Public Works and Government Services Canada | Travaux publics et Services gouvernementaux Canada

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:

Bid Receiving - PWGSC / Réception des soumissions - TPSGC
11 Laurier St./11, rue Laurier
Place du Portage, Phase III
Core 0B2 / Noyau 0B2
Gatineau
Québec
K1A 0S5
Bid Fax: (819) 997-9776

LETTER OF INTEREST
LETTRE D'INTÉRÊT

Comments - Commentaires

Issuing Office - Bureau de distribution
Armoured Vehicles Support/Soutien des véhicules blindés
11 Laurier St./11, rue Laurier
Place du Portage Phase III 6C1
Gatineau
Québec
K1A 0S5

Title - Sujet LOI Leopard Long Term Sustainement	
Solicitation No. - N° de l'invitation W8486-195995/A	**Date** 2019-02-21
Client Reference No. - N° de référence du client W8486-195995	**GETS Ref. No. - N° de réf. de SEAG** PW-$$BL-299-27214
File No. - N° de dossier 299bl.W8486-195995	**CCC No./N° CCC - FMS No./N° VME**
Solicitation Closes - L'invitation prend fin **at - à 02:00 PM** **on - le 2019-12-13**	**Time Zone** **Fuseau horaire** Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. **Plant-Usine:** ☐ **Destination:** ☐ **Other-Autre:** ☐	
Address Enquiries to: - Adresser toutes questions à: Proulx, Sylvain	**Buyer Id - Id de l'acheteur** 299bl
Telephone No. - N° de téléphone (819) 956-8958 ( )	**FAX No. - N° de FAX** ( ) -
Destination - of Goods, Services, and Construction: **Destination - des biens, services et construction:** Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur

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

Canada

Letter of Interest (LOI)

LONG-TERM SUSTAINMENT OF CANADA'S LEOPARD 2 FAMILY OF VEHICLES

1. Purpose

1.1 The purpose of this Letter of Interest (LOI) is to provide to Industry a status update regarding the Department of National Defence (DND) requirements and Canada's intent for the High Level Sustainment of Canada's Leopard 2 Family of Vehicles (FoV).

1.2 The Government of Canada (GoC) is also requesting Industry feedback to assist with the formulation and implementation of the Long-Term Sustainment Strategy for the Leopard 2 FoV.

1.3 The Sustainment Initiative aims to institutionalize ways to achieve value for money through the implementation of sustainment best practices that leverage and align the capabilities of both the GoC and Industry.

1.4 The objective of this LOI is engaging and to solicit information regarding industrial capability, support solutions and costs, sufficient to allow for the conduct of a detailed analysis by DND, PSPC and ISEDC in order to fully define the sustainment solution for the Leo 2 FoV as well as the preferred procurement strategy to obtain long term support to the fleet.

1.5 There will be an Industry Engagement process for Leo 2 FoV. It is currently anticipated that one (1) Request for Proposal (RFP) will be released as the intent is to establish a tailored solution, which may result in the award of one or multiple contracts to support the Main Battle Tanks (MBTs), Armoured Recovery Vehicles (ARVs) and Armoured Engineering Vehicles (AEVs). However, the GoC will consider the information gathered during the Industry Engagement and decide on a course of action that may include consolidation of all requirements or only some of the requirements. The Industry Engagement process may be comprised of additional separate Industry Interactions, which will be held in the National Capital Area.

1.6 The Industry Interaction will be accomplished by conducting One-on-One sessions. The Industry interaction will focus on elements such as the Tender Process, the Evaluation Plan, an assessment of industrial capabilities in Canada and the Value Proposition, Performance Based Contracting, Governance and the Enterprise solution. Participants will be presented an overview of the requirement, the proposed process, and concepts before providing their feedback. In addition, participants will be presented with an overview of the Industrial and Technological Benefits (ITB) policy and the process to develop the evaluation framework for the Value Proposition.

1.7 For the first Industry Interaction, the type of industry feedback being sought will focus on the following areas of interest:

i. The activities required to sustain an Enterprise Wide Sustainment System and the optimal division of responsibilities between Government and Industry;

ii. Potential contractual terms and conditions and their impact on contracted outcomes;

iii. A performance management framework including a definition of outcomes and high level metrics; and

iv. Approaches to leveraging Canadian capabilities for Armoured Vehicle Maintenance, Repair and Overhaul.

1.8 The GoC is seeking Industry feedback for the One-on-One sessions from companies who preferably:

i. Are or have been involved in Armoured Vehicles Repair and Overhaul within the last 10 years;

ii. Possesses or will possess **a minimum of 15%** capabilities of the repair facilities or test equipment for the Leopard 2 Family of Vehicles (FoV);

iii. Are able to **demonstrate and certify that at least 25%** of the Leopard 2 Family of Vehicles (FoV) repair and overhaul and upgrade work under the contract will be performed at their own facility;

iv. Have formal agreements with at least one of the main Leopard 2 Family of Vehicles (FoV) Original Equipment Manufacturer (OEM) or who are OEMs; and

v. Do business in the Defence Sector.

1.9 If required, additional Industry Interaction will focus on elements such as the Tender Process, the Evaluation Plan, an assessment of industrial capabilities in Canada and the Value Proposition, Performance Based Contracting, Governance and the Enterprise solution. Additional Industry Interaction could also be required in order to focus on the review of the draft RFP documentation and the implementation process.

1.10 Further details concerning the industry engagements will be communicated on Buyandsell.gc.ca as they become available throughout the period of this LOI.

2. Background Information

2.1 Since April 2014, the GoC published four LOIs on Buyandsell.gc.ca. with the objective of informing industry of the progressing sustainment plans for the Leo 2 FoV and soliciting feedback on interest and capabilities.

2.2 In early 2014, DND phased its procurement approach for the Leo 2 FoV, with an interim approach implemented based on the Optimized Sustainment Approach (OSA). The OSA consists of multiple Repair & Overhaul (R&O) and Upgrades, Technical Investigation and Engineering Studies (TIES) services contracts and of multiple Standing Offers (SO) for spares parts procurement. The variants supported under the OSA include the Leopard 2 A4 CAN, Leopard 2 A4M CAN, Leopard 2 A6M CAN, the ARV and the AEV.

2.3 These contracts with industry were to maintain the capability pending the conduct of a newly mandated Sustainment Business Case Analysis (SBCA), designed to exercise a robust analytical approach to establishing the most appropriate and effective sustainment solution (target date: FY 2021/2022). SBCA solutions will determine the long-term In-Service Support (ISS) for the Leopard 2 FoV until at least 2035 and will be assessed against 4 principles: performance; value for money; flexibility; and economic benefits for Canada.

2.4 The Leo 2 SBCA has detailed the sustainment requirements through a comprehensive stakeholder engagement and is now assessing the potential sustainment and procurement strategies available. As part of this assessment, DND, together with Public Services and Procurement Canada (PSPC) and Innovation Science and Economic Development Canada (ISEDC) are seeking to engage with industry to more fully develop the options and to obtain differentiating feedback to aid in options analysis.

3. Potential Work Scope and Constraints:

3.1 GoC recognizes the important role to be played by the industries currently supporting the Leo 2 fleet worldwide. The role of OEMs or System Level Integrators is fully appreciated and it is Canada's intent that engineering and technical support continues to be provided by these firms. Intellectual Property rights will be negotiated as necessary to ensure the integrity and safety of the system. The principal OEMs responsible for the Canadian Leo 2 FoV are:

- Krauss-Maffei Wegmann GmbH and Co. – Main Battle Tanks (MBTs), baseline chassis for variants
- Rheinmetall Landsysteme GmbH – ARV variant; and
- Flensburger Fahrzeugbau Gesellschaft MbH – AEV variant.

3.2 Several goals are sought to improve the overall effectiveness of the sustainment solution, which include:

i. Improve the coordination of engineering efforts, both between OEMs, and between Canadian Government resources and OEMs.

ii. Maintain, to the extent possible, conformity with the Leo User Nation Group (LEOBEN) build standards/configurations.

iii. Seek efficiencies through integrated engineering, support and management activities.

iv. Ensure the required systems availability is maintained, while ensuring that the systems are safe to operate and fit for purpose.

v. Seek efficiencies by enhancing maintenance capabilities in the geographical regions where the Leo 2 are stationed.

vi. Increase the economic benefits to Canadian Industry resulting from the Government's investment.

3.3 The Performance Based Enterprise Wide Sustainment Systems will be designed to support Canada's Leo 2 FoV and its associated ancillary and support equipment. The fleet is made up of 112 vehicles broken down as follows:

i. 42 Leopard 2 Main Battle Tank (MBT) A4 CAN

ii. 20 Leopard 2 MBT with Add-on Armour A4M

iii. 20 Leopard 2 MBT with Add-on Armour A6M

iv. 18 Armoured Engineering Vehicles (AEV)

v. 12 Armoured Recovery Vehicles (ARV)

vi. Tactical Mobility Instruments (TMI) for MBTs

vii. Note: Canada could seek to procure additional variants in the future which would also be incorporated in to the Leo 2 FoV sustainment enterprise.

3.4 A High Level Sustainment Strategy is attached as Appendix 2 to Annex A and contains the initial proposal for the division of responsibilities between Government and Industry. There are some elements where the exact division will be determined, in part, through the industry engagement sought through this LOI. This High Level Sustainment Strategy defines the Enterprise Wide Sustainment System to include:

i. Program Management;

ii. Fleet Technical Services;

iii. Supply Support;

iv. Technical Support;

v. Engineering Support; and

vi. Other Support Elements.

4. Legislation, Trade Agreements, and Government Policies:

4.1 The following is indicative of some of the legislation, trade agreements and government policies that could impact any follow-on solicitation(s):

i. International Free Trade Agreements

ii. Canadian Free Trade Agreement (CFTA)

iii. Defence Production Act

iv. Defence Procurement Strategy (DPS)

v. Controlled Goods Program (CGP)

vi. Federal Contractors Program for Employment Equity (FCP-EE)

vii. National Security Exception (NSE)

viii. Government Contract Regulations

5. Schedule

5.1 The following schedule should be considered as a baseline:

i. Industry Interaction - One-on-One sessions (Tentative 9-11 April 2019)

ii. Industry Response to LOI (Tentative June 2019)

iii. Procurement Strategy Approved (Tentative July 2019)

iv. Draft RFP(s) issued (Tentative October/November 2019)

v. LOI Closing date (Tentative 31 Dec 2019)

vi. RFP(s) issued (Tentative July 2020)

vii. Contract(s) Award (Tentative November 2021)

viii. Contract Closure (Estimate 2035+)

6. SECURITY

6.1 Respondents are requested to indicate their ability, and that of any subcontractors, to accommodate personnel and facility security requirements, including level SECRET security clearance, together with controlled goods restrictions in accordance with Controlled Technology Access and Transfer (CTAT) (http://www.tpsgc-pwgsc.gc.ca/pmc-cgp/index-eng.html), International Traffic in Arms Regulations (ITAR) (http://ssi-iss.tpsgc-pwgsc.gc.ca/dmc-cgd/ressources-resources/publications/itar-eng.html) and (https://www.pmddtc.state.gov/regulations_laws/itar.html), export licenses and 3rd party release requirements. Respondents are to clearly identify any implications that may affect delivery of the proposed project in accordance with the Industrial Security Program of Public Services and Procurement Canada (PSPC) requirements (https://tpsgc-pwgsc.gc.ca/esc-src/index-eng.html).

7. Upcoming Industry Interactions:

7.1 For the upcoming Industry Interaction, Industry will have the opportunity to participate in person or via teleconference, information to follow. It is planned to have representatives from ISED, DND and PSPC at this initial Industry Interaction.

7.2 The initial Industry Day is an open forum where Industry representatives will be presented an overview of the requirements, including the application of the ITB Policy, and for Canada to answer any questions on the proposed process and relevant solution concepts.

7.3 On the next days, there will be One-on-One Sessions, the purpose of which is to provide interested participants with the opportunity to present any suggestions for the sustainment concepts that have been presented.

7.4 For the first Industry Interaction, participants wishing to participate in the Industry Day and/or in a One-on-One Session must complete and submit the *Attachment C - Engagement Agreement* and return it to the PSPC Manager identified below by **29 March 2019.**

7.5 Remote participants in these sessions will have the opportunity to ask questions via email during the teleconference. The Questions and Answers will be recorded and posted on Buyandsell.gc.ca.

7.6 Participants will be required to submit any additional feedback they may have to the Initial Industry Interaction to the PSPC Manager identified below, on or before **7 June2019.**

7.7 Non-attendance at the One-on-One Sessions will not preclude a supplier from bidding on this requirement, should a follow-on solicitation be issued.

7.8 If required, it is anticipated that supplemental Interactions will be held in the third and fourth quarters of 2019. Industry is encouraged to visit Buyandsell.gc.ca regularly for information relating to timing, format and requirements.

8. Closing date for the LOI:

The LOI (Industry Engagement) closing date is currently planned for **31 December, 2019**

9. Industry Engagement Process

- **Request For Information (RFI)**
  - Refer to Attachment A
    - Appendix 1 - Costing Matrix
    - Appendix 2 - High Level Sustainment Strategy
- **Industrial and Technological Benefits**
  - Refer to Attachment B
- **Engagement Invitation**
  - Refer to Attachment C
- **Engagement Agreement**
  - Refer to Attachment D

10. Important Notes to Industry

Changes to this LOI may occur and will be advertised on the Government Electronic Tendering System. Canada asks Respondents to visit Buyandsell.gc.ca regularly to check for changes, if any.

This LOI is neither a call for tender nor a RFP. No agreement or contract will be entered into based on this LOI. The issuance of this LOI is not to be considered in any way a commitment by the Government of Canada, nor as authority to potential respondents to undertake any work that could be charged to Canada. This LOI is not to be considered as a commitment to issue a subsequent solicitation or award contract(s) for the work described herein.

Although the information collected may be provided as commercial-in-confidence (and, if identified as such, will be treated accordingly by Canada), Canada may use the information to assist in drafting GoC requirements (which are subject to change) and for budgetary purposes.

Respondents are encouraged to identify, in the information they share with Canada, any information they feel is proprietary, third party or personal. Please note that Canada may be obligated by law (e.g. in response to a request under the Access of Information and Privacy Act) to disclose proprietary or commercially-sensitive information concerning a respondent (for more information: http://laws-lois.justice.gc.ca/eng/acts/a-1/)

Respondents are asked to identify if their response, or any part of their response, is subject to the Controlled Goods Regulations.

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

Respondents will not be reimbursed for any cost incurred by participating in this LOI.

All correspondence must be directed to the PSPC Manager, identified below, preferably via email:

Sylvain Proulx
A/Supply Manager for Armoured Vehicles Projects (AVPD)
Land and Aerospace Equipment Procurement Support Sector (LAEPSS)
Public Services and Procurement Canada / Government of Canada
sylvain.proulx@tpsgc-pwgsc.gc.ca
Tél. : (873) 469-4778
Tél. cell. : (819) 635-8913

ATTACHMENT A

REQUEST FOR INFORMATION (RFI)

This RFI will seek industry feedback/information in a number of areas, which will facilitate the SBCA. These are highlighted below.

1. QUESTIONS

1.1 Costs

Canada seeks to understand the full financial considerations involved in the support of the Leo 2 FoVs. In order to facilitate the assessment of potential options, it is necessary that the costs be broken down to detail the services to be costed. The costing matrix at *APPENDIX 1* seeks Industry input to allow for the scope to be fully understood and trade-offs assessed**.**

Question 1

Respondents are requested to complete the costing matrix at *APPENDIX 1* to the extent possible. Relevant assumptions/constraints should be stated, and any additional information that would clarify the scope or level of effort associated should be included.

1.2 Regional 3rd Line Maintenance Support

In order to provide more responsive support to the Canadian Army, augment the gap in manpower and infrastructure, and redress chronic strategic transport constraints involved with transporting Leo 2 vehicles across the country to the 4th Line Workshop in Montréal, or other locations, Canada wishes to investigate the viability of establishing regional 3rd line sp, to include:

1. Augmentation of maintenance inspections and repairs at 1st and 2nd Line (Maintenance Levels (MES) 2 & 3);
2. Conduct of minor modifications;
3. Conduct of major modifications/upgrade to systems, eg. Turret obsolescence elimination;
4. Conduct of heavy maintenance/system overhaul, ie F6 Chassis/F4 Turret; and
5. Technical support via Field Service Representative (FSR) or other.

An estimate for the labour hours anticipated for Regional 3rd Line Maintenance support is detailed in the table below:

Activity	# Vehs	Manhours (annual low)	Manhours (annual high)	Comment
Edmonton PM/CM/Mods	62	6,913	17,671	PM 10-25%, CM 10-25%, Mods 25-75%
Edmonton Upgrade Program	62	0	7,500	Based on est for a turret upgrade, 0 – 10 per year
Edmonton Overhauls	62*	6,900	16,100	Based on 3 – 7 vehs per year
Gagetown PM/CM/Mods	38	4,237	10,831	PM 10-25%, CM 10-25%, Mods 25-75%
Gagetown Upgrade Program	38	0	7,500	Based on est for a turret upgrade, 0 – 10 per year
Gagetown Overhauls	38*	2,300	9,200	Based on 1 – 4 vehs per year
Total 3rd Line	100	20,350	68,802	
Rough estimates only. Reflects touch labour only and does not include non-productive activities as well as technical and general support or management				

Question 2:

Respondents are requested to make recommendations on manning options, infrastructure requirements and costs associated with establishing regional 3rd Line in the geographic areas of Edmonton, Alberta and Gagetown, New Brunswick as well as commenting on the ability to provide support in alternate locations (in Canada) on a temporary basis.

1.3 Contracting Structures for Primary Support

Canada recognizes the essential requirement to engage the services of the Leo 2 FoV OEMs to maintain system level engineering and maintenance support. This support could possibly, but not necessarily, include conducting/coordinating Repair and Overhaul (R&O) and spare parts supply. With a view to establishing the most efficient and viable contractual construct, Canada will be assessing the following options:

1. Single Prime Contractor (OEM) with system level responsibility, including significant sub-contractors (OEM) support
2. Primary Contract with Consortium representing major OEMs, with system level responsibility
3. Multiple substantial contracts with OEMs, coordinated through an Integrated Product Team (IPT) structure led by DND
4. Status Quo. Multiple contracts for TIES, R&O and Spare Parts as per the current OSA (Optimised Sustainment Approach) series of Contracts and Standing Offers.

Question 3

Respondents are requested to comment on the viability of each of the 4 options presented and make recommendations to Canada for the most desirable solution. Responses should include any serious shortcomings or advantages to options and reflect relative cost considerations between options.

1.4 Performance Management.

The most fundamental measure of system performance for the Leo 2 FoV would be the operational availability for employment as needed, for both training and force employment (operations). This performance is reliant on the actions and performance of a broad support infrastructure, comprising military soldiers and technicians, tactical mobile and static garrison support facilities, detailed data management and engineering functions and a complex industrial supply chain. It is the intent to measure and monitor those sub-activities which contribute to the required availability outputs, with a view to adjust and prioritize effort as necessary.

Question 4

Respondents are requested to provide ideas and examples of performance measurement structures which could contribute to the effective attainment of overall system availability. These metrics would cover performance of individual activities such as turnaround times for quotations as well as more subjective metrics such as customer satisfaction rates.

1.5 Recommendations on bundling R&O into Primary Contract(s)

The current suite of R&O Contracts reflect sub-system/technological factors used to bundle into logical packages which were then competed to industry. Some contracts were directed to Intellectual Property (IP) holders where necessary.

Question 5

Respondents are requested to comment on the advantages/disadvantages of breaking down R&O requirements into bundles, and compare with incorporating this work into the Primary Support options detailed above. Any recommendations for breakdown/bundling should be included in the response.

1.6 Recommendations on bundling spare parts into Primary Contract(s)

The current suite of spare parts Standing Offers/Contracts reflect sub-system/technological factors used to bundle into logical packages which were then competed to industry. Some Standing Offers/Contracts were directed to IP holders where necessary.

Question 6.1

Respondents are requested to comment on the advantages/disadvantages of breaking down spare parts requirements into bundles, and compare with incorporating this work into the Primary Support options detailed above. Any recommendations for breakdown/bundling should be included in the response.

Question 6.2

Respondents are requested to comment on the methods of providing spare parts, ie through the use of firm fixed price catalogues or through a system of quotations, with regulated turnaround time for quotes. Respondents could consider recommendations for where each might be more appropriate, as well as any additional arrangements.

1.7 Data/Publications Management

Current data and publications supporting the Leo 2 FoV are not well integrated and are maintained in numerous media and formats, both via industry support by OEMs as well as within DND systems. Data sharing mechanisms are similarly unique and frequently cumbersome.

Question 7

Respondents are requested to comment on the potential for integration and/or standardization of Technical Data, Technical Publications and Spare Parts Catalogues, including recommendations for data sharing/interchange. Comments should include as well how Intellectual Property safeguards would need to be implemented while maximizing the integration of data.

1.8 LEOBEN Services

Canada utilizes LEOBEN services for the Configuration Management of the common configurations of MBTs and the ARV. LEOBEN CoopLog has also been used by Canada in the past, however R&O and spares are now currently procured exclusively via Contracts/Standing Offers with industry.

Question 8

Respondents are requested to comment on the adequacy of current LEOBEN arrangements (if known) and make any recommendations for additional opportunities to leverage LEOBEN in the future.

1.9 Technology Transfer

Technology transfer is of interest to Canada for two reasons, first, to incur economic benefits to Canada in key industrial areas and second, to allow for technical support to occur as close to the Leo 2 systems as possible.

Question 9

Respondents are requested to discuss strategies that would see technology transferred to Canadian based industry and/or the DND to facilitate the conduct of the work, including engineering and maintenance.

1.10 Engineering Reference Vehicles

Engineering reference vehicles have been used to allow for management of Technical Data Packages (TDPs), manuals, Engineering Change Proposals (ECPs) and modifications. These vehicles have traditionally been located at the OEM facility

Question 10

Respondents are requested to discuss strategies for the use and maintenance of Engineering Reference Vehicles. They are also requested to comment on the feasibility of locating the vehicles in Canada for the mutual use of OEM and other DND/3rd party agencies, and any constraints which would result from relocation. Concepts regarding "virtual" Engineering Reference Vehicles could be discussed as well.

2. HIGH LEVEL SUSTAINMENT STRATEGY

DND has defined the Leo 2 sustainment strategy at a high level, attached as *APPENDIX 2*. This document contains proposed approaches to meet the needs of DND, including support options from Industry.

3. TREATMENT OF RESPONSES

3.1 Use of Responses

Responses will not be formally evaluated. However, the responses received may be used by Canada to develop or modify the procurement strategy or any draft documents contained in this LOI.

3.2 Review Team

A review team composed of Canada's representatives will review the responses. Canada reserves the right to hire any independent consultant, or use any Government resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.

3.3 Confidentiality

Respondents should mark any portions of their response that they consider proprietary or confidential. Canada will handle the responses in accordance with the Access to Information Act.

3.4 Follow-up Activity

Canada may, in its discretion, set up subsequent consultation mechanisms, including other LOIs, consultations with industry, one-on–one meetings with the Respondents, and/or contact the Respondents to follow up with additional questions, or for clarification of any aspect of a response.

4. FORMAT OF RESPONSES

4.1 Cover Page

If the response includes multiple volumes, respondents are requested to indicate on the front cover page of each volume the title of the response, the volume number and the full legal name of the respondents.

4.2 Title Page

The first page of each volume of the response, after the cover page, should be the title page, which should contain:
The title of the respondent's response and the volume number;
The name and address of the respondent;
The name, address and telephone number of the respondent's contact; and
The date.

4.3 Numbering System

The Respondent is invited to prepare its response using a numbering system corresponding to the one in this LOI. All references to descriptive material, technical manuals and brochures included as part of the response should be referenced accordingly.

4.4 Submission of Response and Number of Copies

Canada requests that Responses be provided in Adobe PDF format, along with copies of the native files. It is preferred that all pertinent information be included without the need to visit respondent Web Sites. If necessary, however, Web Site references may be provided for additional information beyond that requested in this LOI. Respondents are requested to submit five (5) paper copies and one (1) electronic copy of the response to the Contracting Authority.

4.5 Language

Responses may be in English or French, at the preference of the respondent.

5. NOTE TO POTENTIAL RESPONDENTS

Respondents are requested to provide a company point of contact for future communications.

Respondents are requested to provide comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied and/or improved technically.

Respondent should explain any assumptions it makes in its response and clearly outline the suggested improvement as well as the reason for the suggestions. Canada will have the right to accept or reject any or all suggestions.

Responding to this RFI is not a condition or prerequisite for participation in any subsequent draft or final RFP. As a result of this RFI there will be no short listing of firms for the purposes of undertaking future work.

Respondents are requested to provide comments, concerns and, where applicable, alternative recommendations regarding how the requirements of objectives described in this RFI could be satisfied and/or improved technically. Respondents should explain any assumptions it makes in its response and clearly outline the suggested improvement as well as the reason for the suggestions. Canada will have the right to accept or reject any or all suggestions.

Respondents to this RFI should clearly identify all submitted information as to whether or not it must be considered as confidential and/or proprietary. Information provided in response to this RFI will be divulged only to government officials authorized to participate in the pre-procurement activity. However, respondents must be aware that aspects of their response may be used as a basis for modifying the draft documents, as any future procurement for this requirement is prepared.

Canada will not reimburse the respondent for any expenses incurred in responding to this RFI.

Canada reserves the right to meet with industry concerning the feedback.

6. ENQUIRIES

All enquiries, clarification requests, Responses and other communications related to this RFI must be directed to the Contracting Authority of the LOI on or before the date shown on page one (1) of the LOI.

APPENDICES

APPENDIX 1 - *Costing Matrix*
APPENDIX 2 - *High Level Sustainment Strategy*

ATTACHMENT A.1

Leopard 2 Family of Vehicles (FOV)
Long Term Sustainment
Letter of Interest

COSTING MATRIX

Category	Activity	Non-recurring Cost	Annual Recurring Cost	Total to 2035	Comments/Assumptions/Constraints	Canada Comment
Management/Overhead						
	Contract Management			0		Contractors contract management overhead
	Project Management of Services Provided			0		Dedicated team to coordinate tasks and interface with DND/PSPC
	Sub-Contractor Management (OEMs)			0		Level of effort to act as prime contractor, managing key OEM subs (if applicable)
	Quality Management			0		
Technical Data/Documentation						
	Drawing Set			0		
	Maintenance Plan			0		
	Spare Parts Lists			0		
	Spare Parts Catalogues			0		
	Maintenance Manuals			0		
	Electronic Information Exchange			0		Mechanism for shared use/access to Industry/Government data
	Rights of Use and IP Licencing Fees			0		
Systems Engineering Management						Includes System Safety Management
	Core Systems Engineering coordination			0		Core service
	Est of Systems Engineering Modifications and Test			0		Base on averages for other LEOBEN customers
	Est of Failure Investigation			0		Base on averages for other LEOBEN customers
Configuration Management						
	Prepare Non-complex ECPs			0		Core service, replacement of obsolete components/parts, minor changes
	Est for Complex ECPs			0		Base on averages for other LEOBEN customers
Obsolescence Management						
	Core coordination of Obsolescence Management			0		Primarily monitoring. Action addressed under ECPs.
Integrated Logistics Support Management						
	Core ILS coordination			0		Core service/capability
	Est of ILS management for changes			0		Base on averages for other LEOBEN customers
Maintenance						
	Operate and Manage Regional Maint Facilities (2)			0		
	Infrastructure Charges for Facilities (if not DND)			0		
	F6/Overhaul of MBTs (8/yr)			0		
	F6/Overhaul of ARV (2/yr)			0		
	F6/Overhaul of AEV (2/yr)			0		
	FSRs MBT (8)			0		
	FSRs ARV (2)			0		
	FSRs AEV (2)			0		
	AWRs			0		Inspections, repairs, modifications etc. LOE est 8 personnel
	Software Maintenance and Update			0		
	STTE (Chassis) Maint and Calibration			0		
	STTE (Turret) Maint and Calibration			0		
	STTE (ARV specific) Maint and Calibration			0		
	STTE (AEV specific) Maint and Calibration			0		
	Maintain Reference MBTs (3)			0		
	Maintain Reference ARV (1)			0		
	Maintain Reference AEV (1)			0		
Other Costs of Note						
	Specify			0		
	Specify			0		

ATTACHMENT A.2

Leopard 2 Family of Vehicles (FOV)
Long Term Sustainment
Letter of Interest

HIGH LEVEL
SUSTAINMENT STRATEGY

4 December 2018

LEOPARD 2 FAMILY OF VEHICLES (FOV)

1. OBJECTIVE

1.1 The Government of Canada is conducting a Sustainment Business Case Analysis (SBCA) on the future long term sustainment of the Leo 2 FoV. As part of this effort, the Government seeks to re-engage industry for further consultation to help refine this long term sustainment strategy and define the corresponding procurement strategy for the elements to be provided by industry. The High Level Sustainment Strategy described below represents an overview of the Technical Authority's requirements for this long-term sustainment, which is intended to provide the context for Industry's response to the information requested in this Letter of Interest (LOI). Industry will be able to see where sustainment strategy is firmly set and where Canada seeks further input prior to determination of the preferred solution.

2. DISCUSSION

2.1. Scope of the Leo 2 FoV Sustainment Enterprise. The scope of work and activities under analysis include all Leo 2 based platforms fielded within DND as well as any additional quantities or variants procured in the future. It also includes Tactical Mobility Implements, add-on armour, and all major sub-systems, either in their entirety or as an integration interface (eg communications equipment). The scope includes all maintenance, modifications, life extension and betterments anticipated through the life of the vehicle, currently estimated to be until 2035-2040. The sustainment enterprise also includes essential elements of the Leo 2 support system such as support equipment, special tools and test equipment and select trainers and simulators. Common tools and shop equipment and most trainers and simulators are managed by other offices within DND, however the interfaces with the Leo 2 system will be managed by the Leo 2 Equipment Management Team (EMT)

2.2. It should be noted that not all of the details of future changes to the system are known at this time, and therefore their consideration is constrained by that fact. The intent of inclusion in the analysis is to ensure cohesion and consistency in the development of the sustainment and procurement solutions and assuring a long term "whole of life" approach is taken.

2.3. Leo 2 Fleet Size and Distribution

Location	Organization	Unit	Leopard 2 Variants					Total
			A4	A4M	A6M	ARV	AEV	
Edmonton	3 Div	LdSH (RC)	20	11	11	3		45
		1 CER				2	12	14
		1 Svc Bn				2		2
Gagetown	4 Div	RCD (C Sqn)	11	5	5	1		22
	CADTC	Armr School	9	2	2			13
	5 Div	5 CDSG				3		3
Borden	CADTC	RCEMES	1	1	1	1	1	5

Montreal	CA HQ	AEFC					4	4
	ADM(Mat)	202 WD	1					1
Ottawa	ADM(Mat)	LESC(202 WD)					1	1
Germany	DDSAL	KMW		1	1			2
Totals			42	20	20	12	18	112

2.4. This document describes a possible division of tasks between industry and Canada for the long-term sustainment. The potential duration of sustainment contracts could extend to the life of the equipment. Exact contract duration and methodologies will depend on the nature of the goods and/or services provided and will be determined as part of the SBCA process.

2.5. Canada will continue to be a member of the Leopard User Nations Group (LEOBEN). LEOBEN allows member nations to share ideas, solutions, and costs related to product improvement, obsolescence management, and configuration control. Canada will endeavour to adopt an "as LEOBEN as possible" policy, with respect to controlling its adherence to a common build standard. The intent is to maximize the efficiencies inherent in commonalization and permit greater interoperability in times of crisis.

2.6. Maintenance. The Leo 2 FoV are warfighting equipment, and have a very limited role in Canada other than generating forces capable of deploying outside of Canada for the conduct of military operations. For this reason, integral maintenance support at Unit (1st Line) and Formation (2nd Line) must be maintained such that they can be deployed to support the fleet. The Canadian Army establishes such capability in the garrison and training bases, however implementation of these arrangements have to date been inadequate, contributing to poor availability of the system. Deficiencies in both manpower and infrastructure are being experienced. In order to ensure that the operational requirements for training and force generation and readiness can be met, Canada will be investigating the establishment of Regional 3rd Line capabilities, in the two primary locations of Leo 2 employment, Edmonton, Alberta and Gagetown, New Brunswick. This capability would need to be provided by Industry, or potentially a Government/Industry collaboration. The potential scope of work associated with Regional 3rd Line would be:

1. Augmentation of maintenance inspections and repairs at 1st and 2nd Line (MES 2 & 3)
2. Conduct of minor modifications
3. Conduct of major modifications/upgrades to systems, eg. Turret obsolescence elimination
4. Conduct of heavy maintenance/system overhaul, ie F6 Chassis/F4 Turret
5. Technical support via FSR or other

2.7. Strategic Role of Systems Integrator. One of the principle deficiencies observed during the initial fielding of the Leo 2 FoV in Canada and the gap analysis of the SBCA was the lack of cohesion regarding the life cycle sustainment for the FoVs. It is the intent of the SBCA to examine options which represent a strong partnering with the key Systems Integrators/OEMs to ensure that the system is fit for purpose, safe to operate and meets its operational readiness requirements. Such an arrangement should also yield efficiencies through more centralized coordination, and economies of effort.

2.8. 202 Workshop Depot (WD) will remain a DND strategic technical and maintenance capability for the sustainment of the Leopard 2 FoV. 202 WD will maintain, to the extent possible, the capability to

support the Leo 2 FoV over a wide range of technical capabilities. Capacity limitations may constrain the total volume of work, however the aim is to allow for them to quickly focus on priority requirements as directed. Key capabilities sought for development and skills retention within 202 WD are:

1. Pre-deployment preparations;
2. Re-deployment Inspection, Repairs, and Paint Programs (IRPP);
3. Heavy maintenance/overhaul
4. System integration activities, prototyping and limited manufacture;
5. Maintenance of the Leopard 2 reference fleet (one A4 CAN, one A4M and one A6M); and
6. Limited R&O of selected components, to be determined.

3. Examining the different support requirements for the Leopard 2 FoV, the forecast division of responsibilities/labour between DND, other 3rd party/Government and industry are as follows:

Support requirements	**Anticipated responsibilities** **X – Confirmed Responsibility** **Sp – Provide Support** **Other – as specified**		
	DND	**Government Other**	**Industry**
Program Management			
• Coordination and Management	X		X
• Performance Management	X		X
• Task Management and Performance	X		X
Fleet Technical Services			
• Fleet Technical Support (LCMMs)	X		Sp
• Support Planning o Inputs into DND Business Plan o Technical Advice to Army	 X X		 Sp X
• Maintenance o 1st line maint o 2nd line maint o 3rd line maint o 4th line maint (overhaul/battle damage repair)	 X X TBD 202 WD		 TBD (augment) TBD (augment) X X
• Upgrade Programs/Retrofit		Sp	X
• Interface to Engineering Support o LCMMs input into Engineering Support	X		X

Support requirements	Anticipated responsibilities X – Confirmed Responsibility Sp – Provide Support Other – as specified		
	DND	Government Other	Industry
• Special Tools and Test Equipment (STTE) o Calibration o Software management	X		TBD X
• Vehicle Preservation and Long Term Storage	X		TBD
Supply Support			
• Supply Support Services o Management of supply activities	X		Sp
• Provision of Spare Parts		CoopLog	X
• Repair and Overhaul (R&O)	Ltd (202 WD)	CoopLog	Sp & X
• Materiel Transportation/Shipping	X		TBD
• Warehousing	X		TBD
Technical Support			
• Technical Training to DND	X		On request
• Technical Support Services			
o Domestic	X		X
o Operational	X		Ltd
Engineering Support			
• Engineering Management o Request for proposal support o Contracts changes o Additional Projects o Technical Investigations and Engineering Support	X X X X		Sp X X X
• System and Design Engineering o Total Systems Responsibility o Systems Safety Engineering o Integration of systems/ Prototyping/Test o Modifications	TBD X X X	X Sp	TBD X X X

Support requirements	Anticipated responsibilities X – Confirmed Responsibility Sp – Provide Support Other – as specified		
	DND	**Government Other**	**Industry**
• Logistics Engineering o Life cycle cost analysis o Logistic support analysis ▪ Maint task analysis ▪ Provisioning support o Level of repair analysis	 X X 	 X 	 Sp TBD TBD
• Technical Publications	Ltd	Ltd & German Govt	X
• Illustrated Parts Catalogues/Viewers	TBD		X
• Configuration Management o Leoben Joint Configuration Board (JCB) o As built CM o As maintained CM o Engineering Change Process	 X Ltd X X	 	 X X TBD X
• Obsolescence Management	Ltd		X
Intellectual property (IP)	Ltd	Ltd	X
Other Support Elements			
Technical Data Packages • Series Drawing Package • Specifications • Bills of Material	 Ltd Ltd Ltd	 German Govt 	 X X X
Technical Data Management • Defence Resource Management Information System (DRMIS) o Material identification o Codification (ie NSNs) o Maintenance Data o Supply Data • Canadian Government Cataloguing System (CGCS) • Logistics Support Analysis Record (LSAR) • Electronic Information Exchange (EIE)	 X X X X X TBD	 	 X TBD Sp TBD TBD
Facility infrastructure	X	On request	TBD

Support requirements	Anticipated responsibilities X – Confirmed Responsibility Sp – Provide Support Other – as specified		
	DND	Government Other	Industry
Support facilities on Government of Canada (GOC)-controlled property	X		TBD
Support facilities Leased/Owned by Industry			X
Integrated logistics support (ILS) planning	X		Sp
Disposal Plan	X		Sp

4. CONCLUSION

4.1 The technical requirements identified in this document and the anticipated division of responsibilities between DND and the potential role to be played by Industry are firming as a result of initial analysis. It is the intent that the SBCA will finalize the sustainment strategy in far greater detail, utilizing input and advice from Industry, received as part of this LOI process.

ATTACHMENT B

Industrial and Technological Benefits

Introduction

The Industrial and Technological Benefits (ITB) Policy, including Value Proposition, may apply to the Long-term sustainment of Canada's Leopard 2 Family of Vehicles (Leo 2 FoV) project. Engagement through the Request for Information (RFI) will help determine the ITB Policy's application and how Canada could leverage this procurement for economic benefit.

The ITB Policy including Value Proposition

The ITB Policy is a powerful investment attraction tool and companies awarded defence procurement contracts are required to undertake business activities in Canada equal to the value of the contract. The ITB Policy encourages companies to establish or grow their presence in Canada, strengthen Canada's supply chains, and develop Canadian industrial capabilities.

The goal of the ITB Policy is to support the long-term sustainability and growth of Canada's defence sector, including small and medium-sized enterprises in all regions of the country, to enhance innovation through R&D in Canada, to support skills development and training, and to increase the export potential of Canadian-based firms. The ITB Policy includes the Value Proposition (VP), which requires bidders to compete on the basis of the economic benefits to Canada associated with its bid. Winning bidders are selected on the basis of price, technical merit and their VP. VP commitments made by the winning bidder become contractual obligations in the ensuing contract.

For more information about the ITB Policy, please visit www.canada.ca/itb.

Key Industrial Capabilities:

To maximize the economic impact that can be leveraged through the VP, Canada will look to use the ITB Policy to motivate defence contractors to invest in Key Industrial Capabilities (KICs). KICs align with Canada's defence policy, *Strong, Secure, Engaged*, and the *Innovation and Skills Plan* by supporting the development of skills and fostering innovation in Canada's defence sector. The KICs represent areas of emerging technology with the potential for rapid growth and significant opportunities, established capabilities where Canada is globally competitive, and areas where domestic capacity is essential to national security.

Based on initial analysis of the Leo 2 FoV long term sustainment project, this procurement encompasses the KICs of Defence Systems Integration, Ground Vehicle Solutions and In-Service Support where Canada has world leading capabilities. Canada will be seeking to motivate high value economic opportunities and partnerships to support the growth of Canada's defence sector, as well as enhance supply chain participation and export market access opportunities for Canadian industry.

The definition of the relevant KIC for this project is:

Defence Systems Integration

Design and integration of complex military systems that hinge on the seamless linking together of multiple sub-systems to yield an effective operational capability. These capabilities span various military platforms and enable the operation and management of weapons, defensive systems, command and control systems, sensors, decision support systems, electronic warfare devices and a platform's core sub-systems in a tightly coordinated fashion essential under highly stressing combat conditions. These systems need to present information to their operators stemming from multiple sources in a manner that is understandable, secure, and supports decision-making in a complex environment. This definition does not include the various constituent systems (e.g., missile launching systems, radars, electronic warfare systems) that the work of defence systems integration aims to combine into a cohesive whole. Rather, the definition focuses on the skills and other capabilities needed to perform the integration work, and to create the user interface that is needed in such complex mission systems.

Ground Vehicle Solutions

Design, engineering, advanced manufacturing, integration, and testing of sophisticated combat and combat support vehicles.

In-Service Support

This represents a set of capabilities needed to operate and sustain a range of military platforms and systems operating in all domains across their lifespans. In this context, the phrase "operate and sustain" includes a wide array of activities, including maintenance, repair and overhaul; diagnostic, prognostic and health management; spares and supply chain management; configuration management; system and software modification and upgrade for both capability enhancement and life extension; and overall product support integration (PSI).

ITB/VP Industry Engagement Questions

Defence Sector:

The ITB Policy seeks to promote economic development and long-term sustainment of Canadian businesses engaged in the manufacturing and delivery of products and services used in government defence and security applications.

1. Based on the high level mandatory requirements, what work activities on the LEO2 does your company foresee undertaking in Canada for the sustainment of the Leo 2 FoV. As part of your response, please highlight what activities your company would foresee performing in Canada in the KICs of Defence Systems Integration, Ground Vehicle Solutions and In-Service Support.

Supplier Development:

The ITB Policy seeks to improve the competitiveness of Canadian industry by encouraging Canadian industrial participation and the scaling up of Canadian companies, including small and medium-sized businesses (SMB), in the supply chains of bidders and tier-one suppliers for the long term sustainment of the Leo 2 FoV project.

2. Please indicate what new supply chain opportunities could be made available to Canadian suppliers and what opportunities you foresee that could be specifically targeted at Canadian SMBs. As part of your response, please specify :
    a. What supplier development opportunities could be performed in the KICs of Defence Systems Integration, Ground Vehicle Solutions and In-Service Support.
    b. Which activities should be perceived as providing the highest value to Canada.

3. The ITB Policy requires at least 15 percent of the value of the contract to be work with Canadian SMBs. Please describe the challenges and opportunities that you foresee if Canada motivates higher levels of SMB participation through a rated requirement.

Research and Development:

The ITB Policy encourages innovation and technological advancement through research and development (R&D) investments.

4. Please describe your company's priority areas for R&D investment and how they relate to the Leo 2 FoV long term sustainment project. As part of your response, please explain to what extent these priority areas align with the KICs of Defence Systems Integration, Ground Vehicle Solutions and In-Service Support.

5. Recognizing the role that post-secondary institutions and public research institutes play in fostering innovation in Canada, please describe what potential direct or indirect opportunities your company foresees undertaking in Canada with these organizations and what specific research areas you would pursue.

Skills Development and Training:

The ITB Policy fosters the development and sustainment of a diverse, talented, and innovative Canadian workforce through access to training, education, opportunities and programs.

6. What types of Skills Development and Training investments would produce the maximum benefit for Canadians (defence or commercial sector)?
   Examples:

   i. Work integrated learning programs (e.g., co-operative education; work placements);
   ii. Apprenticeship programs;
   iii. A new or existing skills development program at or through a post-secondary institution; and
   iv. Support for security certifications (e.g.: Top Secret, ITAR) for Canadian companies, especially small and medium-sized businesses.

7. Please describe the Skills Development and Training activities your company currently undertakes, and how your company could extend these activities to Canadians. As part of your response, please highlight any Skills Development and Training activities that are currently linked or could be linked in future to the KICs of Defence Systems Integration, Ground Vehicle Solutions and In-Service Support.

Exports:

The ITB Policy seeks to increase the opportunities for Canadian industry to successfully access export markets.

8. Please describe the potential export opportunities your company foresees undertaking from Canada as a result of the Leo 2 FoV long term sustainment project. As part of your response, please also highlight the export opportunities in each KICs of Defence Systems Integration, Ground Vehicle Solutions and In-Service Support.

9. Please describe to what extent are you able to support the licencing or transfer of Intellectual Property (IP) related to your system to your Canadian partners or Canadian-based operations, including subsidiaries, so that these organizations have access to the necessary IP to undertake work in Canada.

Other Questions:

10. Are there other relevant KICs which align with the work to be conducted for the Leo 2 FoV long term sustainment project? If yes, please indicate which KICs should be considered and why. As part of your response, please describe how the proposed KICs would enhance the opportunities that could be leveraged through the Value Proposition for Canadian industry.

11. Based on the contracting options proposed by the Department of National Defence in Attachment A (section 1.3), please describe which option(s) would bring the highest quality economic benefits to Canada. Responses should include an explanation as to why the recommended option(s) would facilitate high-quality investments in Canada.

ATTACHMENT C

INVITATION

The Government of Canada is now ready to meet with industry representatives to discuss Canada's requirements and the procurement methodology. This Industry Interaction will include one-on-one meetings in Ottawa/Gatineau, Canada.

ONE ON ONE MEETINGS – 9, 10 and 11 April 2019

- Time: 9:00 to 12:00 and 13:00 to 16:00 (maximum 3.0 hour time slot)
- Attendees: Maximum eight **(8**) Industry representative per meeting.
- Time slots will be allocated to industry representatives on a first come, first served basis.

The purpose of engaging industry one-on-one meetings is to obtain additional information concerning the following:

- Initial feedback on the RFI Questions and the DND High Level Sustainment Strategy
- Intellectual Property Rights (IPR);
- Rights of Use (RoU);
- Commercial Agreements (Canadian and international);
- Vendor Availability;
- Supplier Capability; and
- Project Timelines

Industry representatives interested in the long-term sustainment of Canada's Leopard 2 FoV must request a meeting by contacting the Contracting Authority **in writing before March 22nd, 2019**, at 11:59 AM EDST (Eastern Daylight Saving Time).

Time (maximum 3.0 hours) will be allocated to each Industry representative (maximum eight (**8**) persons), as requested, in order to have one-on-one sessions with Canada.

Attending the one-on-one meetings is strictly voluntary. Companies not in attendance will still be able to participate on requirements for the long-term sustainment of Canada's Leopard 2 FoV.

Participants are encouraged to send their questions to the Contracting Authority prior to this consultation.

ATTACHMENT D

Industry Engagement Process & Agreement:

An overriding principle behind the Industry Engagement Process is that it be conducted with the utmost fairness and equity amongst all parties. No one person or organization is to receive nor be perceived to have received any preferential or unfair advantage over the others.

This Engagement Agreement will enter into force with its signing and conclude with the release of the final Request for Proposal (RFP) on Buyandsell.gc.ca

All documentation provided by Canada throughout the Industry Engagement Process will be provided to all participants who have agreed to and signed an Engagement Agreement ("Participant").

The Industry Engagement Process will consist of three Industry Interactions, Industry Days, One-on-One Sessions, and any other events deemed necessary by the Government of Canada (GoC).

The Industry Days and One-on-One Sessions will be hosted by the GoC (including PSPC, DND, and Innovation, Science and Economic Development Canada) and will be attended by potential vendors.

Canada will endeavor to solicit feedback and comments from Participants on various issues relating to the definition of requirements and the sourcing process. Any solutions, ideas or issues raised during the One-on-One Sessions will be analyzed for further consideration by the GoC.

Should the GoC have the need for further input from the participants, follow-on sessions with all participants will be considered.

The GoC will perform a review of industry submitted feedback and incorporate it as it deems appropriate in the development of the RFP that will be posted on the Buyandsell.gc.ca.

Canada will not disclose proprietary or commercially sensitive information concerning a participant to other participants or third parties, except and only to the extent required by law.

TERMS AND CONDITIONS:

The following terms and conditions apply to the Industry Engagement Process. In order to foster open dialogue and a fair process, participants agree to the following:

- Participants are encouraged to share their feedback concerning the Long-Term Sustainment Strategy for the Leopard 2 Family of Vehicles (FoV) and to provide constructive resolutions to the issues in question. Everyone must have equal opportunity to share their ideas and suggestions;
- All media questions must be directed to PSPC Media Relations Office at: (819) 420-5501, or via email:*media@tpsgc-pwgsc.gc.ca.*
- Participants are to direct inquiries and comments only to authorized representatives of Canada, as directed in notices given by the GoC from time to time;
- Media are not permitted to participate in the Industry Engagement Process;
- Canada is not obligated to issue any RFP, or to negotiate any as a result of this Consultation Process;
- If Canada does release a RFP, the terms and conditions of the RFP must be at the sole discretion of the GoC;
- Canada will not reimburse any person or entity for any cost incurred in participating in this industry consultation process;
- Participation is not a mandatory requirement. Not participating in this consultation process will not preclude a bidder from submitting a proposal(s);
- Failure to agree to and sign this Engagement Agreement will result in the Participants exclusion from the Industry Engagement Process and any further information relating to this engagement; and
- It is requested that the contact information (name, phone number, e-mail address) for the company representative be provided with this signed agreement.

Industry Engagement Agreement:

Estimated Dates for the First Industry Interaction: 9, 10 and 11 April, 2019

Attendance at the Industry Engagement Sessions is open to all interested participants and subject to acceptance of this Engagement Agreement. However, should a participant wish to take part in a One-on-One Session, they are expected to attach and return a brief explanation of the nature of their business and being compliant with criteria in Section 1.8 of the LOI.

Due to the nature of this Industry Engagement and the information sought by the GoC, One-on-One Sessions will be scheduled on a priority basis.

A duly authorized officer of the company must sign this Industry Engagement Agreement.

Name of Participant Company: _____

Name of Authorized Individual: _____

Title of Authorized Individual: _____

Signature: _____

Date: _____

Name, Email and Phone Number of Point of Contact:

_____

Names of Individuals who will be attending:

1.	**5.**
2.	**6.**
3.	**7.**
4.	**8.**

Participants will be presented an overview of the requirement, the proposed process and concepts before providing their feedback. Please indicate your language preference.

English _____ **French** _____