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

**SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION**

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

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

Comments - Commentaires

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

Issuing Office - Bureau de distribution
Defence Communications Division. (QD)
11 Laurier St./11, rue Laurier
Place du Portage, Phase III, 8C2
Gatineau, Québec K1A 0S5

Title - Sujet (LC4ISR) system	
Solicitation No. - N° de l'invitation W8486-200731/A	Amendment No. - N° modif. 002
Client Reference No. - N° de référence du client W8486-200731	Date 2020-08-05
GETS Reference No. - N° de référence de SEAG PW-\$\$QD-036-27853	
File No. - N° de dossier 036qd.W8486-200731	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2020-09-11	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Briere-Provost, Mathieu	Buyer Id - Id de l'acheteur 036qd
Telephone No. - N° de téléphone (819) 790-1635 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

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



This amendment 002 is raised to amend the RFI. This amendment is effective immediately and will form part of the contractual documents.

Amendment #2

Addition of the LC4ISR Presentation deck

All other terms and conditions remain unchanged



National
Defence

Défense
nationale

ASSISTANT DEPUTY MINISTER (MATÉRIEL)

DIRECTOR GENERAL LAND EQUIPMENT PROGRAM MANAGEMENT



Land C4ISR Sustainment





Outline

- Land C4ISR Description
- Land C4ISR Sustainment Road Map
- Sustainment Principles
- Questions to Industry
 - Program Delivery
 - Contract Delivery



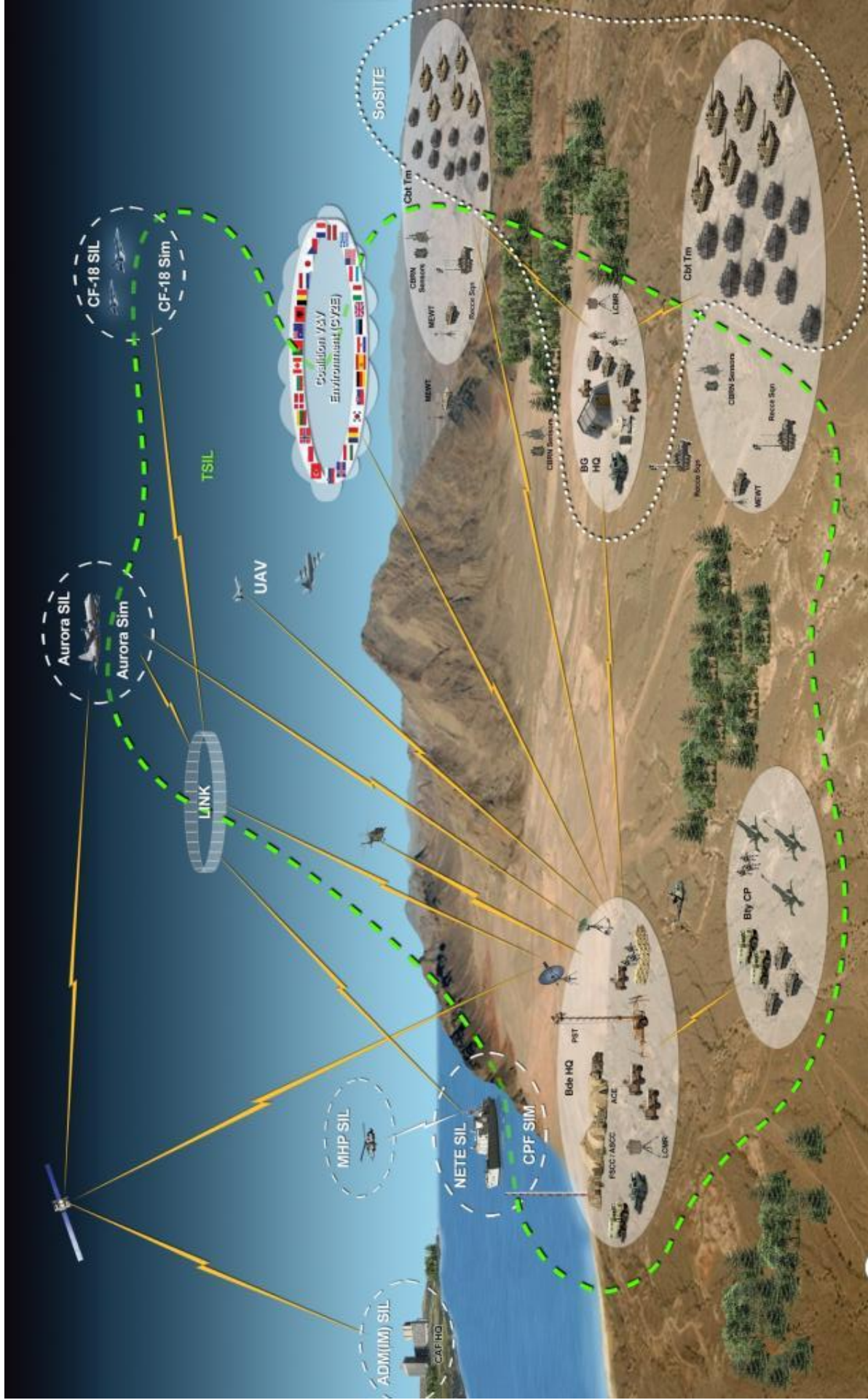
Overall Vision Statement

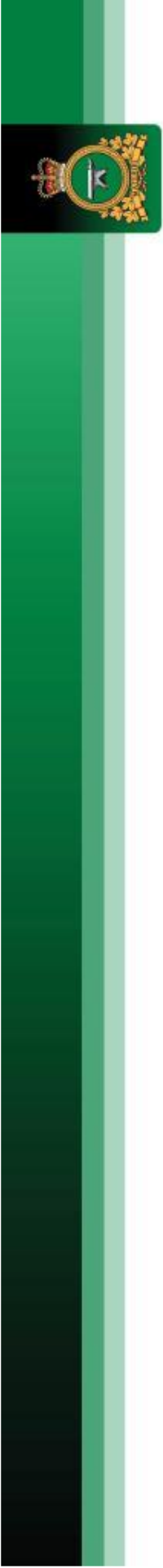
A robust, integrated, defensible and supportable Land C4ISR System of Systems where design coherence is maintained through an Integrated Product Team with OEM* and Government participation and System level Design Authority is devolved to support contractors.

* Original Equipment Manufacturers



Land C4ISR System Description





Land C4ISR Sustainment Road Map





Sustainment Principles

- In accordance with the Defence Procurement – Sustainment Initiative, the four principles below will be used to guide the approach used to fulfill the long term sustainment contract(s) of the Land C4ISR.
 - **Equipment Performance:** Defence equipment that is operationally ready and mission capable.
 - **Value for Money:** The required outcomes (i.e., fitness for purpose and quantity) are procured at a price commensurate with the market rate for comparable procurements.
 - **Flexibility:** An adaptable and scalable support system that can be readily adjusted to changes in operational requirements and/or operating budgets.
 - **Economic Benefits:** Leverage industrial benefits from defence procurements to create jobs for Canadians and economic growth for companies in Canada.



Final Comment

- We are seeking Industry's input and feedback to help us shape our long term sustainment contracts that satisfy the four sustainment principles
- A series of questions have been developed to help us solicit Industry's feedback. Questions have been separated under two categories, Program delivery and Contract delivery
- If industry wishes to provide information, suggestions or feedback not represented in the presented questions, we would welcome your input



Land C4ISR Program Delivery Questions

1. What does Industry foresee as a suitable program delivery model for the long term Land C4ISR sustainment that adheres to:
 - a. Government of Canada's procurement policies and guidelines;
 - b. Government of Canada to remain the Technical Authority and decision point;
 - c. User community is the CAF deployed domestically as well as internationally.

2. Can Industry sustain and support the following streams to be issued as separate contracts:
 - a. Land C4ISR System of Systems (SoS) architecting, engineering, integration and testing, including baseline and interface management support;
 - b. Land C4ISR Tactical Communications Sustainment Support;
 - c. Land C4ISR Software Sustainment Support;
 - d. Land C4ISR Cyber Security Sustainment Support; and
 - e. Land C4ISR Intelligence Surveillance Target Acquisition and Reconnaissance Sustainment Support.

Note: The other elements of the Land C4ISR programme identified in the DLCSPM Fleet Structure and not covered in the above list will be covered by separate contracts.

3. DLCSPM Software Engineering Facility:

- a. Based on the DLCSPM Software Engineering Facility (DSEF) background provided in Annex C of this RFI document, how does Industry foresee the successful implementation of DSEF? Please justify your answer.
- b. Should DSEF be awarded as a separate stream or as part of one of the five streams listed in question 2 above? Please justify your answer.



Land C4ISR Program Delivery Questions

4. Subject to the Scaled Agile Framework (<https://www.scaledagileframework.com/>):
 - a. Can Industry sustain the implementation of this framework for each stream/resulting contract? Please justify your answer.
 - b. For each stream, identify work that is subject and work that is not subject to this framework. Please justify your answer.
5. How does Industry foresee the implementation and management of quality assurance, verification, and validation if:
 - a. All streams are combined into a single contract? Please justify your answer.
 - b. Each stream is awarded under a separate contract? Please justify your answer.
6. Subject to the DLCSPM Fleet Structure: does Industry (Annex E of RFI):
 - a. Agree and support the breakdown and associated grouping of streams? Please justify your answer.
 - b. Suggest an alternative breakdown and/or grouping of streams? Please justify your answer.
7. What level of infrastructure is reasonable for the successful bidder(s) to have in place at day-1 of contract award, 6 months after contract award and any additional period of time, suggested by the Respondent, after contract award? Please justify your answer.
8. What level of Engineering and Integration facilities infrastructure, based on the information provided in Annex C of this RFI, is reasonable for the successful bidder to have in place at day-1 of contract award and as of 12 months after contract award? Please justify your answer.



Land C4ISR Program Delivery Questions

9. How does industry suggest and propose to transition from the current interim sustainment contracts to the long term sustainment contract(s)? How long would be the associated transition period? Please justify your answer.
10. How does Industry foresee the successful implementation of training for tools developed by the successful bidder(s) under the long term Land C4ISR contract(s)? Please justify your answer.



Land C4ISR Contract Delivery Questions

1. What does Industry foresee as the minimum contract duration to ensure a return on investment to the successful bidder(s)? Please justify your answer.
2. What does Industry foresee as a suitable contractual delivery model, an associated basis of payment, and a performance based measurement for the long term Land C4ISR sustainment? Please provide a response for a scenario where
 - a. All streams are combined into a single contract. Please justify your answer; and
 - b. Each stream is awarded under a separate contract. Please justify your answer.
3. Subject to contractual options to extend the term of the contract, what does Industry foresee as:
 - a. The optimal total number of optional years be included in a contract. Please justify your answer;
 - b. The duration of each optional period. Please justify your answer; and
 - c. The type of mechanism to be used to evaluate and award optional years. Please justify your answer.
4. Can industry sustain a model where the successful Joint Venture:
 - a. Is awarded all streams listed in Program Delivery – Question 2. Please justify your answer; and
 - b. Consists of a Joint Venture that identifies a separate legal entity that is specialized in the delivery of a specific stream (as those listed in Program Delivery – Question 2)? Please justify your answer.



Land C4ISR Contract Delivery Questions

5. If a contract for delivery of the Land C4ISR long term sustainment program is awarded to a Joint Venture, how many entities and what type of specialities should form part of this Joint Venture? Please justify your answer.
6. Can Industry implement, manage and support the procurement of future hardware and software required under the long term sustainment contract(s) on DND's behalf? It is to be noted that the procurement process would have to adhere to pre-established rules and guidelines, which will be identified in future RFP(s). Please justify your answer.
7. To ensure best value to Canada as well as Industry, what would be the optimal RFP evaluation breakdown; out of a 100%, how much would you allocate to technical merit, to price, and to industrial and technological benefits? Please justify your answer.



Land Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance System-of- Systems Sustainment Project (Land C4ISR SoS)

Industrial and Technological Benefits/ Value Proposition

June 2020



Building a prosperous and innovative Canada

Outline

- Objective
- Defence Procurement Strategy
- Industrial and Technological Benefits including Value Proposition
- Key Industry Capabilities (KICs)
- 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 in-service support of the Land Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance System-of-Systems Sustainment Project (Land C4ISR SoS).
- Feedback from industry will be used to:
 - Validate the Government of Canada's analysis of the Canadian Information Technology (IT) industry sector and related capabilities; and
 - Develop an economic leveraging approach in support of the Land C4ISR SoS.

Canada's Defence Procurement Strategy

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

Industrial and Technological Benefits (ITB) Policy

- The Industrial and Technological Benefits (ITB) Policy has been in place since 1986. In 2014, it was 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

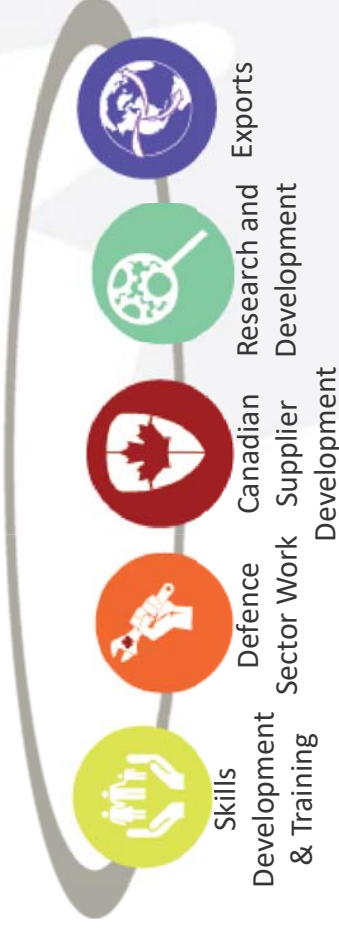
- Commitments/activities proposed at bid time
- Rated and weighted during bid evaluation

Outstanding Obligation

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

Value Proposition 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 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 VP 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)

- Key Industrial Capabilities (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 SMEs 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

Industry Consultation

- The Government of Canada is seeking industry feedback to support the development of the economic leveraging approach for the Land C4ISR SoS.
- Industry engagement questions were published on Buyandsell.
- 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

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 Land C4ISR SoS.
- For more information on Canada's Industrial and Technological Benefits Policy, please visit: <http://www.canada.ca/itb>

Canada