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SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

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

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

Comments - Commentaires

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

Issuing Office - Bureau de distribution
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 Light Utility Vehicle (LUV)	
Solicitation No. - N° de l'invitation W8476-206313/A	Amendment No. - N° modif. 003
Client Reference No. - N° de référence du client W8476-206313	Date 2020-07-01
GETS Reference No. - N° de référence de SEAG PW-\$SBL-326-27752	
File No. - N° de dossier 326bl.W8476-206313	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2020-07-15	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Benabdallah, Hana	Buyer Id - Id de l'acheteur 326bl
Telephone No. - N° de téléphone (819) 639-4250 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

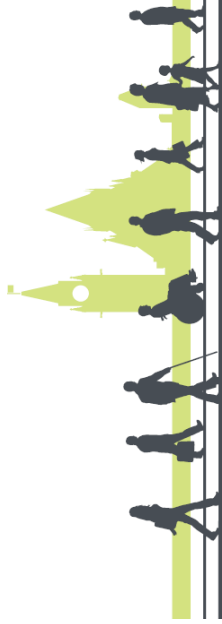
Instructions: Voir aux présentes

Delivery Required - Livraison exigée	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
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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

This Amendment 003 is raised to publish the Industry Day presentation. The Industry Day engagement was held on June 26th, as part of the Light Utility Vehicle (LUV) Engagement Process which included the Request for Information (RFI), the Industry Day and individual meetings with industry participants.

Canada is making publicly available the industry day presentation, in both official languages.

ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME



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Engagement Process For The Replacement Of the Light Utility Vehicle (LUV) Fleet

Industry Day

26 May 2020

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Note to Industry Engagement Participants

Today's presentation will be given in English, but questions may be asked in either official language.

Both the English and French versions of the presentation will be shared with Industry Engagement Participants and posted on Buyandsell.gc.ca following the Industry Day

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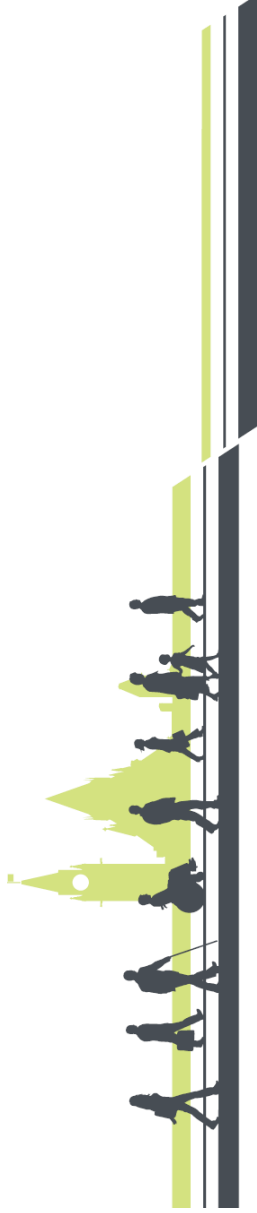
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Agenda

0900 – 0905h	Welcome and Opening remarks – Hana Benabdallah, Contracting Authority, PSPC
0905 – 0920h	Process Overview – Hana Benabdallah, Contracting Authority, PSPC
0920 – 0930h	Project Overview – François Camus, Project Manager, DND
0930 – 0945h	Requirements Overview, Major Dave Gottfried, Project Director, DND
0945 – 1000h	Sustainment Overview – François Camus, Project Manager, DND
1000 – 1015h	Health Break
1015 – 1030h	Costing Requirements, Éric Carrière – Procurement and Finance Manager, DND
1030 – 1045h	Industrial and Technological Benefits Policy, Edin Sabotic, Project Officer, ISED
1045 – 1155h	Question Period, All
1155 – 1200h	Closing Remarks – Hana Benabdallah, Contracting Authority, PSPC





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Welcome and Opening remarks

Hana Benabdallah
Contracting Authority
Light Utility Vehicle Project
Public Services and Procurement Canada

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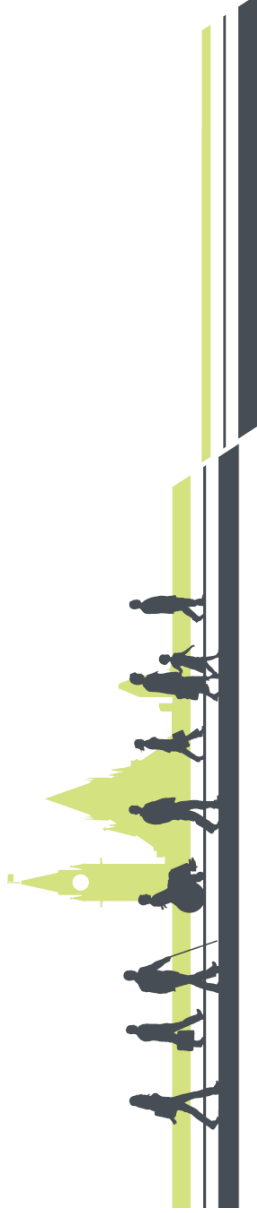
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Today's Project Speakers

- Hana Benabdallah (Moderator) — Contracting Authority, PSPC
- François Camus — Project Manager, DND
- Major Dave Gottfried — Project Director, DND
- Éric Carrière — Procurement and Finance Manager, DND
- Edin Sabotic — Project Officer, ISED





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Process Overview

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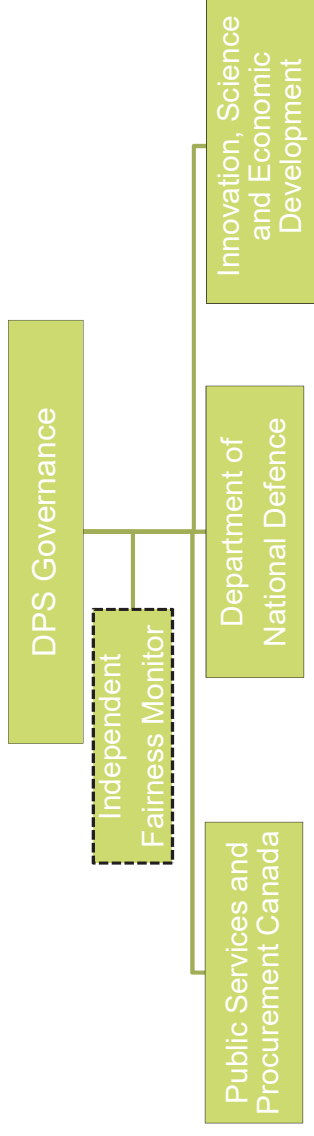
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LUV Procurement Process Governance

- The LUV Procurement process is under the Defence Procurement Strategy (DPS) governance, at DG level, for both acquisition and Sustainment processes.



- Improving defence procurement

Established in 2014, the Defence Procurement Strategy is a government-wide initiative to improve defence procurement involving four core federal departments (National Defence, the Canadian Coast Guard, Public Services and Procurement Canada, and Innovation, Science and Economic Development) - <https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/samd-dps/index-eng.html>.

- The Three Key Objectives of the DPS

- ✓ Delivering the right equipment to the Canadian Armed Forces and Canadian Coast Guard in a timely manner
- ✓ Streamlining and modernizing defence procurement processes and ensuring coordinated decision-making
- ✓ Leveraging defence equipment purchases to create jobs and economic growth for Canadians

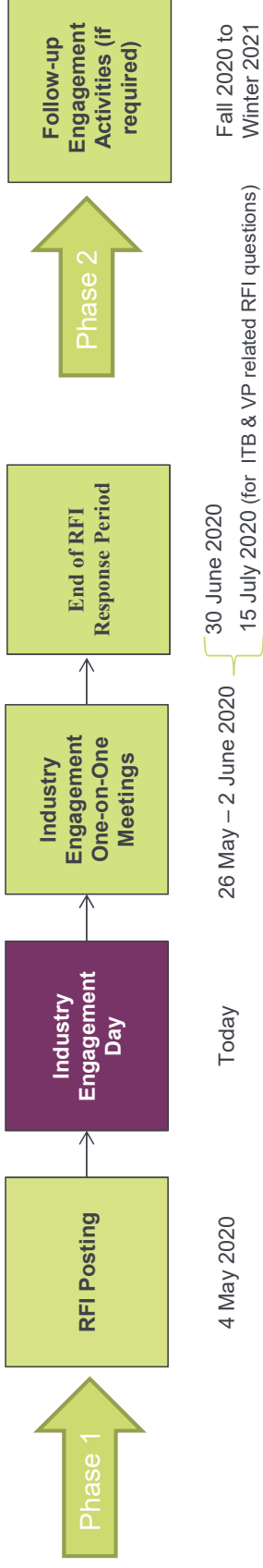
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Industry Engagement Process



The objectives of the current phase of engagement are to:

- ✓ Provide a project status update
- ✓ Inform industry about the Industrial and Technological Benefits (ITBs) and Value Proposition (VP)
- ✓ Assess the level of interest from industry in sharing information and gather industry feedback on the preliminary High Level Requirements as well as solutions relating to the acquisition and sustainment of a LUV fleet
- ✓ Gather any information that would support the definition of the procurement strategy
- ✓ Facilitate the opportunity for Industry to provide comments on the procurement approach and identify any possible concerns

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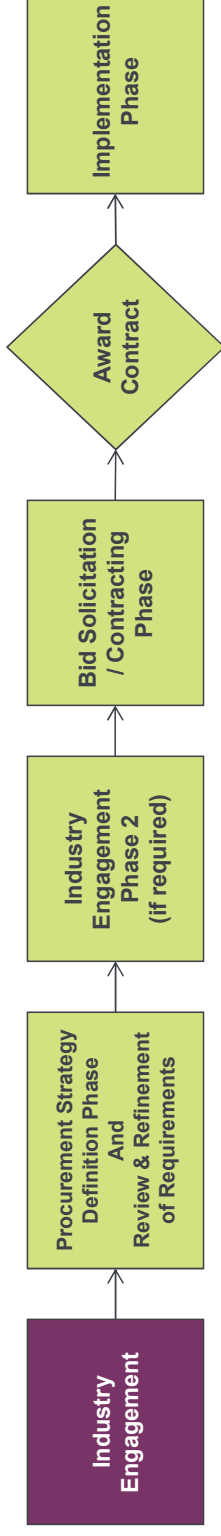
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Procurement Approach



Projected Procurement Strategy:

- ✓ No procurement strategy has been defined
- ✓ Depending on the procurement strategy retained, the national security exception (NSE) might be invoked
- ✓ Anticipated competitive procurement process
- ✓ the procurement strategy will be determined in light of the outcomes from Phase 1 of the Engagement Process, including among others:
 - The level of interest of the Industry in the requirement
 - Market availability
 - The capabilities required by the Canadian Armed Forces
 - The commonality between different types of vehicles
 - Cost versus available project budget

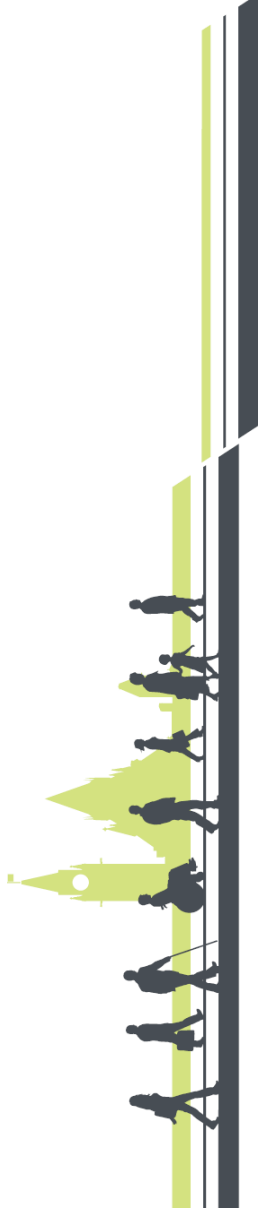
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Project Overview

François Camus
Project Manager
Light Utility Vehicle Project
Department of National Defence

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Current Capability



SMP G-Wagon

647 - Basic
46 - Military Police
466 - Comd and Recce

Total = 1159



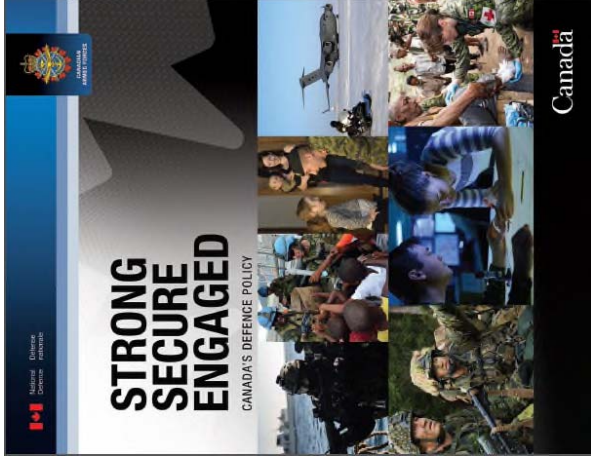
MILCOTS Silverado

858 - Cargo Basic
143 - Cargo w/MP Kit
60 - Cable Layer

Total = 1061

- The LUV project will replace the 2 fleets of G-Wagon and MilCOTS Silverado, in service since 2003.

Canada's Defence Policy



- Canada's new defence policy, **Strong, Secure, Engaged**, sets the conditions for a full-spectrum, combat capable CAF to operate over the next twenty years putting '*people first*', while ensuring '*mission a/ways*' through excellence in operations along a core set of eight missions.
- SSE Initiative # 40: "Modernize logistics vehicles, heavy engineer equipment and light utility vehicles."

<http://dgpaapp.forces.gc.ca/en/canada-defence-policy/docs/canada-defence-policy-report.pdf>



Project Scope



C&R



Utility - Cargo



Cable Layer



MP

1. Light multi-role vehicles with up to 4 variants:
 - Command and Recce (C&R) Vehicle;
 - Utility Vehicle;
 - Military Police (MP) Vehicle; and
 - Cable-Laying Vehicle.
2. Ancillary equipment:
 - Military Police (MP) / Signals equipment;
 - Armour protection; and
 - Light Utility trailers.
3. Integrated Logistic Support
4. In-Service Support solution

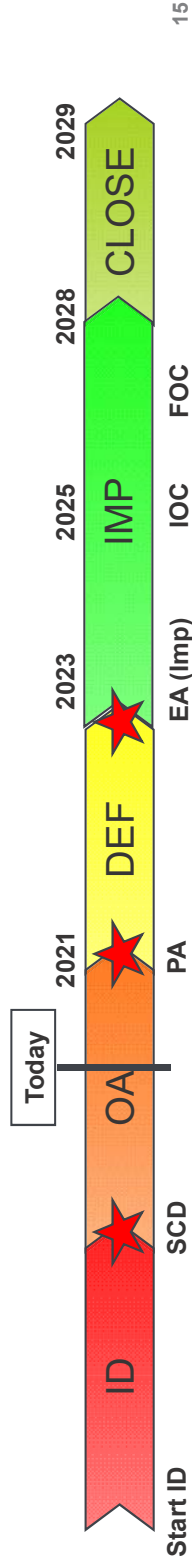
Budget Situation

- As stated in Army Outlook, current Project budget is set at \$250 M – \$500 M.
- Based on the returns of this RFI, conclusions of the Business Case Analysis, and rigorous project costing, it is the intent of the Sponsor to request more Capital Investment Funds as required.



Proposed Project Schedule

Procurement Activity *	Target Date
Release of Request for Information	May 2020
Industry Day	May 2020
One-on-One Industry Meetings	May 2020
Additional industry engagement activities to refine requirements	Winter 2020 to Winter 2021
Bid Solicitation	Spring 2022
Bid Evaluation	Fall 2022
Contract Award	Spring 2023
Initial Operational Capability	Summer 2025
Full Operational Capability	Summer 2028
Project and Contract Close-out	Winter 2029

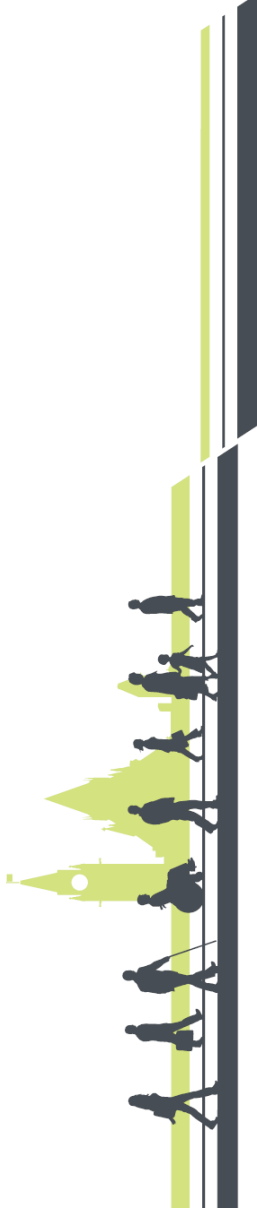


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Requirements Overview

Major Dave Gottfried
Project Director
Light Utility Vehicle Project
Department of National Defence

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Current State

- Vehicles are self-divesting
- Parts are obsolete and no longer being manufactured
- Sustainment no longer feasible
- SSE – Additional tasks for the Army
- Capability of current fleet no longer adequate



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Business Need

The CAF requires a protected, lightweight multi-role and highly mobile ground vehicle in order to conduct multiple battlefield roles and tasks across the spectrum of conflict. This includes roles like Combat, Command Support and Combat Service Support, and Individual Training and Training support tasks.



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Roles and Tasks

- **Combat Roles**
 - Combat is defined as forces that may engage in combat with another military force or aggressor.
- **Command Support Roles**
 - Command Support is defined as an integrated system of resources that enables command. Military Police (MP) and Signals (Sigs) will fall into this category.
- **Combat Service Support**
 - CSS is the support provided to combat forces, primarily in the fields of administration and logistics.
- **Individual Training and Training Support**
 - Individual training aims to impart the skills and knowledge required to safely operate any vehicle system
 - Administrative tasks to support a field unit while training in Canada

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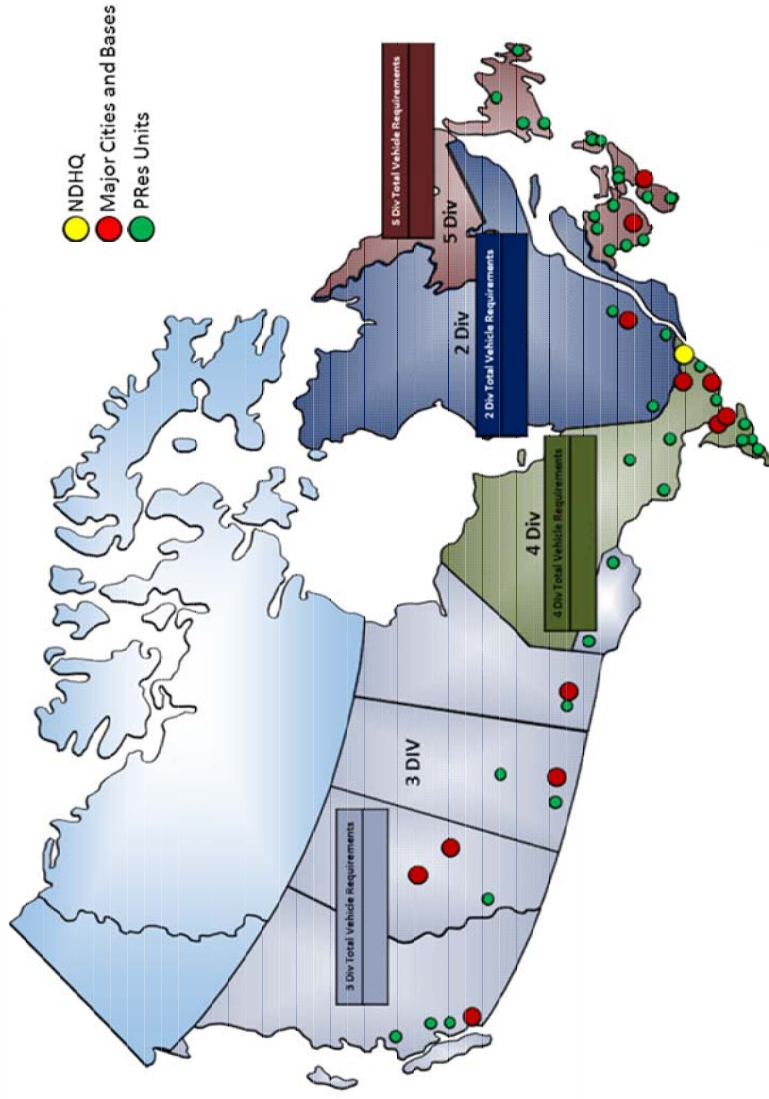
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Roles and Tasks



Geographical Locations



High Level Mandatory Requirements

High Level Mandatory Requirements	
Survivability	A portion of the fleet* must have the ability to protect the crew compartment with a minimum of level 1 for both kinetic and blast threats according to STANAG 4569 Protection Levels for Occupants of Armoured Vehicles.
Lethality	A portion of the fleet* must have the ability to mount an in-service weapons system, to target and engage specified threats, accessible from within the crew compartment, up to a .50 Cal MG and the C16 40mm Automatic Grenade Launcher.
Physical Capacity	<p>A portion of the fleet* will be a four-seat platform accommodating personal kit and mission specific equipment to a minimum physical capacity of 800 kg.</p> <p>A portion of the fleet* will be a two-seat platform accommodating personal kit and mission specific equipment to a minimum physical capacity of 2000kgs.</p> <p>The ability of towing a trailer with a minimum payload capacity of 1000kg to transport cargo. Hitches must conform to STANAG 4101 Towing Attachments.</p>
Mobility	<p>The ability to operate at Gross Vehicle Weight Rating (GVWR) in a wide range of geographical regions, while traversing diverse terrain. This includes, but not limited to maneuver on highways, austere roads and tracks, off-road and cross-country.</p> <p>The ability to achieve at least 450km range on hard level surfaced roads at gross vehicle weight without refueling.</p>

* A portion of the fleet will be further defined during definition.



High Level Mandatory Requirements (cont'd)

High Level Mandatory Requirements	
Transportability	The fleet must be movable by air, rail (STANAG 2832), road, and ship using in-service CAF platforms.
Interoperability	The ability to be able to operate on NATO common fuel (F-34) and regular North American commercial low sulfur diesel.
	The capability must be currently in service (or an upgraded version in development) by a NATO or ABCANZ country that employs the same mission profile as Canada.
Electrical Architecture	Must be able to integrate multiple electronic sub-systems as described in STANAG 4754 NATO Generic Vehicle Architecture.
	Must be able to export power and charge existing equipment (radios) while allowing for the integration of future electronic sub-systems (e.g. mini-UAVs, BMS).
Durability and Sustainment	LUV must have the ability to conduct operations 24/7 for extended periods of time without degradation of personnel and mission critical equipment. It must be employable in climatic conditions where the CAF will operate.

Tier Levels

- Why Tier Levels?
 - The project was required to complete a Capability/Cost/Risk Analysis
 - Needed a way to differentiate between different OEMs with different capability levels to conduct the analysis
- Primary capabilities used?
 - **Mobility**, Survivability, Lethality
- Tier 1 vehicles were the most capable with Tier 3 the least capable
- Tier 4 was strictly a commercial vehicle



Concept of Operations

- **Combat Roles**
 - Direct Fire Support Platoons, Rear Area Security tasks, and Armoured Reconnaissance Troops
- **Command Support Roles**
 - Rovers for sub-units commanders, command and control vehicles for unit and sub-unit commanders and Liaison Officer vehicles as well as MPs and Sigs
- **Combat Service Support**
 - Small unit logistics requires a platform similar to a common pick-up truck cargo bed where soldiers can deliver small materiel loads by hand
- **Individual Training and Training Support**
 - Driver and technician training
 - Administrative tasks to support a field unit while training in Canada

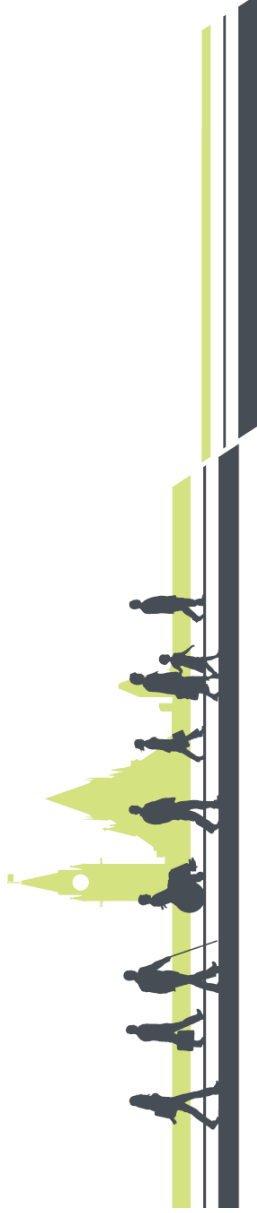
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Sustainment Overview

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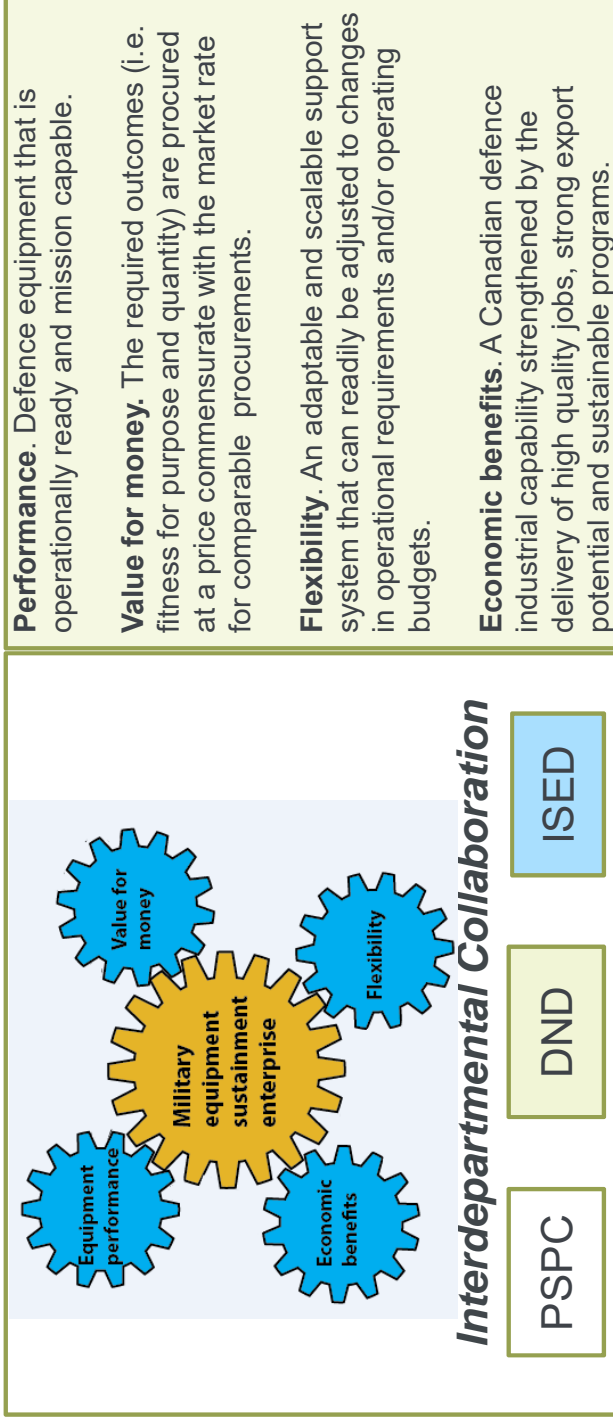
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Sustainment

How DND approaches Sustainment - Four Principles



The effectiveness of a sustainment solution will be judged by the degree to which the principles have been optimized

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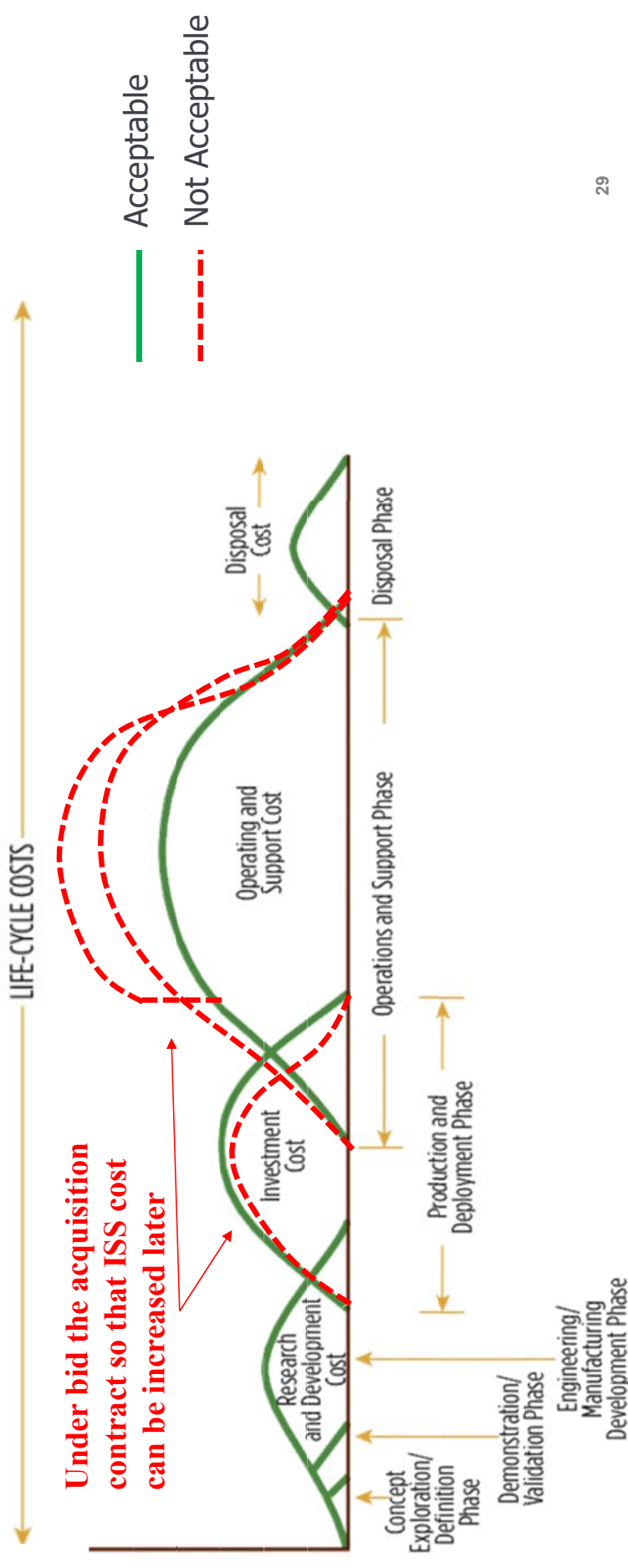
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ISS Solution Design - Sustainment Business Case Analysis

- The SBCA is a standardized methodology that guides sustainment teams to develop a flexible, scalable, and principles-based sustainment solution for materiel. The process involves interdepartmental collaboration and governance, the application of sustainment best practices and the requirement for discipline and rigour to optimize the four sustainment principles.
- Feedback is requested for better decision making
 - Sustainment Requirements
 - Performance metrics for sustainment
 - Bundling of sustainment services
 - Life Cycle Cost



Fair Approach to Life Cycle Costing



What is Equipment Sustainment?

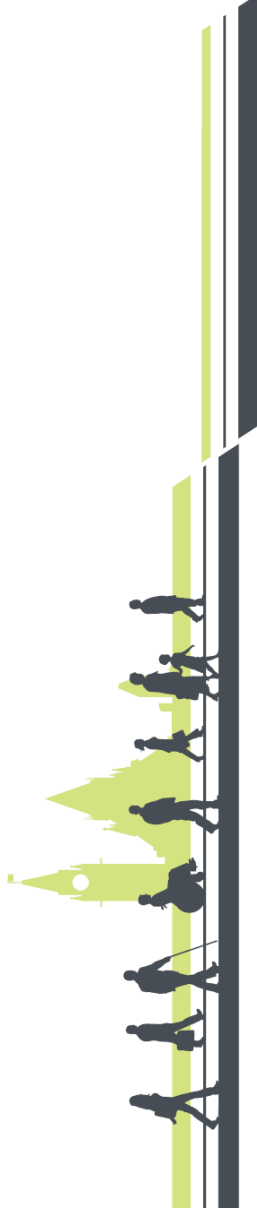
- Equipment sustainment includes all activities related to managing, maintaining and supporting equipment for the military throughout the equipment's life. Activities related to sustainment include, but are not limited to:
 - Maintenance, repair and overhaul;
 - Engineering support;
 - Engineering test and evaluation;
 - Maintenance program management;
 - Fleet management activities;
 - Acquisition of parts;
 - Logistics management; and
 - Sustainment-related training.



Sustainment - Key Points for the LUV Project

- Evaluation of acquisition cost (ILS)
- Fair evaluation of Life Cycle Cost
- Warranty and the right to repair
- Cyber Assurance
- Technical and Cost drivers
- ISS Contract





Costing Requirements

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Light Utility Vehicle Project
Department of National Defence

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Costing Requirements

- Costing information and feedback from industry is required to prepare Project Approval documentation. The most detailed information possible will support the development of an accurate budget.
- To the greatest extent possible, please provide pricing for the questions listed in Annex C-5, Tables 1 and 2.
 - Please provide a breakdown, to the lowest level possible, that would enable Canada to meet all of the acquisition and in-service support requirements listed.
 - If pricing for a specific cost element cannot be provided, please provide an explanation in your response. (e.g. it is included in the price for another item).
 - If a specific cost element is not listed and you think it should be, please provide your proposed cost element, an explanation about why it is needed, and your response.



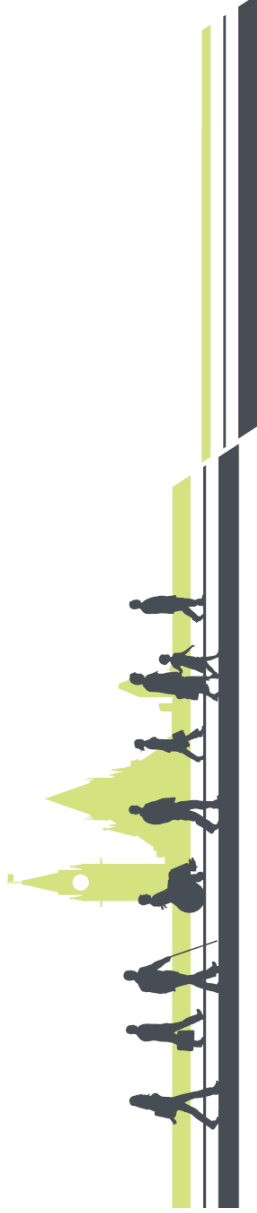
Table 1 – Acquisition Costs

- Key project deliverables needed to obtain costing information from Industry.
 - Program Management (provide costs for the acquisition and the ISS phases separately)
 - contract administration, engineering design phase, long-lead items, production line
 - Vehicles
 - efficiencies on the proposed solution, such as volume discounts
 - Ancillary Equipment
 - non-permanently fitted ancillary equipment, such as armour protection kits or other role-specific equipment, must include special equipment & tools necessary for installation and removal, etc.
 - Other project deliverables
 - Technical Data Package, Systems Engineering Management Plan, Training System, etc.

Table 2 – In-Service Support Costs

- Annual cost breakdown for sustainment.
 - Program Management (provide costs for the acquisition and the ISS phases separately)
 - management of warranties, obsolescence, life cycle management, spare parts inventories, etc.
 - Maintenance of vehicles
 - efficiencies on the proposed solution, such as commonality of systems, spares, or parts
 - Maintenance of ancillary equipment
 - non-permanently fitted ancillary equipment, such as armour protection kits or other role-specific equipment, must include cost of storage, maintenance requirements in storage, etc.
 - Maintenance of training systems and platforms
 - for both operators and maintainers





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Industrial and Technological Benefits Policy

Edin Sabotic

Project Officer

Light Utility Vehicle Project

Innovation, Science and Economic Development Canada

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Outline

- Objective
- Defence Procurement Strategy
- Industrial and Technological Benefits including Value Proposition
- Key Industrial Capabilities
- Industry Consultation
- Preparing for a Procurement
- Next Steps



Objective

- The Government of Canada is consulting with industry to support the development of an approach for leveraging economic benefit for the LUV Project.
- Feedback from industry will be used to:
 - Validate the Government of Canada's analysis of Canadian capabilities related to the LUV Project; and
 - Develop an economic leveraging approach in support of the LUV Project.

Canada's Defence Procurement Strategy

Announced in February 2014, by the Ministers of:

- Public Works and Government Services (now Public Services and Procurement Canada)
- National Defence
- Industry Canada (now Innovation, Science and Economic Development Canada)

Goals:

- Deliver the right equipment to the Canadian Armed Forces and the Canadian Coast Guard in a timely manner;
- Leverage purchases of defence equipment and services to create jobs and economic growth in Canada; and
- Streamline the defence procurement process.

Industrial and Technological Benefits (ITB) Policy

- The Industrial and Technological Benefits (ITB) Policy has been in place since 1986. In 2014, it was renamed and transformed to include the Value Proposition (VP).
- Winning bidders are selected on the basis of price, technical merit and their Value Proposition.
- The VP includes bidder's commitment to undertake work in Canada and will generally account for at least 10 percent of the overall score.
- Companies awarded procurement contracts must undertake business activity in Canada equal to the value of the contract.

Value Proposition

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

Outstanding Obligation

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



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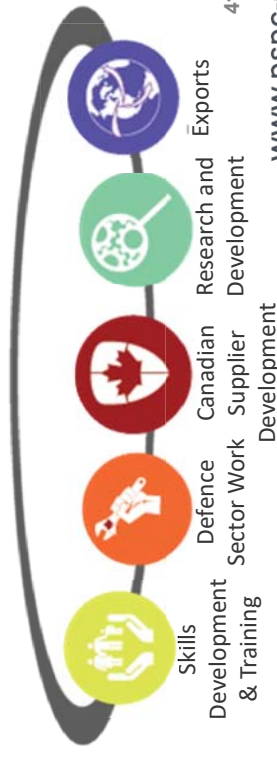
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Value Proposition (VP) Pillars

1. Supports the long-term sustainability and growth of Canada's **defence industry**;
2. Supports the growth of bidders' Canadian operations as well as their **suppliers in Canada**, including Small and Medium Businesses (SMBs) in all regions of the country;
3. Enhances innovation through **research and development (R&D) in Canada**;
4. Increases the **export** potential of Canadian-based firms; and
5. Promotes **skills development and training** to advance employment opportunities for Canadians.



The Value Proposition is a Flexible Framework

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

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

Informed by:

*Industry
engagement*

*Research and
analysis*

3rd party experts

The Value Proposition Bid Proposal

The VP bid proposal is prepared by the prime contractor and typically consists of:

Mandatory Requirements

- Ex: A commitment of 15% of bid price for work with SMBs

Rated Criteria

- Based on Commitments under the Value Proposition Pillars

Identified Transactions

- Equal to no less than 30% of bid price



Key Industrial Capabilities (KICs)

- KICs were introduced in April 2018 to ensure that defence procurements can better drive innovation, exports and the growth of firms through the ITB Policy.
- KICs represent areas of emerging technology with the potential for rapid growth, established capabilities where Canada is globally competitive, and areas where domestic capacity is essential to national security.
- KICs are defined as the skills, technologies, and supply chains required to support the growth of these capabilities. They are broader than the companies associated with the end solution; they include the post-secondary institutions that develop skills and research, the SMBs that form part of the value chain, and intellectual property that is developed in Canada.



Key Industrial Capabilities

EMERGING TECHNOLOGIES

- Advanced Materials
- Cyber Resilience
- Remotely-piloted Systems and Autonomous Technologies

- Artificial Intelligence
- Space Systems

LEADING COMPETENCIES & CRITICAL INDUSTRIAL SERVICES

- Aerospace Systems & Components
- Defence Systems Integration
- **Ground Vehicle Solutions**
- Marine Ship-Borne Mission and Platform Systems
- Shipbuilding, Design and Engineering Services
- Training & Simulation
- **Armour**
- Electro Optical / Infrared Systems
- **In-Service Support**
- Munitions
- Sonar & Acoustic Systems

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Industry Consultation

- The Government of Canada is seeking industry feedback to support the development of the economic leveraging approach for the LUV Project.
- Industry engagement questions were published on Buyandsell.gc.ca in advance of the LUV Project Industry Day.
- We encourage all potential bidders and suppliers to provide comments.

Preparing for a Procurement

Potential bidders and suppliers should:

- Familiarize themselves with the **ITB Policy & VP**
- Determine the **Canadian Content Value** of their products and services, and those of their suppliers
- Engage **Regional Development Agencies (RDAs)**
- Determine what **certifications and credentials** may be required to participate in the project



Regional Development Agencies (RDAs)

- RDAs have teams dedicated to assisting potential bidders and prime contractors to undertake ITB-related activities:
 - RDAs can lead targeted supplier development tours;
 - Facilitate Business to Business (B2B) meetings; and
 - Provide regional capability lists

Regional Development Agency	Contact Name	E-mail	Phone
Atlantic Canada Opportunities Agency (ACOA)	Sam Fotia	sam.fotia@canada.ca	(613) 286-8853
Canada Economic Development for Quebec Regions (CEDQ)	Mathieu Poirier	mathieu.poirier@canada.ca	(438) 341-8782
Federal Economic Development Agency for Southern Ontario (FedDev)	Robyn Hori	robyn.hori@canada.ca	(613) 612-2495
Federal Economic Development in Northern Ontario (FedNor)	Natalie Brabant	natalie.brabant@canada.ca	(705) 626-8897
Western Economic Diversification Canada (WD)	Peter Hoek	peter.hoek@canada.ca	(613) 220-4489

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Next Steps

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



For any ITB Policy related questions, contact:

Mr. Edin Sabotic

Project Officer
Industrial and Technological Benefits Branch
Innovation, Science and Economic Development
Canada

Tel: (613) 410 2036

Email: edin.sabotic@canada.ca

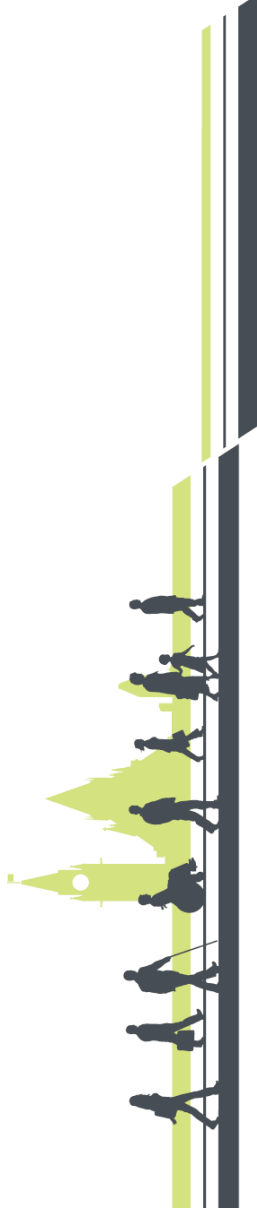
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Question Period

Questions can be asked in either official language.

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Questions

Panel:

- Hana Benabdallah (Moderator) — Contracting Authority, PSPC
- François Camus — Project Manager, DND
- Major Dave Gottfried — Project Director, DND
- Éric Carrière - Procurement and Finance Manager, DND
- Edin Sabotic — Project Officer, ISED

