation of Manuscript Technical Reports
23. D-01-100-214/SF-000 Preparation of Provisioning Documentation for Canadian Forces Equipment

- |     |                      |                                                                                                         |
|-----|----------------------|---------------------------------------------------------------------------------------------------------|
| 24. | D-01-100-221/SF-000  | Preparation of Special Information Instructions                                                         |
| 25. | D-01-400-002/SF-000  | Drawings, Engineering and Associated Lists                                                              |
| 26. | D-02-002-001/SG-001  | Identification Marking of Canadian Military Property                                                    |
| 27. | D-012-100-215/SF-000 | Preparation of Materiel Change Notices (MCN) for Canadian Forces Equipment                              |
| 28. | DNDAF                | Department of National Defence and Canadian Forces Architecture Framework, version 1.8.1<br>25 Jan 2013 |

#### 1.1.4.2 DLCSPM and LCSS References (To Be Issued)

<b>Reference</b>	<b>Title</b>
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1.

#### 1.1.4.3 US Military References

<b>Reference</b>	<b>Title</b>
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- |    |                 |                                                                                                  |
|----|-----------------|--------------------------------------------------------------------------------------------------|
| 1. | CID/09/15A      | Compromising Emanations Laboratory Test Requirements, Electromagnetics, June 1995 (CONFIDENTIAL) |
| 2. | CID/09/14       | Tactical HIJACK/NONSTOP Test Requirements and Procedures, Issue 1, December 1992 (SECRET)        |
| 3. | SDIP 27 Level A | Compromising Emanations Laboratory Test Standard                                                 |
| 4. | SDIP 27 Level B | Laboratory Test Standard for Protected Facility Equipment                                        |
| 5. | SDIP 27 Level C | Laboratory Test Standard for Tactical Mobile Equipment/Systems                                   |
| 6. | MIL-HDBK-61A    | Military Handbook Configuration Management Guidance, 7 Feb 2001                                  |
| 7. | MIL-HDBK-232A   | RED/BLACK Engineering –Installation Guidelines, 20 March 1987                                    |

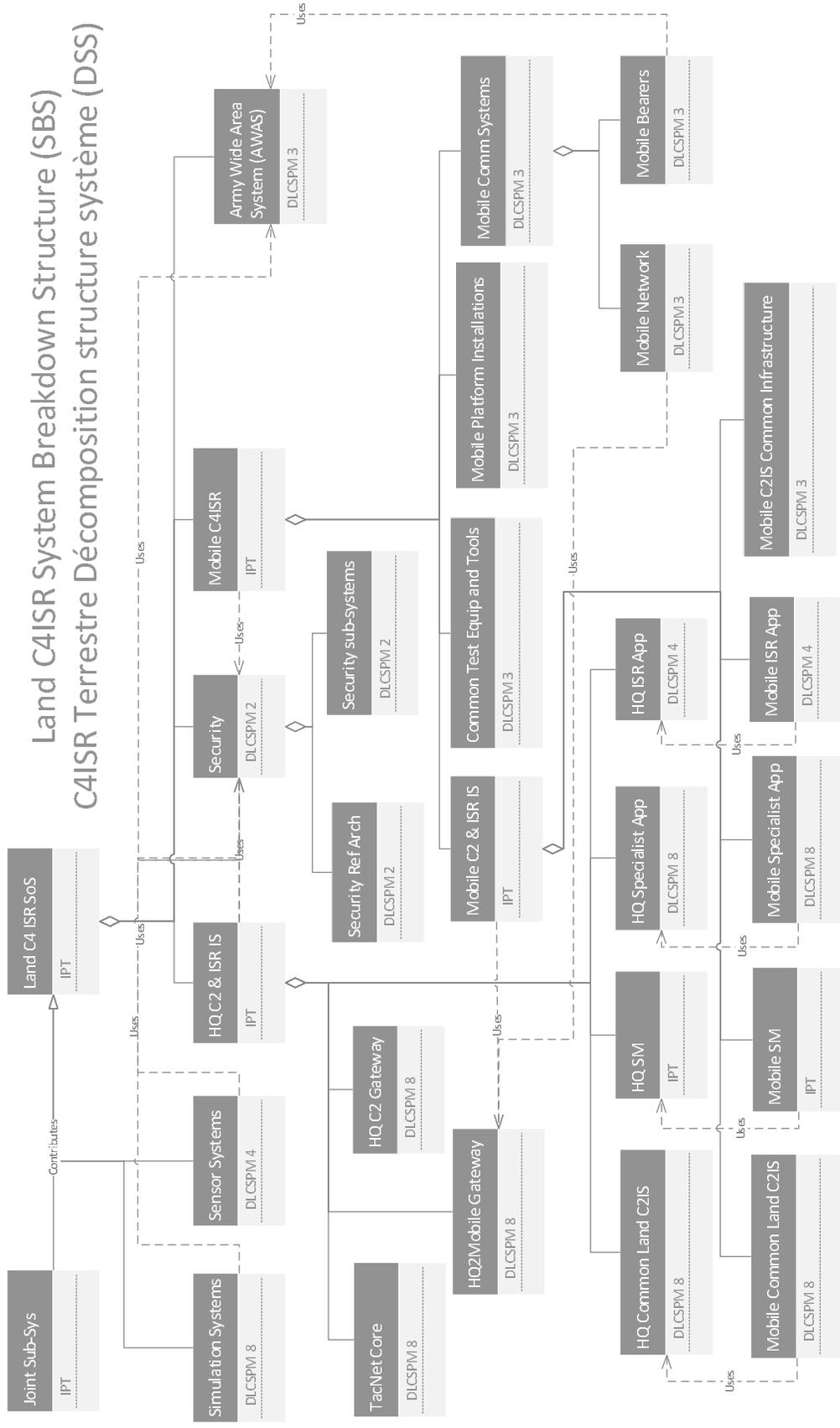
8. MIL-HDBK-419 Grounding, Bonding and Shielding for Electronic Equipments and Facilities Basic Theory, 21 January 1982
9. MIL-HDBK-454A General Guidelines for Electronic Equipment, 3 Nov 2000
10. MIL-STD-810G Environmental Engineering Considerations and Laboratory Tests (31 October 2008)
11. MIL-STD-1275D Characteristics of 28 Volt DC Electrical Systems in Military Vehicles (29 August 2006)
12. MIL-STD-461F Requirements for the Control of Electromagnetic Interference Characteristics of Subsystems and Equipment, 10 December 2007
13. MIL-STD-464C Electromagnetic Environmental Effects Requirements for Systems, 1 December 2010
14. MIL-STD-1472G Design Criteria Standard - Human Engineering
15. MIL-STD-1686C Electrostatic Discharge Control Program for Protection of Electrical and Electronic Parts, Assemblies and Equipment 25 October 1995
16. MIL-STD-46855A Human Engineering Requirements for Military Systems, Equipment, and Facilities

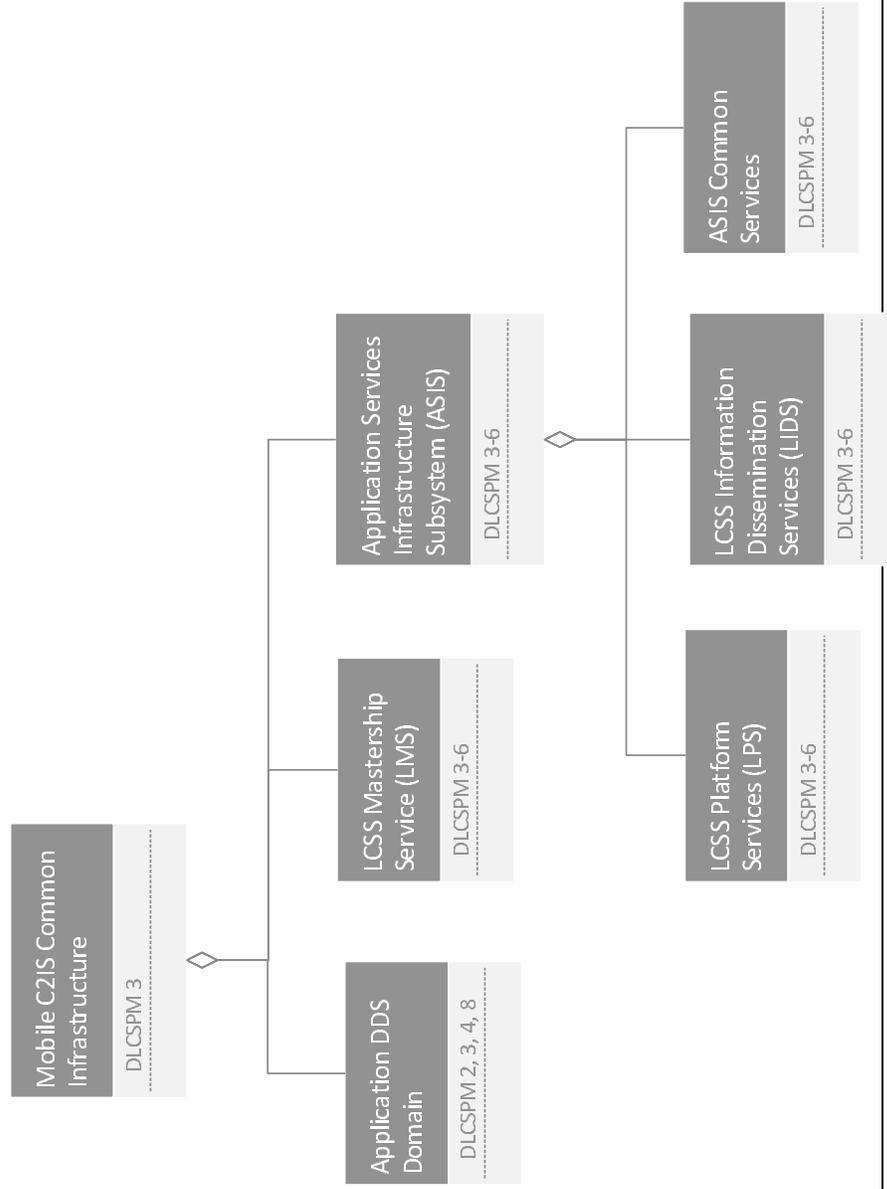
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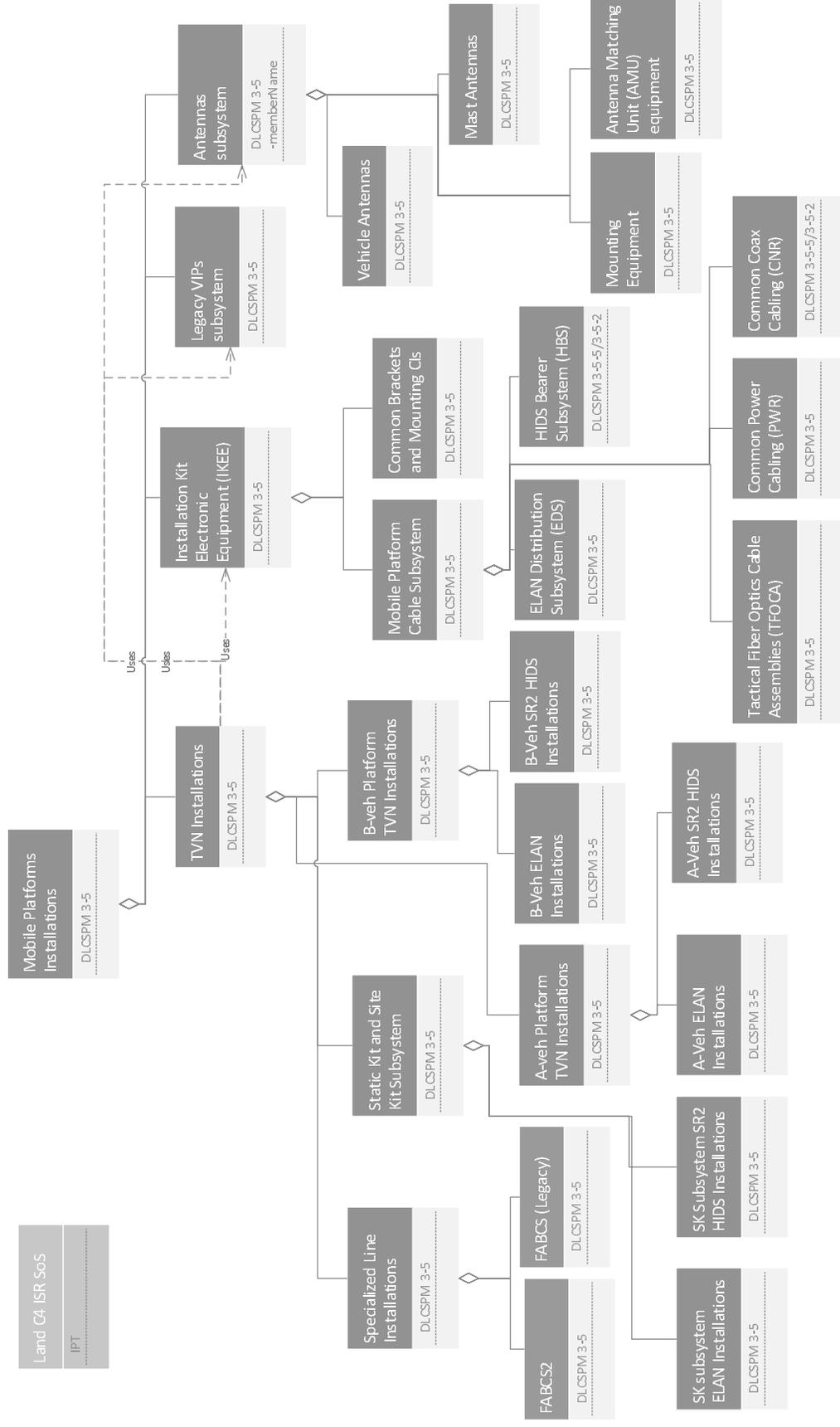
**LAND C4ISR  
ENGINEERING AND INTEGRATION SUPPORT CONTRACT**

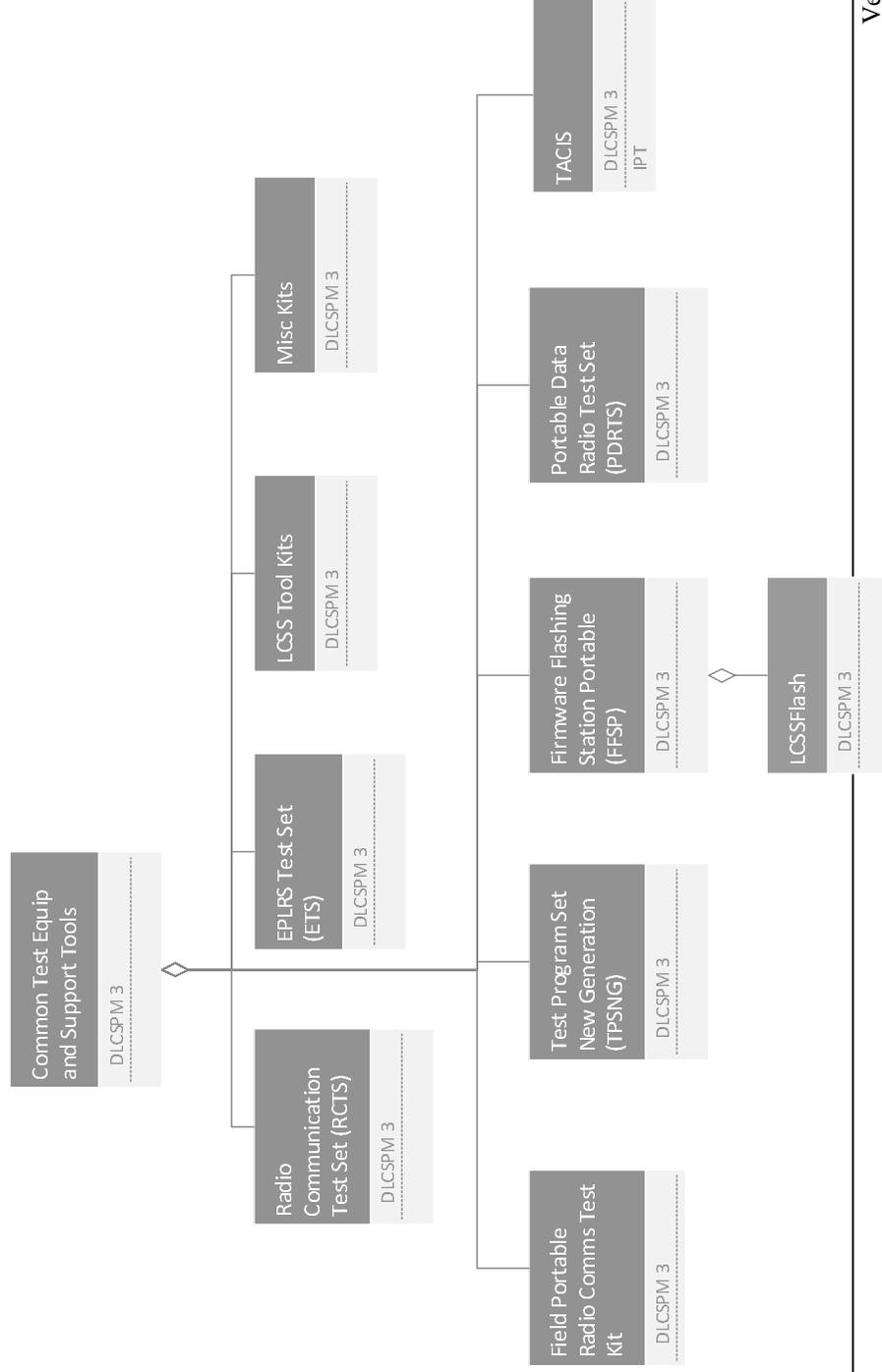
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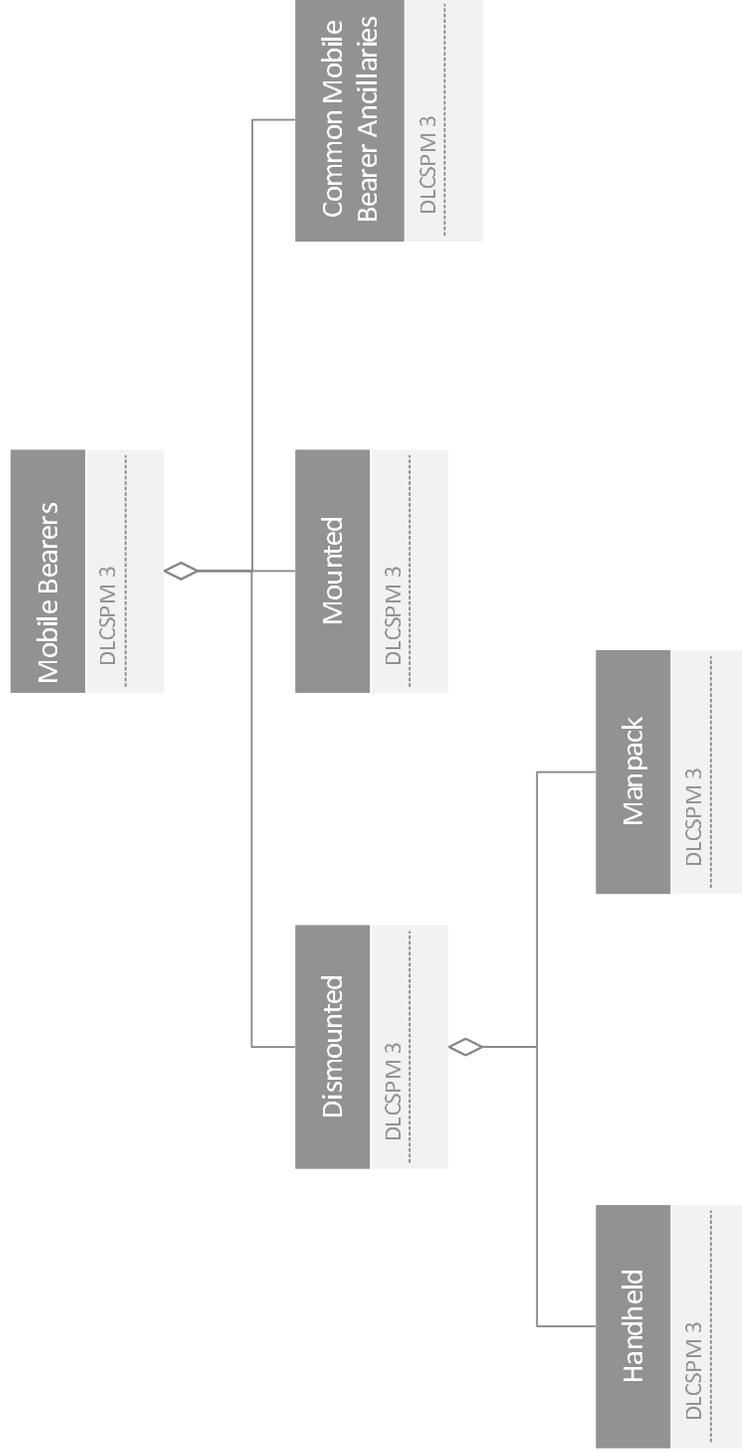
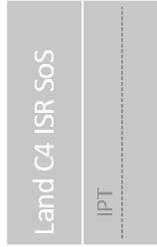
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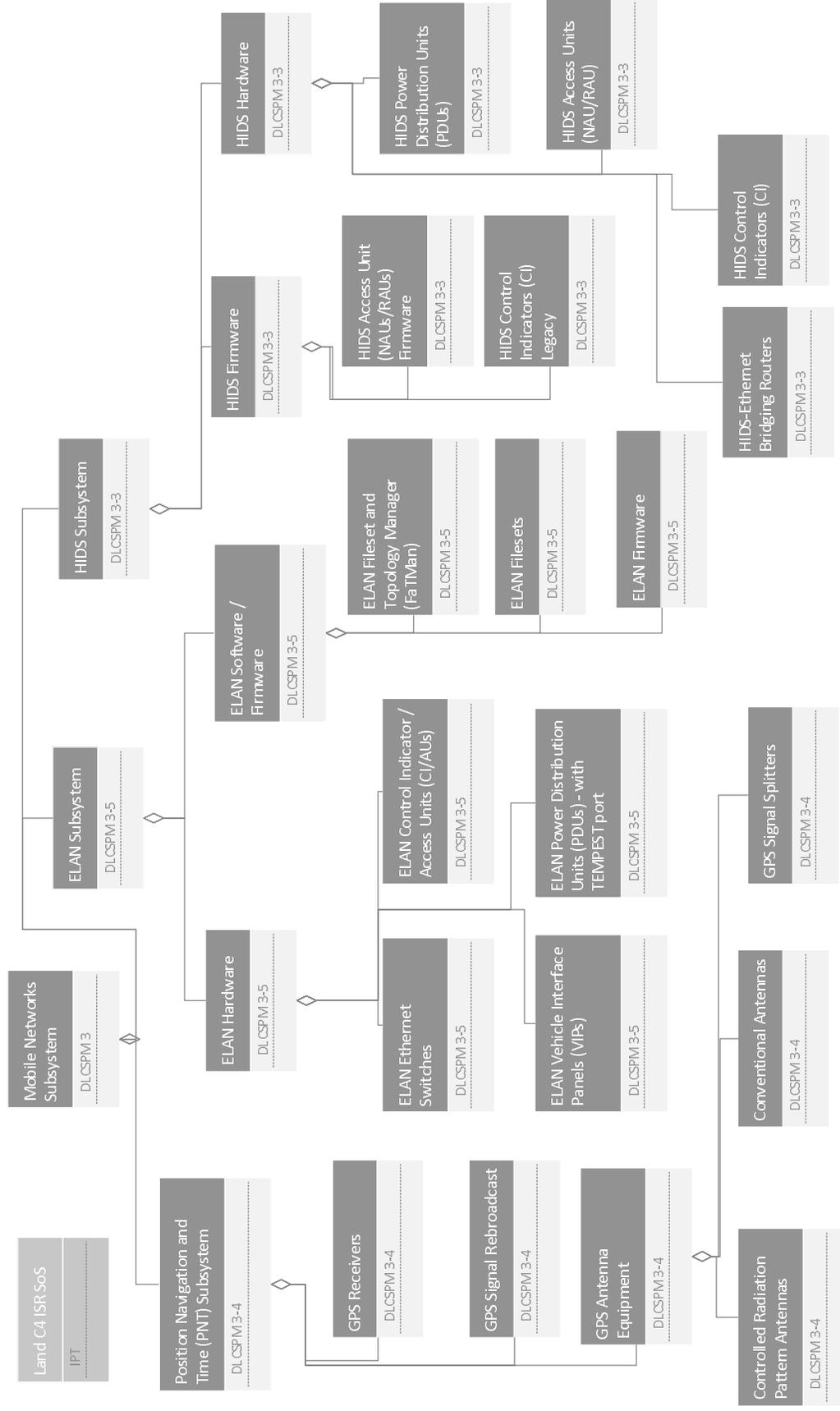


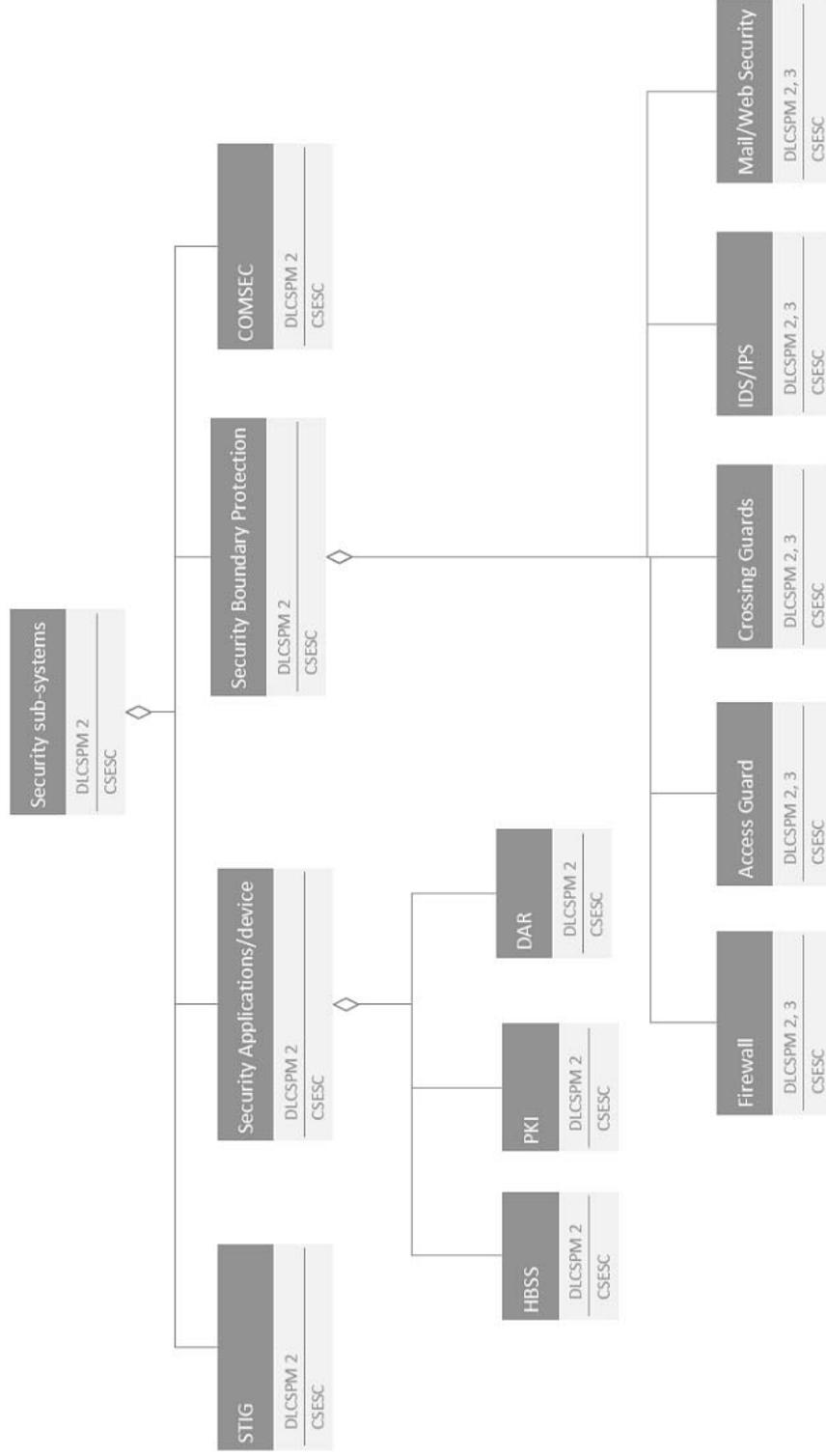


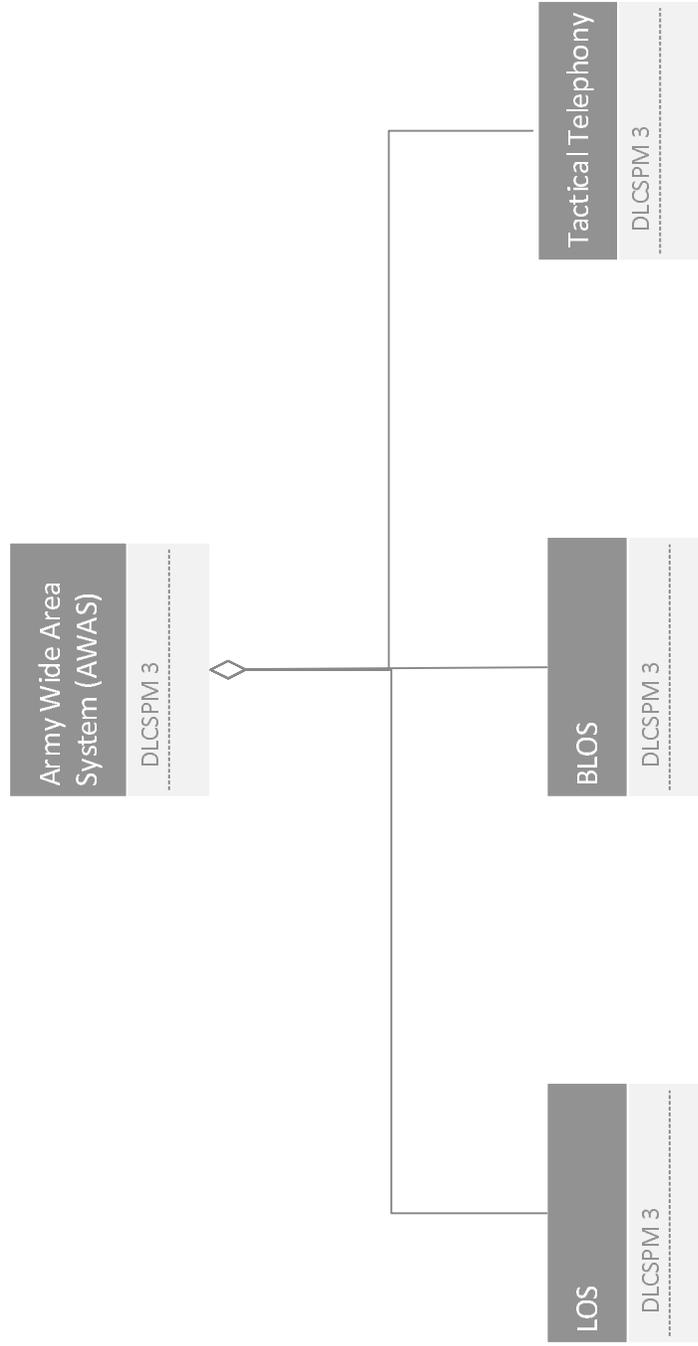
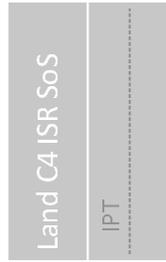


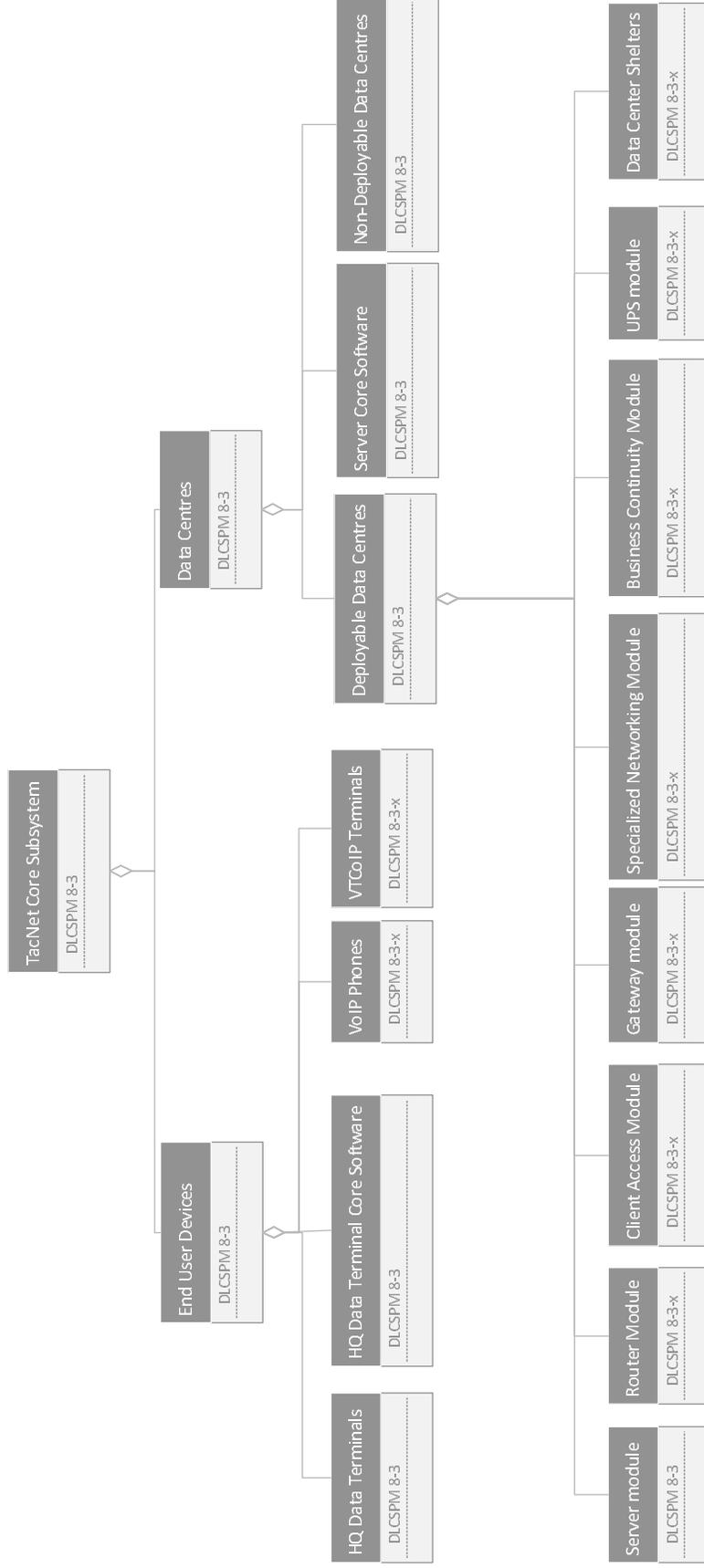


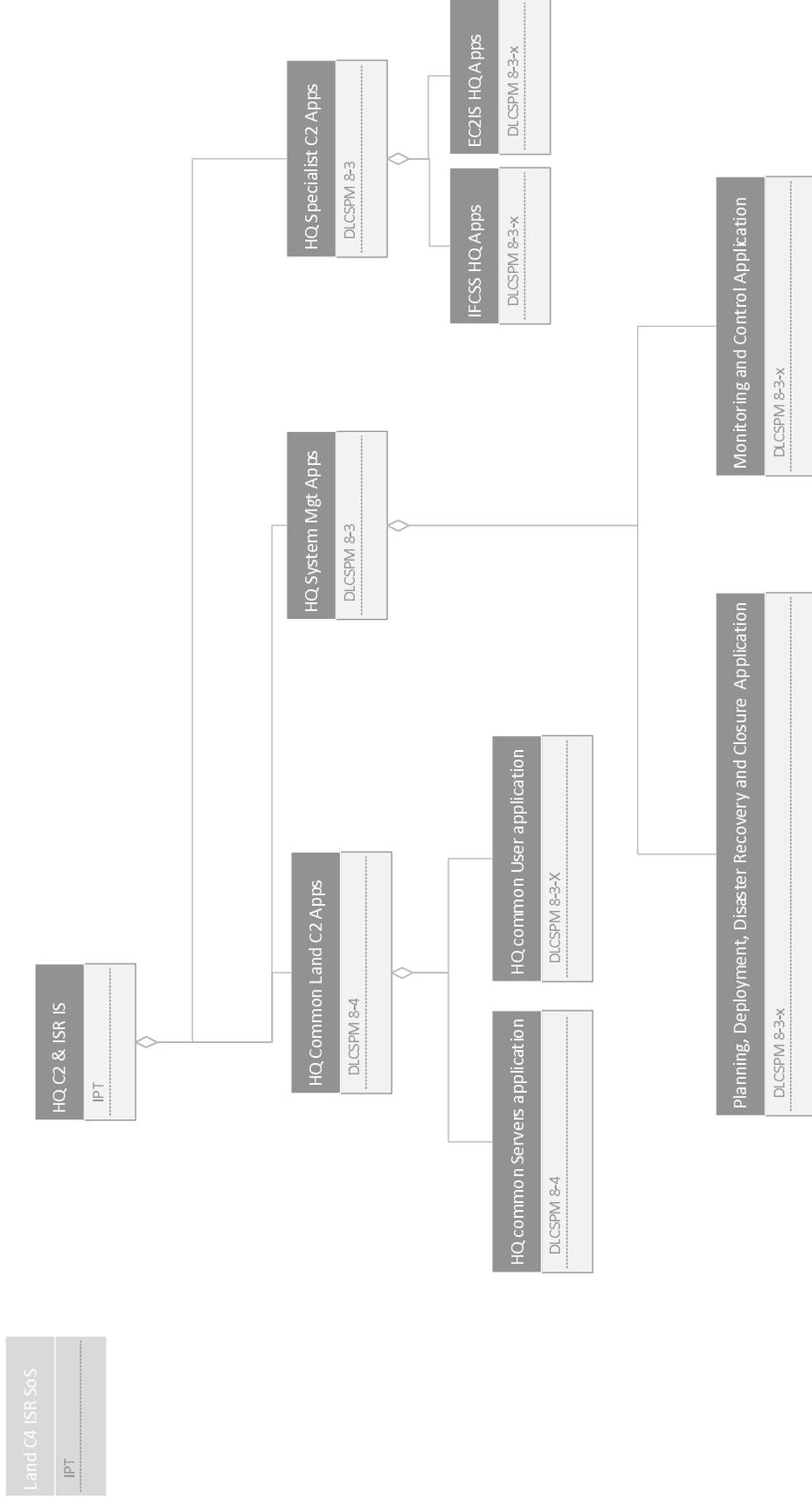


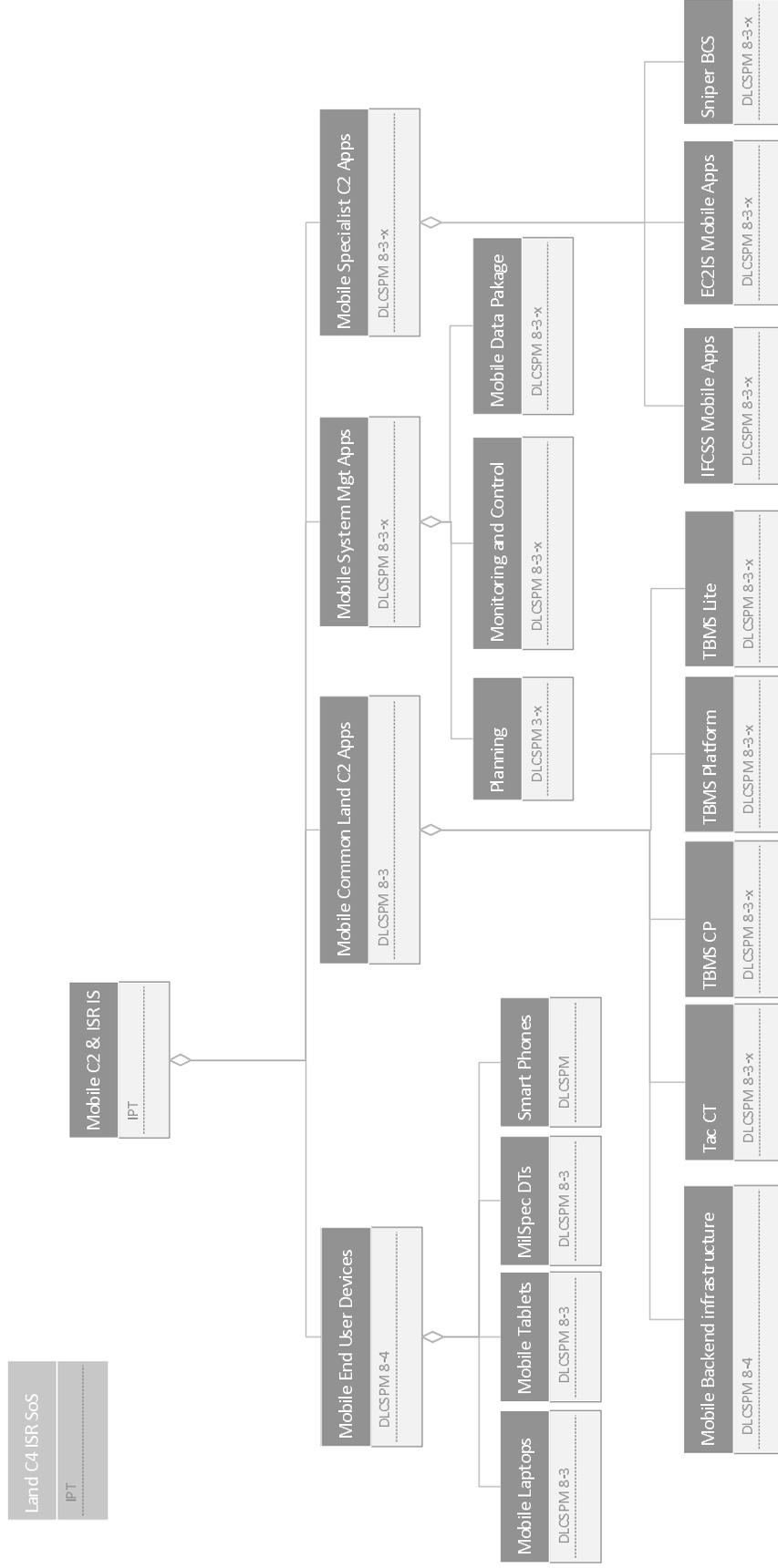


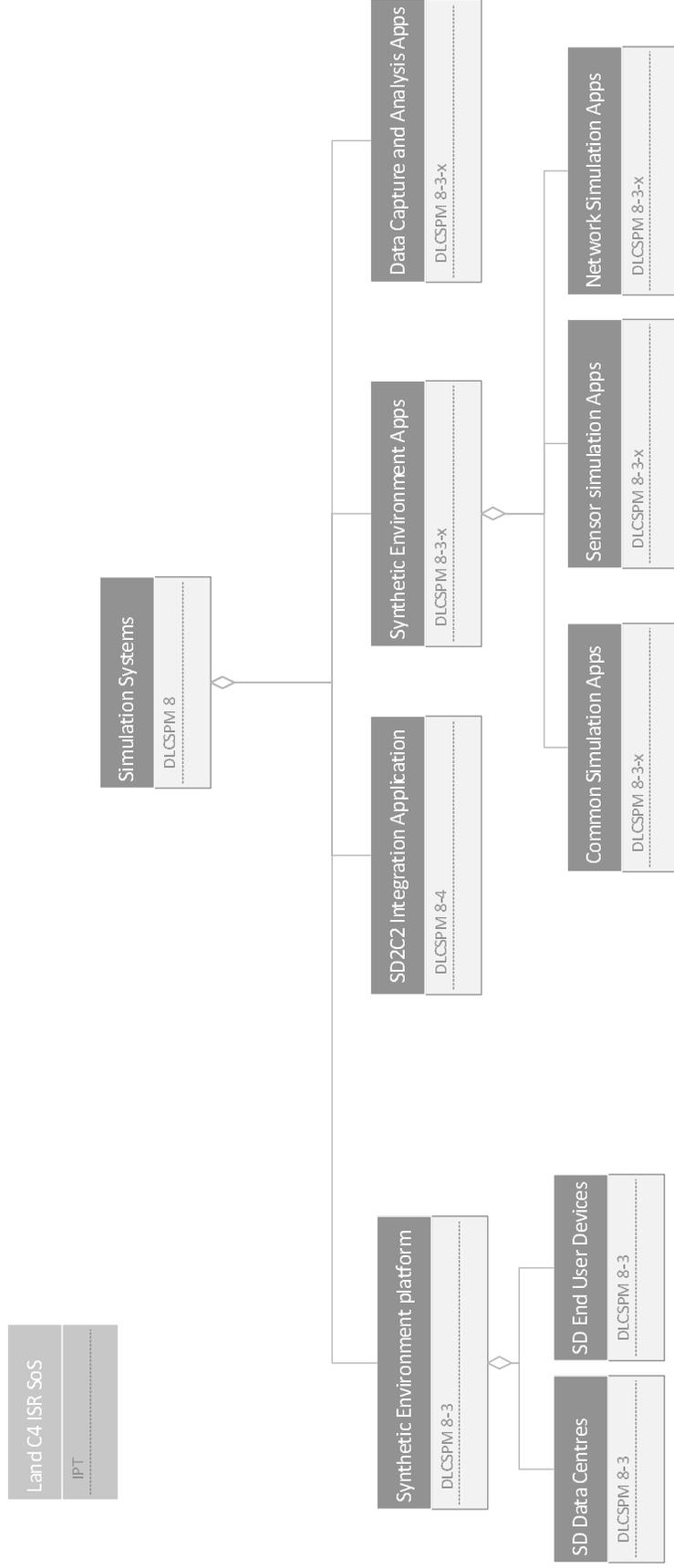


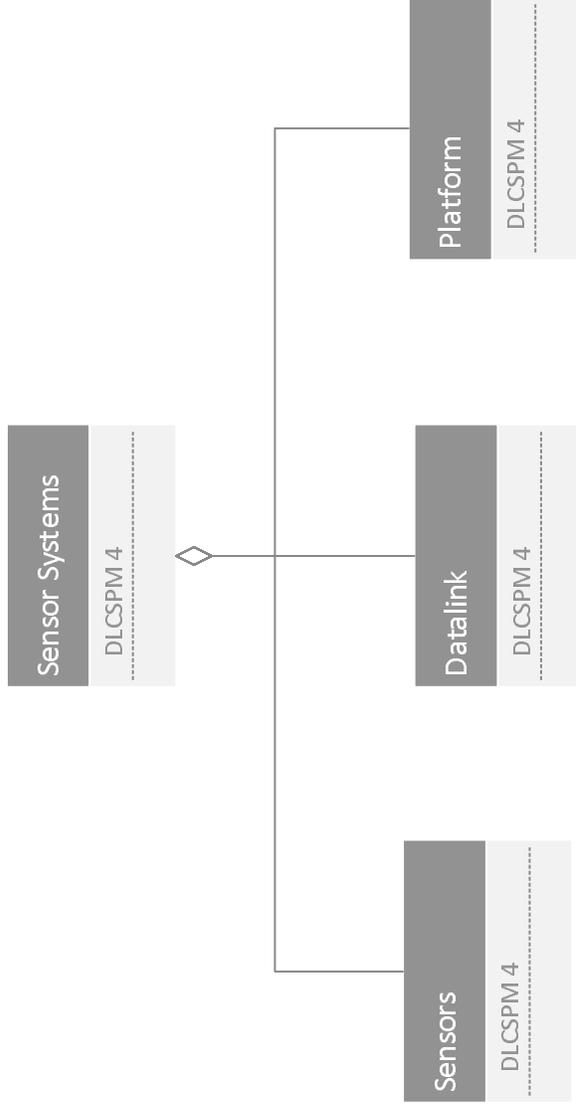


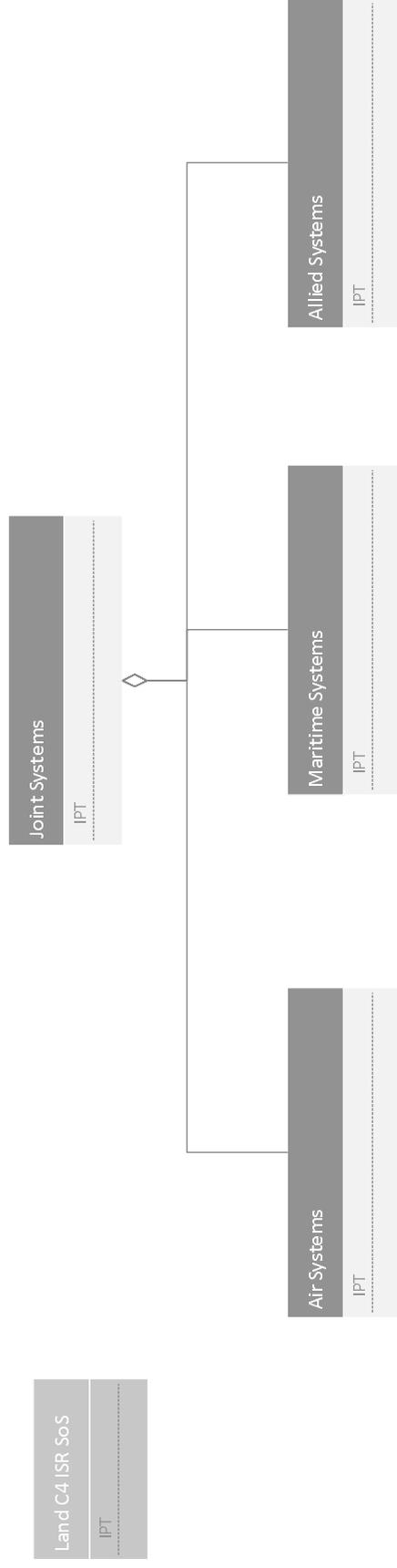


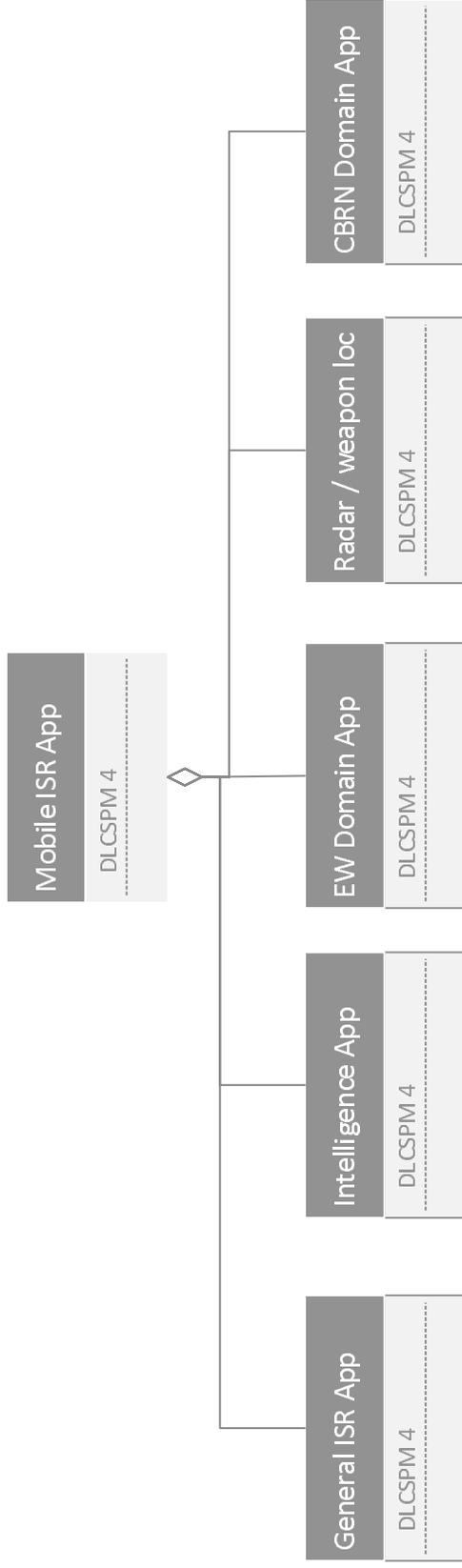


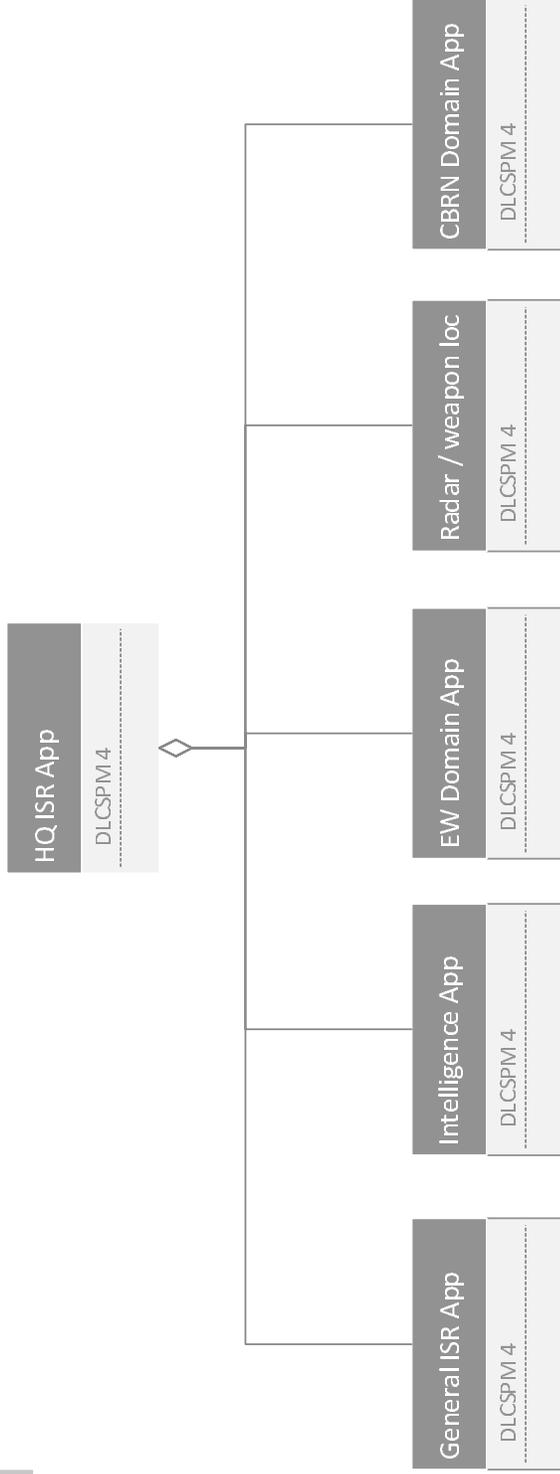












## 1 System Breakdown Structure

The System Breakdown Structure represents all the components of the system of systems for Land C4ISR. As described in Appendix A, the LEISC contractor is responsible for coordinating and performing System of Systems engineering, integration and test.

The LEISC contractor is also responsible as prime contractor for the engineering, integration and testing of mobile network components, platforms and radio systems.



National  
Defence

Défense  
nationale

**APPENDIX 4  
TO ANNEX A**

**TO CONTRACT  
W8486-XXXXXX**

**LAND C4ISR  
ENGINEERING AND INTEGRATION  
SUPPORT CONTRACT**

**LOGISTICS**

**STATEMENT OF WORK**

**18 May 2017**

OPI: DMPP 9 30-09-2015

**Record of Changes**

Identification of changes		Date Entered	Signature
CH #.	Date		
2.1	07/08/2016	07/08/2016	Sharon Rideout
Update Table of Contents	16/08/2016	16/08/2016	Kyla Rafuse
Re-align with ALM-184	25/08/16	25/08/16	Kyla Rafuse
Update table of contents	30/08/16	30/08/16	Kyla Rafuse

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## **1.0 GENERAL INTRODUCTION**

### **1.1 AIM**

The C4ISR LEISC Logistic Statement of Work (LOG SOW) is intended to address the logistic aspect of the contract. This LOG SOW entails contract conditions for Repair and Overhaul for:

**In and Out of country:** For step by step instruction on in and out of country repair process refer to Annex B in the A-LM-184-001/JS-001. This model will describe the roles and responsibilities in the end to end repair process.

**Major Equipment:** For complete instructions on receipt of Major Equipment, refer to Chapter 2 in the A-LM-184-001/JS-001

**Accountable Advance Spares** For complete instruction on AAS, refer to Chapter 8.2.7 in the A-LM-184-001/JS-001

**This LOG SOW is to be read in conjunction with the A-LM-184-001/JS-001 for additional information.**

It is important to understand the system of record (DRMIS) being used in DND and the various account structures in place. All of this information is located in Chapter 1.1 of the A-LM-184-001/JS-001.

### **1.2 EXTENT OF WORK/TYPES OF EQUIPMENT**

Refer to Chapter 1.2 of A-LM-184-001/JS-001 for further information on the different types of DND Equipment that are authorized for repair and the category types.

## **2.0 RECEIPT**

Refer to Ch. 2.0 of the A-L-M 184 for complete instruction on how to process receipts

### **2.1 DISCREPANCIES IN SHIPMENTS**

The Contractor must action discrepancies in shipments in accordance with Chapter 2.1 of A-LM-184-001/JS-001.

## **3.0 WORK CONTROL**

The Contractor must ensure that the repair of all DND equipment is controlled by a serial numbered work order IAW Chap 3 of A-LM-184-001/JS-001.

### **3.1 COMPLETION OF WORK**

Refer to Chapter 3.1 of A-LM-184-001/JS-001.

### **3.2 STOP REPAIR ACTION**

The Contractor must comply immediately with all stop repair instructions. Detailed procedures are contained in Chapter 3.2 of A-LM-184-001/JS-001.

### **4.0 ANNUAL REPAIR FORECAST - SNAPs**

Refer to Chapter 4 of the A-LM-184-001/JS-001 for more information.

### **5.0 COST CONTROL**

Refer to Chapter 5.0 of the A-LM-184-001/JS-001 for more information

### **6.0 COSTING RECORDS**

The Contractor must prepare forms and maintain records IAW Chapter 6.0 of the A-LM-184-001/JS-001.

#### **6.1 INVOICE / CLAIMS FOR PAYMENT (AAS SPARES)**

The Contractor must submit monthly invoices for AA spare parts, IAW Chapter 6.1 of the A-LM-184-001/JS-001.

### **7.0 MAINTENANCE SUPPORT-MINOR REPAIRS**

Refer to Chapter 7.0 of the A-LM-184-001/JS-001 for more information

#### **7.1 MOBILE REPAIR PARTIES (MRPs)**

Refer to Chapter 7.1 of the A-LM-184-001/JS-001 for more information

#### **7.2 EQUIPMENT TURN AROUND TIME (TAT)**

Refer to Chapter 7.2 of the A-LM-184-001/JS-001 for more information

#### **7.3 PRIORITY REPAIR REQUEST (PRR)**

Refer to Chapter 7.3 of the A-LM-184-001/JS-001 for more information

#### **7.4 SPECIAL INVESTIGATIONS & TECHNICAL STUDIES (SITs)**

Refer to Chapter 7.4 of the A-LM-184-001/JS-001 for more information

## **7.5 TECHNICAL INVESTIGATIONS & ENGINEERING STUDIES (TIES)**

Refer to Chapter 7.5 of the A-LM-184-001/JS-001 for more information

## **7.6 TERMINATION OF CONTRACT**

Refer to Chapter 7.6 of A-LM-184-001/JS-001.

## **8.0 SUPPLY SUPPORT/SUSTAINMENT SUPPORT**

### **8.1 TRANSACTION DOCUMENTATION**

Refer to Chapter 8.1 of A-LM-184-001/JS-001 for more information

### **8.2 CONTRACTOR SUPPLY ACCOUNTING**

Refer to Ch. 8.2. For explanation of CRPA/CIS

#### **8.2.3 CONTRACTOR ISSUE SPARES (CIS) MATERIEL RECEIVED OFF CONTRACT/PROCUREMENT**

Refer to Chapter 8.2.3 of A-LM-184-001/JS-001 for more information

#### **8.2.4 SHORTAGE OF CONTRACT ISSUE SPARES (CIS)**

Refer to Section 8.2.4 of A-LM-184-001/JS-001.

#### **8.2.5 ORDERING/RECEIVING CATALOGUED CIS IN DRMIS**

Refer to Section 8.2.5 of A-LM-184-001/JS-001.

#### **8.2.6 GOVERNMENT FURNISHED OVERHAUL SPARES (GFOS)**

Refer to Section 8.2.6 for further explanation and detail.

#### **8.2.7 ACCOUNTABLE ADVANCE SPARES (AAS)**

Refer to Section 8.2.7 for further explanation and detail.

### **8.3 MANAGEMENT OF DND-OWNED SPARES**

Refer to Chapter 8.3.1 of A-LM-184-001/JS-001 for more information

## **8.4 SPARES REVIEW**

Refer to Chapter 8.4 of A-LM-184-001/JS-001 for more information

### **8.4.1 LOAN OF GOVERNMENT FURNISHED INFORMATION/ GOVERNMENT FURNISHED EQUIPMENT (GFI/GFE)**

Refer to Section 8.4.1 for further explanation and detail.

## **8.5 STOCKTAKING**

Refer to Section 8.5 for further explanation and detail

## **8.6 SELECTION NOTICE OBSERVATION MESSAGE (SNOM)**

Refer to Chapter 8.6 of A-LM-184-001/JS-001

## **8.7 EMBODIMENT FEES**

Refer to section 8.7 of A-LM-184-001/JS-001 for further explanation and detail.

## **8.8 LOSS OR DAMAGE TO DND MATERIEL**

Refer to section 8.8 of A-LM-184-001/JS-001 for further explanation and detail.

## **8.9 SCRAP - CUSTODY & DISPOSAL**

Refer to section 8.9 of A-LM-184-001/JS-001 for further explanation and detail.

## **8.10 PACKAGING**

Refer to section 8.10 of A-LM-184-001/JS-001 for further explanation and detail.

## **8.11 REUSABLE CONTAINER**

Refer to Chapter 8.11 of the A-LM-184-001/JS-001.

## **8.12 TRANSPORTATION/SHIPMENT IDENTIFICATION/MODE OF SHIPMENT/LOSS OR DAMAGE IN TRANSIT/ GENERAL CLAIMS PROCEDURES**

Refer to Chapter 8.12 of the A-LM-184-001/JS-001 for more information

## **9.0 WARRANTY CONSIDERATION**

Refer to Chapter 9.0 of the A-LM-184-001/JS-001 for more information.

## **10.0 CONTRACTOR USE OF DND EQUIPMENT/PUBLICATIONS**

Refer to Chapter 10.0 of the A-LM-184-001/JS-001 for more information.

## **11.0 PUBLICATIONS**

Refer to Chapter 11 of A-LM-184-001/JS-001 for more information.

## **12.0 OFFICE SERVICES**

Refer to Ch. 12 of A-LM-184-001/JS-001 for further explanation.

## **13.0 MINUTES OF MEETINGS**

Refer to Ch. 13 of A-LM-184-001/JS-001 for further explanation.

## **14.0 PLANT SHUTDOWN/VACATION PERIOD**

Refer to Ch. 14 of A-LM-184-001/JS-001 for further explanation.

## **15.0 REPORTS**

Refer to Ch. 15 of A-LM-184-001/JS-001 for complete list of reports available to contractors.

**APPENDIX 5  
TO ANNEX A**

**TO CONTRACT  
W8486-184104**

**LAND C4ISR  
ENGINEERING AND INTEGRATION  
SUPPORT CONTRACT**

**CONTRACT DATA  
REQUIREMENTS LIST AND DATA  
ITEM DESCRIPTIONS**

**19 June 2017**

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# 1 Scope

This document identifies the requirements for each data item required by DND and provides an explanation of the forms used to define those requirements.

The main body of the document provides explanations of both the CDRL and DID forms and provides general submission instructions.

## 1.1 Introduction

Each data item is specified in two parts: an entry in the Contract Data Requirements List (CDRL) and a Data Item Description (DID).

The specific requirements detailed in each CDRL item, and its associated DID, are contractual requirements.

Because the CDRL and DIDs have been prepared using standard forms, some blocks on the form are not applicable to this contract or not included.

Additional data requirements pertinent to a specific task may be called up in the tasking and the requirements for that data stated in the tasking SOW, including CDRL information and DID information.

## 2 General Submission Requirements

### 2.1 Precedence

The requirements in Blocks 7 through 16 of the CDRL line items take precedence over any such requirements that may be specified in the associated DIDs.

### 2.2 Inspection and Data Acceptance

Receipt of data does not constitute acceptance.

### 2.3 Submission Schedule

- a. Unless otherwise specified, all numbers of days expressed herein are calendar days; and
- b. Date of submission means date of receipt of covering letter at PSPC.

### 2.4 Abbreviations

The following is a list of acronyms that may be found in the CDRL:

ANPLY	Once every year
ASGEN	As generated
ASREQ	As required
BI-MO	Once every two months
EOC	End of Contract
EOM	End of Month
EPAR	End-Product Acceptance Review
FAU	First Article Unit
MTHLY	Monthly
n DAC	Number of days after contract start
n MAC	Number of months after contract start
OTIME	One time only
R/ASR	Revised as required
SEMIA	Once every six months

### 2.5 Format

Where a data item specifies that the contractor's own format is acceptable, Canada reserves the right to approve the format. Once the format has been approved, the Contractor shall not change the format without Canada's approval. Format in this context applies to the format of the contents, rather than the file structure or media.

## 3 General Format Requirements

- a. These general formatting and content instructions apply to all data items.

- 
- b. The format and contents instructions apply to all data items and are not repeated in the DIDs provided for specific CDRL items.
- c. Cover Page. In contractor's format, but shall be consistent with every other CDRL Item delivered under the contract and shall contain the following data elements:
- 1) Document identification number;
  - 2) Title of document;
  - 3) Version/revision number;
  - 4) Date of Issue;
  - 5) Identification of Addressee;
  - 6) Identification of contractor responsible for the delivery of the data item;
  - 7) Contract number; and
  - 8) CDRL Item number.

The cover page shall contain Intellectual Property markings shall be in accordance with the Terms and Conditions.

- d. Page Header. Applies to every page in the data item, except the Cover Page, and shall contain the following data elements:
- 1) document identification number;
  - 2) page number;
  - 3) volume number (if more than one volume in the data item); and
  - 4) Security classification.
- e. Page Footer. Applies to every page in the data item, except the Cover Page, and shall contain the following data elements:
- 1) horizontal line delineating the boundary between the main body of the page and the footer;
  - 2) the caveat "USE OR DISCLOSURE OF THIS DATA IS SUBJECT TO THE RESTRICTION OF THE TITLE PAGE OF THIS DOCUMENT";
  - 3) document name;
  - 4) security classification;
  - 5) Task/Core program identification;

- 6) Version/Revision number; and
  - 7) Date of issue.
- f. Authorization and Approval Page. In contractor's format, consistent with every other data item delivered under the contract and shall contain the following data elements:
- 1) an entry for each authorizing contractor signature including, name, project position (responsibility title), signature, and date signed; and
  - 2) as a minimum the following personnel must sign on behalf of the contractor: manager responsible for creation and maintenance of the document, quality assurance manager, project manager. Other contractor personnel may also sign off on the document at the discretion of the contractor.
- g. Table of Contents. In contractor's format, consistent with every other data item delivered under the contract and shall contain the following data elements for each section and subsection in the document:
- 1) section/subsection number;
  - 2) section/subsection title; and
  - 3) page number.
- h. List of Figures. In contractor's format, consistent with every other data item delivered under the contract and shall contain the following data elements for each figure in the document:
- 1) figure number;
  - 2) figure title; and
  - 3) page number.
- i. List of Tables. In contractor's format, consistent with every other data item delivered under the contract and shall contain the following data elements for each table in the document:
- 1) table number;
  - 2) table title; and
  - 3) page number.
- j. Body.
- 1) Each section and paragraph shall be numbered using a standard convention (e.g. legal) for all data items to be delivered under the contract;

- 2) Pages shall be sequentially numbered;
  - 3) use of full colour when such use aids clarity and understanding of the information being presented, is desirable;
  - 4) All attachments shall be identified and referenced in the text and the table of contents;
  - 5) Each section and paragraph shall be numbered;
  - 6) Classified data shall be separated and cross-referenced to the applicable portion of the main CDRL item; and
  - 7) In the event that a required section or subsection has been tailored out, a statement to that effect shall be added directly following the heading of each such subsection. If a section and all of its subsections are tailored out, only the highest level section heading needs to be included.
- k. Media. Unless otherwise specified by a specific CDRL or DID, all data items shall be delivered electronically. Documents shall be printable, on standard 8 1/2 by 11 inch paper, suitable for reproduction. As necessary, tables, graphs, figures etc. may be formatted for printing on larger (e.g. 11 by 17 inch) paper. If larger pages are required to clearly present the required material, they shall be clearly identified with header and footer information consistent with their parent document and may use separate and applicable document formats (e.g. for large charts, diagrams, spreadsheets, etc.) provided the electronic delivery package clearly groups all related parts of any given document together and their place within the parent document remains clear. Documents shall be delivered in a format free of Digital Rights Management systems and with full edit, search, select and clipboard functionality enabled. Documents shall not contain embedded passwords.
- l. Date Format. Where dates form a component of electronic metadata or filenames they shall be in ISO 8601 format.

## 4 CDRL Items

The following section provides a description of each of the fields of the CDRL.

The E&I LTSC CDRL items have been prepared in accordance with the DND standard for the preparation of CDRL items. The specific CDRL item for each data item identifies the requirements for the data item. Each CDRL item contains the following information:

- a. Identification of the CDRL item and reference to the SOW;
- b. Responsible office in DND;
- c. Location for submission and acceptance of data by DND;
- d. Review Cycle for submission(s);
- e. Identification of addressees and number of copies; and
- f. DND preparation and acceptance block.

## 4.1 CDRL FORMAT

A description of each block of the CDRL as it is used on this contract is as follows

a) **SYSTEM/ITEM**

This block contains the system name – Land C4ISR E&I Support.

b) **CONTRACT / RFP No.**

W8486-08MT01

c) **SOW IDENTIFIER**

Not applicable for the Land C4ISR LTSC program as there is only one SOW.

d) **DATA CATEGORY**

This block defines the category of the data for which the CDRL item has been prepared. The following categories can be used: Management Data, Systems Engineering, Configuration Management, and Quality Assurance.

e) **CONTRACTOR**

Identifies the Contractor responsible for the delivery of the CDRL. To be determined.

f) **Block 1**

ITEM NUMBER - A six-digit number uniquely identifying the Data Item.

g) **Block 2**

TITLE OR DESCRIPTION OF DATA - The title of the Data Item.

h) **Block 3**

SUBTITLE - A subtitle may be used if the title requires further identification.

i) **Block 4**

DATA ITEM NUMBER - The number used to identify the associated Data Item Description(s).

j) **Block 5**

CONTRACT REFERENCE - The specific paragraph number of the Contract Demand, Statement of Work, Request for Proposal, Specification, or other applicable document which will assist in identifying the effort associated with the data item.

## k) Block 6

TECHNICAL OFFICE - The technical office of primary interest. This is the technical authority responsible for ensuring the adequacy of the data.

## l) Block 7

INSPECTION AND ACCEPTANCE METHOD - This block indicates the requirement for inspection and acceptance of the data. Contains the appropriate code, if applicable:

<u>Code</u>	<u>Inspection</u>	<u>Acceptance</u>
SS	Source	Source
DD	Destination	Destination
SD	Source	Destination
DS	Destination	Source

## m) Block 8

APPROVAL CODE - Data requiring approval are identified by placing an "A" in this field. When a preliminary draft is required, Block 16 shall show length of time for Canada approval or disapproval and when the final document is to be delivered. Block 16 will also indicate the extent of the approval requirements, i.e., approval of technical content and format. If advanced approval is not required, this block states N/A.

Approval or Acceptance of CDRLs and Reviews by Canada means that the Contractual requirement for the particular deliverable has been fully satisfied. Approval of any deliverable does not relieve the Contractor of its responsibility to meet all of the other requirements of the Contract. However approval of "Test Description and Procedures" indicates that if the item to be tested successfully passes the test defined with the procedure and test equipments indicated then the item has achieved its Qualification baseline.

## n) Block 9

INPUT FROM INTEGRATING ASSOCIATE CONTRACTOR – If data is the integrated results of specific inputs from associated contractors, an "X" is placed in this block. In all other cases, this block is blank.

## o) Block 10

FREQUENCY - This block indicates the frequency of delivery of the data, using the appropriate frequency code from the following:

ANNLY	Annually
ASGEN	As generated
ASREQ	As required
BI-MO	Each 2 months

---

BI-WE	Each 2 weeks
DAILY	Daily
DFDEL	Deferred delivery DFREQ
	Deferred requisitioning
MNTHY	Monthly
ONE/R	One time with revisions
OTIME	One time
QRTLY	Quarterly
R/ASR	Revision as required
SEMIA	Every six months
WKLY	Weekly

## p) Block 11

‘AS OF’ DATE - If the data are submitted only once on a date that may be specified, this block contains the “as of” date in ISO 8601 format (e.g., 2017-06-14). If submission is associated with a specific event or milestone, this constraint is stated. If there is insufficient space in Block 11, this block states “See Block 16” and Block 16 will state “11. [followed by description of the driving event]” (e.g. “11. 15 days before SDR”). If an “as of” date, or specified delivery constraint is not applicable, this block is left blank.

## q) Block 12

DATE OF FIRST SUBMISSION - If the initial submission date may be specified, entered as follows: day/month/year (e.g. “14 June 07”). If submission is associated with a specific event or milestone, this constraint is stated using one of the following:

ATBID	At bid time
ASGEN	As generated
ASREQ	As required
DACA/MACA	Days/Months after Contract Award (Note that in this contract, in the context of tasked work, Contract Award means the date when the contractor has been tasked to provide the data item.)
DFDEL	Deferred delivery
DFREQ	Deferred requisitioning
EOC	End of contract
EOM	End of Month
EOQ	End of quarter
nDPCC	number of Days Prior to Course Commencement
nDACC	number of Days After Course Completion

If there is insufficient space in Block 12 to enter the full text, this block will state “See Block 16” and Block 16 will state “12. [followed by the constraint]” (e.g. “12. 60 days after test”).

## r) Block 13

DATE OF SUBSEQUENT SUBMISSION/EVENT - If data are submitted more than once, the date(s) of subsequent submission(s) are stated. If submission is constrained by a specific

event or milestone, this constraint is stated (e.g., “15 days after EOQ”).

Abbreviation after the identification of a re-submission will have the following meaning:

Pg:    only change page(s) need be re-submitted along with a sign-off sheet.

Add:    only addendum supplement need be re-submitted along with a sign-off sheet.

Rv:    complete re-submission shall be required.

s) Block 14

**DISTRIBUTION AND ADDRESSEES** - Indicates the addressees and the respective number of copies (hard copies and soft copies separately), for both the initial submission (Sub-Block “Initial”), and for the final submission (Sub-Block “Final”), for which the data item is required. Initial submission requirements are only identified if a Review Cycle is detailed in Block 16.

If reproducible copies are required, Block 16 is used to explain. If the data are not actually to be delivered to the government or associate contractors, this is explained in Block 16.

t) Block 15

**TOTAL** - The total number of regular/reproducible copies required by Block 14 is entered here.

u) Block 16

**REMARKS** - This block is used to provide additional or clarifying information for Block 1 through 15. This block is also used to tailor the documents listed in Block 4. Tailoring may be accomplished by stating the deletions (e.g., “delete paragraph 10.4”) or by stating which requirements apply (e.g. “only paragraph 10.4 and 10.5 apply”), whichever is the more efficient. Block 16 may also be used to specify “Contractor format is acceptable”, or to indicate the desired medium for delivery of data.

v) Blocks 17 – 20

These blocks are not applicable.

**4.2 List of CDRL Items**

The following list identifies the CDRL Items to be provided in the E&I LTSC by its CDRL item number (Block 1), its Title (Block A), and it’s DID number (Block 4):

<b>CDRL Number</b>	<b>DID Number</b>	<b>Title</b>	<b>SOW Reference</b>
--------------------	-------------------	--------------	----------------------

100.001	100.001	Program Management Plan (PMP)	3.2.1
100.002	100.002	Monthly Progress Report (MPR)	3.2.2
100.003	100.003	Meeting Agenda	3.2.2.3, 5.1.2
100.004	100.004	Meeting Minutes	3.2.2.3, 5.1.2
100.005	100.005	Canada Owned Resources Management Report	3.5.1
100.007	100.007	Task Closure Report	3.3.3
200.001	200.001	Systems Engineering Management Plan (SEMP)	4.1.1
200.002	200.002	Obsolescence Report	4.8.3
300.001	300.001	Integrated Logistics Support Plan (ILSP)	4.8.1
400.001	400.001	Configuration Management and Data Management (CM-DM) Plan	3.6.2
400.002	400.002	Quality Assurance Plan (QAP)	6.2.1

## 5 DIDs

### 5.1 DID Format

The DID associated with the CDRL item details the content and the format to be included in the submission of the data.

A description of each block of information follows:

a) Block 1 - Title

This is the title of the DID and usually corresponds to the associated CDRL item title, except where a DID is reference by more than one CDRL item.

b) Block 2 - Identification Number

This is the number assigned by the Office of Primary Interest (OPI) to the DID and identifies the area of activity to which the DID is applied. These areas include Project Management (100 series), Systems Engineering (200 series), Integrated Logistics Support (300 series), and Configuration Management – Document Management and QA (400 series).

c) Block 3 - Description

This provides general information on how the data detailed in the DID is to be used.

d) Block 4 - Approval Date

This is the date that the OPI has approved the content of the DID.

e) Block 5 - Office of Primary Interest

This identifies the DND responsibility center for review, acceptance and approval of the DID.

f) Block 6 – GIDEP Applicable

The GIDEP Applicable block will contain an X when copies of the data are required to be submitted by the contractor to the Government/Industry Data Exchange Program. Otherwise it will be blank.

g) Block 7 - Application /Interrelationship

This block identifies the scope of the DID and where the DID requirement is defined (i.e.) the applicable portion of the Contract.

h) Block 8 - Originator

This identifies the originator of the DID on behalf of the OPI in Block 5.

i) Block 9 - Applicable Forms

This identifies a published form or template to be used in the completion of the DID if applicable.

j) Block 10 - Preparation Instructions

This provides the preparation details for the format and for the content in the completion of the DID. This item forms the contractual requirement for the Contractor.

## **5.2 List of DIDs**

The list of DIDs sorted by DID number is shown in Table 1. The actual DIDs are attached as Appendix B of this volume.

## 6 Detailed CDRs

CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)					
A. SYSTEM / ITEM Land C4ISR LTSC E&I Support			B. CONTRACT / RFP NUMBER W8486-08MT01		
C. SOW IDENTIFIER		D. DATA CATEGORY Management Data		E. CONTRACTOR	
1. ITEM NUMBER 100.001		2. TITLE OR DESCRIPTION OF DATA Program Management Plan (PMP)		3. SUBTITLE	
4. AUTHORITY (DID Number) 100.001		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM	
7. INSPECTION DD	9. INPUT	10. FREQUENCY ONE/R	12. DATE OF 1st SUBMISSION ATBID See Block 16	14. DISTRIBUTION and ADDRESSEES	
8. APP CODE A		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT See Block 16	a. ADDRESS	b. COPIES
16. REMARKS  Block 12. The initial PMP shall be the PMP delivered with the Contractor's proposal.  Block 13. Canada may provide comments on the PMP for update. The contractor shall update the PMP within 10 working days after receipt of comments.  Further updates (to reflect changes to the project) shall be reviewed at a PRM; such proposed updates shall be provided to Canada at least 10 working days before the PRM where they will be reviewed. Canada may at its sole discretion accept, reject or direct changes to the PMP.				INITIAL	FINAL
				Soft Copy	Soft Copy
			PSPC		1
			DLCSPM		1
PREPARED BY		DATE	APPROVED BY		
17. CONTRACT FILE / DOCUMENT NUMBER	18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL	0	2

<b>CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)</b>						
A. SYSTEM / ITEM Land C4ISR LTSC E&I Support			B. CONTRACT / RFP NUMBER W8486-08MT01			
C. SOW IDENTIFIER		D. DATA CATEGORY Management Data		E. CONTRACTOR		
1. ITEM NUMBER 100.002		2. TITLE OR DESCRIPTION OF DATA Monthly Progress Report (MPR)		3. SUBTITLE		
4. AUTHORITY (DID Number) 100.002		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM		
7. INSPECTION N/A	9. INPUT	10. FREQUENCY MNTHLY	12. DATE OF 1st SUBMISSION See Block 16	14. DISTRIBUTION and ADDRESSEES		
8. APP CODE N/A		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT	a. ADDRESS	b. COPIES	
16. REMARKS  Block 12: The Progress Report shall be delivered no later than five working days after the end of each calendar month.  Remarks: All Progress Reports shall cover the period from the last report up to the end of the month being reported.					INITIAL Soft Copy	FINAL Soft Copy
				PSPC		1
				DLCSPM		1
PREPARED BY		DATE	APPROVED BY			
17. CONTRACT FILE / DOCUMENT NUMBER		18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL	2	

<b>CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)</b>						
A. SYSTEM / ITEM Land C4ISR LTSC E&I Support			B. CONTRACT / RFP NUMBER W8486-08MT01			
C. SOW IDENTIFIER		D. DATA CATEGORY Management Data		E. CONTRACTOR		
1. ITEM NUMBER 100.003		2. TITLE OR DESCRIPTION OF DATA Meeting Agenda		3. SUBTITLE		
4. AUTHORITY (DID Number) 100.003		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM		
7. INSPECTION DD	9. INPUT	10. FREQUENCY ASREQ	12. DATE OF 1st SUBMISSION See Block 16	14. DISTRIBUTION and ADDRESSEES		
8. APP CODE A		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT	a. ADDRESS	b. COPIES	
16. REMARKS  Block 12. The Meeting Agenda shall be submitted for review no later than five working days prior to each meeting.  Comments on the Meeting Agenda, including additions or deletions of discussion items, may be provided by Canada.  Block 13. The revised Meeting Agenda addressing Canada's comments shall be submitted for acceptance within three working days of receipt of comments.						
				PSPC	1	1
				DLCSPM	1	1
PREPARED BY		DATE	APPROVED BY			
17. CONTRACT FILE / DOCUMENT NUMBER		18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL		
				2	2	

<b>CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)</b>					
A. SYSTEM / ITEM Land C4ISR LTSC E&I Support			B. CONTRACT / RFP NUMBER W8486-08MT01		
C. SOW IDENTIFIER		D. DATA CATEGORY Management Data		E. CONTRACTOR	
1. ITEM NUMBER 100.004		2. TITLE OR DESCRIPTION OF DATA Meeting Minutes		3. SUBTITLE	
4. AUTHORITY (DID Number) 100.004		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM	
7. INSPECTION DD	9. INPUT	10. FREQUENCY ASREQ	12. DATE OF 1st SUBMISSION See Block 16	14. DISTRIBUTION and ADDRESSEES	
8. APP CODE A		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT	a. ADDRESS	b. COPIES
16. REMARKS  Block 12. Minutes shall be submitted for review within five working days following each meeting.  Comments on the Meeting Minutes may be provided by Canada.  Block 13. Revised meeting minutes addressing Canada's comments shall be submitted for approval within three working days of receipt of comments.					
PREPARED BY		DATE	APPROVED BY		
17. CONTRACT FILE / DOCUMENT NUMBER		18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL	
				2	2

CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)						
A. SYSTEM / ITEM Land C4ISR LTSC E&I Support			B. CONTRACT / RFP NUMBER W8486-08MT01			
C. SOW IDENTIFIER		D. DATA CATEGORY Management Data		E. CONTRACTOR		
1. ITEM NUMBER 100.005		2. TITLE OR DESCRIPTION OF DATA Canada Owned Resources Management Report		3. SUBTITLE		
4. AUTHORITY (DID Number) 100.005		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM		
7. INSPECTION DD	9. INPUT	10. FREQUENCY MNTHLY	12. DATE OF 1st SUBMISSION 1 MACA	14. DISTRIBUTION and ADDRESSEES		
8. APP CODE A See Block 16		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT EOM Rv	a. ADDRESS	b. COPIES	
16. REMARKS  Block 8: The Contractor's format is subject to approval by Canada. The contractor shall submit the format to Canada for approval 15 working days before the first report is due. Canada may provide direction on the format for incorporation by the contractor. Changes to the format shall apply to all deliveries at least 15 working days after Canada provides such direction.					INITIAL	FINAL
					Soft Copy	Soft Copy
				DLCSPM		1
PREPARED BY		DATE	APPROVED BY			
17. CONTRACT FILE / DOCUMENT NUMBER		18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL	0	
					1	

<b>CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)</b>					
A. SYSTEM / ITEM Land C4ISR LTSC E&I Support			B. CONTRACT / RFP NUMBER W8486-08MT01		
C. SOW IDENTIFIER		D. DATA CATEGORY Management Data		E. CONTRACTOR	
1. ITEM NUMBER 100.007		2. TITLE OR DESCRIPTION OF DATA Task closure		3. SUBTITLE	
4. AUTHORITY (DID Number) 100.007		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM	
7. INSPECTION DD	9. INPUT	10. FREQUENCY ONE/R	12. DATE OF 1st SUBMISSION ASREQ See Block 16	14. DISTRIBUTION and ADDRESSEES	
8. APP CODE A		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT	a. ADDRESS	b. COPIES
16. REMARKS  Block 8: The Contractor's format is subject to approval by Canada. The contractor shall submit the format to Canada for approval 15 working days before the first report is due. Canada may provide direction on the format for incorporation by the contractor. Changes to the format shall apply to all deliveries at least 15 working days after Canada provides such direction.  Block 12. The initial report shall be delivered at task closure unless otherwise specified in the tasking.  Canada's comments will typically be provided within 15 working days of receipt of the initial report.  Block 13. The Contractor shall update the report within 10 working days of receipt of comments.				INITIAL Soft Copy	FINAL Soft Copy
			DLCSPM	1	1
PREPARED BY	DATE	APPROVED BY			
17. CONTRACT FILE / DOCUMENT NUMBER	18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL	1	1

<b>CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)</b>					
A. SYSTEM / ITEM Land C4ISR ISTAR			B. CONTRACT / RFP NUMBER W8486-XXXXXX		
C. SOW IDENTIFIER		D. DATA CATEGORY Engineering Management Data		E. CONTRACTOR	
1. ITEM NUMBER 200.001		2. TITLE OR DESCRIPTION OF DATA Systems Engineering Management Plan (SEMP)		3. SUBTITLE	
4. AUTHORITY (DID Number) 200.001		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM	
7. INSPECTION DD	9. INPUT	10. FREQUENCY ONE/R	12. DATE OF 1st SUBMISSION ATBID See Block 16	14. DISTRIBUTION and ADDRESSEES	
8. APP CODE A		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT See Block 16	a. ADDRESS	b. COPIES
16. REMARKS Block 12. The initial SEMP shall be the SEMP delivered with the Contractor's proposal. Block 13. The contractor shall update the SEMP within 10 working days after receipt of comments. Further updates (to reflect changes to the project) shall be reviewed at a PRM; such proposed updates shall be provided to DND at least 10 working days before the PRM where they will be reviewed.				INITIAL	FINAL
				Soft Copy	Soft Copy
				DLCSPM	1
PREPARED BY	DATE	APPROVED BY			
17. CONTRACT FILE / DOCUMENT NUMBER	18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL		1

<b>CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)</b>						
A. SYSTEM / ITEM Land C4ISR LTSC E&I Support			B. CONTRACT / RFP NUMBER W8486-08MT01			
C. SOW IDENTIFIER		D. DATA CATEGORY Systems Engineering		E. CONTRACTOR		
1. ITEM NUMBER 200.002		2. TITLE OR DESCRIPTION OF DATA Obsolescence Report		3. SUBTITLE		
4. AUTHORITY (DID Number) 200.002		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM		
7. INSPECTION N/A	9. INPUT	10. FREQUENCY ASGEN	12. DATE OF 1st SUBMISSION	14. DISTRIBUTION and ADDRESSEES		
8. APP CODE A See Block 16		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT	a. ADDRESS	b. COPIES	
16. REMARKS  Block 8: The Contractor's format is subject to approval by Canada. The contractor shall submit the format to Canada for approval 15 working days before the first report is due. Canada may provide direction on the format for incorporation by the contractor. Changes to the format shall apply to all deliveries at least 15 working days after Canada provides such direction.					INITIAL	FINAL
					Soft Copy	Soft Copy
				DLCSPM		1
PREPARED BY		DATE	APPROVED BY			
17. CONTRACT FILE / DOCUMENT NUMBER		18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL		
				0	1	

<b>CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)</b>						
A. SYSTEM / ITEM Land C4ISR LTSC E&I Support			B. CONTRACT / RFP NUMBER W8486-08MT01			
C. SOW IDENTIFIER		D. DATA CATEGORY Management Data		E. CONTRACTOR		
1. ITEM NUMBER 300.001		2. TITLE OR DESCRIPTION OF DATA Integrated Logistics Support Plan (ILSP)		3. SUBTITLE		
4. AUTHORITY (DID Number) 300.001		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM		
7. INSPECTION DD	9. INPUT	10. FREQUENCY ONE/R	12. DATE OF 1st SUBMISSION ATBID See Block 16	14. DISTRIBUTION and ADDRESSEES		
8. APP CODE A		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT See Block 16	a. ADDRESS	b. COPIES	
16. REMARKS  Block 12. The initial ILSP shall be the ILSP delivered with the Contractor's proposal.  Block 13. Canada may provide comments on the ILSP for update. The contractor shall update the PMP within 10 working days after receipt of comments.  Further updates (to reflect changes to the project) shall be reviewed at a PRM; such proposed updates shall be provided to Canada at least 10 working days before the PRM where they will be reviewed. Canada may at its sole discretion accept, reject or direct changes to the ILSP.					INITIAL	FINAL
					Soft Copy	Soft Copy
				PSPC		1
				DLCSPM		1
PREPARED BY		DATE	APPROVED BY			
17. CONTRACT FILE / DOCUMENT NUMBER		18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL	0      2	

<b>CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)</b>					
A. SYSTEM / ITEM Land C4ISR LTSC E&I Support			B. CONTRACT / RFP NUMBER W8486-08MT01		
C. SOW IDENTIFIER		D. DATA CATEGORY Management Data		E. CONTRACTOR	
1. ITEM NUMBER 400.001		2. TITLE OR DESCRIPTION OF DATA Configuration Management and Data Management Plan (CM-DM Plan)		3. SUBTITLE	
4. AUTHORITY (DID Number) 400.001		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM	
7. INSPECTION DD	9. INPUT	10. FREQUENCY ONE/R	12. DATE OF 1st SUBMISSION ATBID See Block 16	14. DISTRIBUTION and ADDRESSEES	
8. APP CODE A		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT See Block 16	a. ADDRESS	b. COPIES
16. REMARKS  Block 12. The initial CM-DM Plan shall be the CM-DM Plan delivered with the Contractor's proposal.  Block 13. Canada may provide comments on the CM-DM Plan for update. The contractor shall update the PMP within 10 working days after receipt of comments.  Further updates (to reflect changes to the project) shall be reviewed at a PRM; such proposed updates shall be provided to Canada at least 10 working days before the PRM where they will be reviewed. Canada may at its sole discretion accept, reject or direct changes to the CM-DM Plan.				INITIAL	FINAL
				Soft Copy	Soft Copy
			PSPC		1
			DLCSPM		1
PREPARED BY		DATE	APPROVED BY		
17. CONTRACT FILE / DOCUMENT NUMBER		18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL	0
					2

<b>CONTRACT DATA REQUIREMENTS LIST (1 DATA ITEM)</b>						
A. SYSTEM / ITEM Land C4ISR LTSC E&I Support			B. CONTRACT / RFP NUMBER W8486-08MT01			
C. SOW IDENTIFIER		D. DATA CATEGORY Management Data		E. CONTRACTOR		
1. ITEM NUMBER 400.002		2. TITLE OR DESCRIPTION OF DATA Quality Assurance Plan (QAP)		3. SUBTITLE		
4. AUTHORITY (DID Number) 400.002		5. CONTRACT REFERENCE		6. REQUIRING OFFICE DLCSPM		
7. INSPECTION DD	9. INPUT	10. FREQUENCY ONE/R	12. DATE OF 1st SUBMISSION ATBID See Block 16	14. DISTRIBUTION and ADDRESSEES		
8. APP CODE A		11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION / EVENT See Block 16	a. ADDRESS	b. COPIES	
16. REMARKS  Block 12. The initial QAP shall be the QAP delivered with the Contractor's proposal.  Block 13. Canada may provide comments on the QAP for update. The contractor shall update the PMP within 10 working days after receipt of comments.  Further updates (to reflect changes to the project) shall be reviewed at a PRM; such proposed updates shall be provided to Canada at least 10 working days before the PRM where they will be reviewed. Canada may at its sole discretion accept, reject or direct changes to the QAP.					INITIAL	FINAL
					Soft Copy	Soft Copy
				PSPC		1
				DLCSPM		1
PREPARED BY		DATE	APPROVED BY			
17. CONTRACT FILE / DOCUMENT NUMBER		18. ESTIMATED NO OF PAGES	19. ESTIMATED PRICE	15. TOTAL	0      2	

## 7 Data Item Descriptions

<b>DATA ITEM DESCRIPTION</b>		
1. TITLE  Program Management Plan (PMP)	2. IDENTIFICATION NUMBER  100.001	
3. DESCRIPTION  The PMP describes how the contractor will structure his organization, and implement and employ the integrated project management practices, processes, procedures and tools required to successfully manage the Land C4ISR E&I Support Contract and meet contractual obligations.		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST  DLCSPM	6. GIDEP APPLICABLE
7. APPLICATION / INTERRELATIONSHIP  7.1 The PMP is the highest level plan for the project. All other plans are subordinate to the PMP.  7.2 The plan has interrelationships with the following project documents/plans.  a. System Engineering Management Plan. b. Configuration Management and Data Management Plan. c. Quality Assurance Plan. d. Support Infrastructure Plan. e. Integrated Logistics Support Plan.		
8. ORIGINATOR	9. APPLICABLE FORMS	
10. PREPARATION INSTRUCTIONS  10.1 Format.  The Contractor's own format is acceptable.  10.2 General  The plan shall be an all-encompassing plan for the project. Where further detail for a section of the PMP is covered by a subordinate plan, the PMP will present an overview in the PMP section of the material specified in these preparation instructions and reference the subordinate plan.  10.3 Content  The plan shall include the following information:  a. Introduction. Introduces the plan including scope, purpose, and maintenance of the plan.  b. Applicable Documents. Identifies all documents applicable to this plan including, as a minimum, other CDRL items, MIL-STDs, CFTO's, etc, including identifier, title, version number and date of issue.  c. Approach. Presents an overview of the project management organization, methodology and processes		

that integrates project planning, directing, monitoring and reporting. As a minimum, this plan shall contain the following:

- (1) Organization breakdown structure and interfaces;
- (2) Establishment and maintenance of program management monitoring and control;
- (3) Establishment and maintenance of task management control;
- (4) Establishment and maintenance of risk management control;
- (5) Establishment and maintenance of a quality management system;
- (6) Establishment and maintenance of Canada owned resource (including controlled goods) management control;
- (7) Establishment and maintenance of security management control;
- (8) Establishment and maintenance of system & software engineering management control;
- (9) Establishment and maintenance of configuration management control;
- (10) Establishment and maintenance of data management control; and
- (11) Establishment and maintenance of quality assurance control.

#### 10.4 Organizational Breakdown Structure (OBS) and Interfaces.

The PMP shall provide a hierarchical diagram of the Contractor Land C4ISR E&I Support program organization to the cost account manager level. As a minimum the OBS must be decomposed to the Land C4ISR E&I Support core service and task managers.

For each position, the PMP shall identify the function of the incumbent/proposed person. Additionally, a description of the responsibilities, authority and reporting lines of the Land C4ISR E&I support program manager, System Engineering manager, CM manager, DM manager, QA manager and CATA shall be provided. Where a subcontractor is an integral part of the project team, the Subcontractor's organization and project manager responsible for the work, shall be identified for each subcontractor.

The PMP shall describe the Contractor's approach, processes and procedures to interface with Canada and the Contractor's Subcontractors. Topics covered shall include as a minimum:

- a. Government Interfaces
  - (1) Types of interfaces,
  - (2) Reports,
  - (3) Meetings,
  - (4) Deliverable items,
  - (5) Comments and concerns,

- (6) Guidance and instructions,
- (7) Official correspondence,
- (8) Technical interchanges,
- (9) Unimpeded access to all related Land C4ISR E&I Support Contract work, personnel and data for Canada, and
- (10) Liaison and support to Canada.

b. Subcontractor Interfaces

- (1) Project management,
- (2) Cost schedule performance monitoring and reporting,
- (3) Quality assurance,
- (4) Contracts,
- (5) Problem reporting and resolution, and
- (6) Risk management.

The PMP shall describe the Contractor's contractual arrangement with any other companies involved in the contract e.g. teaming arrangement, joint venture etc and how those arrangements affect the organisation and management of the contract.

## 10.5 Program Management Monitoring & Control

### 10.5.1 General

This subsection refers to the description of the organization, management and procedures of the Contractor's Management Control System (MCS) that the contractor has, or will have, in place to manage the Contract, in accordance with this DID.

The Contractor shall describe how their Management Control System (MCS) is used to coordinate and integrate project data and information that relates to the planned performance of the work, the actual performance and the variances. The Contractor shall explain how it spans issues of schedule, cost and performance and defines the vehicle, which will allow Canada visibility into approved LAND C4ISR E&I Support information.

The MCS description shall incorporate the following:

- a. A narrative description of the management policies, processes and procedures used for project planning and control including organization, planning and budgeting, scheduling, cost accumulation, human resource management, baseline control, statusing of progress, variance analysis and reporting, and
- b. A narrative description describing how the progress report data is developed, statused, analyzed, updated, and approved for release including any associated selection criteria.

### 10.5.2 Subcontractor Flow-Down.

This subsection describes the Contractor's plans for flow down of MCS reporting requirements to subcontractors, including the process for analyzing and incorporating subcontractor problem and risk management data.

#### 10.5.3 Project Management Problem Reporting and Resolution.

This subsection shall describe the tools, processes and procedures proposed to identify, record, analyze and resolve problems both internal and external to the Contractor's project office. The proposed level of access to be provided to Canada, including entry of new problems or resolution to existing problems, shall be addressed. The interface and interaction with the risk management processes, as defined hereunder shall be described.

#### 10.5.4 Directing, Monitoring, Controlling and Reporting.

This section shall discuss the Contractor's proposed approach for external and internal reviews.

As a minimum, the following topics shall be addressed:

- a. Formal progress reporting;
- b. Progress review meetings. Specifically describe the form and conduct of the regularly scheduled Project Progress Review Meetings, identifying the responsibilities of the various participants; and
- c. Internal Contractor project management reviews including processes and feedback mechanisms within the Contractor organization and samples provided (format and content) of the agenda and minutes for each type of internal project management review meeting.

#### 10.6 Task Management

This subsection shall present the Contractor's processes and procedures to support the initiation, planning, estimating, executing, controlling, reviewing, evaluating and closing & delivering LAND C4ISR E&I support tasks in accordance with Canada's DND 626 task authorization procedure.

The Contractor's task authorization procedures shall be described for work authorization within the Contractor's organization and for subcontracted work.

#### 10.7 Risk Management Control

This subsection shall: define the procedures and methods to be used in identifying, analyzing and evaluating extraordinary risk, describe the processes to be used in the early prediction of potential problem areas, and describe the procedures and assigned responsibilities for risk mitigation and problem resolution.

Risks may be controllable or uncontrollable within the project work; however, it is essential that all extraordinary risks, whether controllable or uncontrollable, be identified and tracked. Controllable risks must be managed. Contingency Plans must be made for dealing with uncontrollable risk.

#### 10.8 Quality Management

This subsection shall explain how the quality aspects of programs, products and services are managed in the Contractor's organization and shall include the following:

- a. A definition of the organizational quality management policies and procedures;

- b. A definition of the organizational quality goals and objectives;
- c. A definition of the accountability and authority for quality management;
- d. Identification of how the status of customer satisfaction is monitored; and
- e. Identification of the action taken when quality goals are not achieved.

#### 10.9 Canada Owned Resource Management

This subsection shall identify the procedures and methods employed by the Contractor to accept, track and manage internally and through their subcontractors, Government property made available to the Contractor by Canada for use on the LAND C4ISR E&I Support Contract.

The description shall explain how the controlled goods aspect of the program will be managed and shall include the following:

- a. Identification of how the Contractor will ensure that all staff, including that of any Subcontractor, is qualified to carry out the work in compliance with all applicable international and federal controlled goods laws and regulations;
- b. Identification of how the Contractor will ensure that all Work, including the Work of any Subcontractor, is performed in compliance with all applicable international, and federal controlled goods laws and regulations; and
- c. Describe how the Contractor acquires and maintains software licenses of Land C4ISR system elements.

#### 10.10 Security Management

This subsection shall define the procedures and methods employed by the Contractor to manage the security aspects of the contract including:

- a. Gaining necessary security clearance for new employees;
- b. Physical security of the facilities under Contractor management; and
- c. Electronic security of data, computers and networked resources.

#### 10.11 Overview of Subordinate Plans

This section shall provide an overview of the plans identified hereunder. The overview shall highlight the major aspects of the plans and explain their interrelationships and dependencies with each other and this Project Management Plan.

Subordinate Plans include:

- a. System Engineering Management Plan;
- b. Configuration and Data Management Plan;
- c. ILS Plan;

d. Quality Assurance Plan; and

10.12 Performance Measurement

The Contractor shall describe the proposed Performance Measures and the associated Measurement and Analysis process that will be used in the conduct of the Work of the SOW.

The metrics to be measured and the process for analysis should be chosen with a view to process and performance improvement in both the short and long term.

<b>DATA ITEM DESCRIPTION</b>		
1. TITLE  Monthly Progress Report	2. IDENTIFICATION NUMBER  100.002	
3. DESCRIPTION  The purpose of the report is to: <ul style="list-style-type: none"> <li>a. Monitor overall Land C4ISR E&amp;I Support Contract performance and task activities;</li> <li>b. Provide the customer (Contract Authority (CA), Procurement Authority (PA), and Technical Authority (TA)) with the information necessary to evaluate the progress of the activities; and</li> <li>c. Communicate to the customer any contract or task related concerns and risks identified by the Contractor that might affect either meeting the contract requirements or the performance and system integrity of the Land C4ISR SoS.</li> </ul>		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST  DLCSPM	6. GIDEP APPLICABLE  N/A
7. APPLICATION / INTERRELATIONSHIP		
8. ORIGINATOR  DLCSPM	9. APPLICABLE FORMS  N/A	
10. PREPARATION INSTRUCTIONS  10.1 Format  The Contractor's own format is acceptable.  10.2 Content  Progress Reports shall include the following information:  An executive summary that describes significant elements of the report.  Progress Status. An update of progress status for Core Management Services, Core Engineering Support Services, any active tasked work, and tasked work closed since the last progress status.  In addition the Progress Status shall include:  A risk status report.  A summary of the status of each active Task over the reporting period (including tasks closed during the period).  A Staff Utilization status report that identifies for each staffing category the number of hours expended in the reporting period per task, for tasks that are not fixed price.		

A Core Engineering Support Services Status Report, including, at a minimum:

- a. A summary of the status of Core Work performed over the reporting period;
- b. Systems Engineering Management Status Report;
- c. Systems-of-Systems Architecture Status Report;
- d. Baseline and Change Management Summary;
- e. Integration, Test & QA Activities Summary;
- f. EMSEC/E3 Program Summary;
- g. Safety and RFS Engineering Services Summary;
- h. System Problem Resolution Summary;
- i. ILS Summary; and
- j. R&O Status Report.

A Modification Request Status report which identifies, for each modification request:

- a. MR #;
- b. MR Title;
- c. State - Active / Deferred / Inactive / Sanctioned;
- d. Current Responsibility - DLCSPM or Contractor;
- e. Current Phase;
- f. Priority - 1 / 2 / 3;
- g. Type - Corrective, Perfective, Adaptive or Emergency;
- h. DLCSPM OPI;
- i. Customer Expected Target Release;
- j. Committed Target Release; and
- k. STAR/AR Status.

A Program Invoice Status report which identifies for each active and closed task;

- a. Task Number;
- b. Task Title;
- c. Total Task Value;
- d. Basis of Payment;
- e. Billing for this reporting period;
- f. Previous Total Billing;
- g. Total Billing to Date; and
- h. Remaining % LOE.
- i. Earned Value Statistics (if required).

<b>DATA ITEM DESCRIPTION</b>		
1. TITLE <b>Meeting Agenda</b>	2. IDENTIFICATION NUMBER <b>100.003</b>	
3. DESCRIPTION <b>Meeting Agendas set forth the venue and identify the discussion items to be covered at meetings</b>		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST <b>DLCSPM</b>	6. GIDEP APPLICABLE <b>N/A</b>
7. APPLICATION / INTERRELATIONSHIP <b>This DID integrates with the DID - Meeting Minutes.</b>		
8. ORIGINATOR <b>DLCSPM</b>	9. APPLICABLE FORMS <b>N/A</b>	
10. PREPARATION INSTRUCTIONS		
10.1	Format. The Contractor's own format is acceptable	
10.2	The agenda shall address the following:	
	a. The scope, purpose and objectives of the meeting;	
	b. Time, date and location;	
	c. Suggested attendees (Contractor, Canada and others);	
	d. Need for any Canada documentation to be presented at the meeting; and	
	e. Security classification of the meeting.	
10.3	The following shall be the standard agenda items with appropriate details relevant to the specific meeting:	
	a. Agenda review;	
	b. Review report items;	
	c. Review meeting action item status;	
	d. Other agenda items;	
	e. New subjects introduced by members of the meeting; and	
	f. Action item generation.	
10.4	Special requirements. This section shall detail the requirement for visit clearances, security arrangements, facilities, and any other pertinent information.	
Note: Additional items unique to the meeting may be identified in the SOW tasking the contractor.		

<b>DATA ITEM DESCRIPTION</b>		
1. TITLE <b>Meeting Minutes</b>	2. IDENTIFICATION NUMBER 100.004	
3. DESCRIPTION Meeting Minutes consist of the detailed records of proceedings, discussions, decisions and action items from a meeting.		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST	6. GIDEP APPLICABLE
7. APPLICATION / INTERRELATIONSHIP 7.1 This DID contains instructions for the preparation of Meeting Minutes as required by the SOW 7.2 This DID integrates with DID 100.003 - Meeting Agenda.		
8. ORIGINATOR DLCSPM	9. APPLICABLE FORMS N/A	
10. PREPARATION INSTRUCTIONS  10.1 Format  The Contractor's own format is acceptable.  10.2 Content  The minutes of meetings shall be presented in the following sections:  a. General - including meeting identification number, purpose, date, time and location; b. Attendees, including their title and responsibility; c. Discussion Items - Including a summary record of proceedings, discussions, decisions, information addressees, action addressees and action completion date, for each item. All agenda items shall be covered; d. Next Venue (if applicable); and e. Signatures of the Contractor Authority, PSPC Contracting Authority (CA) and/or DND Technical Authority (TA) or their delegates as may be appropriate for the specific meeting.  Note: Any additional requirements specific to a meeting may be specified in the SOW for the Task.		

<b>DATA ITEM DESCRIPTION</b>		
1. TITLE  Canada Owned Resource Utilization & Status Report	2. IDENTIFICATION NUMBER  100.005	
3. DESCRIPTION  The Canada Owned Resource Utilization Status Report provides the status of Government Furnished Information (GFI), Government Furnished Equipment (GFE) and Government furnished Vehicles (GFV) that are provided by Canada to the Contractor, for use on the Contract.		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST  DLCSPM	6. GIDEP APPLICABLE  N/A
7. APPLICATION / INTERRELATIONSHIP		
8. ORIGINATOR  DLCSPM	9. APPLICABLE FORMS  N/A	
10. PREPARATION INSTRUCTIONS  10.1      Format  The Canada Owned Resource Utilization Report shall be prepared in the Contractor's format.  10.2      Content  The report shall provide an inventory of GFI, GFE and GFV issued to the Contractor and to Subcontractors.  The report shall include, as a minimum, the following information for each item in the Contractor's (and Subcontractor's) possession:  <ul style="list-style-type: none"> <li>a. Item name – e.g. Land C4ISR Checkout Cell Laptop;</li> <li>b. Item Description – e.g. Toshiba Tecra S3 Laptop (Model PTS30C-MT501E) w/power transformer;</li> <li>c. Serial / Registration / License Key or Media Number;</li> <li>d. Contractor/Subcontractor assigned Asset Number;</li> <li>e. NATO Stock Number (where applicable);</li> <li>f. Location (Present location of item);</li> <li>g. Cost (if purchased by the Contractor/Subcontractor on DND's behalf); and</li> <li>h. Use/Comments.</li> </ul>		

<b>DATA ITEM DESCRIPTION</b>		
1. TITLE Task Closure Report	2. IDENTIFICATION NUMBER 100.007	
3. DESCRIPTION  This report is the final deliverable for all tasks and documents activity, results and lessons learned.		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST DLCPSM Program Control Office	6. GIDEP APPLICABLE N/A
7. APPLICATION / INTERRELATIONSHIP  The task closure report is delivered when the task is closed.		
8. ORIGINATOR DLCPSM	9. APPLICABLE FORMS N/A	
10. PREPARATION INSTRUCTIONS  10.1 Format  The Contractor's own format is acceptable.  10.2 Content  The task closure report shall contain the following as a minimum:  a. Timeline – start and finish dates for the task including major milestones; b. Costs – Actual task cost and forecast at task initiation, rational for variance and cost control change history (as applicable to the task basis of payment); c. Work Summary – a brief description of the work; d. Accomplishments – major accomplishment of the task; e. Lessons Learned; and f. Issues/outstanding items.		



<b>DATA ITEM DESCRIPTION</b>		
1. TITLE Systems Engineering Management Plan (SEMP)	2. IDENTIFICATION NUMBER 200.001	
3. DESCRIPTION The Systems Engineering Management Plan (SEMP) describes the Contractor's plans and processes for scheduling, planning, organizing, directing, conducting, controlling and coordinating all Engineering effort under the contract and sets forth the Contractor's Engineering Program.		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST DLCPSM	6. GIDEP APPLICABLE
7. APPLICATION / INTERRELATIONSHIP The SEMP is a subordinate plan of the PMP.		
8. ORIGINATOR	9. APPLICABLE FORMS	
10. PREPARATION INSTRUCTIONS <p>10.1 Format</p> <p>The Contractor's own format is acceptable.</p> <p>10.2 Content</p> <p>The SEMP shall contain sufficient detail to allow DND to assess the Contractor's ability to carry out and manage the engineering of the contract.</p> <p>The SEMP shall address the methods, techniques and process employed by the Contractor in support of resolution of System Problem Reports (SPR) resolution</p> <p>The SEMP shall contain as a minimum the following information:</p> <ul style="list-style-type: none"> <li>a. Organisation;</li> <li>b. Roles and Responsibilities;</li> <li>c. Detailed description of the Contractor's Engineering Program as tailored to the LEISC work, to include a detailed description of the Contractor's Core Program Delivery approach for each Core Engineering SOW item (SOW paras 4.1 through 4.9)</li> <li>d. Detailed process descriptions for all Engineering Processes including process flow diagrams;</li> <li>e. Detailed approach descriptions for System Problem Report (SPR) Support and Resolution Processes;</li> <li>f. Detailed approach descriptions Decision Analysis and Resolution (DAR) processes; and</li> <li>g. Detailed approach descriptions for Engineering Review Processes;</li> <li>h. Detailed approach description for how the LEISC contractor proposes to integrate and/or interface their engineering processes with other members of the IPT.</li> </ul>		

<b>DATA ITEM DESCRIPTION</b>		
1. TITLE  Obsolescence Management Report	2. IDENTIFICATION NUMBER  200.002	
3. DESCRIPTION  The Obsolescence report identifies for current and intended Land C4ISR elements, obsolescence related issues.		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST  DLCSPM Technical Authority	6. GIDEP APPLICABLE  N/A
7. APPLICATION / INTERRELATIONSHIP		
8. ORIGINATOR  DLCSPM	9. APPLICABLE FORMS  N/A	
10. PREPARATION INSTRUCTIONS  10.1 Format  The contractor's own format is acceptable.  10.2 Content  The Obsolescence Management Report shall identify the obsolescence issue for current and intended Land C4ISR elements.  The report shall identify options to respond to the issue. Each option shall present a complete analysis of the implications of proceeding with that option. Options can include lifetime purchases. The analysis shall include (as applicable):		
<ul style="list-style-type: none"> <li>a. An assessment of the current technology capabilities and their suitability;</li> <li>b. Proposed obsolescence related technology insertion strategies which comply with the Land C4ISR Concept of Operations and minimize total life cycle costs;</li> <li>c. Identification, for each item and the system as a whole, optimal sparing and replacement predictions;</li> <li>d. A description of the processes that the Contractor will use to identify/forecast, track, mitigate and correct the impact of obsolescence on the Land C4ISR elements;</li> <li>e. The proposed processes that will be followed for the replacement of obsolete and unsupportable components;</li> <li>f. Identification of new personnel skill sets required;</li> <li>g. Identification of new process and maintenance requirements; and</li> <li>h. Costs.</li> </ul>		
The cost included with each option shall include all costs including Engineering, Configuration Management, Procurement, Technical Publications, Logistical Support and any other items identified in the analysis.		

<b>DATA ITEM DESCRIPTION</b>		
1. TITLE Integrated Logistics Support Plan (ILSP)	2. IDENTIFICATION NUMBER 300.001	
3. DESCRIPTION  This plan describes the Contractor's program for providing integrated logistics support services.		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST DLCSPM ILS	6. GIDEP APPLICABLE N/A
7. APPLICATION / INTERRELATIONSHIP  7.1 The ILSP Plan supports the PMP.  7.2 The Quality of the process and outcomes resulting from performing the activities described in the ILSP are assured by the process described in the QA Plan.  7.3 ILS activities in many cases provide the initial input into engineering investigations and the MR Process.		
8. ORIGINATOR DLCPSM	9. APPLICABLE FORMS N/A	
10. PREPARATION INSTRUCTIONS  10.1 Format  The Contractor's own format is acceptable.  10.2 General  The ILSP shall describe how the contractor will conduct the Life-Cycle Materiel Management Support Services and the Support to Operations Services identified in the SOW.  The ILSP shall as a minimum cover the following:  a. Field Service Representatives; b. Mobile Repair Parties; c. Technical Assistance Visits; d. Support to operational test and Evaluation; e. Repair and Overhaul Services; f. Training; g. Documentation including Special Information Instructions; h. Sparing; i. Material Change Notices; j. Packaging, Handling, Storage and Transportation; k. Problem Resolution; l. Obsolescence Management; and m. Other maintenance support.  10.3 Specific Requirements  The following identifies specific topics within the above framework that the ILSP shall cover.		

#### 10.3.1 Support to Operations (items a, b, c and d above)

The ILSP shall describe any issues associated with providing support to operations, particularly in theatre.

#### 10.3.2 Repair and Overhaul

The ILSP shall describe the R&O processes that would be used when tasked to perform R&O including initial start-up activities when a new item is identified for R&O.

#### 10.3.3 Packaging, Handling, Storage and Transportation

While the SOW for any task requiring PHST will contain specific requirements, the ILSP shall describe the contractors normal processes and standards for the various services requiring PHST defined in the SOW.

<b>DATA ITEM DESCRIPTION</b>		
1. TITLE Configuration Management and Data Management (CM-DM) Plan	2. IDENTIFICATION NUMBER 400.001	
3. DESCRIPTION  3.1 This plan describes the Contractor's Quality Assurance Program.  3.2 The QA Plan describes how the Contractor will perform the QA work specified in the SOW.		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST DLCSPM Technical Authority	6. GIDEP APPLICABLE N/A
7. APPLICATION / INTERRELATIONSHIP  7.1 The CM-DM Plan supports the PMP, SEMP is supported by the QAP.  7.2 The Quality of the process and outcomes resulting from performing the activities described in the CM-DM Plan, are assured by the process described in the QA Plan.		
8. ORIGINATOR DLCPSM	9. APPLICABLE FORMS N/A	
10. PREPARATION INSTRUCTIONS  10.1 Format  The Contractor's own format is acceptable.  10.2 General  The CM-DM Plan shall comply with the CM plan requirements of ANSI/EIA 649 paragraph 5.1.2.  The Contractor shall consider the guidance of ISO 15846 for software configuration management in the preparation of the plan.  The CM-DM Plan shall conform to the information items content requirements as follows:  a. Configuration Management Plan IAW ISO/IEC 15289 section 10.10. b. Documentation Plan IAW ISO/IEC 15289 section 10.19.  The CM-DM Plan shall conform with planning requirements of ISO/IEC 12207 clause 6.2.1.1, AMD1 7.5.3.9, and 6.1.1.1.  The CM-DM Plan shall conform with life cycle data and information items formats of ISO 15289 as specified in section 10 of this DID.  10.3 Specific content  The CM-DM PLAN shall define the policies and procedures to be used to configuration manage the functional and physical characteristics of Land C4ISR SoS Configuration Items (CIs), including interfaces and configuration identification documents, for the duration of Contract.		

The CM-DM PLAN shall define how Configuration Management will be accomplished and how consistency between the system's definition, its configuration and the configuration management records will be achieved and maintained.

The CM-DM PLAN shall describe how it integrates with the Systems Engineering Management Program.

The CM-DM PLAN shall include and address the above points through the requirements identified in the paragraphs below.

The CM-DM PLAN shall contain as a minimum the following:

- a. General system definition and scope;
- b. Description of CM activities for each major CM function:
  - i. Configuration planning and management;
  - ii. Configuration identification;
  - iii. Configuration change management;
  - iv. Configuration status accounting;
  - v. Configuration verification and audit;
  - vi. Configuration management of digital data;
- c. Organisational roles, responsibilities and resources;
- d. Programmatic and organisational interfaces;
- e. CM deliverables, milestones and schedule; and
- f. Flowdown and management of requirements to subcontractors.

If the Contractor already has a well-established CM Plan within its corporate procedures, then such a plan may be included as an attachment and referenced, within the main body, provided such references are specific and in context. Simple reference to such a plan, without providing how it will be used or tailored for this contract, will be unacceptable.

#### 10.5 Specific Content

The CM-DM Plan shall describe the organizational structure, the training, roles and responsibilities assigned to perform the CM-DM work.

The CM-DM Plan shall describe how Configuration Identification and Change Management will be performed, including how Software release management and delivery will be performed, (ISO/IEC 12207 clause 6.2.6).

The CM-DM Plan shall describe the CM-DM information items, records, reports and data IAW ISO/IEC 15289 sections 10.8, 10.9, 10.12, 10.21, 10.25, 10.51, 10.54, 10.81 and 10.83. The Contractor should consider the guidance in Annex A to ISO 15289 in the identification of LCSS information items and their contents.

The CM-DM Plan shall describe how CSA, Verification and Auditing will be performed, including the format and content of audit reports, IAW ISO 15289 sections 7.6, 10.7 and 10.8 for FCA and PCA.

The CM-DM Plan shall describe how CM of digital data will be performed.

The CM-DM Plan shall describe how Documentation Management will be performed.

<b>DATA ITEM DESCRIPTION</b>		
1. TITLE <b>Quality Assurance (QA) Plan</b>	2. IDENTIFICATION NUMBER 400.002	
4. DESCRIPTION  4.1 This plan describes the Contractor's Quality Assurance Program.  4.2 The QA Plan describes how the Contractor will perform the QA work specified in the SOW.		
4. APPROVAL DATE	5. OFFICE OF PRIMARY INTEREST <b>DLCSPM Technical Authority</b>	6. GIDEP APPLICABLE N/A
8. APPLICATION / INTERRELATIONSHIP  8.1 The QA Plan supports the PMP, SEMP and the CM-DM Plan.  8.2 The Quality of the process and outcomes resulting from performing the activities described in the QA Plan, are assured by the process described in the QA Plan.		
8. ORIGINATOR <b>DLCPSM</b>	9. APPLICABLE FORMS N/A	
10. PREPARATION INSTRUCTIONS  10.1 Format  The Contractor's own format is acceptable.  10.2 General  The QA Plan shall conform to the generic content guidelines for plans, section 7.4 of ISO/IEC 15289.  The process descriptions described in, or referenced by, the QA Plan shall conform to the generic content guidelines for procedures, section 7.5 of ISO/IEC 15289.  The QA Plan shall conform to the specific information items content requirements of a Quality Assurance Plan in accordance with ISO/IEC 15289 sections 10.52 and 10.43.  The QAP shall be prepared using the guidance of Annex A to ISO 15289 in the selection of information items to be included.  10.3 Specific content  The QA Plan shall describe the organizational structure, the training, roles and responsibilities assigned to perform product and process QA work in all areas of work of the SOW.  The QA Plan shall describe the processes, the tools and techniques used to perform QA on Land C4ISR product and processes.		

The QA Plan shall describe how the Contractor will support DQA, including reference to the Support Infrastructure services provided.

The QA Plan shall describe how the Contractor will support IV&V.

The QA Plan shall describe the processes, tools and techniques for performing Joint Technical Reviews. The

QA Plan shall conform to requirements of ISO/IEC 12207 clauses 5.2.4.1, 6.3.2.3, 6.4, 6.5, .6.6, 6.7 and 6.8.

The QA Plan shall conform to requirements of ISO/IEC 15288 clauses 5.3.6.3 e), 5.4.2.3 l), 5.4.3.3 b).



**APPENDIX 6  
TO ANNEX A**

**TO CONTRACT  
W8486-184104**

**LAND C4ISR  
LAND C4ISR ENGINEERING INTEGRATION  
SUPPORT CONTRACT**

**TASK RESOURCE CATEGORIES**

**19 JUNE 2017**

## 1 Personnel Requirements Summary

### 1.1 Qualification and Skills

The contractor shall be capable of providing personnel with the needed capability and experience to perform the work at the contracted rates for the particular skill set. The senior / team lead level in each category type shall have the demonstrated capability and experience to function as a team leader.

### 1.2 Personnel Labour Category Assignments

Table A6-1 below summarizes the categories to be assigned by the Contractor to personnel allocated by the Contractor to provide the support for work described in the SOW and authorized by individual task.

Serial	Short Title	Personnel Position Description	Bilingual Requirement	Minimum Security Clearance Required
1	PjM	Project Manager	Yes	SECRET
2	PjA	Project Support Assistant	Yes	SECRET
3	SA/SEM	Systems Architect / Systems Engineering Manager	No	SECRET
4	SE	System Engineer	No	SECRET
5	HWE	Hardware Engineer	No	SECRET
6	HTC	Hardware Technician	No	SECRET
7	SWA	Software/Firmware Architect/Engineer	No	SECRET
8	SWD	Software/Firmware Developer	No	SECRET
9	ILSS	Integrated Logistics Support Specialist	No	SECRET
10	TE	Test Engineer	No	SECRET
11	TTC	Test Technician	No	SECRET
12	CDMS	Configuration Management Specialist	No	SECRET
13	QMS	Quality Management Specialist	No	SECRET
14	HFS	Human Factors Specialist	No	SECRET
15	TWD	Technical Writer/Illustrator	Yes	SECRET
16	FSR	Field Support Representative	Yes	SECRET
17	CTP	Certified TEMPEST Professional	No	Level I: SECRET Level II: TS

Serial	Short Title	Personnel Position Description	Bilingual Requirement	Minimum Security Clearance Required
18	E3E	Electromagnetic Environment Effects Engineer	No	SECRET

Table A6-1: Personnel Requirements

## 2 Mandatory Personnel Requirements (Qualifications, Skill Sets and Experience)

### 2.1 General

#### 2.1.1 Qualifications and Skills

The qualifications and skill sets specified below are the minimum required for contractor provided personnel. The SOW as a whole states the total breadth of capability and experience required of the contractor personnel to perform all the work required if, as and when tasked. For a specific task and skill set, the experience of tasked personnel in supporting different types of equipment and systems, software languages, applications, frameworks, operating systems, environments and standards will be narrower than the total breadth and will be specified. The contractor must be capable of providing personnel with the needed capability and experience to perform the work at the contracted rates for the particular skill set. The senior level in each category type must have the demonstrated capability and experience to function as a team leader.

#### 2.1.2 Bilingual Capability

Some tasks are expected to require Contractor personnel who are capable of working with CF personnel in their unit's official language. For the skill sets identified in this Appendix and summarized in table A6-1 above, the contractor shall be capable of providing a proportion of personnel that are able to communicate orally and in writing in both official languages of Canada (French and English). This bilingual capability is expected to be required for up to one third of the personnel with these skill sets in tasks where this is a stated requirement. This is intended to provide flexibility for accessing a skilled personnel resource as broad as possible while maintaining access to a significant capability to work in both French and English.

#### 2.1.3 Certifications Called-up in Tasks

Specific tasks may include additional mandatory requirements for certification or training. When required, personnel with certifications needed will be tasked and provided under the most appropriate personnel skill set in each case.

### 2.2 Project Manager (PjM)

Tasks include all aspects of managing a task and/or core work under this SOW and generally require the Project Manager to have:

- a. The responsibility and authority to plan, execute, and control the tasked project work on behalf of the Contractor; and
- b. The capability and experience to perform project management tasks with the applicable experience and responsibility necessary to successfully complete the work.

All project managers shall have the following minimum level of education, professional certification and experience:

No.	Criteria
1.	<u>Education.</u> Must have a minimum of a university undergraduate degree in project management, business, and engineering, science or information systems. Or, A college diploma (two or three year program) in a business or project management program.
And, 2.	<u>Professional Certification.</u> The Project Management Institute's PMP certification must be held in good standing.
And, 3.	<u>Experience.</u> <b>Junior:</b> No requirement <b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six (6) years in hardware and product engineering work applicable to the area of work. <b>Senior:</b> Seven (7) years of experience within the last ten (10) years in hardware and product engineering work applicable to the area of work.

### 2.3 Project Support Assistant (PjA)

Tasks include all aspects of administrative support to a task and/or core work under this SOW and generally require the Project Support Assistant to:

- a. Assist with Process Management activities, for example for the coordination and tracking of files, deliverables, tasks, action items and meetings;
- b. Perform clerical duties, including the taking accurate and concise notes, e.g. for the production of meeting minutes, production of correspondence, etc.;
- c. Schedule and coordinate meetings and facilities in support of task or core work;
- d. Manage equipment assets and supplies needed in support of work, etc.

### 2.4 System Architect / System Engineering Manager (SA/SEM)

There is no junior or intermediate level in this Labour Category.

Systems Architects and System Engineering Managers must be capable of:

- a. Understanding System Value - In the problem space (Enterprise and Operational);
- b. Understanding Systems Engineering Life Cycles - How systems are built;
- c. Understanding System Science - How systems work;
- d. Understanding of modelling via Methodologies, Techniques; and Tools;

System Architects and System Engineering Managers must have experience with the following activities:

- a. Analyzing, Designing and Implementing system architectures at the System-of-Systems level;
- b. Communication engineering and systems including radio systems and network security;
- c. Command, Control, Communications Information Systems;
- d. Distributed Systems;
- e. Interface Control Management and implementation;
- f. Data architecture definition, and implementation; and
- g. System Integration: hardware and software (commercial off-the-shelf (COTS) and/or custom developed) systems into new or existing systems-of-systems.

All System Architects and System Engineering Managers shall have the following minimum level of education, professional certification and experience:

No.	Criteria
1.	<u>Education.</u> Must have a university postgraduate degree in Systems Engineering, Software Engineering, Computer Engineering, Electrical or Electronic Engineering, Mechanical Engineering, Information Systems or Computer Science.
And, 2.	<u>Professional Certification.</u> Be certified as a P.Eng by a Provincial Engineering licensing body to practice as an engineer in Canada.
And 3.	<u>Experience.</u> Must have a minimum of seven (7) years of experience within the last ten (10) years in systems engineering and architecture work clearly demonstrating a progression of increasing responsibility in the field of Systems Architecture and/or Systems Engineering Management, including at least four (4) years at the System-of-Systems level.

## 2.5 System Engineer

There is no junior level in this Labour Category.

System Engineers must be capable of:

- a. Understanding System Value
- b. Understanding Systems Engineering Life Cycles - How systems are built;
- c. Understanding System Science - How systems work;
- d. Understanding of modelling via Methodologies, Techniques; and Tools;

System Architects and System Engineering Managers must have experience with the following activities:

- a. Analyzing, Designing and Implementing systems at the System level;
- b. Communications systems;
- c. Interface Control Management and implementation; and
- d. System Integration: hardware and software (commercial off-the-shelf (COTS) and/or custom developed) components into new or existing systems.

No.	Criteria
1.	<p><u>Education.</u></p> <p>Must have a university degree in software engineering, computer engineering, Electrical or Electronic Engineering, Mechanical Engineering, Information Systems or Computer Science.</p>
And, 2.	<p><u>Professional Certification.</u></p> <p>Be certified as a Professional Engineer in Canada by a recognized Provincial Engineering Licensing body.</p>
And 3.	<p><u>Experience.</u></p> <p>Must have a minimum of three (3) years of experience within the last six (6) years in systems or product engineering work.</p> <p><b>Senior Level:</b> Seven (7) years of experience within the last ten (10) years in systems and product engineering work, at least four (4) years of which is in systems engineering.</p>

## 2.6 Hardware Engineers

Hardware Engineers must be capable of working on a system that has a broad variety of hardware including radios, antennas, network and optical equipment, computers, displays, general communications and sensor systems, in addition to specialized Canadian Army mission equipment. Tasks will include work requiring knowledge and skills in at least the following areas: electronics, radio frequency (RF) engineering, electro-magnetic environment, RF/data/electrical cabling, equipment installations in vehicles and human factors layouts of equipment in vehicles.

No.	Criteria
1.	<u>Education.</u> Must have a university degree in Computer Engineering, Electrical or Electronic Engineering, Mechanical Engineering, Information Systems or Computer Science from a program that is <b>either</b> accredited by Engineers Canada <b>or</b> deemed “substantially equivalent” by an application to the Engineering International – Education Assessment Program (EI-EAP).
And, 2.	<u>Professional Certification.</u> Be certified as a Professional Engineer in Canada by a recognized Provincial Engineering Licensing body, <b>or</b> <b>Junior level</b> only: Be registered in an Engineer-in-training (EIT) program provided by a recognized Provincial Engineering Licensing body.
And 3.	<u>Experience.</u> <b>Junior:</b> No requirement <b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six (6) years in hardware and product engineering work applicable to the area of work. <b>Senior:</b> Seven (7) years of experience within the last ten (10) years in hardware and product engineering work applicable to the area of work.

## 2.7 Hardware Technicians

Hardware Technicians must be capable of working on a system that has a broad variety of hardware including radios, antennas, network and optical equipment, computers, displays, general communications and sensor systems, in addition to specialized Canadian Army mission equipment. Tasks will include work requiring knowledge and skills in at least the following areas: electronics, radio frequency (RF) testing and characterization, electro-magnetic environment, RF/data/electrical cabling, equipment installations in vehicles and human factors layouts of equipment in vehicles.

No.	Criteria
1.	<u>Education.</u> Must have a college certificate, diploma, or degree in a specific relevant discipline from a post-secondary Canadian institution. Two years of directly relevant job experience is an acceptable substitute for the education criteria.
And, 2.	<u>Professional Certification.</u> <b>Senior:</b> Be certified as a Professional Electronics Technician by a recognized Provincial Technicians Licensing body, or equivalent accredited certification relevant to the area of expertise being applied.
And 3.	<u>Experience.</u> <b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six

	<p>(6) years in hardware and product technical work applicable to the area of work.</p> <p><b>Senior:</b> Seven (7) years of experience within the last ten (10) years in hardware and product technical work applicable to the area of work.</p>
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**2.8 Software/Firmware Architect**

There is no junior level in this Labour Category.

The Software/Firmware Architect must be capable of designing, developing, and implementing software solutions to address complex systems of systems issues. The Software/Firmware Architect must be capable of working with different software languages tools including but not limited to Java, C++/object oriented programs, SQL, web application development, and security. Experience with working on all levels of hardware stacks of embedded systems. Tasks may include but not limited to:

- a. Activities in Client /Server architecture and related systems:
  - 1) Client /Server architecture and related technologies;
  - 2) Analyzing, Designing and Implementing system architectures;
  - 3) Communication engineering and systems and network security
  - 4) Command, Control, Communications Information Systems
  - 5) Real-Time or Distributed Systems
  - 6) Data architecture definition, and implementation
  - 7) System Integration: hardware and software, (commercial off-the-shelf (COTS) and/or custom developed) components into new or existing systems; an
  - 8) System life-cycle management for hardware and software systems.

No.	Criteria
1.	<p><u>Education.</u></p> <p>Must have a university degree in software engineering, systems engineering, electrical engineering, computer engineering, telecommunications, information systems or computer science.</p>
And 2.	<p><u>Experience.</u></p> <p><b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last seven (7) years in software or firmware development or software engineering/architecture work. Must have experience in process frameworks and applicable standards (e.g. ISO/IEC 12207, ISO/IEC 15288, ISO 9001, Personal Software Process, CMMI, IEEE 1471, DODAF, and MODAF).</p> <p><b>Senior Level:</b> Must have a minimum of seven (7) years of experience within the last</p>

	ten (10) years in software/firmware development and software engineering/architecture work, including at least four (4) years of software engineering/architecture experience. Must have experience in process frameworks and applicable standards (e.g. ISO/IEC 12207, ISO/IEC 15288, ISO 9001, Personal Software Process, CMMI, IEEE 1471, DODAF, and MODAF).
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## 2.9 Software/Firmware Developer

The Software/Firmware Developer must be capable of working on a complex system that may include interfaces to a broad variety of software, firmware, applications, operating systems and environments. Must be familiar with programming languages (e.g. C, C++) and paradigms (e.g. Object Oriented, Functional, Procedural) applicable to the products under development, and coding best practices including rapid development processes (e.g. Agile), formal version management approaches (e.g. Subversion), code commenting, formal interface definition and management etc.

No.	Criteria
1.	<p><u>Education.</u></p> <p>Must have a minimum of a college diploma in software/firmware development or a university undergraduate degree in Software Engineering, Computer Engineering or equivalent from a Canadian Council of Professional Engineers (CCPE) accredited engineering program or a Computer Science or Information Systems undergraduate degree. Two years of directly relevant job experience is an acceptable substitute for the education criteria.</p>
And 2.	<p><u>Experience.</u></p> <p><b>Junior:</b> No requirement</p> <p><b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six (6) years in software/firmware development work.</p> <p><b>Senior Level:</b> Must have a minimum of (7) seven years within the last (10) ten years in software/firmware development work.</p>

## 2.10 Integrated Logistic Support Specialist

The Integrated Logistics Support Specialist (ILSS) must be capable of providing comprehensive support to complex systems and systems-of-systems with diverse requirements and elements.

ILSS tasks include but are not limited to:

- a. Maintaining Integrated Logistics Support Plans (ILSP). The ILSP serves as the master logistics planning document that describes necessary logistic activities, assigns responsibility for those activities, and establishes a schedule for completion.
- b. Influencing Design. Integrated Logistic Support will provide important means to identify as early as possible RAMD (Reliability, Availability, Maintainability and Durability) criteria and optimization approaches. ILSS personnel participate in the design and support processes including contributing to and initiating proposals for system or part design improvements based on reliability, maintainability, testability or system availability analysis.
- c. Designing the Support Solution to achieve supportability requirements and value optimization within cost constraints. Ensuring that the Support Solution integrates the elements considered by ILS.
- d. Develop training material to support in service use of system elements, including participating in training needs analysis work, developing and delivering initial cadre training, and providing training materials.
- e. Identifying Initial Support Package. These tasks include calculation of requirements for spare parts, special tools, and documentation in response to Canada's requirements. Support and develop plans and documents for initial provisioning including scaling calculations, procurement support, and delivery support.

The ILS specialist facilitates specification, design, development, acquisition, test, fielding, and support of systems.

No.	Criteria
1.	<p><u>Education.</u></p> <p>Must have a minimum of a college diploma or higher level degree in Asset Management, Logistics Support or Business Intelligence. Two years of directly relevant job experience is an acceptable substitute for the education criteria.</p>
And 2.	<p><u>Experience.</u></p> <p><b>Junior:</b> No requirement</p> <p><b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six (6) years in software/firmware development work.</p> <p><b>Senior Level:</b> Must have a minimum of (7) seven years within the last (10) ten years in software/firmware development work.</p>

### 2.11 Test Engineer

Test Engineer (TE) must have the requisite experience in managing tests, directly supervising other test personnel and developing, performing and reviewing manual and automated testing, including investigative testing in support of debugging and system problem report resolution. The TE must also have experience in developing and implementing test strategies in conjunction with the development team to perform identified test program and tasks.

No.	Criteria
1.	<u>Education.</u> Must have a university degree in Test Engineering, Computer Engineering, Electrical or Electronic Engineering, Mechanical Engineering, Information Systems or Computer Science from a program that is <b>either</b> accredited by Engineers Canada <b>or</b> deemed “substantially equivalent” by an application to the Engineering International – Education Assessment Program (EI-EAP).
And, 2.	<u>Professional Certification.</u> Be certified as a Professional Engineer in Canada by a recognized Provincial Engineering Licensing body, <b>or</b> <b>Junior level</b> only: Be registered in an Engineer-in-training (EIT) program provided by a recognized Provincial Engineering Licensing body.
And 3.	<u>Experience.</u> <b>Junior:</b> No requirement <b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six (6) years in test and product engineering work at the product and system levels. <b>Senior:</b> Seven (7) years of experience within the last ten (10) years in test and product engineering work at the product, system and system-of-systems levels. At least four (4) years of system-of-system test engineering experience is required.

### 2.12 Test Technician

The Test Technician must be capable of performing various tasks to ensure products meet the specified standards and function properly. Typical testing methods include monitoring, assembling, improving and manipulating products to ensure it is in no way defective. The test technician must be capable of using Automated Test Equipment and other test, RF analysis, network analysis and similar test equipment as may be required for the tasks.

No.	Criteria
1.	<u>Education.</u> Must have a college certificate, diploma, or degree in a specific relevant discipline from a post-secondary Canadian institution. Two years of directly relevant job experience is an acceptable substitute for the education criteria.

And 3.	<p><u>Experience.</u></p> <p><b>Junior:</b> No requirement</p> <p><b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six (6) years in test and evaluation work at the product and system levels.</p> <p><b>Senior:</b> Seven (7) years of experience within the last ten (10) years in in test and evaluation work at the product, system and system-of-systems levels. At least four (4) years of system-of-system testing experience is required.</p>
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### 2.13 Configuration and Data Management Specialist

The Configuration and Data Management Specialist must be capable maintaining product and system baselines throughout the engineering and support life cycle. Tasks will include but not limited to:

- a) Preparing and implementing CM plans, processes and procedures;
- b) Defining configuration management tools and techniques;
- c) Defining configuration identification requirements;
- d) Establishing a configuration change control process;
- e) Performing configuration status accounting;
- f) Managing a configuration - data management cell;
- g) Establishing configuration audit procedures;
- h) Performing Release planning;
- i) Software, Firmware and Document release process management and delivery; and
- j) Identifying CM requirements in SOWs, CDRLs and DIDs.

No.	Criteria
1.	<p><u>Education.</u></p> <p>Must have a minimum of a college diploma (two or three year program) in a configuration and/or data management program or similar directly applicable field of study. Two years of directly relevant job experience is an acceptable substitute for the education criteria.</p>
And 2.	<p><u>Experience.</u></p> <p><b>Junior:</b> No requirement</p> <p><b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six (6) years in Configuration and/or Data Management work at the product and system levels.</p> <p><b>Senior:</b> Seven (7) years of experience within the last ten (10) years in Configuration and/or Data Management work at the product, system and system-of-systems levels. At least four (4) years of system-of-system level Configuration and/or Data Management experience is required.</p>

### 2.14 Quality Management Specialist

The Quality Management Specialist must be capable of ensuring projects are in compliance with

requirements, standards, policies and procedures. QM Specialists provide internal Quality Assurance oversight and guidance. Tasks include but are not limited to:

- a. Implementing quality improvement programs;
- b. Employing quality assurance tools and techniques;
- c. Preparation of Quality Assurance plans and procedures;
- d. Conducting quality assurance measurements;
- e. Employing release planning techniques;
- f. Auditing requirements compliance, including the implementation of standards, plans and procedures;
- g. Auditing verification testing and processes; and
- h. Auditing the implementation of quality assurance standards, plans and procedures.

No.	Criteria
1.	<p><u>Education.</u></p> <p>Must have a minimum of a college diploma (two or three year program) in a quality management program or similar directly applicable field of study.</p>
And 2.	<p><u>Experience.</u></p> <p><b>Junior:</b> No requirement</p> <p><b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six (6) years in Quality Management and/or Quality Assurance work at the product and system levels.</p> <p><b>Senior:</b> Seven (7) years of experience within the last ten (10) years in Quality Management and/or Quality Assurance work at the product, system and system-of-systems levels. At least four (4) years of system-of-system level Quality Management and/or Quality Assurance experience is required.</p>

### 2.15 Human Factors Specialist

Human Factors Specialists must be capable providing expert advice to system and product design teams on ergonomic and human-design issues, principles and approaches in order to optimize human performance, safety and usability. Investigate and analyze characteristics of system element behavior and performance as it relates to human interfaces. Human Factors Specialist tasks include but are not limited to:

- a. Advocate for end users in collaboration with other professionals including engineers, designers, managers, or customers.
- b. Collect data through direct observation of work activities or witnessing the conduct of tests.
- c. Conduct research to evaluate potential solutions related to changes in equipment design, procedures, personnel, or training.
- d. Design or evaluate human work systems, using human factors engineering and ergonomic principles to optimize usability, cost, quality, safety, or performance.
- e. Establish system operating or training requirements to ensure optimized human-machine interfaces.
- f. Prepare reports or presentations summarizing results or conclusions of human factors

- engineering or ergonomics activities, such as testing, investigation, or validation.
- g. Assess the user-interface or usability characteristics of products.
- h. Integrate human factors requirements into operational hardware.
- i. Provide human factors technical expertise on topics such as advanced user-interface technology development or the role of human users in automated or autonomous sub-systems in communications systems.

No.	Criteria
1.	<u>Education.</u> Must have a university degree in Human Factors Engineering, Psychology or Ergonomic Design program or similar directly applicable field of study.
And, 2.	<u>Professional Certification.</u> <b>Senior level</b> only: Be certified as a Professional Engineer in Canada by a recognized Provincial Engineering Licensing body.
And 3.	<u>Experience.</u> <b>Junior:</b> No requirement <b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six (6) years in Human Factors work. <b>Senior:</b> Seven (7) years of experience within the last ten (10) years in Human Factors work.

**2.16 Technical Writer/Illustrator**

The Technical Writer/Illustrator must be capable of producing from diverse source material, any necessary engineering documentation, including interface control documents, system design documentation training and reference material etc. in order to clearly and concisely explain in writing, diagrams, drawings and other similar visual or text media the interfaces, design, installation, operations and maintenance of software, hardware, and electronic, mechanical and other equipment, at a technical level appropriate to the target audience.

No.	Criteria
1.	<u>Education.</u> Must have a minimum of a college diploma (two or three year program) in a technical writing or graphic design program or similar directly applicable field of study. Two years of directly relevant job experience is an acceptable substitute for the education criteria.
And 3.	<u>Experience.</u> <b>Junior:</b> No requirement <b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six (6) years in Technical writing/illustration work. <b>Senior:</b> Seven (7) years of experience within the last ten (10) years in Technical

	Writing/Illustration work. At least four (4) years of Technical Writing experience producing engineering documentation (e.g. technical specifications, interface control documents, design documents) is required.
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### 2.17 Field Support Representative (FSR)

The FSR must be capable of providing comprehensive support to end users in the field on any supported system element. FSR tasks include but not limited to:

- a) Provide support to end-users at Canadian Forces bases, at deployed locations anywhere in the world, and in the field;
- b) Assist with installation and maintenance issues and tasks;
- c) Communicate issues between end-users and members of the IPT;
- d) Reporting, diagnosing and developing workarounds for problems with the System, and all of the System's functionality, hardware, software, firmware, operating manuals, training and usage, and assisting in repairs of any aspect of the System and its use.
- e) Assessing the usage of the System and recommending changes to training and standard operating procedures as required;
- f) Assisting with field upgrades, installation, re-installation and modification;

No.	Criteria
1.	<p><u>Experience.</u></p> <p><b>Junior:</b> No requirement</p> <p><b>Intermediate:</b> Must have a minimum of three (3) years of relevant demonstrated experience in Field Support work in the last six (6) years.</p> <p><b>Senior Level:</b> Must have a minimum of seven (7) years of relevant demonstrated experience in Field Support work in the last ten (10) years.</p>

### 2.18 Certified Tempest Professional

A Certified Tempest Professional holds a valid Certified TEMPEST Professional, Level I or II (as applicable) qualification provided by Canada's Communications Security Establishment (CSE) or the US National Security Agency (NSA). Tasks include but are not limited to:

- a. Provide Subject Matter Expertise on TEMPEST and NONSTOP EMSEC engineering issues;
- b. Write and execute EMSEC test programs for system elements and Land C4ISR platforms;
- c. Monitor the System and subsystem EMSEC degradation with respect to changes in configuration, time and usage and,
- d. Review Land C4ISR system element modifications, engineering change requests, specification change notices, material change notices and parts substitutions and TEMPEST related data that have the potential to affect the EMSEC Qualification Baseline.

There is no Junior level in this category.

No.	Criteria
1.	<p><u>Professional Certification.</u></p> <p><b>Intermediate Level:</b> valid Certified TEMPEST Professional, Level I qualification provided by Canada’s Communications Security Establishment (CSE) or the US National Security Agency (NSA);</p> <p><b>Senior Level:</b> valid Certified TEMPEST Professional, Level II qualification provided by Canada’s Communications Security Establishment (CSE) or the US National Security Agency (NSA).</p>

### 2.19 Electromagnetic Environment Effects (E3) Engineer

E3 Engineers must be capable of working as part of the IPT and product and system element development teams to ensure compliance with Canada’s E3 related requirements, including development and execution of tests, evaluations and corrective and preventative engineering work related to: Electromagnetic Compatibility (EMC), External RF Electromagnetic Environment (EME), Electromagnetic Interference (EMI), Emission Control (EMCON), Radio Performance and Co-site evaluation, Power Quality, Grounding, Bonding, and Electrostatic Discharge issues.

E3 Engineer tasks include but are not limited to:

- a. Provide Subject Matter Expertise on E3 engineering issues;
- b. Write and execute E3 test programs for system elements and Land C4ISR platforms;
- c. Monitor the System and subsystem E3 degradation with respect to changes in configuration, time and usage and,
- d. Review Land C4ISR system element modifications, engineering change requests, specification change notices, material change notices and parts substitutions and E3 related data that have the potential to affect the E3 Qualification Baseline.

No.	Criteria
1.	<p><u>Education.</u></p> <p>Must have a university degree in Electrical or Electronic Engineering, Radio Frequency or Radio Frequency Safety Engineering, or Engineering Physics from a program that is <b>either</b> accredited by Engineers Canada <b>or</b> deemed “substantially equivalent” by an application to the Engineering International – Education Assessment Program (EI-EAP).</p>
And, 2.	<p><u>Professional Certification.</u></p> <p>Be certified as a Professional Engineer in Canada by a recognized Provincial Engineering Licensing body, <b>or</b></p> <p><b>Junior level</b> only: Be registered in an Engineer-in-training (EIT) program provided by a recognized Provincial Engineering Licensing body.</p>
And 3.	<p><u>Experience.</u></p> <p><b>Junior:</b> No requirement</p> <p><b>Intermediate:</b> Must have a minimum of three (3) years of experience within the last six</p>

	<p>(6) years in E3 work.</p> <p><b>Senior:</b> Seven (7) years of experience within the last ten (10) years in E3 work.</p>
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**APPENDIX 7  
TO ANNEX A  
TO CONTRACT  
W8486-184104**

**LAND C4ISR  
ENGINEERING AND INTEGRATION  
SUPPORT CONTRACT  
(LEISC)**

**ENGINEERING AND INTEGRATION FACILITIES**

**20 June 2017**

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## **1.0 Scope**

### **1.1 General**

The Land C4ISR Engineering and Integration Support Contract (LEISC) Support Facilities includes those Contractor facilities, environments, Government Furnished Assets (GFA) and associated services that are to be used to support the Work of this Statement of Work (SOW). These facilities are divided between facilities that must be in the National Capital Region (NCR) and facilities that can be anywhere in Canada.

### **2.0 LEISC National NCR-Based Facility**

The LEISC NCR-based facility must accommodate:

- a. The Land C4ISR System-of-Systems Integration & Test Environment (SOSITE) Laboratory;
- b. The Land C4ISR Tactical System Integration Laboratory (TSIL) Secure Facility;
- c. The Land C4ISR Tactical System Integration Laboratory (TSIL) Unclassified Facility;
- d. The NCR Facility unclassified communication closet; and
- e. The Land C4ISR Outdoor Integration Compound.

The facility must be located in the National Capital Region as defined by the DND geographic limit of the National Capital region.

#### **2.1 Land C4ISR System-of-Systems Integration & Test Environment (SOSITE) Laboratory**

##### **2.1.1 Dimensions:**

The SOSITE must have a minimum usable area of 300 m<sup>2</sup>, including at least:

- a. Main Lab: 285 m<sup>2</sup>
- b. Radio Room: 15 m<sup>2</sup>

##### **2.1.2 Power Requirements:**

The SOSITE must provide a minimum of 100KVA (1 transformer) to power 50 racks of tactical network equipment, 160 radios and 50 Data terminals.

##### **2.1.3 Cooling/Heating:**

The SOSITE must be provided with:

- a. Sufficient Cooling/Heating to allow for a shirt sleeve work environment when all equipment is fully operational;

- b. Humidity control suitable for operation of all installed equipment; and
- c. Redundancy sufficient to allow HVAC equipment to continue operating at a level that allows all equipment to be operational and meets occupational health and safety workplace limits through any single point of failure mode.

#### **2.1.4 Security:**

The SOSITE area is Unclassified but requires access controlled door for asset and configuration control.

## **2.2 Land C4ISR Tactical System Integration Laboratory (TSIL) Secure Facility**

### **2.2.1 Dimensions:**

The TSIL Secure Facility main lab must have a minimum usable area of 300 m<sup>2</sup>, including at least:

- a. Server Room of 30 m<sup>2</sup> Server room layout must support secure and non-secure 19" 42U racks with required separations.
- b. Lab workspace in a EMSEC zone "A": 40 m<sup>2</sup>
- c. General Lab space used as a part of the EMSEC zone Lab workspace used for sensitive but unclassified work: 150 m<sup>2</sup>. This additionally must provide the EMSEC inspectable space.
- d. Reception Zone: 10 m<sup>2</sup>
- e. Secure Conference room: 30 m<sup>2</sup>
- f. Secure Storage: 6 m<sup>2</sup>

### **2.2.2 Power Requirements:**

The TSIL Secure Facility must be provided with a minimum of 200KVA (2 transformers).

The TSIL must also be provided with 100% Generator and UPS Backup. UPS and Generator equipment will be GFE. Integration including automatic transfer switching and meeting all safety and regulatory requirements is the Contractor's responsibility.

### **2.2.3 Cooling/Heating:**

The TSIL Secure Facility must be provided with:

- d. Server room: Minimum dedicated 56 KW (16 Ton) HVAC capacity inclusive of a required backup capability.

- e. Remaining space must have sufficient Cooling/Heating to allow for a shirt sleeve work environment when all equipment is fully operational;
- f. Humidity control suitable for operation of all installed equipment; and
- g. Redundancy sufficient to allow HVAC equipment to continue operating at a level that allows all equipment to be operational and meets occupational health and safety workplace limits through any single point of failure mode.

#### **2.2.4 Security:**

The TSIL Secure Facility must meet at least the minimum RCMP Secure Room Standard for Level 2 processing.

The TSIL Secure Facility must be certifiable as an EMSEC Zone A as per DND Standards

#### **2.2.5 Additional:**

The TSIL Secure Facility must additionally provide:

- f. Exterior parking pad (secured) with power and space for 2 x Armored Vehicle
- g. External connection points (secured) for vehicle connectivity into the Main lab
- h. External access to roof or antenna connections for a minimum of 12 Antenna mounts
- i. Lightning protection for all external points

### **2.3 Land C4ISR Tactical System Integration Laboratory (TSIL) Unclassified Facility**

#### **2.3.1 Dimensions:**

The TSIL Unclassified Facility main lab must have a minimum usable area of 750 m<sup>2</sup>, including at least:

- a. Sensor integration room: 35 m<sup>2</sup>
- b. Indoor storage: 25 m<sup>2</sup>
- c. Two (2) Presentation/simulated Tactical Ops Center Rooms: 100 m<sup>2</sup> each
- d. One (1) unclassified general purpose lab: 75 m<sup>2</sup>
- e. One (1) Office space for 40 permanent and 15 transient Integrated Product Team members: 350 m<sup>2</sup>
- f. Three (3) conference rooms: 15 m<sup>2</sup> each

**2.3.2 Power Requirements:**

The TSIL Unclassified Facility must be provided with a minimum of

- a. 50 x 110V 20A circuits
- b. 10 x 220V 50A circuits

**2.3.3 Cooling/Heating:**

The TSIL Unclassified Facility must have sufficient Cooling/Heating to allow for a shirt sleeve work environment when all equipment is fully operational

**2.3.4 Security:**

The TSIL Unclassified Facility is Unclassified but requires access controlled door for asset and configuration control

**2.4 NCR facility unclassified communication closet****2.4.1 Dimensions:**

The NCR facility unclassified communication closet must provide a minimum area of 10 m<sup>2</sup>.

**2.4.2 Power Requirements:**

The NCR facility unclassified communication closet must provide at least:

- a. 12 x 110V 20A wall circuits; and
- b. 4 x 220V 50A circuits.

**2.4.3 Cooling/Heating:**

The NCR facility unclassified communication closet must provide:

- a. Sufficient cooling for 1 x network rack; and
- b. Cooling/Heating for shirt sleeve work environment.

**2.4.4 Security:**

The NCR facility unclassified communication closet is Unclassified but requires access controlled door(s) for asset and configuration control.

## **2.5 Land C4ISR Outdoor Integration Compound**

### **2.5.1 Dimensions:**

The Land C4ISR Outdoor Integration Compound must provide a minimum of 1900 m<sup>2</sup> of hardstand, including at least:

- a. Heated temporary shelter(s): 300 m<sup>2</sup>;
- b. Antenna compound: 200 m<sup>2</sup>; and
- c. Space for vehicle and ISO shelter parking: 1400 m<sup>2</sup>.

### **2.5.2 Power Requirements:**

The Land C4ISR Outdoor Integration Compound must provide a minimum of:

- a. 14 x 110V 20A circuits; and
- b. 14 x 220V 50A circuits.

### **2.5.3 Security:**

The Land C4ISR Outdoor Integration Compound is unclassified but requires an access-controlled gate for asset and configuration control.

The Land C4ISR Outdoor Integration Compound must be continuously fenced except for access-controlled gate(s). Fencing must be sufficient to provide for asset and configuration control.

The Land C4ISR Outdoor Integration Compound must camera monitored for security.

Temporary Shelters must be access controlled.

### **2.5.4 Additional:**

The Land C4ISR Outdoor Integration Compound must additionally:

- a. Be capable of being established as a tactical EMSEC and Security zone for short durations; and
- b. Be capable of being connected to the unclassified communication closet.

## **3.0 Other LEISC facilities located in Canada**

Other LEISC facilities must be located in Canada and must include:

- a. The Land C4ISR System Vehicle Installation, Integration and Test (VIIT) Lab;
- b. Land C4ISR Equipment and Vehicle Platform Emission Security (EMSEC) and Electromagnetic Environment Effects (E3) Test Lab; and

c. LEISC Vehicle Compounds.

### **3.1 Land C4ISR System Vehicle Installation, Integration and Test (VIIT) Lab**

Land C4ISR System equipment is installed on numerous platforms, ranging from the soldier to transport-cased equipment the Canadian Army's Main Battle Tank. Platforms may also include headquarters configurations mounted on vehicles, trailers and mock-up vehicle racks for engineering and prototyping work. The VIIT Lab must support the integration and verification of Land C4ISR equipment, cabling and security solutions on a range of tracked, wheeled and static platforms.

#### **3.1.1 Physical Dimensions**

The LEISC VIIT Lab must provide at least 150 square metres of floor space. This space must be sufficiently unencumbered as to allow the movement, positioning and work on at least three Canadian Army vehicle platforms simultaneously.

The VIIT Lab ceiling, for those portions accommodating the vehicle, must measure not less than 7.5 metres in height, sufficient for the clearance of Canadian Army vehicles with antennas installed. The VIIT Lab ceiling in all other areas must be at least 4.1 metres in height.

The VIIT Lab entrance(s) must accommodate, as a minimum, the height of 4.1m and width of 3.5m.

#### **3.1.2 Load Bearing Capacity**

The VIIT Lab floor must support vehicles weighting up of 29,500kg each.

The VIIT Lab must be capable of supporting the drive-in and drive-out of vehicles, without this procedure affecting the use of other parts of the lab.

#### **3.1.3 Electrical Power**

The VIIT Lab must provide a 60A/120 Volt AC electrical power source for vehicles, vehicle air conditioning, Land C4ISR Systems and test equipment so that vehicle engines or generators are not required to be running to support testing inside the lab.

The VIIT Lab must provide electrical power compatible with the power requirement of each type of Land C4ISR equipment on board the vehicles. Current Land C4ISR equipment requires 120 and 240 Volt 60 Hz AC and 28 Volt (nominal) MIL-STD 1275D DC power.

The VIIT Lab must provide power quality management and emergency power, in the event of unplanned power outages, such that support to services is maintained for a sufficient period to execute a controlled shutdown of all equipment and activities in the facility sensitive to power disruption.

### **3.1.4 Ventilation**

The VIIT Lab must include ventilation and exhaust ducting to permit operation of Canadian Army vehicles without compromising air quality.

### **3.1.5 Cabling**

The VIIT Lab must accommodate Land C4ISR cabling between vehicles and rack mounted mock-up vehicles to enable Land C4ISR tactical headquarters to be set up and tested.

In the event that a tactical headquarters configuration is to be verified, the VIIT Lab must accommodate Land C4ISR cabling such that Land C4ISR vehicles located outside the Facility can interface to vehicles inside the VIIT Lab.

## **3.2 Land C4ISR Equipment Emission Security (EMSEC) and Electromagnetic Environment Effects (E3) and Vehicle Platform E3 Test Lab and Site**

The Contractor must provide separate Land C4ISR equipment and vehicle EMSEC and E3 test facilities capable of performing TEMPEST, NONSTOP, Electro-Magnetic Interference (EMI), Electro-Magnetic Compatibility (EMC) and Radio Frequency (RF) Safety testing.

### **3.2.1 The Land C4ISR Equipment E3/EMSEC Test Facility Requirements**

The Land C4ISR Equipment E3/EMSEC Test Facility must be electromagnetically shielded with appropriate powerline filtering to achieve compliance with the certification requirements of the Communication Security Establishment Canada (CSEC) EMSEC authority for the conducting of TEMPEST Level 1 tests. This requires an ambient electromagnetic field that complies with CID/09/15A. The Land C4ISR equipment E3 Test Facility must meet all appropriate local building and safety codes for a laboratory test environment including, ventilation, fire suppression, electrical safety and emergency lighting and egress.

#### **3.2.1.1 Dimensions**

The Equipment E3/EMSEC Test Facility test chamber must be sized to accommodate any single Land C4ISR System Element including all nec clearances as required by MIL-STD-461G, to a minimum area of 15 m<sup>2</sup> and to a minimum height of 3 m.

The Equipment E3/EMSEC Test Facility must include an antechamber adjacent to the test chamber, with a minimum area of 10 m<sup>2</sup>.

#### **3.2.1.2 Security**

The Equipment EMSEC and E3 Test Facility must meet at least the minimum RCMP Secure Room Standard for Level 2 processing.

The Equipment EMSEC and E3 Test Facility must be certifiable as an EMSEC Zone A as per DND Standards

### **3.2.2 Land C4ISR Vehicle E3 Test Facility Requirements**

The Vehicle E3 Test Facility must be electromagnetically shielded with appropriate powerline filtering to achieve an electric field ambient of -110 dBm measured with a 30 kHz intermediate frequency bandwidth (IFBW) from 10 MHz to 100 MHz. The electric field ambient from 100 MHz to 18 GHz must follow the semi-logarithmic straight line from -110 dBm at 100 MHz to -65 dBm at 18 GHz using IFBW in compliance with MIL-STD-461G, method RE102. The Vehicle E3 Test Facility must meet all appropriate local building and safety codes for a vehicle storage and operation environment including, ventilation, fire suppression, electrical safety and emergency lighting and egress.

#### **3.2.2.1 Dimensions**

The Vehicle E3 Test Facility must be sized for one vehicle with the physical dimensions identified in section 3.1.1 and the same load bearing capacity identified in section 3.1.2 except that the height of the shielded test lab ceiling must be a least 3m above the height of a vehicle mounted antenna.

#### **3.2.2.2 Ventilation**

The Contractor must provide ventilation and exhaust ducting within the vehicle E3 Test Lab which must permit the continuous operation of vehicles under test without compromising air quality and without exceeding MIL-STD-461G, RE 102 limits for Ground Army applications.

#### **3.2.2.3 Security**

The Vehicle E3 Test Lab is Unclassified but requires access controlled door(s) for asset and configuration control.

### **3.2.3 Open Area Test Site**

It is desirable that the Contractor additionally provide an open area test site for Canadian Army vehicle E3 testing. The open air test site should provide an ambient electric field that does not exceed the MIL-STD-461G, RE 102 limits for 'Ground Army' applications.

If an Open Area Test Site is provided as the vehicle EMSEC and E3 test facility, it must include sufficient shelter to protect test instrumentation and personnel.

Shelters must be access controlled.

### **3.2.4 Land C4ISR E3/EMSEC Test Facilities Common Requirements**

These EMSEC and E3 test facilities must have instrumentation capable of testing to the requirements of the following specifications:

- a. EMSEC In Accordance With (IAW) CID/09/15A, CID/09/14, CNSS Advisory Memorandum TEMPEST 01-02 and NATO TEMPEST Requirements and Evaluation Procedures SDIP-27;

- b. Power Quality, EMI and EMC IAW MIL-STD-1275D, MIL-STD-461G and MIL-STD-464C; and
- c. RF safety IAW Health Canada Safety Code 6 and Canadian Forces Technical Order (CFTO) C-55-040-001/TS-002.

To support this requirement DLCSPM will provide specialized E3/EMSEC test equipment identified in this Appendix as Government Furnished Equipment (GFE). The Contractor is responsible for storing this equipment in an appropriate storage facility. The Contractor must calibrate and maintain this specialized E3/EMSEC test equipment.

#### 3.2.4.1 Radio Frequency (RF) Transmission Levels

The Land C4ISR EMSEC and E3 Test facilities must permit transmission of RF signals of up to 50 Watts at discrete frequencies across the High Frequency (HF), VHF and Ultra High Frequency (UHF) bands without violating Industry Canada spectrum management and telecommunications restrictions.

#### 3.2.4.2 Electrical Power

Electrical power provided in LCSS vehicles, EMSEC and E3 test labs must be compliant with the power noise spectrum requirements of the specification under which tests are conducted.

The Contractor must provide 60 Hz, 110 V with at least two 15 Amp feed circuits to operate EMSEC and E3 test equipment in each E3/EMSEC test facility.

The EMSEC & E3 test facilities must provide power quality management and emergency power, in the event of unplanned power outages, such that support to services is maintained for a sufficient period to execute a controlled shutdown of all equipment and activities in the facility sensitive to power disruption.

The electrical service must not cause the ambient electrical field of the EMSEC and E3 Test Lab to exceed the MIL-STD-461G, RE 102 limits for 'Ground Army' applications.

#### 3.2.4.3 Lighting

The Vehicle EMSEC and E3 Test Lab must be equipped with lighting to permit testing of vehicles at night. (Note: Fluorescent lighting is not acceptable for this application due to ambient electrical interference.)

### **3.3 LEISC VITT Lab and E3 Test Lab/Site Vehicle Compounds**

The VITT, Vehicle EMSEC and E3 Test Lab/Test Site must include a Vehicle Compound for Canadian Army vehicles awaiting work.

Where LEISC Facilities are co-located, a single compound may service multiple facilities if practicable, otherwise each lab and/or site will require a Vehicle Compound.

It must be possible to move vehicles between the Compound and the supported lab and or site areas without driving on public roads.

Each LEISC Vehicle Compound must accommodate at least eight (8) vehicles.

Each LEISC Vehicle Compound is unclassified but requires an access-controlled gate for asset and configuration control.

Each LEISC Vehicle Compound must be continuously fenced except for access-controlled gate(s). Fencing must be sufficient to provide for asset and configuration control.

Each LEISC Vehicle Compound must be camera monitored for security.

**ATTACHMENT 1  
TO  
PART 2 OF THE RFP**

**LAND C4ISR ENGINEERING AND  
INTEGRATION SUPPORT (LEIS) SERVICES:**

**Industrial and Technological Benefits (ITB)**

**Value Proposition  
Bidder Instructions**

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## **INTRODUCTION**

- 1.1. On February 5, 2014, the Government of Canada announced the Defence Procurement Strategy (DPS). One of the objectives of the DPS is to leverage purchases of defence equipment to create jobs and economic growth in Canada. The Industrial and Technological Benefits (ITB) policy has objectives that will be achieved through a weighted and rated Value Proposition (VP) that will form part of the evaluation plan to award the Contract.
- 1.2. The strategic VP objective for the Land C4ISR Engineering and Integration Support Contract (LEISC): (the Project) is to strengthen and grow Canadian capabilities in the C4ISR domain by encouraging work in Canada directly related to the Project, incentivizing strategic investments in Research and Development, particularly in the Defence Sector, and fostering supply chain integration or partnerships with Canadian Small and Medium Businesses. This objective has been informed by extensive industry engagement and consultation, as well as by in-depth analyses of capabilities related to the procurement.
- 1.3. The Bidder must submit a responsive VP Proposal (Proposal) at bid closing. The Proposal will be deemed responsive by the ITB Authority if it meets i) the Mandatory Requirements outlined in Section 4; and ii) the Minimum Assessment Values outlined in Section 3 of the VP Evaluation Plan (Evaluation Plan). Should the Proposal be deemed responsive, it will then be evaluated related to the rated criteria outlined in Section 6 and receive points as outlined in Section 4 of the Evaluation Plan.
- 1.4. VP evaluation results will be conveyed to the Contracting Authority, who will then integrate them into the overall bid evaluation results, as outlined in Section 4 of the procurement's evaluation plan.
- 1.5. It is the responsibility of the ITB Authority, in cooperation with the regional development agencies and subject matter experts, to ensure that Proposals are evaluated as outlined in the Evaluation Plan.

## **2. GENERAL INSTRUCTIONS**

- 2.1. In preparing its Proposal, the Bidder should be guided by these Bidder Instructions, as well as by the Evaluation Plan and the ITB Terms and Conditions. All three documents provide important guidance, definitions and/or contractual provisions related to the ITB policy. Defined terms not otherwise defined in this document have the meaning given to them in the ITB Terms and

Conditions and the Request for Proposal, including appendices, to which these Bidder Instructions are attached.

- 2.2. The Proposal must be submitted in a separate, self-contained volume. Only the Proposal is reviewed during the evaluation. In order to facilitate the evaluation process, any material contained in another section of the Bid but relevant to the Proposal should be repeated in the Proposal.
- 2.3. 6 hard copies and 2 electronic copies of the Proposal are required.
- 2.4. The Proposal, and its receipt, storage and protection by the ITB Authority, is governed by applicable federal laws and processes.

### **3. CANADA'S ITB OBJECTIVES**

- 3.1. Canada wishes to ensure that its investments in defence-related goods and services generate economic benefit to Canada and have long-term and high-value impacts on Canadian industry, in advanced technology areas. The Proposal should clearly indicate how any proposed business activities support Canada's ITB objectives set out in subsections 3.2 to 3.7 below, and how they will be achieved if the Bidder wins the ensuing Contract.
- 3.2. Defence Sector: A core objective of the ITB policy is to ensure that defence procurement supports the economic development and long-term sustainment of Canada's Defence Sector. The Bidder is encouraged to propose a maximum amount of business activities in Canada involving work directly on the procurement.
- 3.3. Supplier Development: The development of supplier productivity and competitiveness among Canadian-based suppliers is a key objective of the ITB policy.
- 3.4. Research and Development (R&D): An important objective of the ITB policy is to encourage innovation, as R&D can position Canadian Companies to move up the value chain and capture market opportunities. The Bidder is encouraged to propose R&D investments in Canada and locate high value research and engineering work in Canada, positioning Canadian companies to benefit from its subsequent commercialization.
- 3.5. Exports: Canada's Defence Sector is export intensive, and a key ITB objective is to strengthen Canada's success in tapping traditional and non-traditional export

markets to share in long-term jobs and growth that result from success in foreign markets.

- 3.6. **Regional Development:** The regional development objectives of the ITB policy are to encourage long-term quality improvements to the capability, capacity, international competitiveness and growth potential of Canadian Companies in those regions where Canada has established specific initiatives to promote economic growth and diversification through procurement. Canadian Companies in all the Designated Regions of Canada should have the opportunity to participate in the Project.
- 3.7. **Small and Medium Businesses (SMB):** It is an objective of Canada to encourage the participation of SMB as suppliers on major federal procurements and to increase their competitiveness and export market access. Canadian SMB should have the opportunity to participate in the Project.

#### **4. MANDATORY REQUIREMENTS**

- 4.1. There are six (6) mandatory requirements that the Bidder must meet in its Proposal. The omission of any part of the following six (6) requirements will result in the Proposal being deemed not responsive:
  - 4.1.1. **Requirement One:** The Proposal must commit to achieving Transactions, measured in Canadian content value (CCV), valued at not less than 100 percent of the Contract Price, including options exercised, to be achieved within the Achievement Period. For the winning Bidder, its commitment to not less than 100 percent will become an Obligation that must be achieved under the Contract.
  - 4.1.2. **Requirement Two:** The Proposal must commit to achieve not less than 70 percent of the Contract Price in CCV as Direct Transactions, including all options exercised, to be achieved within the Achievement Period.
  - 4.1.3. **Requirement Three:** In its Proposal, the Bidder must:
    - 4.1.3.1. specify its Bid Price, not including option years, not including taxes and rounded to the nearest dollar;
    - 4.1.3.2. identify Transactions that are detailed, fully described and equal in total to not less than 30 percent of the Bid Price, measured in CCV. All Transactions identified in the Bidder's Proposal must align with one or more of the rated criteria specified in Sections 4.1.1 to 4.1.3

of the Evaluation Plan;

- 4.1.3.3. commit to identifying, one (1) year after the Effective Date of the Contract, additional Transactions that are detailed, fully described and bring the cumulative total of identified Transactions to not less than 60 percent of the Contract Price (including options exercised), measured in CCV; and,
- 4.1.3.4. commit to identifying, three (3) years after the Effective Date of the Contract, and for each additional contract option year exercised, additional Transactions that are detailed, fully described and bring the cumulative total of identified Transactions to 100 percent of the Contract Price, measured in CCV.
- 4.1.4. Requirement Four: The Bidder must commit to achieving not less than 15 percent of the Contract Price, in CCV, including options exercised, in SMB Transactions, to be achieved within the Achievement Period.
- 4.1.5. Requirement Five: The Bidder must accept and comply with all of the ITB Terms and Conditions.
- 4.1.6. Requirement Six: The Proposal must contain the following components, each of which is more particularly described in Section 5:
  - 4.1.6.1. Company Business Plan;
  - 4.1.6.2. ITB Management Plan;
  - 4.1.6.3. Regional Development Plan;
  - 4.1.6.4. Small and Medium Business Development Plan;
  - 4.1.6.5. Detailed sheets for proposed Transactions being submitted by the Bidder, accompanied by a summary chart of them; and,
  - 4.1.6.6. Mandatory requirements certificate, as set out in Appendix A, signed by a duly authorized company official.

## **5. ASSESSMENT OF MANDATORY REQUIREMENTS**

- 5.1. The following section details the content that is expected to be in each of the components of the mandatory requirements referred to above in Section 4.1.6. The Plans will be assessed during the evaluation, based on quality and risk, as outlined in Section 3.1 of the Evaluation Plan.

- 5.2. Each Plan should respond to all of the requested items outlined below. Responses should be detailed and, wherever appropriate, provide an indication of how items will contribute to the Bidder meeting Canada's ITB objectives.
- 5.3. Each Plan should address, wherever appropriate, the Bidder's approach to the following risk areas:
- 5.3.1. Experience (i.e. practise elsewhere);
  - 5.3.2. Capability (i.e. know-how and tools in place) ;
  - 5.3.3. Planning (i.e. organized, proactive);
  - 5.3.4. Resources (i.e. team, facilities, information); and,
  - 5.3.5. Engagement (i.e. interaction with stakeholders)

#### 5.4. Company Business Plan

- 5.4.1. The purpose of the company business Plan is to demonstrate the ability of the Bidder to assemble, plan and describe its proposed team to complete the work on the Project. The Plan should also demonstrate the ability of the Bidder and its team to meet the ITB objectives. The anticipated length of the Plan is approximately 7-10 pages, depending on the size of the Bidder's team.
- 5.4.2. The Bidder's company business Plan should contain the following information:
- 5.4.2.1. An outline of the structure, conduct and performance of the business operations of the Bidder and each of its proposed Eligible Donors that are performing work on the Project;
  - 5.4.2.2. A detailed overview of the proposed role of each company in delivering the work on the Project, the proposed location of that work, and the key personnel in each company who would be responsible for delivering that work;
  - 5.4.2.3. An organizational chart for each company outlining its worldwide corporate operations, that clearly states the corporate family structure, parent and subsidiary relationships, and the location of key responsibility centres (i.e. headquarters, manufacturing, service centres, R&D, marketing);

- 5.4.2.4. A list of each company's existing Canadian facilities, including the location, date of establishment, nature of operations, number of employees, and place within the worldwide corporate structure; and,
- 5.4.2.5. A description of the broad and long-term impacts of the Work on the Canadian economy and how these respond to the ITB objectives in Section 2 of the Terms and Conditions.

## 5.5. ITB Management Plan

- 5.5.1. The purpose of the ITB Management Plan is to demonstrate the Bidder's ability to develop, implement, manage and report on the Obligations for the full duration of the Achievement Period. It is also the place for Bidder to formally list its proposed Eligible Donors. The anticipated length of the Plan is approximately 6-8 pages.
- 5.5.2. The ITB Management Plan should include the following information:
  - 5.5.2.1. A description of the ITB management functions and associated organization that the Bidder envisions necessary to successfully meet the Obligations. It should include a summary of the methods, processes and procedures that the Bidder will use to identify, submit, track, record keep and report on ITB activities. The summary should be presented in a level of detail sufficient to demonstrate that the Bidder fully understands its obligations;
  - 5.5.2.2. The name, contact details and biographical information of the Bidder's ITB official(s) assigned to the Project and/or job descriptions for the proposed positions;
  - 5.5.2.3. An explanation of the Bidder's internal processes for ITB organization, advocacy and awareness, both specific to the Project and in general. The Bidder should include a description of how ITB considerations will be factored into the company's broader decision-making processes, along with how these decisions will be documented and tracked;
  - 5.5.2.4. A description of any previous ITB/IRB/offset obligations that have been undertaken by the Bidder over the past ten (10) years, in Canada and elsewhere, along with a brief overview of the achievement status of each project; and,

5.5.2.5. A list of the Bidder's proposed Eligible Donors and contact details for each, along with details and documentation justifying how each company meets the Eligible Donor criteria outlined in the ITB Terms and Conditions.

- All proposed Eligible Donors are subject to review and approval by the ITB Authority during evaluation. Only those proposed Eligible Donors that are found to meet the criteria will be included on the list of Eligible Donors in the ensuing Contract. Any proposed Transaction with a company not meeting the Eligible Donor criteria will be rejected.

## 5.6. Regional Development Plan

5.6.1. The purpose of the Regional Development Plan is to demonstrate the Bidder's commitment to providing opportunities and assistance for businesses in the Designated Regions of Canada. The anticipated length of the Plan is approximately 5-7 pages.

5.6.2. The Regional Development Plan should include the following information:

5.6.2.1. Identification and description of the Bidder's proposed Transactions in the Designated Regions of Canada, the total of which will become Obligations to be achieved under Article 3 of the ITB Terms and Conditions. The Plan may also identify any higher regional commitment target to which the Bidder is prepared to commit contractually;

5.6.2.2. A description of the Bidder's business rationale for its regional approach;

5.6.2.3. A description of the activities and approaches undertaken to date by the Bidder and its proposed Eligible Donors that have resulted in the distribution of proposed Transactions to the Designated Regions of Canada;

5.6.2.4. A description of the activities and approaches that will be undertaken after Contract award until the end of the Achievement Period to improve the opportunities available to the Designated Regions of Canada; and,

- 5.6.2.5. A description of how regional considerations are factored into the Bidder's ITB decision-making processes.

## 5.7. Small and Medium Business (SMB) Development Plan

- 5.7.1. The purpose of the SMB Development Plan is to demonstrate the Bidder's commitment to providing opportunities, assistance and encouragement to SMB in Canada. The anticipated length of the Plan is approximately 5-7 pages.

- 5.7.2. The SMB Development Plan should include the following information:

- 5.7.2.1. Identification and description of the Bidder's proposed Transactions involving SMB in Canada, the total of which, or 15 percent of the Contract Price (whichever is higher) will become Obligations to be achieved under Article 3 of the ITB Terms and Conditions;
- 5.7.2.2. A description of the activities and approaches undertaken to date by the Bidder and its proposed Eligible Donors that have resulted in the proposed distribution of SMB Transactions;
- 5.7.2.3. A description of the activities and approaches that will be undertaken after Contract award until the end of the Achievement Period to improve the opportunities available to SMB;
- 5.7.2.4. A description of how SMB considerations are factored into the Bidder's ITB decision-making processes; and,
- 5.7.2.5. A description of any initiatives and/or assistance (at a broad corporate level or specific to the Project) that would be provided to SMB to help stimulate and promote them, both as potential suppliers to the Project and for their capability to pursue and undertake new business activities. Examples could include financing or special payment provisions.

## 5.8. Detailed transaction sheets

- 5.8.1. The Proposal will provide a separate and detailed transaction sheet for each Transaction that the Bidder proposes and for which it is prepared to commit contractually. A template of the transaction sheet is attached as

Appendix B to the ITB Terms and Conditions. The Bidder is encouraged to use this template, to promote administrative consistency and ease.

- 5.8.2. In addition to the individual transaction sheets, the Bidder will include a summary chart of all of its proposed Transactions. The summary chart should clearly identify each Transaction and provide a breakdown, with appropriate sub-totals and percentages, by: direct, indirect, region, SMB and rated criteria. The summary chart should provide a very brief description of how each proposed Transaction aligns with the rated criteria, to compliment the more detailed justifications located in the transaction sheet. Failure to align proposed Transactions with one or more of the rated criteria will result in the Transaction being rejected as not meeting the requirement outlined in Section 4.1.3.2. The Bidder may use a format of its choice for the summary chart.
- 5.8.3. The Bidder should include a forecast plan for the Transactions due 1 and 3 years following the Effective Date of the Contract, respectively. The forecast plan should include such information as, but not limited to: a list of any Canadian Companies being considered; and/or, the specific capabilities being sought from Canadian suppliers.
- 5.8.4. The Bidder is strongly encouraged to fully complete every section of the transaction sheet, as outlined below, so that the proposed Transaction can be properly evaluated. The Bidder should also provide details and documentation within its Proposal, as indicated, in support of Transaction eligibility. Failure to adequately describe and/or document the proposed Transaction may result in it being rejected as not meeting the Transaction eligibility criteria.
- 5.8.5. Identifying a Transaction for the purposes of Section .1.3 means presenting a signed transaction sheet to the ITB Authority, which names both a specific Eligible Donor and a specific Recipient, describes the business activity in detail, provides valuation information, demonstrates alignment with one or more of the rated criteria and complies with the Bidder Instructions and the ITB Terms and Conditions with respect to eligibility criteria, valuation, transaction types and banking.
- 5.8.6. In the event that the Bidder makes Commitments or identifies Transactions in its Proposal valued at more than 100 percent of the bid price:
  - 5.8.6.1. no additional points will be scored in the rated evaluation, above those outlined in the Evaluation Plan; and,

5.8.6.2. The corresponding Obligation values in Article 3 of the Terms and Conditions will be increased to match the total value of those identified Transactions.

5.8.7. Instructions for transaction sheets:

5.8.7.1. Overview

- Title (*provide a brief title identifying the activity*)
- Number (*assign a unique number, in simple, sequential order, for reference purposes*)
- Date Proposed Transaction submitted (*date of Proposal*)
- Tranche (*the Proposal is tranche 1*)

5.8.7.2. Contractor contact information (*information regarding the proposed Contractor on the Project*)

5.8.7.3. Donor company information (*information regarding the proposed Donor on the Transaction*)

5.8.7.4. Recipient information: *Notes: i) the company description should include locations, business history and core capabilities; ii) see Article 8.1.5 of the Terms and Conditions for other Recipient requirements.*

5.8.7.5. Valuation and time phasing (*specify the overall CCV values as applicable, plus the detailed commitment schedule broken out by 12 month periods, which mirror the Reporting Periods*)

- For the purposes of the evaluation process, the multiplied or enhanced value of a proposed Transaction involving a credit multiplier, future sales achievement or CCV enhancement, as described in Article 7 of the Terms and Conditions, will not be considered. Only the face value of the initial investment, or the estimated CCV, in the proposed Transaction will be considered. Any multiplied credit values, future sales

achievements or enhanced CCV will be counted after the Effective Date of the Contract.

5.8.7.6. Transaction details

- Type of Transaction (*direct or indirect, pooled, banked*)
- Description of Transaction (*provide a detailed description of the proposed activity, including: nature of work; location of work in Canada, estimated quantities and timelines; any end-use market, platform or program; and, other relevant information*)
- VP activity (*yes or no*)
  - Direct Transaction (*yes, no*)
  - R&D with Canadian Company (*yes or no*)
  - R&D with Canadian Post-Secondary Institution or Public Research Institution (*yes or no*)
  - Small and Medium Business (SMB) (*yes or no*)
- Description/justification for VP classifications above (*clearly demonstrate and document alignment with VP requirements*)
- Activity type (*i.e. purchase, investment*)
- North American Industry Classification Code System (NAICS) categorizing type of business activity (*enter a primary, secondary, and tertiary NAICS code*)
- Business activity type (*pick one business activity type that applies best*)
- Investment framework details (*yes/no*)
  - Allowable investment type (*i.e. cash grant, cash share purchase, in-kind IP, transfer equipment, marketing support*)
  - Type of R&D or commercialization activity (*i.e. test analysis, applied research, business planning, feasibility studies*)

- Business Plan included (*template in Appendix D of Terms and Conditions*)
- Valuation documentation included (*agreement or in-kind valuation report, as appropriate*)

5.8.7.7. Consortium member information (*if applicable*);

5.8.7.8. Transaction eligibility criteria (*be as specific and detailed as possible in addressing how a proposed Transaction meets each eligibility criteria, which are outlined in the ITB Terms and Conditions. Guidance is provided in the ITB website Info Bulletin "Preparing a transaction sheet". Include all details, documentation and certificates in the Proposal*)

5.8.7.9. Other

- Canadian government assistance (*describe the date and details of any assistance provided -- either to the specific activity, the Eligible Donor, or the Recipient -- from any level of government in Canada*)
- CCV overview (*indicate which CCV calculation method was used*)
- Level of technology (*for Indirect Transactions, indicate whether the level of technology is the same or higher than the Project*)

5.8.7.10. Signature (*an authorized official at the Bidder's or proposed Eligible Donor's company*)

5.9. Mandatory requirements certificate

5.9.1. The Bidder must submit with its Proposal the mandatory requirements certificate (Appendix A), completed with their company name and Bid Price, and signed and dated by a company official duly authorized to bind the company.

## **6. RATED CRITERIA**

6.1. Value Proposition: The Bidder should provide information and details on its VP commitments, and proposed Transactions, which will be rated as described in Section 4 of the Evaluation Plan. The Bidder should complete and submit the rated criteria certificate (Appendix B), signed and dated by a company official duly authorized to bind the company. The Bidder's Commitments in

Appendix B will become Obligations to be fulfilled in Section 3.1.2 of the Terms and Conditions.

6.1.1. The Proposal should include the Bidder's Commitment to achieve Direct Transactions. The Commitment should be expressed as a percentage of the Contract Price, including options, measured in CCV. This Commitment (or the percentage represented by the total value of Direct Transactions identified in the Bidder's Proposal, whichever is higher) will become an Obligation to be completed within the Achievement Period.

The Proposal should include the Bidder's proposed Direct Transactions. The Bidder should describe in its Proposal how the proposed Transactions align with the Direct Transaction definition and should provide supporting details and documentation. Direct Transactions identified in the Bidder's Proposal will become Obligations to be completed within the Achievement Period.

6.1.2. The Proposal should include the Bidder's commitment to achieve Transactions involving Research and Development Activities. The Bidder's Commitment involving Research and Development Activities must also clearly distinguish between the Bidder's Commitment to Research and Development with Canadian Companies, and Research and Development with Post-Secondary Institutions or Public Research Institutions. Failure to clearly indicate this difference may result in zero points at evaluation. The Commitments should be expressed as a percentage of the Contract Price, including options and measured in CCV. This Commitment (or the percentage represented by the total value of Research and Development Transactions identified in the Bidder's Proposal, whichever is higher) will become an Obligation to be completed within the Achievement Period.

The Proposal should include the Bidder's proposed Transactions involving Research and Development Activities. The Bidder should describe in its Proposal how the proposed Transactions align with Research and Development in the Defence Sector and should provide supporting details and documentation. Research and Development Transactions identified in the Bidder's Proposal will become Obligations to be completed within the Achievement Period.

6.1.3. The Proposal should include the Bidder's commitment to achieve Transactions involving Small and Medium Business (SMB). The Commitment should be expressed as a percentage of the Contract Price, including options and measured in CCV. This Commitment (or the

percentage represented by the total value of SMB Transactions identified in the Bidder's Proposal, whichever is higher) will become an Obligation to be completed within the Achievement Period.

The Proposal should include the Bidder's proposed Transactions involving SMB. The Bidder should describe in its Proposal how the proposed Transaction includes a SMB and should provide supporting details and documentation. Transactions involving a SMB identified in the Bidder's Proposal will become Obligations to be completed within the Achievement Period.

## **7. BANKING AND POOLING**

- 7.1. Banking and pooling are described in the ITB Terms and Conditions. The Bidder may use bank Transactions, or a pooled portion thereof, as part of its Proposal.
  - 7.1.1. The Bidder submitting a bank Transaction in its Proposal should include:
    - i) a copy of the approved banked transaction sheet; and, ii) the most recent annual bank statement, authorized by the ITB Authority and dated before the release date of the Request for Proposal (RFP) to which the Proposal responds.
  - 7.1.2. The Bidder submitting a pooled portion of a bank Transaction should include the most recent bank statement for that portion, authorized by the ITB Authority and dated before the release date of the RFP to which the Proposal responds.
- 7.2. If a bank Transaction is used as part of a Proposal, the evaluation committee will consider the Transaction as accepted for meeting the Transaction eligibility criteria, with the exception of Eligible Donor.
  - 7.2.1. A bank Transaction will be evaluated to confirm that it meets the Eligible Donor criteria for the Project, outlined in Article 8 of the Terms and Conditions.
- 7.3. Acceptance of a Transaction in the bank does not guarantee Value Proposition points. All bank Transactions will be evaluated to determine Value Proposition scoring, as outlined in the Evaluation Plan.

- 7.4. The Bidder may submit bank Transactions of any CCV value in its Proposal. The entire CCV value of bank Transactions submitted in the Proposal will become an Obligation to be achieved under Article 3 of the Terms and Conditions. However, any CCV value of bank Transactions that exceeds 50 percent of the total for all Transactions identified in the Proposal will not be counted in the evaluation.
- 7.5. The Bidder is encouraged to submit any proposed bank Transactions to the ITB bank well in advance of RFP release. Any bank Transaction, or portion thereof, included in the Proposal where the date of the authorized bank statement falls after the RFP release date for the Project will not be considered in the mandatory or rated evaluation. Further, that bank Transaction will not become a commitment to be achieved under the Contract.

## Appendix A- Mandatory requirements certificate

The Bidder, \_\_\_\_\_, declares and certifies that through this Proposal for the Project, the Bidder satisfies the following requirements:

<b>Mandatory Requirement</b>	<b>Specific Terms and Conditions Commitment</b>
1. Commits to achieving Transactions valued at not less than 100 percent of the Contract Price ( <i>or the percentage represented by the total of all identified Transactions, whichever is higher</i> ), (including options) measured in CCV, to be achieved within the Achievement Period.	Article 3.1.1
2. Commits to achieving Direct Transactions valued at not less than 70 percent of the Contract Price in CCV, including all options exercised, to be achieved within the Achievement Period.	Article 3.1.2
3. Identifies its Bid Price (not including options, not including taxes and rounded to the nearest dollar) \$ _____	
3(a). Identifies Transactions equal in total to not less than 30 percent of its Bid Price measured in CCV. Transactions identified in the Bidder’s Proposal must align with one or more of the rated criteria specified in Sections 4.1.1 to 4.1.3 of the Evaluation Plan	Article 3.1.1, 3.1.2, 3.1.3, 3.1.4 and 3.1.6
3(b) Commits to identifying, one (1) year after the Effective Date of the Contract, additional Transactions that bring the cumulative total of identified Transactions to at least 60 percent of the Contract Price (including options), measured in CCV;	Article 3.1.4
3(c) Commits to identifying, three (3) years after the Effective Date of the Contract, and for each additional contract option year exercised, additional Transactions that bring the cumulative total of identified Transactions to 100 percent of the Contract Price (including options), measured in CCV.	Article 3.1.4
4. Commits to achieving SMB Transactions valued at not less than 15 percent the Contract Price in CC, including options exercised to be achieved within the Achievement Period.	Article 3.1.2.3
5. Accepts all of the ITB Terms and Conditions.	All articles and appendices.
6. Has submitted all the following required components of a Proposal: <ul style="list-style-type: none"> <li>• Company business plan;</li> <li>• ITB management plan;</li> <li>• Regional development plan;</li> <li>• Small and medium business development plan;</li> </ul>	Appendix A

<ul style="list-style-type: none"> <li>• Detailed Transaction sheets, accompanied by a summary chart of all them; and,</li> <li>• This mandatory requirements certificate, duly completed, signed and dated.</li> </ul>	
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

IN WITNESS THEREOF THIS MANDATORY REQUIREMENTS CERTIFICATE HAS BEEN SIGNED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ BY A SENIOR COMPANY OFFICIAL WHO IS DULY AUTHORIZED TO BIND THE COMPANY.

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
NAME AND TITLE OF SENIOR COMPANY OFFICIAL

**Appendix B - Rated criteria certificate**

The Bidder, \_\_\_\_\_, declares and certifies that, through this Proposal for the Land C4ISR Engineering and Integration Support Contract (LEISC) Project, the Bidder makes the following Commitments, in response to the rated criteria outlined in section 6:

<b>Rated Criteria</b>	<b>Bidder Total Commitment</b>	<b>Maximum Points Available</b>	<b>Terms and Conditions Commitment</b>
<b>Direct Transactions</b>			
Commitment	%	45	Article 3.1.2.1
	Article 3.1.2.1 will include the percentage value of either the Commitment or the identified Transactions, whichever is higher		
<b>Research and Development</b>			
Commitment	%	45	Article 3.1.2.2
Portion of Commitment involving Canadian Companies	%	(1 X multiplier)	Article 3.1.2.2
Portion of Commitment involving Post-Secondary Institutions or Public Research Institutions	%	(2 X multiplier)	Article 3.1.2.2
	Article 3.1.2.2 will include the percentage value of either the Commitment or the identified Transactions, whichever is higher		
<b>Small and Medium Business (SMB)</b>			
Commitment	%	10	Article 3.1.2.3
	Article 3.1.2.3 will include the percentage value of either the Commitment or the identified Transactions, whichever is higher		

IN WITNESS THEREOF THIS RATED CRITERIA CERTIFICATE HAS BEEN SIGNED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ BY A SENIOR COMPANY OFFICIAL WHO IS DULY AUTHORIZED TO BIND THE COMPANY.

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
NAME AND TITLE OF SENIOR COMPANY OFFICIAL

**ATTACHMENT 2  
TO  
PART 4 OF THE RFP**

**RFP COMPLIANCE MATRIX AND  
MANDATORY REQUIREMENT CHECKLIST**

**LAND C4ISR ENGINEERING & INTEGRATION SUPPORT  
(LEIS) SERVICES**



The following instructions must be adhered to by the bidders:

- a. Bidders shall complete the checklist below and include it in the Volume I General Bid Requirements bid. This checklist attempts to capture the mandatory bid deliverable items contained within this solicitation document in one location. The Bidder remains fully responsible to ensure all mandatory requirements of the bid solicitation are met, even if a mandatory deliverable item is not included in this list.
- b. This list does not address the actual content requirements for each deliverable. The Bidder is fully responsible to ensure it addresses the content requirements as detailed in the applicable sections of the bid solicitation.
- c. This list does address deliverables that are not required with the bid but must be provided prior to award of a contract. It is the responsibility of the Bidder to meet such requirements as contained in the bid solicitation.
- d. This list does not preclude bidders from including additional information to support their bid.

**1. Table A2-1 - RFP Compliance Matrix (To be updated)**

Reference in RFP	Heading	Compliance (YES/NO/NOTED)	Reference in Bid	Comments
<b>PART 1</b>	<b>GENERAL INFORMATION</b>			
1.1	Introduction			
1.2	Summary			
1.3	Controlled Goods Program			
1.4	National Security Exception			
1.5	Debriefings			
1.6	Phased Bid Compliance Process			
<b>PART 2</b>	<b>BIDDER INSTRUCTIONS</b>			
2.1	Standard instructions, Clauses and Conditions			
2.2	Submission of Bids			
2.3	Former Public Servant			
2.4	Enquiries – Bid Solicitation			
2.5	Applicable Laws			
2.6	Improvement of Requirement During Solicitation Period			
<b>PART 3</b>	<b>BID PREPARATION INSTRUCTIONS</b>			
3.1	Bid Preparation			

Reference in RFP	Heading	Compliance (YES/NO/NOTED)	Reference in Bid	Comments
	Instructions			
3.2	Bid Contents			
<b>PART 4</b>	<b>EVALUATION PROCEDURES AND BASIS OF SELECTION</b>			
4.1	Evaluation Procedures			
4.2	Phased Bid Compliance Process			
4.3	Technical Evaluation			
4.4	Financial Evaluation			
4.5	Basis of Selection			
<b>PART 5</b>	<b>CERTIFICATIONS AND ADDITIONAL INFORMATION</b>			
5.1	Certifications Required with the Bid			
5.2	Certifications Precedent to Contract Award and Additional Information			
<b>PART 6</b>	<b>SECURITY, FINANCIAL and OTHER REQUIREMENTS</b>			
6.1	Security Requirements			
6.2	Financial Capability			
6.3	Controlled Goods Requirement			
6.4	Insurance Requirements			
<b>PART 7</b>	<b>RESULTING CONTRACT CLAUSES</b>			
7.1	Statement of Work			
7.2	Standard Clauses and Conditions			
7.3	Security Requirements			
7.4	Term of Contract			
7.5	Authorities			
7.6	Payment			
7.7	Certification and Additional Information			
7.8	Applicable Laws			
7.9	Priority of Documents			
7.10	Defence Contract			

Reference in RFP	Heading	Compliance (YES/NO/NOTED)	Reference in Bid	Comments
7.11	Foreign Nationals			
7.12	Insurance Requirements			
7.13	Controlled Goods Program			
7.14	Limitation of Liability			
7.15	Industrial and Technological Benefits (ITB)			

## 2. Table A2-2 – SOW Compliance Matrix

Reference in SOW	Heading	Compliance (YES/NO/NOTED)	Reference in Bid	Comments
1.1	Aim			
1.2	Scope			
1.3	Background and Land C4ISR High Level Description			
1.4	Electronic Document Format			
1.5	Applicable Documents			
1.6	Roles, Authorities and Responsibilities			
2.1	General (General Requirements)			
3.1	General (Core Management Services)			
3.2	Program Management Core work			
3.3	Program Management Plan			
3.4	Monitoring and Control			
3.5	Task Management			
3.6	Risk Management			
3.7	Canada Owned Resources Management			
3.8	Configuration and Data Management (CM-DM) services			
3.9	Security			
3.10	Travel			
4	Core Engineering Support Services			

<b>Reference in SOW</b>	<b>Heading</b>	<b>Compliance (YES/NO/NOTED)</b>	<b>Reference in Bid</b>	<b>Comments</b>
4.1	Engineering Management			
4.2	Security Architecture and Safeguard Development			
4.3	Systems Integration and Testing			
4.4	Cyber Security Operations Center			
4.5	Patch Management			
4.6	Security Assessment and Authorization (SA & A) Support			
4.7	Problem Management Support			
5	Task-based Services			
5.1	Cyber Security Monitoring Capabilities			
5.2	New SA & A			
5.3	Security Engineering Validation (SEV)			
5.4	Vulnerability Assessment			
5.5	Technical Investigation and Engineering Support (TIES)			
5.6	Field Support			
Appendix 1	Glossary and Definitions			
Appendix 2	Standards and Reference Documents			
Appendix 3	System Description			
Appendix 4	Logistics SOW			
Appendix 5, Section 4	Bidders must provide a draft PMP as part of their bid.			
Appendix 5, Section 4	Bidders must provide a draft SEMP as part of their bid.			
Appendix 6	Bidders must provide resumes for the key personnel identified in Appendix A6 to Annex A.			

As identified in Appendix 5 a Draft PMP must be provided with the Bid. This PMP will be evaluated for completeness against appendix 5 requirements. Specific attention will be afforded to performance management, continuous improvement and risk management sub-plans.

As identified in Appendix 5 a Draft SEMP must be provided with the Bid. This PMP will be evaluated for completeness against appendix 5 requirements. Specific attention will be afforded to proposed engineering process, and to the specific aspect of the core engineering work set-out in the SOW.

**ATTACHMENT 3 TO  
PART 4 OF THE RFP  
BID EVALUATION**

**LAND C4ISR ENGINEERING AND INTEGRATION SUPPORT  
(LEIS) SERVICES**

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## **1 GENERAL**

This document contains the evaluation criteria that will be used to assess the Technical and the Financial Bid submission. This document contains the information necessary to allow bidders to prepare their proposal appropriately for the evaluation.

Where appropriate one or more primary references have been provided for the evaluation requirement. These references may not be the only references and the Bidder is responsible for ensuring they have read and responded appropriately to the entire Request for Proposal (RFP) including all attachments, Annexes and Appendices.

Bidders must comply with the bid preparations instructions as per the RFP PART 3 – BID PREPARATION INSTRUCTIONS

## **2 TECHNICAL BID EVALUATION**

The Technical Evaluation Criteria consists of Mandatory Criteria and Rated Criteria.

### **2.1 Mandatory Requirement Criteria**

- a) Core Management Requirement Criteria; and
- b) Core Engineering Requirement Criteria.

Bidders shall meet all mandatory requirements. Any proposal that fails to meet even one mandatory requirement will be disqualified and given no further consideration.

### **2.2 Rated Requirement Criteria**

- a) Program Management Plan Requirements;
- b) Performance Based Contracting Experience Requirements;
- c) Systems Engineering Management Plan Requirements;
- d) Process Experience Requirements; and
- e) Personnel Experience Requirements

See section 6 of this annex for further details regarding rated criteria.

### **2.3 Mandatory Technical Bid Evaluation Criteria**

#### **2.3.1 Core Management Criteria**

The Bidder must submit with their bid, a complete Program Management Plan (PMP) as outlined in Appendix 5. The Bidder must clearly demonstrate how, when and where they have successfully implemented the proposed PMP on an alternate contract. The bidder must provide at least one reference check who can validate their claim.

#### **2.3.2 Core Engineering Requirement Criteria**

The Bidder must submit with their bid, a complete Systems Engineering Management Plan (SEMP) as outlined in Appendix 5. The Bidder must clearly demonstrate how, when and where they have successfully implemented the proposed SEMP on an alternate contract. The bidder must provide at least one reference check who can validate their claim.

#### **2.3.3 Personnel Requirement Criteria**

Mandatory Personnel qualifications will be assessed by evaluating resumes of key personnel. Bidders shall provide resumes for the key personnel identified in Appendix 6 to Annex A. As a minimum, the following information shall be included in each resume and presented in a tabular form:

- a. General: name, company name, location of employee and the employee's government security clearance level status.
- b. Education and training: dates, locations, and names of the institutions where the qualification was acquired. Copies of diplomas shall be provided. This section may also include formal company in house or external courses and attendance at pertinent conferences or symposia.
- c. Employment history: presented in tabular form and include the duration (years and months), employer name and position held, in reverse chronological order. Self-employed consultants shall list major projects and assignments.
- d. Experience: presented in tabular form with three columns including experience area, months of experience in that area and dates (month and year) the experience was obtained; and key details of that experience (e.g. project outline, company, specific tasks performed by the person, number of persons supervised).

The Bidder may use identified sub-contractors to meet the Personnel requirements. The Bidder shall confirm that all key personnel will be available to perform the work at Contract award. The Bidders shall demonstrate compliance in response to Appendix 6 to Annex A - which provides specific position requirements. Bidders shall provide sufficient information to substantiate that the candidates meet the requirement. Bidders shall provide copies of diplomas for the highest level of educational qualification stated in the resumes to meet the educational requirement.

## **2.4 Rated Technical Bid Evaluation Criteria**

### **2.4.1 Program Management Experience**

The bidder's program management capability will be evaluated based on actual relevant recent experience. The bidder's team should provide documentary evidence of two (2) recent examples in performing work of similar scope and scale for a maximum of 100 points per example. The minimum passing score for each example is 10 points. Recent experience is limited to the last five years. The rating scale is based on the following criteria:

- a. The work was performed somewhere other than Canada without a provided reference and the ability to perform a reference check by Canada -10 points
- b. The work was performed somewhere other than Canada with a provided reference and the ability to perform a reference check by Canada -20 points
- c. The work was performed in Canada without a provided reference and the ability to perform a reference check by Canada -30 points
- d. The work was performed somewhere other than Canada in a defence and security context with the ability to perform a reference check by Canada -40 points
- e. The work was performed in Canada without the ability to perform a reference check by Canada -50 points
- f. The work was performed in Canada with the ability to perform a reference check by Canada demonstrating the bidder met the contractual requirement -70 points

- g. The work was performed in Canada with the ability to perform a reference check by Canada demonstrating the bidder exceeded the contractual requirement -80 points
- h. The work was performed in Canada in a defence and security context with the ability to perform a reference check demonstrating the bidder met the contractual requirement -90 points
- i. The work was performed in Canada in a defence and security context with the ability to perform a reference check demonstrating the bidder exceeded the contractual requirement -100 points

**Table A3-1 – Program Management Experience Total**

Example	Description	Maximum Score	Actual Score	Comments
1		100		
2		100		
Total		200		

**2.4.2 Performance Based Contracting Experience**

The bidder’s performance based contracting (PBC) capability will be rated based on actual relevant recent experience. The Bidders team should provide documentary evidence of two (2) recent examples of work performed under a performance based contracting regime for a maximum of 100 points per example. PBC is define as a regime where the contractor’s performance is rewarded through incentives based on Key Performance Indicators (KPI) and System Health Indicators (SHI). The minimum passing score for each example is 10 points. Recent experience is limited to the last five years. The rating scale is based on the following criteria:

- a. The work was performed somewhere other than Canada without the ability to perform a reference check by the Canada -10 points
- b. The work was performed somewhere other than Canada with the ability to perform a reference check by the Canada -20 points
- c. The work was performed in Canada without the ability to perform a reference check by the Canada -30 points
- d. The work was performed somewhere other than Canada in a defence and security context with the ability to perform a reference check by the Canada -40 points
- e. The work was performed in Canada without the ability to perform a reference check by the Canada -50 points
- f. The work was performed in Canada with the ability to perform a reference check demonstrating the bidder met the contractual requirement -70 points
- g. The work was performed in Canada with the ability to perform a reference demonstrating the bidder exceeded the contractual requirement -80 points
- h. The work was performed in Canada in a defence and security context with the ability to perform a reference check demonstrating the bidder met the contractual requirement -90 points
- i. The work was performed in Canada in a defence and security context with the ability to perform a reference check demonstrating the bidder exceeded the contractual

requirement -100 points

**Table A3-2 – Performance Based Contracting Experience Total**

Example	Description	Maximum Score	Actual Score	Comments
1		100		
2		100		
Total		200		

**2.4.3 System Engineering Management Experience**

The bidder System Engineering Management capability will be rated based on actual relevant recent experience. The Bidders team should provide documentary evidence of two (2) recent examples of implementing the proposed Engineering Management Plan for a maximum of 100 points per example. The minimum passing score for each example is 10 points. Recent experience is limited to the last five years. The rating scale is based on the following criteria:

- a. The work was performed somewhere other than Canada without the ability to perform a reference check by the Canada -10 points
- b. The work was performed somewhere other than Canada with the ability to perform a reference check by the Canada -20 points
- c. The work was performed in Canada without the ability to perform a reference check by the Canada -30 points
- d. The work was performed somewhere other than Canada in a defence and security context with the ability to perform a reference check by the Canada -40 points
- e. The work was performed in Canada without the ability to perform a reference check by the Canada -50 points
- f. The work was performed in Canada with the ability to perform a reference check demonstrating the bidder met the contractual requirement -70 points
- g. The work was performed in Canada with the ability to perform a reference demonstrating the bidder exceeded the contractual requirement -80 points
- h. The work was performed in Canada in a defence and security context with the ability to perform a reference check demonstrating the bidder met the contractual requirement -90 points
- i. The work was performed in Canada in a defence and security context with the ability to perform a reference check demonstrating the bidder exceeded the contractual requirement -100 points

**Table A3-3 – System Engineering Management Experience Total**

Example	Description	Maximum Score	Actual Score	Comments
1		100		
2		100		
Total		200		

**2.4.4 Core Engineering Experience**

The bidder’s core engineering capability will be rated based on actual relevant recent experience. The Bidders team should provide documentary evidence of capability in the four (4) core engineering disciplines identified below for a maximum of 100 points per example. The minimum passing score for each example is 10 points. Recent experience is limited to the last five years. The rating scale is based on the following criteria:

- a. The work was performed somewhere other than Canada without the ability to perform a reference check by the Canada -10 points
- b. The work was performed somewhere other than Canada with the ability to perform a reference check by the Canada -20 points
- c. The work was performed in Canada without the ability to perform a reference check by the Canada -30 points
- d. The work was performed somewhere other than Canada in a defence and security context with the ability to perform a reference check by the Canada -40 points
- e. The work was performed in Canada without the ability to perform a reference check by the Canada -50 points
- f. The work was performed in Canada with the ability to perform a reference check demonstrating the bidder met the contractual requirement -70 points
- g. The work was performed in Canada with the ability to perform a reference demonstrating the bidder exceeded the contractual requirement -80 points
- h. The work was performed in Canada in a defence and security context with the ability to perform a reference check demonstrating the bidder met the contractual requirement -90 points
- i. The work was performed in Canada in a defence and security context with the ability to perform a reference check demonstrating the bidder exceeded the contractual requirement -100 points

**Table A3-4 – Core Engineering Experience Total**

Example	Description	Maximum Score	Actual Score	Comments
1	System-of-Systems Engineering Architecture, Management, Integration and Testing	100		
2	Harsh Environment Network/Communication Complex Electronic Product Development, Integration and Testing	100		
3	Ground Mobile Platform – Electronic Networked Systems Installation Integration Engineering	100		
4	EMSEC and E3	100		

Example	Description	Maximum Score	Actual Score	Comments
	Engineering			
Total		400		

**2.4.5 Resource Capability Experience**

The Bidders team should provide documentary evidence of capability of ten (10) resources available to meet the requirement of task-based work. Canada must have the ability to perform reference check based on the information provided in the bid. The minimum passing score for each resource type is 10 points. The rating scale is based on an evaluation of breadth and depth of knowledge and experience:

- 2.4.6 Breadth of knowledge and experience will be evaluate based on 50 points for each resource. The breadth of experience will be marked based diversity of experience level when compared to the area identified in Appendix 6 to Annex A:
- a. The proposed resources has relevant knowledge and experience in one of the area identified in Appendix 6 - 10 points
  - b. The proposed resources has relevant knowledge and experience in some of the area identified in Appendix 6 - 20 points
  - c. The proposed resources has relevant knowledge and experience in most of the area identified in Appendix 6 - 30 points
  - d. The proposed resources has relevant knowledge and experience in all the area identified in Appendix 6 - 40 points
  - e. The proposed resources has relevant knowledge and experience that exceeds the area identified in Appendix 6 - 50 points
- 2.4.7 The depth of experience will be based on completed years of recent experience for a maximum of 50 points:
- a. The relevant depth of experience is below 1 year – 0 points
  - b. The relevant depth of experience is between 1 and 3 Years – 10 points
  - c. The relevant depth of experience is between 3 and 5 Years – 20 points
  - d. The relevant depth of experience is between 5 and 10 years – 30 points
  - e. The relevant depth of experience is between 10 and 15 years – 40 points
  - f. The relevant depth of experience is between 15 and 20 years – 50 points

**Table A3-5 – Resource Capability Experience Total**

Example	Description	Max Score	Breadth	Depth	Total	Comments
1	Systems Architect / Systems Engineering Manager (Senior)	100				
2	Certified Tempest Professional (Senior)	100				

Example	Description	Max Score	Breadth	Depth	Total	Comments
3	Electromagnetic Environment Effects Engineer	100				
4	System Engineer	100				
5	Hardware Engineer	100				
6	Software/Firmware Architect/Engineer	100				
7	Project Manager	100				
8	Test Engineer	100				
9	Integrated Logistics Support Specialist	100				
10	Configuration Management Specialist	100				
Total		1000				

**2.5 Rated Total Score**

**Table A3-6 - Total Rated Criteria Point Summary**

Rated Criteria Elements	Max Points Available	Total Points
Program Management Experience Summary	200	
Performance Based Contracting Experience Summary	200	
Systems Engineering Management Experience Summary	200	
Core Engineering Experience Summary	400	
Resource Capability Experience Summary	1,000	
<b>Total</b>	2,000	

**3 FINANCIAL BID EVALUATION**

The evaluated cost will be calculated using the firm all-inclusive rates and mark-ups proposed by the Bidder and the quantities indicated in the financial evaluation tables. The number of persons, units and days are based on “Proxy” usage rates. They are for evaluation purposes only and do not represent any promise or representation by Canada of any particular volume of work. Bidders shall complete and submit Table A3- through Table 6 with their Financial Bid.

**3.1 Personnel Costs**

**3.1.1 Hourly Rates**

Bidders shall enter their rates, as defined by the Personnel Rate Category in Appendix 6 of the SOW, into Table A3-1.

**Table A3-7 – Hourly Rate**

Personnel (Pers) Rate Category	Qty Pers (A)	Contract Hourly Rate (B)			Evaluated Cost (AxB x 7.5 hours/day x 235 days)		
		Year 1	Year 2	Year 3	Year 1 (C)	Year 2 (D)	Year 3 (E)
Project Manager	1	\$	\$	\$	\$	\$	\$
Project Support Assistant	1	\$	\$	\$	\$	\$	\$
Systems Architect / Systems Engineering Manager	1	\$	\$	\$	\$	\$	\$
System Engineer	6	\$	\$	\$	\$	\$	\$
Hardware Engineer	3	\$	\$	\$	\$	\$	\$
Software/Firmware Architect/Engineer	19	\$	\$	\$	\$	\$	\$
Software/Firmware Developer	16	\$	\$	\$	\$	\$	\$
Integrated Logistics Support Specialist	4	\$	\$	\$	\$	\$	\$
Test Engineer	11	\$	\$	\$	\$	\$	\$
Test Technician	6	\$	\$	\$	\$	\$	\$
Configuration Management Specialist	3	\$	\$	\$	\$	\$	\$
Quality Management Specialist	1	\$	\$	\$	\$	\$	\$
Human Factors Specialist	2	\$	\$	\$	\$	\$	\$
Technical Writer/Illustrator	2	\$	\$	\$	\$	\$	\$
Field Support Representative	2	\$	\$	\$	\$	\$	\$
Certified TEMPEST Professional	2	\$	\$	\$	\$	\$	\$
Electromagnetic Environment Effects Engineer	2	\$	\$	\$	\$	\$	\$
<b>Personnel Sub Totals</b>	<b>82</b>				\$	\$	\$

**3.1.2 Total Evaluated Personnel Cost Calculation**

The total of the Per Diem Rate is calculated at Table 2. These are the personnel costs that will be used for the cost per point calculation determined at Table 6:

**Table A3-8- Total Evaluated Personnel Cost**

Personnel (Pers) Category	Year 1	Year 2	Year 3	Sub –Total
Sub Totals	\$ (C)	\$ (D)	\$ (E)	\$ (C+D+E)
<b>Total Evaluated Cost</b>				\$(Enter Value into Table 6)

**3.2 Core Work**

Bidders shall enter their rates, as defined by the Core Work Category in Annex A - SOW, into Table A3-3. The total value of the Core Work costs will be used for the cost per point calculation determined at Table 6:

**Table A3-9 - Total Evaluated Core Work Cost**

Core Work	Monthly Fixed Rate (A)			Annual Rate (B) (A*12)			3 Year Cost
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	SUM of B
Core Management Work	\$	\$	\$	\$	\$	\$	\$
Core Engineering Work	\$	\$	\$	\$	\$	\$	\$
<b>Total:</b>							\$(Enter Value into Table 6)

**3.3 The Facility**

The Bidder shall provide their proposed firm monthly rate for The Facility, as defined in Appendix 7 of the SOW, in Table D4-4.

**Table A3-10 - The Facility – Firm Annual Rates Evaluation**

Facility 5.4	Monthly Rate (A)	Annual Rate (A*12)
Facility rate – Year 1	\$	\$
Facility rate – Year 2	\$	\$
Facility rate – Year 3	\$	\$
<b>Total:</b>		\$(Enter Value into Table 6)

**3.4 Mark-ups**

Bidders shall propose firm mark-up rates, including overhead, general and Administration, profit and any other mark-up normally charged, for the acquisition of hardware, system equipment and

software (HW/SE/SW), and the services of individuals with specialized knowledge (SK’s) and Sub-Contracted services during the contract period utilizing Table D4-5. The mark-up amounts determined in the Table 4-5 below will be evaluated as part of the overall Bid price.

**3.4.1 Acquisition of hardware, system equipment and software (HW/SE/SW) Mark-Up**

For the purposes of bid evaluation only, acquisition costs for hardware, system equipment and software during the Contract period is hypothetically set at \$20,000,000.00. Bidders must provide a Mark-up rate for the acquisition of HW/SE/SW in Table D4-4

**3.4.2 Acquisition of the services of individuals with Specialized Knowledge (SK) and Sub-Contracted Services**

For the purposes of bid evaluation only, the acquisition costs for SK and Sub-Contracted Services during the contract period is hypothetically set at \$40,000,000.00. Bidders must provide a Mark-up rate for the acquisition of SK and Sub-Contracted Services in Table D4-4.

**Table A3-11 - Cost of Mark-ups**

Activity	Mark-up Rate (%) (A)	Acquisition Costs (Not a Guarantee) (B)	Evaluated Amount (AxB)
Acquisition of HW/SE/ SW	(A1)	\$20,000,000.00	(C)
Acquisition of SK & Sub-Contractors	(A2)	\$40,000,000.00	(D)
<b>Total Evaluated Cost of Mark-ups = C+D:</b>			\$(Enter Value into Table 6)

**3.5 Travel and Living Expenses**

The cost of travel and living expenses for contractors is not considered in the bid pricing.

**3.6 Financial Bid Worksheet**

Table 6 is a summary of all evaluated costs as determined in Table A3-2 through D5-5. Bidders shall populate this table using the totals determined in Table A3-2 through D5-5 where indicated by “\$Enter Value into Table D5-6”

Bidders shall include Table A3-2 through D5-5 with their Financial Bid.

If there are any discrepancies between the amounts in Table D5-6 and those in Table A3-2 through D5-5, the cost will be recalculated using the values determined in Table A3-2 through D5-5.

**Table A3-12 - Total Evaluated Cost of Bid**

Cost Summaries	Total Evaluated Cost
Personnel Cost Summary	\$
Core Work Cost Summary	\$

<b>Cost Summaries</b>	<b>Total Evaluated Cost</b>
<b>Cost of Facilities</b>	\$
<b>Cost of Mark-ups</b>	\$
<b>Total Evaluated Cost</b>	\$

## 4 INDUSTRIAL AND TECHNOLOGICAL BENEFITS AND VALUE PROPOSITIONS

### 4.1 Introduction

- 4.1.1 The purpose of the Value Proposition (VP) Evaluation Plan (Evaluation Plan) is to describe the methodology that will be used to evaluate the VP Proposal (Proposal) submitted by the Bidder.
- 4.1.2 The Proposal will be evaluated as either responsive or not responsive. The Proposal will be deemed responsive if it: i) meets all of the mandatory requirements outlined in Section 2; and, ii) meets the minimum assessment values outlined in Section 3.
- 4.1.3 All responsive bids will then be evaluated based on rated criteria, as outlined in Section 4.
- 4.1.4 The results of the evaluation will be conveyed to the Contracting Authority. The results will then be integrated into the overall bid evaluation results, as outlined in section 4 of the Land C4ISR Engineering and Integration Support Contract (LEISC) (the Project) Evaluation Plan.
- 4.1.5 The Bidder is strongly encouraged to closely review the entire Bidder Instructions document.
- 4.1.6 Defined terms not otherwise defined in this document have the meaning given to them in the ITB Terms and Conditions and the Request for Proposal, including appendices, to which this Evaluation Plan is attached.

### 4.2 Mandatory Requirements

- 4.2.1 The chart below details each mandatory requirement and how the ITB Authority will assess whether it has been met. The Proposal will be assessed as responsive or not responsive. To be considered responsive, all mandatory requirements must be met.

Mandatory Requirement	Method to Confirm
1. Bidder commits to achieving Transactions, measured in Canadian content value (CCV), valued at not less than 100 percent of the Contract Price (including options exercised) or the total CCV of identified Transactions, whichever is higher, to be achieved within the Achievement Period.	Mandatory requirements certificate is duly signed and submitted.
2. Commits to achieving Direct Transactions valued at not less than 70 percent of the Contract Price in CCV, including options exercised, to be achieved within the	Mandatory requirements certificate is duly signed and submitted

Achievement Period. .	
3. Bidder has specified its Bid Price, not including taxes, and not including options, and rounded to the nearest dollar.	Mandatory requirements certificate is duly signed and submitted, with Bid Price provided.
3a. Bidder has identified Transactions which are detailed, fully described and equal in total to not less than 30 percent of the Bid Price in CCV. All Transactions identified in the Bidder's Proposal must align with one or more of the rated criteria specified in Sections 4.1.1 to 4.1.3 of the Evaluation Plan	Alignment of the Transaction with one or more of the rated criteria is confirmed. CCV value of each Transaction in the Proposal is totalled, then compared against the Bid Price. Mandatory requirements certificate is duly signed and submitted.
3b. Bidder commits to identifying one (1) year after Contract award, Transactions that are detailed, fully described and bring the cumulative total of identified Transactions to not less than 60 percent of the Contract Price, measured in CCV.	Mandatory requirements certificate is duly signed and submitted.
3c. Bidder commits to identifying three (3) years after Contract award, and for each additional contract option year exercised, Transactions that are detailed, fully described and bring the cumulative total of identified Transactions to 100 percent of the Contract Price, measured in CCV	Mandatory requirements certificate is duly signed and submitted.
4. Commits to achieving Small and Medium Business Transactions valued at not less than 15 percent of the Contract Price in CCV, including options exercised, to be achieved within the Achievement Period.	Mandatory requirements certificate is duly signed and submitted.
5. Bidder accepts all of the ITB Terms & Conditions.	Mandatory requirements certificate is duly signed and submitted.
6. Bidder submits all the required components in its Proposal: <ul style="list-style-type: none"> <li>• Company Business Plan</li> <li>• ITB Management Plan</li> <li>• Regional Development Plan</li> <li>• Small and Medium Business Development Plan</li> <li>• Detailed transaction sheets, accompanied by a summary chart of all Transactions.</li> <li>• Signed Mandatory requirements certificate</li> </ul>	Presence of each required component in the Proposal and the Mandatory requirements certificate is duly signed and submitted.
Table 2-1, Mandatory Requirements Evaluation Chart	

### 4.3 Minimum Assessment Values

4.3.1 The Plans will be evaluated to determine if they meet the minimum assessment values

below.

- 4.3.2 The Bidder's four Plans will be evaluated to confirm that they are present in the Proposal. The Plans are then assessed for quality and for risk, using the assessments in Tables 3-1 and 3-2.
- 4.3.3 Quality will be assessed as to whether the Plans respond to the requested components outlined in Section 5 of the Bidder Instructions, the level of detail in the component, and how well the content of the Plan meets the ITB Objectives outlined in Section 3 of the Bidder Instructions.
- 4.3.4 Quality will be assessed on a scale of one (1) to four (4), using the values below in Table 3-1.

VALUE	PLAN – QUALITY ASSESSMENTS
4	<b>SUPERIOR</b> Plan contains detailed responses to four or more of the requested items in Section 5.4 to 5.7, both inclusive, as applicable, of the Bidder Instructions. The Plan demonstrates that many of Canada's ITB Objectives will be met.
3	<b>GOOD</b> Plan contains detailed responses to three of the requested items in Section 5.4 to 5.7, both inclusive, as applicable, of the Bidder Instructions. The Plan demonstrates that several of Canada's ITB Objectives will be met.
2	<b>POOR</b> Plan contains detailed responses to two of the requested items in Section 5.4 to 5.7, both inclusive, as applicable, of the Bidder Instructions. The Plan demonstrates that some of Canada's ITB Objectives will be met.
1	<b>VERY WEAK</b> Plan contains detailed response to one or less of the requested items in the Section 5.4 to 5.7, both inclusive, as applicable, of the Bidder Instructions. The Plan does not demonstrate that Canada's ITB Objectives will be met.

**Table 3- 1, Plan Quality Assessments**

- 4.3.5 Risk will be assessed as to whether the Plans respond to the risk areas outlined in Section 5 of the Bidder Instructions and the level of detail provided.
- 4.3.6 Risk will be assessed on a scale of one (1) to four (4), using the values below in Table 3-2.

VALUE	PLAN - RISK ASSESSMENTS
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VALUE	PLAN - RISK ASSESSMENTS
4	<b>SUPERIOR</b> Plan contains a detailed response to four or more of the risk areas in Section 5.3 of the Bidder Instructions, such that the probability of failure to achieve is extremely low.
3	<b>GOOD</b> Plan contains a detailed response to three of the risk areas in Section 5.3 of the Bidder Instructions, such that the probability of failure to achieve is low.
2	<b>POOR</b> Plan contains a detailed response to two of the risk areas in Section 5.3 of the Bidder Instructions, such that the probability of failure to achieve is moderate.
1	<b>VERY WEAK</b> Plan contains a detailed response to one or less of the risk areas in Section 5.3 of the Bidder Instructions, such that the probability of failure to achieve is significant.

**Table 3- 2, Plan Risk Assessments**

4.3.7 The Quality and Risk assessments agreed to by evaluators will be multiplied together and the sums added together to determine the final Plans assessment value for the Proposal.

4.3.8 The Bidder must achieve or exceed a final Plans assessment value of thirty-two (32) (out of a possible sixty-four (64)).

**EXAMPLE:**

Plan	Quality (A)	Risk (B)	Assessment Value (C) (C) = (A) x (B)
Company Business Plan	4	3	12
ITB Management Plan	2	3	6
Regional Development Plan	4	4	16
SMB Development Plan	4	2	8
<b>Final plans assessment value</b>			<b>42</b>

**Table 3.3 - Example**

4.3.9 Evaluation of proposed Transactions

- 4.3.9.1 The Bidder’s proposed Transactions will be evaluated to determine whether they comply with the Bidder Instructions and with the ITB Terms and Conditions, with respect to eligibility criteria, valuation, banking and transaction types.
- 4.3.9.2 If a proposed Transaction does not meet the criteria outlined in 3.2.1, it will be rejected and will receive no further consideration during the mandatory or rated evaluation, or in the Contract.
- 4.3.9.3 If a proposed Transaction meets the criteria outlined in 3.2.1, it will then be assessed in accordance with the Mandatory Requirements in Section 2, specifically paragraph 3a of Table 2-1 Mandatory Requirements Evaluation Chart.
- 4.3.9.4 Any Transactions identified in the Proposal will be assessed to determine whether they align with one or more of the three rated evaluation criteria identified in sections 4.1.1 through 4.1.3. The Bidder should provide a level of detail sufficient to support the claim that the Transaction fits within a given criteria.
- 4.3.9.5 Transactions where the Bidder does not demonstrate alignment with the rated evaluation criteria will be rejected and will receive no further consideration during the mandatory or rated evaluation, or in the Contract.
- 4.3.9.6 Transactions where the Bidder demonstrates alignment with the rated evaluation criteria will be included as part of the Bidder’s Commitments in the rated evaluation, outlined in Section 4 of the Evaluation Plan. These Transactions would also be included as an Obligation to be achieved in the Contract.

#### 4.4 Rated Evaluation

- 4.4.1 The Bidder’s proposed Commitments will be evaluated against the rated criteria as described below.

<b>Land C4ISR – Engineering and Integration Support Contract (LEISC) Value Proposition Strategic Objective</b>
The strategic objective of the Value Proposition (VP) Framework for the Project is to ensure that Canadian capabilities are utilized directly on the procurement, while incentivizing high-quality research and development investments that support innovation and the competitiveness of Canada’s Defence Sector, as well as supply chain integration opportunities for Canadian small and medium-sized businesses (SMB).

- 4.4.2 Direct Transactions

The Direct Transactions pillar will incentivize high-value work activities in Canada directly related to the Project. The Mandatory Requirement in this area ensures that a minimum amount of Canadian content is used for the provision of goods and services, where Canada has capabilities, while Value Proposition points seek to incentivize bidders to compete on the basis of maximizing Direct Transactions.

Table 4 – 1, Direct Transactions

Criteria	Available Points	Basis of Evaluation
<b>Direct Transactions</b>		
Commitments to undertake Direct Transactions above 70 percent of Contract Price, up to a maximum of 100 percent	45	<p>Points will be awarded for Commitments to achieve Direct Transactions based on the following:</p> <p>The Bidder with the highest commitment to undertake Direct Transactions above seventy (70) percent of Contract Price up to a maximum of one hundred (100) percent, stated as a percentage of the Bidder's Bid Price, not including options and measured in CCV, will receive forty-five (45) points. All other bidders will be pro-rated down.</p> <p>Formula: Bidders total Direct Transaction Commitment above 70 percent (up to a maximum of 100 percent) divided by the highest bidder's Direct Transaction Commitment above 70 percent (up to a maximum of 100 percent), multiplied by 45 points.</p>

#### 4.4.2 Research and Development:

The Research and Development (R&D) pillar will incentivize bidders to identify R&D Transactions with Canadian Companies, Canadian Post-Secondary Institutions, and/or Public Research Institutions that support Canada's high-value Defence Sector research capabilities.

Table 4 – 2, Research and Development

Criteria	Available Points	Basis of Evaluation
<b>Research and Development</b>		
Commitments to undertake R&D Activity Transactions with Canadian Companies and/or Post-Secondary	45	<p>Points will be awarded for Commitments to achieve R&amp;D Transactions based on the following:</p> <p>Commitment to R&amp;D Activity Transactions in the</p>

<p>Institutions or Public Research Institutions, up to a maximum of 100 percent</p>		<p>Defence Sector with Canadian Post-Secondary Institutions or Public Research Institutions upto a maximum of one hundred (100) percent, stated as a percentage of the Bidder’s Bid Price, not including options and measured in CCV, will receive two (2) points for every percentage of Bid Price identified.</p> <p>Commitment to R&amp;D Transactions in the Defence Sector with Canadian Companies up to a maximum of one hundred (100) percent, stated as a percentage of the Bidder’s Bid Price, not including options and measured in CCV, will receive one (1) point for every percentage of Bid Price identified.</p> <p>The R&amp;D point accumulation is calculated by totalling the points accumulated in R&amp;D Activities in the Defence Sector with Canadian Companies and Post-Secondary Institutions or Public Research Institutions. The Bidder with the highest point accumulation for such commitments up to a maximum of one hundred (100) percent, will receive forty-five (45) points. All other bidders will be prorated down.</p> <p>Formula: (Bidders total R&amp;D Activity point accumulation divided by the highest bidder’s R&amp;D Activity point accumulation) multiplied by 45 points.</p>
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4.4.3 Small and Medium Sized Businesses (SMBs):

The Small and Medium-sized Business (SMB) pillar will incentivize bidders to work with SMB across Canada, to integrate them into supply chains, and invest in developing their skills, capacity, quality and productivity so they can remain competitive in the global market.

**Table 4 – 3, Small and Medium Sized Businesses**

Criteria	Available Points	Basis of Evaluation
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Small and Medium Sized Businesses		
Commitments to undertake Transactions with SMBs above 15 percent of Contract Price, up to a maximum of 100 percent	10	Points will be awarded for Commitments to achieve Transactions based on the following:  The Bidder with the highest Commitment to undertake Transactions with SMBs above fifteen (15) percent of Contract Price up to a maximum of one hundred (100) percent, stated as a percentage of the Bidder’s Bid Price, not including options and measured in CCV, will receive ten (10) points. All other bidders will be pro-rated down.  Formula: Bidders total SMB Commitment above 15 percent (up to a maximum of 100 percent), divided by the highest bidder SMB Commitment above 15 percent (up to a maximum of 100 percent), multiplied by 10 points.

4.4.4 In the event that the Bidder identifies Commitments or proposed Transactions in its Proposal valued at more than 100 percent of the Bid Price, no additional points will be earned in the rated evaluation, above those outlined in the Evaluation Plan. Additionally in this event, the Obligation values in Article 3.1.1 of the Terms and Conditions (including the sub-obligations) would be increased to match the total value of those

4.4.5 One identified Transaction may be aligned with multiple criteria and will be scored as such, up to the maximum total points. All Transactions that meet the criteria in Section 3.2 and Commitments identified in the Proposal will be included as an Obligation to be achieved in the ensuing Contract.

4.4.6 In the event that the Bidder’s total identified Transactions in the Proposal align with any of the three rated VP criteria, expressed as a percentage of Bid Price, is greater than the Bidder’s Commitment in the same VP criteria as expressed in the Rated Criteria Certificate, the higher value will both be considered as the Bidder’s Commitment in the rated evaluation described in Section 4, and as the Obligation to be achieved in Article 3 of the ensuing Contract.

4.4.7 Table 4-4 below summarizes the rated evaluation scoring:

**Table 4-4 – Transaction Scoring**

Criteria	Available	Basis of
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	<b>Points</b>	<b>Evaluation</b>
<b>Direct Transactions</b>	<b>45</b>	
Commitment		Commitment on signed rated criteria certificate (or percentage value of identified Direct Transactions, whichever is higher)
<b>Research and Development</b>	<b>45</b>	
Commitment		Commitment on signed rated criteria certificate (or percentage value of identified Research and Development Transactions, whichever is higher)
Portion of commitment involving Canadian Companies		Commitment on signed rated criteria certificate (or percentage value of identified Research and Development Transactions with Canadian Companies, whichever is higher)
Portion of commitment involving Post-Secondary Institutions or Public Research Institutions		Commitment on signed rated criteria certificate (or percentage value of identified Research and Development Transactions with Post-Secondary Institutions or Public Research Institutions, whichever is higher)
<b>Small and Medium Sized Businesses</b>	<b>10</b>	
Commitment		Commitment on signed rated criteria certificate (or percentage value of identified SMB Transactions, whichever is higher)
<b>Total Points</b>	<b>100</b>	

4.4.8 Total VP Score: The Bidder's scores for commitments will be totaled to reach a Total VP Score, which will then be weighted at twenty (20) percent of the total available score for the Project's overall bid evaluation.

#### 4.5 Process

4.5.1 The evaluation is led by the ITB Authority, with participation from representatives of the regional development agencies, and, if required, other subject matter experts.

4.5.2 Evaluation assessments and scoring will be carried out by consensus, wherein the Bidder's Proposal will be read, discussed and each evaluator will agree to a score for each rated element. Consensus on broader issues will be sought, such that evaluators agree on the need for and nature of any clarifying questions or advice sought from outside experts. Where consensus on scoring, issues or other questions cannot be reached

following discussion, the ISED Evaluation Lead will make the final decision.

5.1. The ITB Authority will hold overall responsibility for ensuring that the members of the evaluation team carry out their responsibilities. The ITB Authority will act as the liaison between the evaluation team and outside officials. ~~The Industrial and Technological Benefit (ITB) and Value Proposition evaluation will be scored in accordance with Attachment 3 to Part 4 of the RFP.~~

**4. CONTRACTOR SELECTION**

~~The bidder obtained the highest combined evaluation points based on the three areas being evaluated: Technical, Financial and Industrial and Technological Benefits. The bids will be evaluated with the associated overall weightings:~~

- ~~Technical: 48%~~
  - ~~Financial: 32%~~
  - ~~Industrial and Technological Benefits (ITB) and Value Proposition: 20%~~
- Total: 100%**

**Example:**

Total Bid Evaluation Points are 2000 points and there are 3 bidders:

**I. Technical Rated Evaluation Result (out of 48%):**

- 1) Bidder A obtained 1842 points out of 2000 points
- 2) Bidder B obtained 1906 points out of 2000 points
- 3) Bidder C obtained 1978 points out of 2000 points

**II. Financial Bid of the 3 Bidders (out of 32%):**

- 1) Bidder A's proposed cost: \$60M
- 2) Bidder B's proposed cost: \$75M
- 3) Bidder C's proposed cost: \$65M

**III. VP points obtained by each Bidder (out of 20%):**

- 1) Bidder A: 16 %
- 2) Bidder B: 12 %
- 3) Bidder C: 19 %

**IV. Bid Evaluation Score Calculation:**

	Bidder A	Bidder B	Bidder C	Remarks
<b>Tech. points obtained by bidder</b>	1842 points	1906 points	1978 points	
<b>Proration of</b>	1842*48/2000	1906*48/2000	1978*48/2000	

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<b>Tech. points</b>	=44.2	=45.7	=47.5	
<b>Bidders' Financial Bid</b>	\$60M	\$75M	\$65M	<i>Lowest Financial bid will get the full points (32 points)</i>
<b>Proration of Financial points</b>	$(60/60) \times 32 = 32$	$(60/75) \times 32 = 25.6$	$(60/65) \times 32 = 29.5$	
<b>VP Points</b>	16	12	19	
<b>Total Point</b>	$(44.2 + 32 + 16) = 92.2$	$(45.7 + 25.6 + 12) = 83.3$	$(47.5 + 29.5 + 19) = 96$	<b><i>Bidder C obtained the highest combined evaluation points</i></b>

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