Public Works and Government Services Canada

Travaux publics et Services gouvernementaux Canada

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:

Title - Sujet JDHQSRM The Joint Deployable Headquarters Signal Regiment Mod	
Solicitation No. - N° de l'invitation W8486-216408/A	**Amendment No. - N° modif.** 005
Client Reference No. - N° de référence du client W8486-216408	**Date** 2021-08-31
GETS Reference No. - N° de référence de SEAG PW-$$RA-057-28219	
File No. - N° de dossier 057ra.W8486-216408	**CCC No./N° CCC - FMS No./N° VME**

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.

Solicitation Closes - L'invitation prend fin	
at - à 02:00 PM	Eastern Daylight Saving Time EDT
on - le 2022-09-01	Heure Avancée de l'Est HAE

F.O.B. - F.A.B. Specified Herein - Précisé dans les présentes

Plant-Usine: ☐ **Destination:** ☐ **Other-Autre:** ☑

Address Enquiries to: - Adresser toutes questions à: Sparkes, Michelle	**Buyer Id - Id de l'acheteur** 057ra
Telephone No. - N° de téléphone (873) 455-1558 ( )	**FAX No. - N° de FAX** ( ) -

Destination - of Goods, Services, and Construction:
Destination - des biens, services et construction:

Comments - Commentaires

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	Delivery Offered - Livraison proposée

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

Issuing Office - Bureau de distribution
Land Projects and Communication System Support Division/Div des projets terrestres et support de systèmes de communication
11 Laurier St. / 11, rue Laurier
8C2, Place du Portage, Phase III
Gatineau
Québec
K1A 0S5

Telephone No. - N° de téléphone
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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**

Canada

Joint Deployable Head Quarters and Signal Regiment Modernization (JDHQSRM)
Project

This amendment is to :

1. Change dates: RFI **acquisition** responses are due 30 September 2021 but the RFI will remain open to September 2022 to handle **sustainment** questions.
2. Update the Contact list of interested suppliers
3. Provide the RFI Questions and Answers

Projet de Modernisation du régiment des transmissions et du QG déployable interarmées (MRTQGDI)

Cet amendement vise :

1. Changez les dates : Les réponses à l'**acquisition** de la demande d'informations (DDR) sont attendues le 30 septembre 2021. La DDR restera ouverte jusqu'au 1 septembre 2022 pour traiter les questions de **maintien en puissance**.
2. Modifiez la liste de contacts des fournisseurs interesses
3. Apportez les questions et réponses de DDR

Contact list of Interested suppliers

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Q1	What will be the new requirement/vision for the JDHQSRM? Will DND follow what ADM (IM) currently has or will it replace the entire system?	JDHQSRM's current vision is described in the RFI package at Annex A; this vision will evolve as the project progresses into definition and Canada is open to recommendations from industry in this regard through the RFI submission process. The project is in its early days in terms of defining contracting strategy, but JDHQSRM sits at a nexus between ADM (IM) operational/strategic communications and ADM (Materiel) tactical communications. However, the project's capability is supported and sustained from Director Land Command Systems Program Management (DLCSPM) in the Material (Mat) Group along with the tactical Command and Control (C2) systems and so we are intending on exploring how we can common contract between the JDHQSRM, Tactical Communication Modernization (TCM) and Land Command Support System Tactical Command & Control System Modernization (LCSS TacC2IS) projects and create sustainment synergies between the three projects where there are common needs among the different customers the projects support.
Q2	How does Canada envision the Canadian content for the modernization project? What will be done to encourage participation from local small and medium business?	The project is currently being considered for application of the Industrial and Technological Benefits Policy, including the Value Proposition. For additional information on the ITB Policy, including Value Proposition and Key Industrial Capabilities, please see our website: http://canada.ca/itb.

The Value Proposition, which forms part of the overall bid evaluation, often requires bidders to commit to: a minimum percentage of direct work related to the project in Canada; and at least 15 percent of the bid value for supplier development undertakings with Small and Medium Businesses. These and other requirements are tailored to the individual procurement, and are developed through market analysis and ongoing engagement with industry. Companies are encouraged to provide as much feedback as possible on the ITB/VP portion of the RFI to help ISED shape the Value Proposition approach, including how participation of Small and Medium Businesses (SMBs) should be motivated on the project |

Q3	Are vendors allowed to share their information portal for more information?	Canada's preference is to have vendors complete the questions and answer spreadsheet provided in the RFI. If the spreadsheet does not provide enough space, please use the spreadsheet to provide the location of the answer [i.e. paragraph(s) & page(s)] in the vendor's supplemental information. Additional information on their products or solution approach can be provided as part of the RFI return at any time while the RFI is open, but must be provided through the PSPC Contracting Authority (CA) who would ensure it is passed to DND.
Q4	What is the Canada's process around procuring new products/tools? How long does the process take to procure a tool including approval?	•Canada's process involves identifying capability deficiencies, doing costing analysis, and then obtaining approval from the government of Canada. This process can take a year or two. Once the project is approved, the project moves into the implementation phase, and finally close out. The high level overview for the dates of the activities are available in the RFI package. The preferred outcome would be a competitive open bidding process. Canada recognizes that there are clear challenges in doing an Information Technology (IT) project in a waterfall process. •A Treasury Board submission takes 9 months or longer to complete. The top level schedule for the project is included in the RFI. Additional RFI's may be published for the project if additional information is required.
Q5	Are Open Source tools/technologies of different security levels (UNCLASSIFED, SECRET, TOP SECRET) accepted by Canada for use in this solution?	•The details of the project will be up to SECRET. TOP SECRET is not within the scope of this project. •DND is looking for technology that can work under UNCLASSIFIED and CLASSIFIED conditions but is aware that situation can only be achieved by integrating several systems. •DND is looking for Open Source / technology solutions that can be operated and deployed easily, and with minimal resources.
Q6	In page 36 of the JDHQSRM RFI document, Canada mention's "Any Cloud-Based Services must remain property of Canada." Could Canada kindly elaborate further? For example, are the services hosted in the public cloud (Amazon Web Services [AWS], Azure, etc.) regions/zones inside Canada acceptable?	•DND is not able to provide any further information at the moment. There is a Joint Defence Cloud Services program (JDCP) initiative being undertaken by DND within ADM(IM) that might have more information on the matter. With respect to this project, JDHQSRM will follow the lead of the Defence cloud and the Government of Canada strategy. •In terms of the cloud secret perspective, the Information Technology Infrastructure (ITI) and Command and Control (C2) are leading this perspective and JDHQSRM is tracking that process. Government posture on cloud; it is not clear if these technologies will be appropriate for the JDHQ environment. Where they are applicable, DND will follow defence cloud approaches as they exist at that time, should solutions exists for secret deployable networks in DDIL.

Q7	In regards to "Software-as-a-Service (SaaS) Subscription Based Payment Model" mentioned in page 36 of the JDHQSRM RFI, what security level (UNCLASSIFIED, SECRET, TOP SECRET) of the SaaS is acceptable to Canada?	JDHQSRM capability is expected to operate at SECRET (Level II) HIGH level.
Q8	In page 21 of the JDHQSRM RFI document, Canada mentioned "the desired intent is to take an agile and iterative capability development procurement approach." Could Canada kindly provide an idea about the level of its current agile practice? Does the government currently have any project/program where agile development process is being followed?	Yes, however, the process is still immature and is fragmented within the government, and within the directorate. Treasury Board is working on an agile process at the moment, but it might not be completed in time for this project. The current In-Service Support (ISS) contracts utilize the Scaled Agile Framework (SAFe) Agile process.
Q9	In regards to "enable the continual upgrading of capabilities" mentioned in page 21 of the JDHQSRM RFI document, does Canada currently have any Continuous Integration/Continuous Delivery (CI/CD) or Development and Operations (DevOps) framework established?	Canada is adopting these approaches in system development and integration process at this time but to date this approach has not extended to the deployment portion of system releases. One factor affecting this is the user's ability and willingness to absorb new capability without discrete training and deployment activities. Between major system releases, components can be upgraded or introduced but so far these are deployed in a more traditional manner.
Q10	Could Canada elaborate on the level of organizational readiness for cloud adoption? Could the government elaborate on the current cloud initiatives currently in the organization?	Canada's cloud strategy is published for public release, however, Deployable SECRET Cloud strategy is yet to be defined and DND/CAF is currently working on it via another Departmental Capital project under ADM(IM) – Information Technology Infrastructure in Support of Command and Control (ITI SP C2). JDHQSRM is tracking and leveraging ITI in SP of C2 strategy to support a Deployable Cloud Strategy.
Q11	Does Canada currently have any private cloud environments? Is Canada open to multi-cloud environments utilizing two or more public clouds (Azure, AWS, Google Cloud Platforms) in it? If so, what security level in the cloud is acceptable?	Canada's cloud strategy is published for public release. However, Deployable SECRET Cloud strategy is yet to be defined and DND/CAF is currently working on it via another Departmental Capital project under ADM(IM) – ITI in SP of C2. JDHQSRM is tracking and leveraging ITI in SP of C2 strategy to support a Deployable Cloud Strategy.

Q12	Can Canada please elaborate on the size of the environment, network layout, and data central layout?	JDHQSRM is required to support a Joint Division Headquarters operating across the spectrum of conflict to support operations from war-fighting to peace support and humanitarian. Due to the uncertainty of sizes of Joint Division HQ and supporting elements (i.e., coalition partners, interagency, public, etc), Canada is not able to elaborate on specifics related to size of environment, network layout and data center layout apart from what has been provided in Annex A of the RFI package.
Q13	Is DND looking for Commercial Off-The-Shelf (COTS), Military Off-The-Shelf (MOTS), NATO Off-The-Shelf (NOTS) or custom equipment?	•It is too early to decide. Canada is looking for feedback from Industry on this RFI prior to making any decisions on products to procure in order to meet DND's needs. •The final product has not been determined as the project is still in its infancy. The final product will be determined based on the availability, as well as the product's capability to meet the technology and security requirement of the project.
Q14	Will Canada release contract(s) to cover the commonality between similar projects, if applicable? (i.e. SaaS)	Canada will want to leverage commonality wherever possible. It is too early to discuss or make decisions about contracting. Canada is asking Industry to provide feedback on the RFI.
Q15	In the RFI Annex A paragraph 1.3.3 – there is a mention of deployment size between 100 to 1500 personnel. Is this size specifically just for JDHQSRM or CAF as a whole? Is that a good estimate?	Numbers indicated in Annex A section 1.3.3 are Strong Secure Engaged (SSE) defence policy numbers which provide some indications of operational size and number or personnel. JDHQSRM is focused to enable the Joint Headquarters (HQ) and Support Component that usually span from 20 to 400 personnel based on operational requirements.
Q16	Can additional classified information to be shared with industry?	The project does not intend nor forecast the need to share additional classified information with industry at this stage of the RFI process.
Q17	In the RFI, there is a mention that Canada is looking for integration on with the current CAF and Allies (legacy) systems including network connection (C2, etc.). In your operational capability and connectivity, you have a desire to reduce weight and size. Can you elaborate what you are currently using?	• JDHQSRM will seek to leverage interoperability standards developed and employed by the broader CAF C4ISR networks and those of its allies (e.g., NATO) as these evolve over time. In terms of weight and power: the JDHQSRM capability will likely factor in these considerations but they will be less prominent as compared to tactical communication systems as the JDHQSRM capability is expected to be operated in a somewhat more favourable setting as compared to austere tactical environments. This is described in Annex A of the RFI package. • Please refer to Figure 4 in the RFI package

Q18	Will the software, command and control (C2) applications, tools, and training remain the same?	It has not been determined if the software will remain the same. It is currently an open question whether the present mix of Military Off The Shelf (MOTS) and bespoke software development is the best within the present context with increasing maturity of MOTS projects, and it is not a given that any particular product, including Canada's bespoke developed BMS components, will continue into the modernization timeframes. Canada hopes for innovative solutions for future training tools and capability.
Q19	Will there be a requirement under this project for the companies to have extensive experience (e.g. 5 years' experience in providing service to military, Low Earth Orbit (LEO) network, etc.) like the other Strong Secure Engaged (SSE) projects RFPs? Will Canada loosen the requirement as extensive experience will restrict small and medium businesses as they don't necessarily have long history?	Any concerns and feedback should be directed to the RFI response as Canada is seeking information / feedback from Industry before making decisions on the level of experience required. Evaluation criteria regarding bidders experience have not been developed for this project
Q20	Is this project only for the Regiment?	The co-sponsor of this project is Canadian Joint Operations Command (CJOC) (Ref: RFI 1.2.1) and will be implemented by Director Land Command Systems Program Management (DLCSPM). Tactical Command and Control Information System is also a part of the modernization projects. While there are some commonalities on the capabilities between each project, the major difference is the end-customer within the CAF of which the CF Joint Signal Regiment is one.

Q21	How many user licenses (user is defined as staff member logged in and using the system) will be required to meet JDHQSRM operational requirements? For example: CJOC 50 Users, Deployed JFHQ 130 Users, 1 Div HQ 100 users, Others 50 licenses.	To provide a common basis for costing, it is recommended industry use 250 seats scalable to 1500 seats, or make explicitly clear the licensing model used in the costing figures if it differs. Licence numbers will be estimated based on SSE mission (Chapter 6) that JDHQSRM must be able to support. From SSE, JDHQSRM must be able to support, simultaneously, 3 x Large size Operations (500-1500 pers each), 4 x Medium Size Operations (100-500 pers each), and 2 x Small size Operation (20-100 pers each). That means, roughly 6700 pers deployed on Operation at any time (SSE Chapter 6). If we assume the JTF HQ staff correspond roughly to 15-20% of the total pers deployed for an operation, JDHQSRM should then be planning for 1340 licences, plus additional for training related (approximately 200 more). JDHQSRM should use 1500 licences for ROM costing. These figures can and will likely change as the project progresses but for immediate purposes they are provided as a benchmark to industry.
Q22	What is Canada advice for vendor's RFI submission (i.e. technical and financial)? Should vendors partnering/collaborating with a prime (big/major company) or individually?	It is up to the discretion of the Respondents to provide costing individually or in collaboration with primes.
Q23	Where does the JDHQSRM project land in the big picture of SSE?	The JDHQRSM project is related to other projects as part of the broader Canadian Army and CAF C4ISR modernization investments. There are indeed interrelationships between JDHQSRM and other C4ISR projects in this space and it will be crucial that alignment and coordination between these various projects occur as the projects move through the approval process.
Q24	With long procurement process, DND is not getting the latest technology once the procurement requirement is delivered. Will PSPC be looking for a more 'agile approach' (i.e. use a platform strategy that works for all the related projects similar to how the Navy and the Air Force procure their systems) to get latest technologies in time?	While there are [policy] initiatives [within the Government] to advance Agile procurement and project approaches being undertaken, it is uncertain if they will be available in time to be leveraged for these projects.

Q25	With multiple projects with similar capability down the line, how does DND intend to minimize the total cost of ownership for each project?	DND will manage the projects from a holistic point of view as opposed to a per project basis. A viewpoint, which DND would be interested in receiving comments from Industry on, is that projects should form "capability delivery" vehicles rather than being seen as "contract delivery" vehicles. As such, where there is scope overlap between projects, which may include System-of-System Engineering activities, as well as hardware and software deliverables, consideration may be given to funding across the projects in the program for a number of common procurement and common contracts that serve multiple projects. This may allow us to gain efficiencies both in procurement and sustainment of the resulting systems being fielded to different internal-to-DND customers, by different projects but that ultimately need to be trained and sustained and integrated across a common interoperable system-of-systems.
Q26	Can Canada please confirm whether respondents are permitted to attach additional materials (beyond completed versions of Annexes C through E Response Matrix) to their RFI responses, e.g., an executive summary or overview of their proposed solution?	Canada's preference is to have vendors complete the questions and answer spreadsheet provided in the RFI. If the spreadsheet does not provide enough space, please use the spreadsheet to provide the location of the answer [i.e. paragraph(s) & page(s)] in the vendor's supplemental information. Additional information on their products or solution approach can be provided as part of the RFI return at any time while the RFI is open, but must be provided through the PSPC Contracting Authority (CA) who would ensure it was passed to DND.
Q27	Can Canada please clarify the scope of the "Training Simulation Tools" deliverable of the JDHQSRM project? Does the envisioned scenario simulation, for example, relate to workflows carried out solely within the C2 software component, such as simulating an operation, or does it relate to the complete hardware/software solution, simulating, for example, the setup and deployment of a physical network?	The specific scope of training simulation tools will be specified in the definition phase of the project. Current scope is kept intentionally broad and should include both aspects indicated in this question to allow Canada to determine options in this regard. Respondents are encouraged to provide early input in the RFI response in anticipation of that work.
Q28	Can Canada please provide an example of what is meant in Annex E, 6g by "[providing] trainees with the essential cueing relationship between the stimulus attributes and the appropriate responses"?	This question refers to the simulation tools' ability to replicate realistic conditions (stimulus) to simulate and stimulate training leading to more effective training. For instance, weather effects and their impacts on intra-theater communications could be a simulation characteristic.

Q29	Is there any desire for systems that automatically manages links, and uses Artificial Intelligence (AI) to manage them?	Canada is interested in hearing feedback on the feasibility of AI technology in your RFI response. For instance, a system that is able to minimize the amount of personnel resources needed to manage communication links would be desirable.
Q30	Will Canada be available to witness a demo of the equipment?	Any presentation will have to be coordinated through PSPC to avoid any perception of bias. Any invitation acceptance to a presentation demo does not indicate a guarantee of procurement from Canada. At this time, Canada is only asking for written information.
Q31	Is there an increasing focus for JDHQSRM to operate in poor connection areas?	Operating in degraded and poor connection areas is certainly part of the requirement for JDHQSRM capability but it should not be seen as the only requirement. Rather, industry should refer to RFI package at Annex A for the current operational context. Further specificity for JDHQSRM employment concept will be provided as project evolves through to definition.
Q32	Will the project require connection to the Maritime assets? What are the throughput needs?	Any interconnections between JDHQSRM and maritime assets would likely be coordinated through a higher network such as CAF Joint C4ISR network. As such there is no present requirement for JDHQSRM to connect or interface directly with any Maritime assets without passing through a higher level gateway. Industry is recommended to read through Annex A of RFI package for further information on JDHQSRM operational context.
Q33	Will aid to civilian's power fall into the scope of this project?	Yes, for further information see SSE defence mission policy for both domestic and international missions.
Q34	Will there be a second opportunity for a 1 on 1 meeting?	For the current RFI this is the only opportunity planned. Future meetings might be available within future RFIs.
Q35	Will the project require satellite coverage in the North?	JDHQSRM scope will likely not include any specific requirements for SATCOM to support Arctic or Northern Operations however the project would instead likely leverage such a capability from other CAF and DND projects providing such coverage. Further details in this regard are to be provided as the project evolves into definition, however, industry is encouraged to submit solutions to inform DND on these capabilities and requirements.
Q36	Is Canada tracking the use of Android Team Awareness Kit (ATAK)?	Yes, DND has current software using ATAK.

Q37	For companies without offices in Canada, is there any feedback to gain better access to the Canadian market?	Both domestic and foreign companies have equal opportunity to participate in the project, utilize tools and resources to access the Canadian market, and involve themselves in the ITB Policy and shaping of the Value Proposition. For Respondents seeking to gain access and knowledge of the Canadian market, contacting the land representatives at Canada's Regional Development Agencies (RDA) is considered a good first step. The RDAs are designed to facilitate business development in their regions, have a solid working knowledge of Canadian defence procurement, and are often approached by suppliers and primes alike for partnership opportunities or to fulfill specific supplier requests. More information about RDAs, and their contact information can be found at: https://www.ic.gc.ca/eic/site/086.nsf/eng/h_00140.html Respondents may also contact the Global Affairs Canada Trade Commissioner Service. While they mainly focus on helping Canadian companies export, they also have personnel that work directly with the defence industry and can help facilitate partnerships in Canada: https://www.tradecommissioner.gc.ca/index.aspx?lang=eng
Q38	Will this project result in multiple contract awards?	Potentially, however it is still too early to determine the contracting at this point in the procurement process.
Q39	Is the integration of AI and machine learning within the scope for C2 and Battle management systems?	Yes, the integration of AI is within the scope and Canada is seeking further information from industry on current and future capabilities on these aspects.
Q40	In terms of network gateways, how will JDHQRSM link different networks together?	Details relating to this question are within the scope of the definition phase, which has not yet begun. Respondents are encouraged to provide early input in the RFI response in anticipation of that work
Q41	Does Canada have back up communication standards other than the current NATO standards employed?	Details relating to this question are within the scope of the definition phase, which has not yet begun. Respondents are encouraged to provide early input in their RFI response to inform this.
Q42	Is ISR data link in scope of the JDHQSRM project?	No, ISR sensor to HQ data link is not part of the JDHQSRM scope. These capabilities will be covered by other CAF/DND projects such as Land ISR Modernization.

Q43	How do the project C2 tools relate to existing tools (CSNI, LCSS)?	There are other projects that will deliver the capability to modernize those existing networks and tools. How the project will relate to existing (legacy) systems will be further defined as the project evolves into definition and implementation but this will be a consideration and industry is encouraged to submit RFI response to this effect to better inform the project.
Q44	Will the project consider a PACE plan for the National Rear Link and/or Intra-theatre comms bearers (i.e. Alternate/Contingency/Emergency comms to SATCOM?)	The project may consider a PACE (Primary, Alternate, Contingency, Emergency) communications plan however it is too early and too specific to be eliciting these requirements at this stage of the project. Rather, industry is encouraged to provide recommendations in this regard which will inform project requirements as they progress.
Q45	Project Cost envelop – budget listed as $100-249M; does this include long term ISS?	That value represents the allocated funds for the project phase or the acquisition cost, and does not include the ISS cost. Canada is requesting Industry provide feedback on the costs of the project (including life cycle costs such as sustainment) so that an accurate cost can be used to obtain project costing approvals.
Q46	What is the likely delivery strategy? Big bang, or spiral – defining IOC to FOC	Current IOC and FOC dates, provided in the RFI documentation, are estimates and nominal which require further definition as the project progresses. It also remains to be determined how we maintain project delivery relevance over time with rapid obsolescence; this is an unsolved challenge that Canada would benefit from industry input and experience on this question.
Q47	What is the likely procurement strategy: one prime contractor or multiple contracts?	Canada has not made any decisions on procurement strategy at this time. Canada is asking Industry to provide recommendations/feedback on whether a prime or multiple contracts should be awarded in the RFI response.
Q48	Is there an anticipated pre-qualification phase or down select?	Canada has not made any decisions on pre-qualification or down select at this time. Canada is asking Industry to provide recommendations/feedback in the RFI response.
Q49	Is there scope for a user trial and/or Technical Demonstration as risk reduction during OA or definition? Or later as part of the proposal evaluation?	Canada has not made any decisions on user trials or demonstrations at this time. Canada is asking Industry to provide recommendations/feedback in the RFI response.
Q50	What is the envision evaluation method: technical & weighting for the HLMR, purchase price to include Total Cost of Ownership?	Canada has not made any decisions on the evaluation method at this time. Canada is asking Industry to provide recommendations/feedback in the RFI response.
Q51	When is the RFI feedback response due?	Request for Information (RFI) **acquisition** responses are due 30 September 2021. The RFI will remain open until 1 September 2022 to handle **sustainment** questions.

Q52	Is the Canadian military looking to work with other military to solve interoperability?	Canada has representatives working with their close allies (such as NATO, ABCANZ, FVEYs) in various governance committees and working groups tackling issues such as interoperability. Canada is also keen for industry feedback in this regard. Interoperability will be a key requirement for JDHQSRM as stated in the RFI package.
Q53	Can Canada please expand on its envisioned scope for the following deliverables included in Figure 6 of the RFI under "Command Information Systems": "Logistic Support", "MEDEVAC Support", and "Cyberspace"? Do these represent areas the C2 tools will support? For example, logistics support operations shown as part of the Joint Common Operating Picture, or mission planning workflows for cyber-related and MEDEVAC operations.	These represent the areas the C2 tools will support and are not intended to be exhaustive but rather indicative of functional outputs of the C2 capability which may evolve as the project progresses. Figure 6 in the RFI is a current representation but that can and likely will be adjusted based in part on feedback received from industry.
Q54	Can Canada please clarify its requirements for the "Operational Data Centre" element of the "Digital Command & Control Tools and Services" deliverable, as shown in Figure 6? Specifically, does "data centre" here refer to a physical component or a software component? We note that the sub-deliverables of the Operational Data Centre all appear to refer to software capabilities: e.g., "Data Centric Security Services", "Data Center Networking", and "Automated Data Management Tool".	It is too early in the project to be specific about such a question but rather Canada is looking for industry feedback on recommendations based on current capabilities to inform project requirements in this regard.
Q55	Can Canada please expand on the purpose of the envisioned integration between the JDHQSRM system and "Canadian Armed Forces' enterprise systems such as SAP software for logistic support" (Annex E, 1e)? Noting that this appears under HLMR 1: Command and Control, can Canada please explain whether this integration would be leveraged to support C2	This requirement speaks to the need to interface with current enterprise systems used across several domains including logistic support, HR tools, both now and in the future. Specific interface requirements are not known nor should they be specified at this early stage of the project however Canada is seeking industry feedback on such matters to inform future requirements.

	workflows *within* the JDHQSRM system, and if so, how? Or is it to be used for reporting on the logistic support needs of the JDHQSRM system itself?	
Q56	Can Canada please provide examples of possible "Canadian requirements" as referred to in Annex E, 14j?	Primarily this means ensuring the system is bilingual in English, and French, as well as accurately represent Canadian doctrinal standards such as command structures, terminology and in-service systems. Further specificity will be provided in the definition phase of the project.
Q57	Can you describe the boundaries between ITI in Sp of C2, JDHQSRM and TacC2ISM? Specifically number of users? Balance of Core Services vs applications vs bearers? How much ITI network is extended to JDHQ how much JDHQ is extended to Brigade, etc.?	ITI in Sp of C2 is a ADM(IM) project which will modernize the Level 2 SECRET networks, and JDHQSRM will provide the deployed instance of this network. As such, there will be gateways between both Brigade, and Enterprise systems within JDHQSRM. Specific indications on boundaries between various projects and capabilities are being worked on internally between DND and CAF stakeholders and will be further defined as project evolves toward definition phase.
Q58	Does JDHQSRM want to deliver simulation for in Operation use to validate COAs/ run rehearsals or is simulation limited to Canadian training?	Both areas are being considered by the project at this stage and this requirement will be further informed by industry feedback in this aspect.
Q59	What is being done to solve the JDHQSRM capability gap today, what is in use, what are the key detrimental impacts?	While incremental efforts are being taken to close current capability gaps, the JDHQSRM project is the main solution. Current capability gaps are indicated in RFI package and impacts include Canada's ability to remain interoperable with its allies in a Joint Headquarters operational context given Canada's current use of legacy and fast-obsolescing systems.
Q60	AGILE Process. How does DND see the continuous evolution of the system?	DND is currently using SAFe agile process. DND recognized the need to keep evolving but the governance and approval processes for the project is still using waterfall approach. Feedback on the Industry's agile approach is welcome.

Q61	Where does Tac C2IS Mod end, and JDHQSRM begin? What is the perceived vision of these two projects? Industry is challenged to understand the boundaries between the C2 heavy CA projects relating to standards, data handing and operator interface.	These projects do indeed have some overlap, but are fundamentally separate as they are aimed for different customers and operational contexts within the CAF. However Canada is keen on listening to Industry feedback related to common solutions for training, sustaining and deploying such capabilities. Specific boundary and scope definitions between the various Canadian Army C4ISR projects will be further clarified as projects enter definition phase.
Q62	JADC2 as an influence or other US programs of interest? Will NATO and STANAGS be an influence? Details are required.	NATO, STANAGS, as well as the general trends in terms of standardization of networks and digital information will be influential to determining the way ahead for JDHQSRM. Canada is also closely tracking JADC2 developments in the US DoD which will inform and likely influence JDHQSRM requirements along with the other CAF C4ISR modernization projects.
Q63	What project is responsible for the Data Infrastructure and connectivity for the overall C2 solutions? Will it be standard based and mandated (e.g. DDS)? If no standards are mandated what is your view for integration of the multiple C2 solutions?	Industry is asked to provide feedback on suggested standards to use.
Q64	For Interoperability, what standard will be mandated for C2 exchange (e.g. VMF)?	Details relating to this question are within the scope of the definition phase, which has not yet begun. Respondents are encouraged to provide early input in the RFI response in anticipation of that work.
Q65	Will JDHQSRM SW and computing be on premise, cloud, hybrid or fog?	Details relating to this question are within the scope of the definition phase, which has not yet begun. Respondents are encouraged to provide early input in the RFI response to inform these requirements.
Q66	Difficult to estimate network and associated bearers without an understanding of scale (number of users), capacity and deployment concept such as localized or distributed. Is JDHQSRM located in one location? Is it subdivided in clusters, if so how far apart? How far are the sub elements? Will this data be made available?	The physical deployed location and the form that JDHQSRM capability will take will be influenced by the operating environment, type of mission being supported as well as tactical considerations. As such JDHQSRM capability is intended to be flexible in the type of operation it is supporting (which could be one or many at once simultaneously as indicated in Canada's Strong Secure Engaged defence policy) and, as such, requirements in terms of estimates/numbers are kept broad to encourage industry to provide information on all manner of capability associated with the potential employment contexts.

Q67	Is there a sense for Capacity requirements for National Rear Link? We assume the Space Segment for Satcom is not in scope for this project.	Space segment for SATCOM is indeed out of scope for JDHQSRM. Capacity requirements for National Rear Link will be provided in definition phase of the project but industry is encouraged to inform project requirements in this regard at this stage based on current and future industry capabilities.
Q68	What is the mobility concept for JDHQSRM? Will it be ISO container based with dedicated transporters? Will containers and transporters be GFE? Will some elements be directly integrated into vehicle platforms?	JDHQSRM mobility concept is currently broad but must be land (ground) transportable and deployable. This will likely also include air-mobility requirements (such as containerized solutions). Further specificity on these requirements are being looked at by the project team and will be promulgated as the project progresses through to definition. Industry is encouraged to provide feedback in this regard to inform requirements. It is not anticipated that elements will be directly integrated into vehicle platforms (such a capability would be provided by other communication modernization projects).
Q69	Can DND provide explanation on the Mobility concept of the Joint Signal Regiment in Kingston?	Joint Signal Regiment's role is to rapidly deploy and support the 1st Cdn Div conduction theatre opening/closing, national rear link and Joint C2 capabilities to commanders. While it is generally located away from the 'forward edge' of the battle area, it should be sufficiently mobile to maintain its survivability in a tactical environment based on the operational/deployment context.
Q70	Regarding the modularization and the containerization on the complex system, how the project will be modularized and containerized?	The HQ complex system (command post, etc) is out of scope for JDHQSRM currently and is intended to be provided by the already-implemented (fielding) HQSS (Headquarters Shelter System) project. As indicated in the RFI package however, communication system containerization is within scope and Canada is seeking industry feedback in this regard.
Q71	What is most important for DND with the direction the project is going?	This RFI is seeking industry input on current and future capabilities which will meet JDHQSRM requirements as well as indicative costing to support DND in establishing project scope and costing for the project to progress towards definition phase. As far as requirements, all the High Level Mandatory Requirements described in the RFI package should be considered by industry as most important to meet JDHQSRM capability at this stage of the project.
Q72	**AGILE Process**. How does DND envision the continuous evolution of the system/solution?	Too early to be specific in this regard, however, Canada is keen to hear industry feedback on continuous evolution solutions and ideas to better inform project requirements.

Q73	**Scope**. Many C2 solutions today are scalable and can meet the needs of multiple user levels. The CA intends to deliver numerous C2 solutions across its projects and each seems to be considered in a silo, with discussions around Pan Domain requirements but nothing tangible to date. Where does Tac C2IS Mod end, and JDHQSRM begin? What is the perceived vision of these two projects? Industry is challenged to understand the boundaries between the C2 heavy CA projects relating to standards, data handing and operator interface.	Further clarity on project boundaries will be provided as the projects evolve, however, this is a known issue which CAF and project stakeholders are addressing to ensure alignment of scope and capabilities between projects and reduce any duplication of work. Further information on vision for like-projects such as TacC2IS Modernization will be provided once these projects go to industry RFI process. Ultimately, each project will deliver specific capabilities for different customers and operational contexts but it is likely that some overlap between capability solutions will be needed as well as interface and integration between capabilities. Such specificity will be provided in the definition phase of the JDHQSRM project.
Q74	**Vision**. With a view to Pan Domain and understanding that it is early days; Is JADC2 viewed as an influence, or are there other US programs of interest? Will NATO and STANAGS be an influence?	NATO, STANAGS, as well as the general trends in terms of standardization of networks and digital information will be influential to determining the way ahead for JDHQSRM. Canada is also closely tracking JADC2 developments in the US DoD which will inform and likely influence JDHQSRM requirements along with the other CAF C4ISR modernization projects.
Q75	**C2**. What project is responsible for the Data Infrastructure and connectivity for the overall C2 solutions? Will it be standard based and mandated (e.g. DDS)? If no standards are mandated what is your view for integration of the multiple C2 solutions? For Interoperability, what standard will be mandated for C2 exchange (e.g. VMF)?	There is no specific project responsible for data infrastructure and connectivity of overall C2 but these issues are being addressed internally by DND and will inform projects such as JDHQSRM as they progress through to definition phase. Such issues are open for industry feedback to better inform JDHQSRM requirements.
Q76	**Network.** Will JDHQSRM SW and computing be on premise, cloud, hybrid or fog?	Details relating to this question are within the scope of the definition phase, which has not yet begun. Respondents are encouraged to provide early input in the RFI response to inform these requirements.

Q77	**Licensing**. It's difficult to estimate network and associated bearers without an understanding of scale (number of users), capacity and deployment concept such as localized or distributed. Is JDHQSRM located in one location? Is it subdivided in clusters, if so how far apart?, how far are the sub elements? Will this data be made available to industry?	The physical deployed location and the form that JDHQSRM capability will take will be influenced by the operating environment, type of mission being supported as well as tactical considerations. As such JDHQSRM capability is intended to be flexible in the type of operation it is supporting, as indicated in Canada's Strong Secure Engaged defence policy, and, as such, requirements in terms of estimates/numbers are kept broad to encourage industry to provide information on all manner of capability associated with the potential employment contexts. To provide a common basis for costing, it is recommend industry use 250 seats scalable to 1500 seats, or make explicitly clear the licensing model used in the costing figures if it differs. Licences numbers will be estimated based on SSE mission (Chapter 6) that JDHQSRM must be able to support. From SSE, JDHQSRM must be able to support, simultaneously, 3 x Large size Operations (500-1500 pers each), 4 x Medium Size Operations (100-500 pers each), and 2 x Small size Operation (20-100 pers each). That means, roughly 6700 pers deployed on Operation at any time (SSE Chapter 6). If we assume the JTF HQ staff correspond roughly to 15-20% of the total pers deployed for an operation, JDHQSRM should then be planning for 1340 licences, plus additional for training related (let say 200 more). JDHQSRM should use 1500 licences for ROM costing. These figures can and will likely change as the project progresses but for immediate purposes they are provided as a benchmark to industry.
Q78	**Capacity**. Is there a sense for capacity requirements to the National Rear Link? Related, we assume the Space Segment for Satcom is not in scope for this project?	Space segment for SATCOM is indeed out of scope for JDHQSRM. Capacity requirements for National Rear Link will be provided in definition phase of the project but industry is encouraged to inform project requirements in this regard at this stage based on current and future industry capabilities.
Q79	**Concepts**. What is the mobility concept for JDHQSRM? Will it be ISO container based with dedicated transporters? Will containers and transporters be GFE? Will some elements be directly integrated into vehicle platforms and if yes - what?	JDHQSRM mobility concept is currently broad but must be land (ground) transportable and deployable. This will likely also include air-mobility requirements (such as containerized solutions). Further specificity on these requirements are being looked at by the project team and will be promulgated as the project progresses through to definition. Industry is encouraged to provide feedback in this regard to inform requirements. It is not anticipated that elements will be directly integrated into vehicle platforms (such a capability would be provided by other communication modernization projects).

Q80	**Signals Regiment Employment Concept**. Can DND explain how the Signals Regiment is employed and deployed in an effort for industry to better conceptualize the capability in support of the different operations they are embarked upon	Joint Signal Regiment's role is to rapidly deploy and support the 1st Cdn Div conduction theatre opening/closing, national rear link and Joint C2 capabilities to commanders. While it is generally located away from the 'forward edge' of the battle area, it should be sufficiently mobile to maintain its survivability in a tactical environment based on the operational/deployment context.
Q81	Project Boundaries: Could you explain this project boundaries versus other projects at CAF (Land, Air, Maritime, Cyber, Defensive Cyber Operations Project (W6369-17DE25/B) etc.) More precisely (as an example), Annex D1, bearers support (on what side of the bearer/data format) I. Example: land: VMF message Raw? Transformer message? II. The contactor has to provide compatible Land bearer radio (SAT, EPLRS, CNR, ECNR. Etc.)?	First part of question has similar answer to Q25 and second part to Q13 The JDHQSRM project is targeting capabilities for Canadian Joint Operations Command (CJOC), specifically the 1st Canadian Division (1st Cdn Div) and Canadian Forces Joint Signal Regiment (CFJSR). While the project will have interdependencies with other Land, Air, Maritime and Joint C2 projects, the key difference for JDQHSRM is the customer--i.e., 1st Cdn Div and CFJSR who together provide the ability for CJOC to deploy a Division HQ C2 element. While bearer (e.g., intra and inter-theatre) capabilities are currently part of the project scope as described in the RFI package, further specificity will be provided as the project progresses. Information from industry is needed to inform such questions as bearer interface and support. The project will likely need to interface with land tactical bearers provided by existing or new capabilities delivered by other projects.

Q82	How do you see responsibilities? 1. Which entity is responsible for the project? I. PSPC, DND/CAF? 2. Which DND entity has total project integration responsibilities? Example: Land: DLSCPM and DND has total project integration responsibilities. 3. Who is responsible for stating the statement of requirements? And have these requirements been defined?	Similar to responses to Q1, Q17 and Q23 1. DND/CAF is responsible for the project: Project co-sponsors: Canadian Army and Canadian Joint Operations Command (CJOC) Project implementor: ADM(Material) (DGLEPM/DLCSPM) 2. Total project integration roles and responsibilities are to be determined but should be informed by industry feedback. Options include DND (DLCSPM) or industry or a combination. DLCSPM in the past has held Total System Responsibility and will direct the work packages and oversee the integration efforts in order to ensure the capability will meet the CAF's requirement and operational success 3. The SOR will be a DND (Project Director / Project Management Office) responsibility for putting together. Intent is to work collaboratively with industry partners to achieve an SOR which is practical and achievable. Early feedback on SOR for these types of projects such as JDHQSRM are encouraged in RFI response.
Q83	Project Key performance indicator 1. Outside of the one we could provide for the product, will this project have its own? And which ones are expected? Any incentives/penalties related to KPI?	No information related to KPIs is available at this early stage of the project but industry is encouraged to submit feedback in this regard for early information to the project team.
Q84	VP, ITB versus Annex E 14j 1. 'Canadianized' version of an existing software. I. Any insight for us?	Canadianized infers items associated with specific Canadian requirements for products which are, for example, Military-off-the-shelf or Commercial-off-the-shelf (MOTS/COTS) but require modifications for Canadian requirements such as bilingual (English/French), Canadian doctrinal considerations (i.e., CAF Command and Control structure) and other specific requirements. As such capabilities and products should be able to be modified to fit these 'Canadian' requirements.

Q85	Could you specify provider boundaries training offering versus Kingston and other provider training (Land, Air and Maritime)	Specific training boundaries with respect to simulation systems will be provided further in project definition. Canada will look to achieve economies of effort to avoid duplication of work as such providers should be expected to adhere to future CAF standards and architectures related to simulation. While simulation outcomes are specific to the force generation and training requirements of a Division HQ (both staff and supporting C2 elements), it is expected this simulation system would be able to interface within wider CAF simulation systems to facilitate collective training requirements. More details will be communicated by the project as it progresses but early feedback and costing data on this is encouraged from industry. Industry is encouraged to provide training solution what will be easily trained via "train the trainer" method, keeping the ease of use, ease of training, and ease of scalability in mind.
Q86	Could you specify provider FSR boundary offering versus other provider FSR (Land, Air and Maritime)	No specific FSR (field service representative) information is available at this time but it should be expected that JDHQSRM capabilities would be self-contained and not require specialized knowledge or FSR support from Land, Air or Maritime systems but rather leverage an over-arching architecture (CAF Joint C4ISR network) as explained in the RFI package.
Q87	Please confirm understanding: Budget/Duration/Scope precision 1. Slide 18 I. 100 to 249 million 2. Slide 19 I. 7 years project (2025 - 2032)	Similar to responses to Q45 Budget range for the project is 100-249 Million at this time. Project is expected to close-out in 2032 however capabilities fielded would continue to be serviced for their lifecycle with support shifted over to in-service support.
Q88	Any detail of contractual format 1. Fixed 7 years? 2. 3 years + 1 year extension 3. Other contract format?	Too early to decide. The RFI is asking Industry to provide feedback on what would be acceptable contract duration and terms Similar response to Q25, Q47 & Q48

Q89	The VP includes a bidder's commitment to undertake work in Canada and will account for a minimum of 10 percent of the overall score. 1. What could be expected for the maximum weighting of the Value Proposition (VP)?	As exact requirements for the JDHQSRM project have yet to be determined, the project is currently being considered for application of the Industrial and Technological Benefits (ITB) Policy, including VP. Canada is in the early stages of industry engagement and no specific VP weighting for this project has been determined. The weighting and details of the VP for every project is tailored to the requirement and based on industry engagement, market analysis, and consultation with partner departments. There is no standardized maximum for the weighting of the Value Proposition, with past projects ranging from 10-30% of the overall score. Most commonly, the VP is weighted between 10-20%, although it can be increased based on the specific characteristics of a project. Companies are asked to respond to question 16 in Annex C – ITB VP of the RFI to help Canada determine an appropriate weighting of the VP on JDHQSRM should the ITB Policy and VP apply to the project.
Q90	What type of project/product qualifies? Acquisition of COTS,MOTS or development?	All options are on the table at this point but from a requirements perspective, operational quality and outcome are always top of mind. As such spending large amount of effort on development may increase risk if COST/MOTS capabilities are available and proven. Industry feedback in this regard, especially with respect to current and expected capabilities for the project timeline, is encouraged to inform the project requirements as they progress.
Q91.a	With relation to: 2021may05-u-dlr-jdhqsrm-rfi_part3_response_matrix-en_002 Tab : Annex D1 - Acquisition Cost Item : Annex D1 - Acquisition Cost Line 24: Operational Data Center Systems: Line 33: Networking and Infrastructure 91.a. Could you confirm, the provider has to furnish the hardware related to the Data Centre, data storage and networking?	Canada is expected to receive a full capability that meets the requirements of the SOW including but not limited to hardware, software, and firmware.
Q91.b	Cost in annexe: Is it for one notional site (data center) or for all sites (regiment size)? If so, how many sites expected?	Canada Expects the Cost analysis for fielding the capability plus additional scaling costs.
Q91.c	Training system - Same question as above	Training and simulation has been answered in the questions Q18, Q27, Q28,Q58 and Q85 above

Q91.d	If the hardware has to be provided... I. Including boxes? II. Limited by other accredited hardware acquisition program?	It is too early in the project to specify the complete system and its sub-systems. Canada's expectations is for industry to provide a complete capability.
Q92	Test and Integration Environment - Many requirements/capabilities have been described for training, operations and sustainment I. Few or Test/integration	It is too early in the project to specify the complete system and its sub-systems. Canada's expectations is for industry to provide a complete capability. It is expected that integration will be a major part of all the C4ISR project. That is the reason for open architecture and open standards to lessen the burden of integration.
Q93	Who will provide test/integration environment?	It's too early to know the environment as it dependent on the capability
Q94	Any location limitation on the test/integration environment?	Any lab test / validation, verification and integration must be in Canada. NCR would be preferable.