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Future Naval Training System (FNTS) W8482-218578/C

Summary of Feedback and Outcomes Report

**Request for Information (RFI)
and
Industry Engagement Activities**

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1. Introduction

- 1.1 Public Works and Government Services Canada (PWGSC), on behalf of Canada, released a Request for Information (RFI) #W8482-218578/B on April 06, 2021 on BuyandSell.gc.ca to engage with, and elicit feedback from industry pertaining to the Royal Canadian Navy (RCN) Future Naval Training System (FNTS) for the Department of National Defence (DND).
- 1.2 The objectives of the RFI were:
 - a) to inform industry on the RCN FNTS Concept of Operations (CONOPS) and provide industry a copy for information;
 - b) to provide high-level information related to the FNTS CONOPS; and
 - c) to invite industry to participate in the industry engagement process.
- 1.3 The industry engagement activities included:
 - a) **Request for Information** – Publication of the RFI document and this resulting Summary of Feedback and Outcomes Report;
 - b) **Industry Engagement Information Session** – The GC presented a high level presentation on FNTS and provided an opportunity for industry to seek clarifications;
 - c) **One-on-One Sessions** – An opportunity for GC to seek clarifications and have discussions with suppliers as well as provided suppliers an opportunity to demonstrate their expertise and how it integrates into the CONOPS.
- 1.4 The CONOPS as well as the summary of the FNTS Industry Information Session pertaining to FNTS can be found at [Future Naval Training System \(W8482-218578/B\) - Buyandsell.gc.ca](http://FutureNavalTrainingSystem(W8482-218578/B)-Buyandsell.gc.ca)
- 1.5 This document provides a summary of feedback received from the RFI and One-on-One sessions.
- 1.6 **Contracting Authority:**

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2. RFI Process

Period of Industry Engagement Activities	Start Date: February 8, 2021 End Date: January 28, 2022
Documentation disclosed under the RFI	Request for Information and RFI amendments, including information on the Industry Engagement Information Session, are available via the Buy and Sell website Future Naval Training System (W8482-218578/B) - Buyandsell.gc.ca
Participants	<p><u>Government of Canada’s project team members are representatives of:</u></p> <ul style="list-style-type: none"> i. PWGSC ii. Royal Canadian Navy (RCN) iii. Innovation, Science and Economic Development (ISED) <p>29 suppliers participated in the RFI industry engagement activities in whole or in part</p> <p><u>Suppliers</u></p> <ul style="list-style-type: none"> i. Adobe Systems Federal LLC ii. Association of British Columbia Marine Industries (ABCMI) iii. Atlantic Canada Aerospace & Defence Association. iv. B J Johnson Consulting Services v. Babcock Canada Inc. vi. BAE Systems vii. Bluedrop Training & Simulation Inc. viii. BNH Expert Software Inc. ix. CAE Inc. x. Calian Ltd. xi. Canadian Base Operators Inc. xii. Collins Aerospace xiii. Cubic Mission & Performance Solutions xiv. Global Spatial Technology Solutions Inc. xv. IBM Canada LTD. xvi. Imagine-4D Inc. xvii. Kongsberg Digital Simulation Ltd. xviii. L3Harris Technologies Canada xix. Lockheed Martin Canada Inc. xx. Marine Learning Systems xxi. Modest Tree Media Inc. xxii. Nova Scotia Community College xxiii. Pennant Canada Ltd. xxiv. RaceRocks 3D Inc. xxv. Raytheon Canada Limited xxvi. REDspace Inc. xxvii. Rheinmetall Canada Inc. xxviii. RJ MacGregor and Associates xxix. Serco Canada Marine

<p>Industry Engagement Information and One-on-One Sessions</p>	<p>An Industry Engagement Information Session was held on April 21, 2021, and 27 suppliers registered. Please refer to Amendment 002 to RFI # W8482-218578/B https://buyandsell.gc.ca/cds/public/2021/04/26/f508de6a6bf7a921043dcb63885c4229/ABES.PROD.PW_NGT.B003.E39341.ATTA002.PDF for an overview of the virtual industry engagement information session. The questions raised and answers provided during the industry engagement information session can be found in Amendment 004 to W8482-218578/B https://buyandsell.gc.ca/cds/public/2021/05/18/36953efebbeb0e207137280c23b24401/ABES.PROD.PW_NGT.B003.E39341.EBSU004.PDF</p> <p>In addition, 17 one-on-one sessions were held with RFI respondents during the period of July 20 to August 19, 2021. Please refer to Annex B herein for:</p> <ul style="list-style-type: none"> • A list of questions asked and answers provided during the one-on-one sessions; • The response to an industry question received during or after the one-on-one sessions.
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3. General Overview of the RFI Process Feedback

- 3.1 This document describes the feedback received from industry in response to the Future Naval Training System RFI. It also documents the feedback received during the one-on-one sessions and responds to any industry questions received during or after the one-on-one sessions. To ensure the privacy of the RFI respondents, any detailed information obtained about the capabilities of each respondent will not be published. Furthermore, this document does not address the questions and answers previously provided during the RFI posting period (April 06, 2021 to May 31, 2021). All questions and answers previously provided by PWGSC during the RFI posting period are available on [Future Naval Training System \(W8482-218578/B\) - Buyandsell.gc.ca](https://buyandsell.gc.ca/cds/public/2021/04/26/f508de6a6bf7a921043dcb63885c4229/ABES.PROD.PW_NGT.B003.E39341.ATTA002.PDF).

4. Summary of Industry Responses

- 4.1 The list of questions posed in Annex B of the RFI and the resulting feedback received from respondents in response to the RFI can be found in Annex A herein.

5. Conclusion

- 5.1 The information and feedback obtained throughout this RFI process, including associated industry engagement activities, has given some insight into industry’s current capabilities. The feedback collected from this RFI process will be taken into consideration when finalizing the project’s requirements. At this time, Canada has not made any decisions based on the information received from RFI #W8482-218578/B.

- 5.2 Industry is encouraged to monitor BuyandSell.gc.ca and CanadaBuys.canada.ca for any future communications relating to the FNTS procurement project and any future procurement activities.
- 5.3 To access CanadaBuys.canada.ca you must register your account to do business with the Government of Canada on Ariba Discovery. Please refer to the following [Step-by-step instructions](#) on how to create an account.
If you require more assistance to complete your Government of Canada profile for your Ariba Network account or are still facing issues please reach out to the [CanadaBuys Service Desk](#) where you can connect with a Service Desk agent by chat, phone, or email that will assist you promptly.
- 5.4 Canada would like to thank all industry representatives who participated by submitting a response to the RFI and participating in the industry engagement information and one-on-one sessions.

Annex A - Summary of Industry Responses to the RFI Questions

TOPIC 1	Experience
RFI Question 1.1	What experience does your organization have with developing, delivering, and sustaining a training system solution as envisioned by the FNTS?
Feedback from Participants	All respondents demonstrated various levels of experience in developing, delivering, or sustaining a training system solution as envisioned by the FNTS.
RFI Question 1.2	Is your company participating in delivering any system functions in the manner described in the CONOPS? Can you provide examples?
Feedback from Participants	Most of the respondents have provided, some or all of the FNTS functions as described in the CONOPS.
RFI Question 1.3	Does your company currently have best-in-class training services/software/technology that you feel would benefit the FNTS? If the answer is yes, please list and describe capabilities.
Feedback from Participants	Most respondents indicated a range of training services/software/technology integrations. Many respondents included proprietary, open, or blended platform systems as part of their submissions. Some mentioned the ability to play interactively with others for data and Training Technology interoperability.
RFI Question 1.4	Based on your experience of providing similar services/products, can any of the requirements be altered to allow more flexibility and innovation? If so, please elaborate.
Feedback from Participants	<p>The majority of respondents suggested industry be part of the requirements elicitation phase. Other respondents suggested:</p> <ul style="list-style-type: none"> • continuous improvement as a requirement; • the need for an integrated digital ecosystem, which could be applied to both the training side, as well as the operations side, this could be an aspect contracted out to industry; • focus effort on open architecture and standards, particularly within the Digital Framework, to increase flexibility and innovation; and • a requirement for a Canadian based (made in Canada) solution. <p>Several respondents also referenced that more clarification was required for how innovation initiatives with industry would be managed.</p>
RFI Question 1.5	What is your company's policies on environmental awareness, and producing clean, green products? How would you address this in the FNTS context?

Feedback from Participants	Most respondents referenced corporate policies and initiatives. It was suggested that the use of virtual or simulated training environments could reduce the environmental impact of the FNTS.
RFI Question 1.6.1	What experience does your company have working within (GBA+) parameters?
Feedback from Participants	Many respondents referenced corporate policies and initiatives to support diversity. Many of these initiatives referenced recruitment, retention, and/or promotion of women and visible minorities. Some organizations have programs aimed at educating personnel and creating safe spaces for their LGBTQ2+ employees.
RFI Question 1.6.2	How would you address this in the FNTS context?
Feedback from Participants	Most respondents indicated the need for research to establish a greater understanding of how it could be applied within their systems. While others provided the following suggestions: <ul style="list-style-type: none"> • bias training for all employees; • minimum standard for all students; • data driven assessments to prevent bias; and • customizable avatars for use in simulations.
RFI Question 1.7.1	What are your current capabilities to meet the Accessible Canada Act? Do you foresee any challenges?
Feedback from Participants	The majority of respondents referred to accessibility as it applies to Real Property infrastructure. Some respondents referenced data accessibility and the fact that it is too early to determine the impacts until the FNTS requirements are fully understood.
RFI Question 1.7.2	How can you demonstrate compliance with the accessibility standard(s)?
Feedback from Participants	The majority of respondents demonstrated compliance at various levels of the accessibility standards as it applies to Real Property infrastructure. Some respondents commented on accessibility audits for training content and environments. Accessibility, as it pertains to software and technology is an important aspect of FNTS and we look forward to continuing discussions on this topic.
RFI Question 1.7.3	What are the designs or functionalities that should be considered to meet the accessibility standard(s)? Please provide your rationale.
Feedback from Participants	For data and digital accessibility, it was suggested that solutions be customizable and capable of adaptive learning. Data driven learner analytics could be incorporated in order to

	target learning strategies for specific learners, and identify areas where a learner may require improvement or extra support.
TOPIC 2	Procurement Strategy
RFI Question 2.1	Do you see elements of the FNTS systems described in the CONOPS where your company could contribute? What are the challenges, if any, that you foresee for implementing your contributing elements?
Feedback from Participants	<p>From the responses provided, Canada has determined all respondents provided areas in which they could contribute and indicated the following challenges:</p> <ul style="list-style-type: none"> • Formulating a procurement strategy; • Determining where Academia would best fit amongst industry and Canada; • Identifying partners and governance; • Software access for suppliers and the ability for DND to share and transfer data with suppliers; • Available bandwidth for delivery of rich modern and complex content; • Clear communications for both priorities and expectations to be delivered by industry that delivers the FNTS service; • Having a solution that transforms the organization that will collect, consolidate and reuse assets; • Adapting the technology to meet the customers' needs; • IP and Commercial and Open Standards; • Contractor access to DND enterprise systems; • Requirements to obtain security clearances; and • The ability to access proprietary information and systems.
RFI Question 2.2	A possible procurement scenario is a contract with one supplier who then plausibly contracts out the work to other suppliers:
RFI Question 2.2.1	Do you have any thoughts or concerns with this approach? Any considerations for us to bear in mind if we explore this approach further?
Feedback from Participants	<p>From the responses provided, the majority of respondents felt this was the preferred solution.</p> <p>Respondents expressed concerns in these areas:</p> <ul style="list-style-type: none"> • Supports profit based contracting ensuring the Prime receives maximum profit rather than competing smaller requirements amongst industry to deliver performance based end-user requirements; • Governance structure; • IP rights; • Underpaid sub-contractors; and • Security. <p>Some thoughts to consider are:</p>

	<ul style="list-style-type: none"> • A clear governance structure could assist with ensuring fairness among businesses of all size; • Contractual mechanisms for the Prime to ensure fair and open competition for subcontractors; • Prime as a training lead or training integration partner; • A single prime facilitates program management; and • How interoperability will be achieved between suppliers and Canada.
RFI Question 2.2.2	<p>Would you recommend that the Government of Canada consider an alternative approach? Please specify the alternative approach(es) you would recommend. If so, what are the advantages and disadvantages of these approaches in terms of implementation, quality of service, cost, integration and innovation? Please provide rationale supporting the recommendation, including how they meet the Government of Canada objectives.</p>
Feedback from Participants	<p>From the responses provided, Industry has presented a wide range of approaches to consider:</p> <ul style="list-style-type: none"> • Joint Venture – Can benefit local capabilities and supply chain; has potential to limit commercial risk; small up-front capital investment; control over IP development of Small and Medium Enterprises; • Lead Systems Integrator for Training Content Development; • An Innovation Partner could lead to faster implementation; • Flexible contracting mechanisms to remain agile, innovative and reconfigurable; • Traditional Prime/Subcontractor approach - the prime is accountable while the sub-contractors are selected to meet specific gaps that the prime cannot fulfill; • A Consortium governed by equal partnership. One partner responsible for all combat systems and one for all non-combat systems; • Multiple contracts with multiple Primes which can help to reduce costs and lessen the effect of mark-up; • A Prime contractor, who would take the role of a digital integrator and a pool of qualified sub contractors; and • Identify, evaluate and implement off-the-shelf software tools while facilitating data exchange. This could shorten the FNTS implementation process, and the replacement of systems and software applications during sustainment.
RFI Question 2.3	<p>Several aspects of the CONOPS will involve a division of responsibility between Canada and industry. Can you suggest how responsibility could be distributed, or recommend constructs that could lead to an effective division of responsibility? Can you suggest divisions of responsibility which you have found effective in your domain or contracts?</p>
Feedback from Participants	<p>From the responses provided, Industry recommends that DND should be fully engaged and remain responsible for the decision making, program management, development and design of training solutions and facilities. It was recommended that Canada and Industry collaborate through integrated project teams to define a clear division of responsibility and which elements DND should remain accountable for and which should be outsourced.</p>

	<p>Other respondents have said it is too early at this stage to determine responsibility and further discussions are required to ensure the correct balance to achieve the strategic training partnership that DND requires.</p> <p>Considerations for governance will be key to understanding how responsibilities will be shared, who will be the ultimate decision maker, and how to ensure the FNTS is performance-based.</p>
RFI Question 2.4	<p>Consortium type arrangements and prime/subcontractor type arrangements are mentioned above as possible procurement strategies. Can you suggest other acquisition approaches that could be appropriate? Do you have any concerns with such approaches? Any considerations for us to bear in mind if we explore such approaches further?</p>
Feedback from Participants	<p>From the responses provided, industry supports forming Consortium type arrangements and prime/subcontractor type arrangements. Feedback suggests that vendors are willing to partner with other firm(s).</p> <p>Some considerations to include are:</p> <ul style="list-style-type: none"> • Carving out scope that could be directly procured through Small to Medium Enterprises; • Consortium type arrangements do not encourage the introduction of new companies and technologies after the team has been set; • Ensure subcontractors experience and knowledge is brought forward and not simply used as a paper exercise; • Joint-Venture can be risky as the responsibility is with the proponents rather than a Prime Contractor; and • Reduces opportunities for small and medium enterprises.
RFI Question 2.5	<p>If you are an Indigenous business that you think could be a key contributor to the FNTS please describe the services/products that could be provided.</p>
Feedback from Participants	<p>From the response provided, one supplier identified as an Indigenous business.</p>
RFI Question 2.6	<p>Does a requirement for an Indigenous Benefits Plan (IBP) impact your decision to participate in this procurement?</p>
Feedback from Participants	<p>From the responses provided, Canada has determined that all respondents noted that an Indigenous Benefits Plan would not impact their decision to participate.</p>
RFI Question 2.7	<p>Have you encountered incentive strategies in previous contracts to encourage First Nations engagement (i.e. skills development, industrial capacity and economic benefit to First Nations) can you share lessons learned? Do you have any recommended approaches for incorporating indigenous social procurement measures in the tender process?</p>

<p>Feedback from Participants</p>	<p>From the responses provided, Canada has determined that most respondents have encountered incentive strategies to encourage Indigenous peoples and communities engagement. Some suppliers find it challenging to find indigenous owned businesses within the Marine industry.</p> <p>From the responses provided, Industry has provided the following approaches for consideration:</p> <ul style="list-style-type: none"> • Partnering and consultation with Indigenous stakeholders by meeting with leaders and community members in their community. Provide opportunity for Indigenous groups interested in federal procurement to share their plans or proposed ideas of how they can support GC initiatives and developing their peoples and communities. • Including the (ITB) Policy and Value Proposition with the Indigenous Business Plan on skills development and training while customizing training to the cultural uniqueness of the Indigenous peoples and communities and providing support for learners during training as well as during employment. Create partnerships and internships with Indigenous companies and educational institutes. • Include strategies as part of the evaluation criteria in the competitive partnership and/or subcontractor assessments; and • Promoting procurement to Indigenous peoples and communities across the country.
<p>TOPIC 3</p>	<p>Contracting</p>
<p>RFI Question 3.1</p>	<p>What do you propose as the ideal initial contract period(s)? What option period structure(s) would best incentivize strong performance and continued investment?</p>
<p>Feedback from Participants</p>	<p>From the responses provided, Canada has determined that most respondents proposed a minimum of 10 years for the initial contract period, while other respondents proposed 3-, 5- and 7-year initial contract periods.</p> <p>Industry has proposed a variety of option periods dependent upon the initial contract period and the scope of work.</p> <p>Some observations are:</p> <ul style="list-style-type: none"> • Longer contract periods can signal confidence in future work, promote early and continued investment in technology insertion, and can minimize disruption to any long-term strategy; and • A “Rolling Wave” approach incorporating a long-term road map and short-term tactical plans. <p>Suppliers also noted it is too early in the process of defining FNTS for Industry to provide substantive responses to this particular question.</p>

RFI Question 3.2	Are there any requirements or other portion of the CONOPS that would preclude you from bidding? If yes, can you identify these items and explain why and, if possible, provide an alternative solution?
Feedback from Participants	From the responses provided, Canada has determined that there are currently no obstacles that would preclude respondents from bidding.
RFI Question 3.3	In the CONOPS are proposed recommendations to address current training deficiencies. Would you suggest other approaches?
Feedback from Participants	<p>Suppliers acknowledged and understood the deficiencies as outlined in the CONOPS. From the responses provided, Industry has proposed the following recommendations to address current training deficiencies:</p> <ul style="list-style-type: none"> • Classify and manage all existing training technology within the Naval Training System; • Implement a continuous examination of all training requirements; • Include a FNTS continuous improvement and quality management system; • Encourage retired Navy personnel to train in RCN schoolhouses; • Implement a training system where RCN/DND chooses one cloud solution for all its learning management and data sharing requirements; • The Learning Management should be interfaced with various human resource tools; • Adopt a training curriculum model focused on competency; • Implement performance thresholds for operational availability and technical refresh of training infrastructure; • Emphasis on current training curriculum and how it will be converted to take advantage of the FNTS; • Identify the training gaps before identifying the requirements; • Identify specific functions performed through a Training Analysis or Training Design module; and • Address the need for a comprehensive digital framework and the need for integrated digital solutions early in the transformation process.
TOPIC 4	Innovation
RFI Question 4.1	What training services/software/technology described in the CONOPS do you consider your company a leader in for innovation? Please list them and explain why?
Feedback from Participants	From the responses provided, several respondents referenced services such as provision of subject matter experts, proprietary software, and potential aspects of the FNTS digital framework used by other internal and external stakeholders.
RFI Question 4.2	In the context of the current and emerging state of technology, what would be your recommendation for a solution that can provide dependable outcomes today and that can be adaptable in the future with the advancement of innovative solutions and new technologies?

Feedback from Participants	<p>From the responses provided, Canada observed a range of recommendations from within suppliers' areas of expertise. Some respondents focused on an integrated suite of tools, and others were system agnostic.</p> <p>Some observations for Canada to consider are:</p> <ul style="list-style-type: none"> • Cloud technologies; • Interoperability through open architectures and standards; • Artificial Intelligence infused analytics and machine learning; and • Agile, iterative process to evolve the Naval Training System and to continuing evolving as training needs change.
RFI Question 4.3	<p>Fleet recapitalization will significantly increase the number of sea-going billets that need to be filled with RCN personnel. It is expected that industry will play a greater role in the FNTS. How might a partnership strategy to achieve a greater industry involvement be formulated?</p>
Feedback from Participants	<p>From the responses provided, several suggested reviewing each position within the FNTS organization and determining which positions require DND (military or civilian) personnel, and which positions could be augmented with industry personnel.</p> <p>Better insight and influence on RCN short and medium-term plans to better support the FNTS initiative. It was suggested that this could be accomplished with partnerships, steering committees, and working groups comprised of experts, as a means to incentivize networking in Industry.</p> <p>A partnership strategy was suggested to leverage the strength of each partner while maintaining strategic decision making and quality control with Canada.</p>
RFI Question 4.4	<p>What advantages and challenges do you foresee if the FNTS were to require the use of the S-Series of ILS Specifications (S1000D, S3000L, etc.) both in acquisition and in-service support?</p>
Feedback from Participants	<p>From the responses provided, suppliers indicated the various levels of their understanding of the standards, the complexity of the architecture required, and the need for business rules to be established as potential barriers. Many of the respondents believed incorporating standards such as the S-series ILS specifications would be beneficial for the FNTS.</p> <p>Some suppliers recommended the use of a hybrid method, in which new systems would conform to S-series standards, but legacy systems would not.</p>
TOPIC 5	Governance System
RFI Question 5.1	<p>A new training system must leverage savings available through new training concepts. How would you suggest maximizing the opportunities and efficiencies available in modern training systems while still producing the highest quality sailors?</p>

Feedback from Participants	<p>Several respondents referenced that industry may support the evolution of training over time through the provision of new training technologies and methodologies.</p> <p>Other themes included:</p> <ul style="list-style-type: none"> • the application of continuous improvement measures; • modular based training with civilian training equivalencies; • augmenting the current organization with industry SMEs; • aligning business planning with the incorporation of new technology; • utilizing as much shipboard equipment/software as possible; • training through distributed learning; • use of course packages; and • competency-based training, machine learning and Artificial Intelligence.
TOPIC 6	Training Management System
RFI Question 6.1	<p>The FNTS will have Operational and Management functions. Focusing in the area of training operations and resources management of a training system, including production as well as quality management, what kind of technology and solutions would you suggest?</p>
Feedback from Participants	<p>There were a variety of different responses to this question, which included:</p> <ul style="list-style-type: none"> • reviewing each position within the FNTS organization and determining which positions require DND (military or civilian) personnel, and which positions could be augmented with industry personnel. Some respondents believed it was essential to establish a permanent core training cadre, primarily from private industry. • improved integration and business intelligence solutions for training associated data. Including the requirement for a data warehouse or repository; • the use of adaptive and predictive training; • incorporating auditing and performance measurement capabilities; and • the use of learner analytics and data driven assessments to measure and assess a learner’s knowledge and skill(s) and the application of tailored learning solutions for individuals. <p>Industry noted the following areas for improvement in how the Naval Training System currently manages and uses its data:</p> <ul style="list-style-type: none"> • courseware; • training demand prediction; • learning & personnel records; • finance & budgeting; • tracking of equipment; • general administrative records; and • other resources including such items as learning object repositories and learning record stores.
RFI Question 6.2	<p>What solutions would you propose for the use of occupational and technical data to drive curricular trajectories, content development and assessment?</p>

<p>Feedback from Participants</p>	<p>A common theme that emerged was the requirement for data to be collected and analysed efficiently and dynamically so that it retains value at the point of use.</p> <p>Data centric solutions included:</p> <ul style="list-style-type: none"> • the use of data repository into which all data would flow into and out of the NTS; • incorporating a systems approach to NTS management and the data required to make it work would be at the heart of any solution, this included data models and standards to identify how the data would enable the FNTS to work with the different data sources; • the use of AI as a means to improve the prediction of coursing needs and better maintain alignment of training management with the evolution of technology; and • draw from a holistic approach to data including xAPI, course critiques, human factoring data (biometrics), learner analytics etc. to continuously improve training. <p>Naval doctrine and policy, exercise results, learning events and mission data were also seen as providing useful information with which to improve training.</p> <p>Many noted that to conduct thorough training needs and other analysis, data sources would be required outside the Naval Training System and/or RCN. This would include DND/CAF engineering, procurement, maintenance, and human resources information along with relevant data from industry and allies.</p>
<p>TOPIC 7</p>	<p>Training Technology System</p>
<p>RFI Question 7.1</p>	<p>FNTS training sessions may involve a mix of human instructors, virtual instruction and data analytics for training data analysis. Training will also be enabled by various technologies such as simulators and networked trainers. Focusing in the areas of Training Development (including training design, development, content creation), Training Delivery (including control, review, and effective presentation) of the result, what kind of technology and solutions would you suggest?</p>
<p>Feedback from Participants</p>	<p>From the responses provided, several suppliers noted that there is no single standalone solution that could be provided by one company but that the solution may be comprised of various solutions from various companies.</p> <p>Many respondents felt they needed more information and the fact that it is too early to provide a fulsome discussion on Training Technologies.</p> <p>Some points of interest are:</p> <ul style="list-style-type: none"> • biometrics and high-fidelity simulations; • multi role reconfigurable trainers; • augmented and virtual reality; and • the use of distributed learning.

	Many respondents mentioned that training should focus on the learner and not the technology. This entails finding the right delivery method by applying scientifically proven instructional methods.
TOPIC 8	Training Facilities System
RFI Question 8.1	The FNTS is expected to include new infrastructure (buildings). Considerations include but are not limited to multi-use spaces to reduce footprint needs, reconfigurable trainers, areas for self-paced learning and virtual classrooms. Can you suggest any infrastructure related considerations that could lead to a FNTS that is modern, engaging, user-oriented, and practical to operate and manage?
Feedback from Participants	Many respondents recommended “future proofing” new infrastructure to align with the evolution of technology. Many respondents commented that space saving could be achieved using reconfigurable spaces, multi-role reconfigurable trainers, and distributed learning.
TOPIC 9	Digital Framework
RFI Question 9.1	What solutions would you propose for the provision of a link between RCN enterprise data systems and FNTS data systems such as Learning Management System (LMS), Learning Records Store (LRS) that record learning experiences and results, Digital Asset Management (DAM) to manage digital assets for training development, Learning Object Repository (LOR) that stores content/metadata, and various business and administrative applications?
Feedback from Participants	<p>From the responses provided, Canada observed a range of responses from fully proprietary to a more technologically agnostic solution that drive innovation and continuous evolution. Responses included the importance of open platforms with portals serving user centric data and integrated environments.</p> <p>A common theme of interconnected educational technologies utilizing business intelligent tools and learning analytics.</p> <p>Some respondents focused on the power of experiential learning data model standards such as xAPI and others primarily on Shareable Content Object Reference Model.</p>
TOPIC 10	Sustainment System
RFI Question 10.1	The Sustainment System in Section 9 of the CONOPS describes the support functions for the FNTS. Are there any Sustainment System management or support functions that are missing or should be expanded upon? Are there any functions that should be modified or removed?
Feedback from Participants	From the responses provided, some observations for Canada to consider are:

	<ul style="list-style-type: none"> • Additional information on the current NTS sustainment, and what sustainment strategies Canada is considering, in order to critique the support functions mentioned in the CONOPS; • Industry sought clarification on the Interim Sustainment Solution. Note: Canada clarifies that the Interim Sustainment Solution is a means to address the immediate needs of the current NTS pending any Long-Term Sustainment solution; • A requirement for collaboration and communication among all FNTS stakeholders, which would need to be backed by strong, clear governance and terms of reference; • Contract flexibility was also mentioned with respect to continuous improvement and modernization efforts throughout the lifespan of the contract; and • RCN play a greater role in sustainment contracts (e.g., setting performance goals).
RFI Question 10.2	The FNTS Sustainment System must provide operations, maintenance, and ILS support to a wide range of systems, such as equipment workshops, learning applications, training content, complex simulators, Information Technology (IT) equipment, business tools and building systems. How do you see your company participating this wide range of services?
Feedback from Participants	<p>From the responses provided, the majority of respondents suggested Canada address the numerous services needed for FNTS sustainment by maximizing the use of various Canadian Industry stakeholders.</p> <p>Some respondents stated they have product suites that can meet the wide range of services required, while others limited their impact to niche areas. Suppliers also noted it is too early in the process of defining FNTS for Industry to provide substantive responses to this particular question.</p> <p>In general, respondents were confident they could play a role in the provision of:</p> <ul style="list-style-type: none"> • specific sustainment systems or software; • training development and delivery; • life cycle and configuration management; • ILS and supply chain support; • program and risk management; • engineering technical support for maintenance; and • administrative support.
TOPIC 11	Economic Benefits
RFI Question 11.1	What type of industrial opportunities currently exist to provide direct work in Canada as part of a FNTS requirement?
Feedback from Participants	From the responses provided Canada has determined there is a possibility for some identifiable direct work that can be done in Canada as part of an FNTS requirement, particularly work in training and simulation and In-Service Support. However, the amount of estimated direct work will depend on the requirement that is being asked for.

RFI Question 11.2	Are there other potential industrial activities/efforts that you could recommend be undertaken to provide direct work in Canada for this requirement?
Feedback from Participants	From the responses provided, respondents have identified there are efforts in the broader Marine and Defence sector landscape that could provide direct work to Canada.
RFI Question 11.3	Can you offer any recommendations on how to promote the participation of small, medium, and large businesses in the FNTS?
Feedback from Participants	<p>From the responses provided, more Small to Medium Business (SMB) industry engagement is requested, especially more engagement on how to navigate the Industrial and Technological Benefits (ITB) policy.</p> <p>Some respondents also suggested:</p> <ul style="list-style-type: none"> • the application of the ITB policy as an incentive for inclusion of SMBs; and • to recognize the benefit of multiple contracts based on a logical division of work; <p>An obstacle that SMBs identified are lengthy consultative processes with Canada, as they often do not have the capacity to engage on procurement processes that may lead to a contract a few years after engagement has started.</p>
RFI Question 11.4	What export opportunities could be available to your company as a result of this FNTS strategy? How would, or could, the described FNTS approach better assist your company to further develop capabilities and access new markets in Canada and abroad?
Feedback from Participants	<p>From the responses provided, respondents have determined there are export opportunities in some Key Industrial Capabilities. Due to the nature of the project being in its early phases, the scope of potential export opportunities will be reviewed when more of a defined work scope is established.</p> <p>Several respondents noted similar projects underway by other nations, which could provide excellent export opportunities that can support growth of Canadian businesses.</p>
RFI Question 11.5	A FNTS requirement touches on a number of Canadian Key Industrial Capabilities, for example: Training and Simulation, In-Service Support, Artificial Intelligence, and Cyber Resilience. Are there other KICs that you foresee aligning with this requirement?
Feedback from Participants	From the responses provided, respondents have indicated that the selected KICs are adequate for this procurement with some inclusion towards KICs in the Emerging Technologies area.
RFI Question 11.6	A FNTS solution will require the advancement of Skills Development and Training systems as outlined in the CONOPS. What business activities in the areas of skills development and training does your company currently provide?

Feedback from Participants	<p>There are certain linkages with FNTS and Skills and Training opportunities in marine-adjacent areas. Respondents indicated that they support the inclusion of the Skills Development and Training pillar as part of the Value Proposition.</p> <p>Many of the respondents indicated they provide Skills Development and Training to employees. The provision of such programs ranged from post-secondary education to in-house training. Subject areas also varied from emerging environments (i.e., Artificial Intelligence) to supporting under-represented groups as identified by the <i>Employment Equity Act</i> (women, Indigenous Peoples, visible minorities and persons with disabilities).</p> <p>Some respondents state that Canada could look into incentivizing STEM (Science, Technology, Engineering and Mathematics) opportunities through the FNTS requirement.</p>
TOPIC 12	Recommendations
RFI Question 12.1	Are there any additional recommendations to improve the FNTS training system solution?
Feedback from Participants	<p>From the responses provided, Canada has determined that the majority of suppliers have recommended the creation and execution of a plan and/or analysis to understand the requirement for both technology and curriculum, as well as incorporating a phased approach.</p> <p>Some suppliers have recommended:</p> <ul style="list-style-type: none"> • a partnership between Government and Industry versus a single supplier arrangement; • collaborating with wider teams consisting of the contractor, Canada, architects, and bylaw officers early in the development process for physical infrastructure to identify possible accessibility barriers; • The need for a deep understanding of “Current” and “Future” architecture, policy, standards, and data; • Early industry involvement in requirements analysis; • Better definition on Industry’s potential role with the Interim Sustainment Solution; • Focus on performance-based contracts to build in drivers for innovation. Canada could consider on/off ramp options if performance metrics are not being met; and • Emphasis on the role of digital integrator with the ability to select the “best athletes” for the team.
RFI Question 12.2	Are there any significant barriers you see to the ideas laid out in the CONOPS?
Feedback from Participants	<p>From the responses provided, Canada has determined that the majority of respondents did not see any significant barriers to the ideas presented in CONOPS.</p> <p>Some respondents identified the following:</p> <ul style="list-style-type: none"> • Recognize and resolve issues in order of priority, in no particular order suppliers have identified:

	<ul style="list-style-type: none"> i. Digital Framework ii. Communications iii. Funding Availability iv. Infrastructure v. Resourcing <ul style="list-style-type: none"> • Relationship between the GC and the Service Provider. Each party must incorporate new approaches in working together and implement an Organizational or culture change management strategy; • A comprehensive governance structure (including policy and procedures) is required for Industry to understand its role and its relationship with the RCN; and • A single IT system than can incorporate multiple levels of Security Classifications, separating content by classification.
<p>RFI Question 12.3</p>	<p>Given the information shared in this RFI, can you provide other observations and key success factors that Canada can use as guidance for the next Request for Information (RFI)?</p>
<p>Feedback from Participants</p>	<p>From the responses provided, suppliers have recommended the following observations and key success factors that Canada can use as guidance for the next Request for Information (RFI):</p> <ul style="list-style-type: none"> • Perform and provide to Industry a Training Needs Analysis as well as a Capability Development Document; • Use the next RFI to issue an ITQ, ask respondents to suggest possible transition plans; • Advise industry early in the procurement process if Canada foresees releasing Classified content to allow industry time to prepare and submit in compliancy; • Commence the Industrial Technological Benefits/Value for Proposition credit effectively as of the release date of this RFI#1; • To assist industry in developing alliances, define the roles and functions of industry and the governance that Canada may require; • A Proof of Concept of key elements incorporating off-the-shelf solutions; and • A Change Management Program designed to support the GC in developing new ways of thinking and operating.

Annex B - Questions Posed During and After the One-on-One Sessions

1. One-on-One Sessions

1.1 Common Questions

The following is a list of common questions posed and answered during the One-on-One Sessions.

1.	Question	The FNTS intends to apply standardized data models such as xAPI, learning schemas and digital threads to not only drive adaptive and predictive learning paths. How would you approach domain mapping and integration of your products taking into account legacy and future FNTS systems?
Participants' Response		Respondents elaborated on the benefits of standardized data models to support analytics and predictive learning but there was less awareness of the role of other educational data model standards such as learning schemas, credentialing and competencies.
2.	Question	What are the biggest lessons learned around the use of Artificial Intelligence (AI) in supporting bias mitigation?
Participants' Response		The use of Artificial Intelligence for bias mitigation is an active and evolving field. Key to its success is understanding its role in automation in relation to the requirement for human oversight.
3.	Question	Can you give us an example of how cultural and gender bias would be dealt with in designing, developing, and delivering course content? Do you utilize any technology to assist in the identification of bias in content?
Participants' Response		Most respondents talked about evaluation for bias being done manually rather than through auto evaluation tools such as AI. Most wanted to know more about possible use of AI tools.
4.	Question	What are your biggest challenges with current work being done to align with Canada's Accessibility Act?
Participants' Response		Most respondents noted that it was something they would need to further investigate to better understand compliance. Several respondents talked about physical accessibility but only a few responded thinking about W3C and digital aspects of accessibility. The CAF has a duty to accommodate and accessibility to content can be leveled through user centered design principles and assistive technologies as foundational pillars.
5.	Question	Can you expand on your experience with using cloud simulation for other clients with ITAR and classified data concerns?

Participants' Response		The use of cloud simulations, ITAR and classified data are all areas under strict government regulations. Respondents stressed the importance of working within the requirements set externally within the government.
6.	Question	How do you see the Digital Framework fitting in with the Naval Integrated Data Environment (NIDE)?
Participants' Response		Most respondents were aware of the different CAF and RCN systems that the DF would need to interoperate and exchange data with. Some responses focused on the architecture modelling required to support the design as well as the challenges of dealing with legacy data and systems.
7.	Question	As the RCN recapitalizes the fleet with major projects for the new platforms provide a unique opportunity for FNTS to lever ILS Series and GEIA-0007 data downstream to support training. Integrating Logistics Support data (GEIA-0007) with training analysis and design (S6000T) to inform S1000D publishing for training content thereby establishing a dynamic digital thread. What is your understanding of these standard's value in a FNTS?
Participants' Response		Most respondents indicated the value of an ILS S Series implementation to establish the digital thread between systems. Some realized the connection to using the data downstream in the training analysis, design, and management systems. Other respondents mentioned Digital Twinning and the advantages of AR/VR integration with ILS data.
8.	Question	How much of an impediment to industry taking over much of the training organization would the current FNTS CONOPS deficiencies?
Participants' Response		Industry varied in their views of how much the identified CONOPS deficiencies would impede their participation. Noted areas of concern were: <ul style="list-style-type: none"> • lack of an integrated training system; • lack of coherent policy; and • lack of knowledge of current training system assets. Several estimated that the budget needed to correct the CONOPS shortcomings would be considerable.
9.	Question	How would you see lessons learned at sea and/or "in field" experience being fed back into the training system to ensure it remained relevant?
Participants' Response		Industry varied in their views on how lessons learned feedback would take place. Several suppliers assumed that current RCN systems would provide feedback. Others noted that to do so would require close coordination between the personnel and training systems. Some noted the need for better "in field" post training evaluation systems.
10.	Question	Can you comment how discreet educational technologies can be integrated as learning ecosystem and the impact for user experience and data analytics?

Participants' Response		Responses focused on a single portal for seamless user experience with directed content and learning experiences based on user role. Similar portal for learning analytics, business intelligence tools and training management data.
11.	Question	How would you handle legacy data source integration and integrity of data as a whole?
Participants' Response		Respondents indicated they did not have enough information. Some responses focused on the need for open platforms and architecture modelling to address on an interactive rollout.
12.	Question	How would you approach digital asset management and learning object repository for-unclassified, controlled goods and secure content across networks?
Participants' Response		Most responses focused on a Learning Content Management System approach with proprietary implications.
13.	Question	How would you manage external access to support content development?
Participants' Response		Some respondents indicated collaborative review and approval environments.
14.	Question	How would you recommend Canada approach future engagements?
Participants' Response		<p>Some respondents noted the current format of engagement with industry days and one-on-one meetings including virtual engagements is correct. However, if possible industry would like sufficient notice of upcoming engagements so they can plan ahead.</p> <p>Other respondents suggested, a draft RFI or RFP be posted as soon as possible after the release of the Summary of Feedback and Outcomes report. Some suppliers suggest proceeding to an Invitation to Qualify (ITQ) at the earliest possible time (i.e. without spending another year doing a second Request for Information (RFI)).</p> <p>Recommendations to reduce the rigidity of some industry interaction processes included:</p> <ol style="list-style-type: none"> i. For one-on-one meetings with specific questions in mind, provide the questions to industry in advance of the meeting; and ii. If meetings are recorded, then both parties should be given access to the recording.

1.2 Questions Posed by suppliers during or after the One-on-One Sessions

The following is a list of questions posed by suppliers during or after the One-on-One Sessions.

1.	Question from Participant	What's the anticipated budget for FNTS?
Canada's Response		It is very early in the process and it's too early for Canada to provide a response.
2.	Question from Participant	We understand you're meeting with a number of companies. What do you expect the next step to be and when?
Canada's Response		Canada is utilizing an agile procurement process. As such, Canada has only fully planned this particular step (RFI). This Summary of Feedback and Outcomes Report has been published in order to close off this step. No decision has been made in regard to the next steps, it is too early for Canada to provide a response.
3.	Question from Participant	Are you still on track for a second RFI in the summer of 2022? Are you considering making that an Invitation To Qualify (ITQ) in order to narrow down the field and allow industry to coalesce into teams rather than just have another Request For Information?
Canada's Response		At this time the schedule has not been revised, the schedule provided in the RFI of tentative dates and activities was provided to assist in developing responses. The Government of Canada reserves the sole option to delete or change each of the individual named activity and their associated dates as the Government of Canada sees fit. As part of the procurement strategy options, Canada is considering using an Invitation to Qualify process.
4.	Question from Participant	In the RFI, it was indicating that the prime sub arrangement was a potential structure. Are you able to say whether you think that this is your preferred approach?
Canada's Response		We are very early on in the process and it's too early for Canada to provide a response.
5.	Question from Participant	Are you looking for a partner through this process to be that "single button to push" for the Future Naval Training System, or are you contemplating more of a segmented streams approach?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.

6.	Question from Participant	"Relational Contracting Construct", is this something that you're seriously considering?
Canada's Response		It is very early in the process and it's too early for Canada to provide a response, however Canada could consider Relational Contracting.
7.	Question from Participant	We want to ensure that we are following the agile process and Rules of Engagement, can you provide a clear statement as to what is allowed or not allowed with respect to engaging NPTG DND?
Canada's Response		<p>All enquiries and other communications regarding this RFI and associated industry engagement activities must be submitted exclusively to the Contracting Authority.</p> <p>Interested suppliers must refrain from communicating directly with RCN stakeholders or with other Government of Canada representatives, regarding any aspect of this procurement process, including the subject matter described herein.</p> <p>An overriding principle of the Industry Engagement is that it be conducted with the utmost fairness and equity between all parties. No one person or organization shall receive nor be perceived to have received any unusual or unfair advantage over the others.</p>
8.	Question from Participant	From the acquisition schedule that was briefed on Industry Day, are you still on track to release the Request For Proposal Winter 2022/23 and award 2023?
Canada's Response		It is very early in the process and Canada has only fully planned this particular step (RFI). At this time the schedule has not been revised, the schedule provided in the RFI of tentative dates and activities was provided to assist in developing responses. The Government of Canada reserves the sole option to delete or change each of the individual named activity and their associated dates as the Government of Canada sees fit.
9.	Question from Participant	Going forward in the procurement process, is there a particular mandate to engage Small to Medium Business's that may not be related to a Prime or subject matter in that particular area?
Canada's Response		We understand there's a lot of innovation within the industry. Canada is utilizing an agile procurement process. As such, Canada has only fully planned this particular step (RFI). This Summary of Feedback and Outcomes Report has been published in order to close off this step. If suppliers have any recommendations

		<p>as we move forward, they can be sent to TPSGC.PAFSIN-APFNTS.PWGSC@tpsgc-pwgsc.gc.ca.</p> <p>If the Industrial and Technological Benefits apply to this procurement, there may be a requirement for the winning bidder to work with Canadian Small and Medium Businesses.</p>
10.	Question from Participant	Is there any interim contracts that may come out following the next RFI?
Canada's Response		Canada is utilizing an agile procurement process. As such, Canada has only fully planned this particular step (RFI). This Summary of Feedback and Outcomes Report has been published in order to close off this step. No decision has been made in regard to the next steps and timing of any interim contracts, it is too early for us Canada to provide a response.
11.	Question from Participant	Does DND have any additional information on timelines for digital framework procurement(s)?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
12.	Question from Participant	Industry can invest in small test projects to try concepts to understand scalability or end user capability. As you go forward is there intention to carve off little experiments and pilots projects to learn and work out the concepts?
Canada's Response		As part of the procurement strategy options, Canada will look at the potential of having pilot projects. Canada is utilizing an agile procurement process. As such, Canada has only fully planned this particular step (RFI). This Summary of Feedback and Outcomes Report has been published in order to close off this step. No decision has been made in regard to the next steps, it is too early for us Canada to provide a response.
13.	Question from Participant	Are you going to adopt a particular contracting approach that might be different from the standard?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response. Canada is looking for industry feedback to direct this initiative and to determine what strategies are appropriate and aligned with the goals of the Royal Canadian Navy.
14.	Question from Participant	Are you able to provide us with a copy of the recording of our FNTS One-on-One meeting?

Canada's Response		No, Canada will not be sharing the recording with suppliers.
15.	Question from Participant	Will PSPC be releasing the names of all the Companies who attended One-on-Ones?
Canada's Response		Please refer to Section 2. RFI Process of this document.
16.	Question from Participant	Could you provide a list of all the Canada participants and their positions?
Canada's Response		<p>A list of GC participants will not be provided however, participants were from:</p> <ul style="list-style-type: none"> • RCN; • ADM(Mat); • ISED and • PSPC. <p>Any communication should be sent to the generic email address and PWGSC can forward any request to the appropriate Subject Matter Expert (SME). Please send all communication to TSPGC.PAFSIN-APFNTS.PWGSC@tpsgc-pwgsc.gc.ca.</p>
17.	Question from Participant	Are you planning or are you engaged with other navies around the world to share lessons learned in the development of the FNTS going towards the Cloud, digital framework and digital twinning?
Canada's Response		Yes, Canada is engaging with our Allied Navies as well as discussing lesson learned on similar projects.
18.	Question from Participant	Will BMT continued to strictly a Tier 0 advisor to Canada or will there become a point in time where they're able to participate in or contribute to one or more industry teams who are bidding?
Canada's Response		<p>BMT Canada Ltd. is currently under contract with the Government of Canada to provide Project Management in support of the Naval Training System Transformation (NTST) Program.</p> <p>As a result, BMT Canada Ltd. agrees that they may have access to proprietary or confidential information or to information related to future bid solicitations or future contracts for work related to the Work that will be performed under the Contract. BMT Canada Ltd. has agreed to restrictions to avoid any unfair advantage or conflict of interest.</p>

		BMT Canada Ltd. has also signed a Non-Disclosure Agreement precluding them from reproducing, copying, using, divulging, releasing or disclosing any information to any person, other than Canada.
19.	Question from Participant	Will these discussion be shared with other suppliers and vice versa? Are these discussions confidential?
	Canada's Response	Yes, all conversations will remain confidential. Canada will not release any commercial confidential information. This Summary of Feedback and Outcomes Report has been published to summarize responses and discussions with Industry without identifying any specific supplier responses or releasing any commercial confidential information.
20.	Question from Participant	Will Canada explore supplier type engagements and collaboration amongst industry to include an Innovation forum or Policy forum?
	Canada's Response	Canada is utilizing an agile procurement process. As such, Canada has only fully planned this particular step (RFI). This Summary of Feedback and Outcomes Report has been published in order to close off this step. No decision has been made in regard to the next steps, it is too early for us Canada to provide a response. If suppliers have any recommendations as we move forward, they can be sent to TPSGC.PAFSIN-APFNTS.PWGSC@tpsgc-pwgsc.gc.ca .
21.	Question from Participant	Will FNTS be migrating over to Canada Buys? Is that going to cause any confusion for some of the proponents?
	Canada's Response	PWGSC is transitioning from Buy&Sell to the new e-Procurement solution Canada Buys. Future engagements for FNTS will be published through Canada Buys. We suggest suppliers register for Canada Buys at the following https://canadabuys.canada.ca/en/canadabuys .
22.	Question from Participant	We want to talk technology and we want to solve interesting problems. How do we stay engaged? Technology is changing fast and the conversation we have today about what is innovative is going to be a different conversation three months from now and we need to be having a discussion about what that means and how do we stay current?
	Canada's Response	Canada must ensure fairness throughout the process, not only to the respondents in this round of engagement but to other suppliers in the future who wish to participate in future steps of this agile procurement process. If suppliers have any additional information or recommendations as we move forward, they can send it to TPSGC.PAFSIN-APFNTS.PWGSC@tpsgc-pwgsc.gc.ca .

23.	Question from Participant	Having read through the CONOPS we have questions and I'd like to confirm whether it would be acceptable to send those under separate cover?
Canada's Response		If suppliers have any questions, they can be sent to TPSGC.PAFSIN-APFNTS.PWGSC@tpsgc-pwgsc.gc.ca .
24.	Question from Participant	Is the government of Canada still in the process of developing its own standards for secure cloud delivery?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
25.	Question from Participant	How does the RCN foresee addressing training across secure networks with Industry?
Canada's Response		The RCN is aware of the challenges Industry faces with developing training content and asset distribution across secure and unsecure networks. The FNTS Digital Framework will support a collaborative content development environment to foster collaboration, enable agile, responsive development and modern asset distribution across multiple networks through technologies and security model designed bridges.
26.	Question from Participant	Is the assumption that all individuals working on the FNTS will require a minimum security clearance of Secret?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
27.	Question from Participant	Is there is a specific cyber security level or standard that will be adopted as a requirement for this program?
Canada's Response		Security levels and standards will be in accordance with Government of Canada policies.
28.	Question from Participant	Canada is very early in collecting data and you are defining the requirements for your current strategy, assuming you haven't gone through DPS Gate 1 is that something that you're still trying to plan out in terms of developing your initial SBCA and moving through that process?
Canada's Response		It is very early in the process, Canada has not started the Defense Procurement Strategy or the Sustainment Business Case Analysis processes.

29.	Question from Participant	Will the Sustainment Business Case Analysis (SBCA) process apply to both the interim and long-term sustainment solution, or just the long-term sustainment solution?
Canada's Response		The NTST Program's intent is to follow the SBCA process only for the long term sustainment solution.
30.	Question from Participant	Do you know if the Indigenous Benefits Plan will be applied to this procurement?
Canada's Response		It is very early in the process, Government of Canada is committed to reconciliation and meaningful engagement with Indigenous Businesses and Peoples. This is a priority of the Federal government and our Departments. Public Service and Procurement Canada has worked successfully in the past to leverage training opportunities, employment, sub-contracting and capacity building for Indigenous Businesses and Peoples and is pleased to continue working collaboratively with Indigenous communities and stakeholders on Federal projects.
31.	Question from Participant	Is there an opportunity to have follow on conversation specifically around ITB policy and application?
Canada's Response		<p>Canada is utilizing an agile procurement process. As such, Canada has only fully planned this particular step (RFI). This Summary of Feedback and Outcomes Report has been published in order to close off this step. The decision to apply the ITB Policy on FNTS, including Value Proposition, will be determined at a later time.</p> <p>More information regarding ITB policy and its application can be found here https://www.ic.gc.ca/eic/site/086.nsf/eng/home and Canada encourages suppliers to consult the FAQ section found here https://www.ic.gc.ca/eic/site/086.nsf/eng/h_00004.html.</p>
32.	Question from Participant	Can you provide an estimate of the strategic objective for the value proposition of FNTS?
Canada's Response		<p>No decision has been made in regard to the application of the ITB Policy on FNTS, including Value Proposition. Should the ITB Policy apply, Canada will look to suppliers to help determine the potential strategic objectives of the FNTS Value Proposition.</p> <p>More information regarding ITB policy and its potential application to FNTS can be found here: https://www.ic.gc.ca/eic/site/086.nsf/eng/home/</p>

		Canada also encourages suppliers to consult the FAQ section found here: https://www.ic.gc.ca/eic/site/086.nsf/eng/h_00004.html
33.	Question from Participant	Are you planning to perform a technology survey as a separate activity?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response. Canada will take this suggestion under advisement.
34.	Question from Participant	If two different companies were to win the interim and the long term contracts, would it be the case that whatever is within the scope of interim would be transferred and taken over by the long term FNTS contract or would it continue on its own independent path?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response. Canada has not defined what interim is and how that may or may not overlap with a long term FNTS solution.
35.	Question from Participant	There are a number of long term support contracts in place to support current training systems. Will those continue on independent paths or will they eventually be consumed by FNTS?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
36.	Question from Participant	In terms of scope, are you looking to be the equivalent of the UK Project Selborne?
Canada's Response		It is very early in the process and it's too early for Canada to provide a response.
37.	Question from Participant	<ul style="list-style-type: none"> i. Would you be releasing draft requirements early? What is the timeline associated with addressing the current NTS sustainment issues? ii. Is Canada using functionality such as Rational Dynamic Object Orientated Requirements System (DOORS®), to manage requirements? iii. What does Canada see as the relationship between Training requirements and the broader equipment logistics sustainability?
Canada's Response		<ul style="list-style-type: none"> i. Canada is utilizing an agile procurement process. As such, Canada has only fully planned this particular step (RFI). Canada will follow specific government required processes for requirements and project definition. ii. No, there is no need to track and trace requirements for ad hoc solutions to various, disparate NTS issues. The requirements will be documented within SOWs written for tasks under existing contracts or new contracts.

		iii. Training requirements are important. The equipment exists to support the training capability, and as such logistics sustainability requirements are derived from the training requirements to provide an acceptable probability of success.
38.	Question from Participant	Are you seeking fewer uniformed personnel in the training system?
Canada's Response		Yes, as indicated in the CONOPS the composition of uniformed personnel will; be employed in the training system only when and where necessary.
39.	Question from Participant	What are the RCN's expectations regarding a professional cadre of instructors? What type of mix of military, civilian and/or contractor personnel is the RCN looking for?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
40.	Question from Participant	Sufficient resourcing always presents a challenge, have you identified risks with resourcing and how that may be mitigated departmentally (interfaced with other projects) and with industry?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
41.	Question from Participant	The FNTS budget is likely to be substantial. Have you considered the offset savings to naval personnel and what that may save?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
42.	Question from Participant	Is it correct to say Canada does not already have a sustainment contract in place for the older training technology, and for it you want to put an interim sustainment capability in place? Is the long term support contract to be for everything that is in delivered as part of the new FNTS?
Canada's Response		There are currently multiple contracts in place for support of many of the training technologies in the schools. Interim Sustainment solutions are needed to address critical gaps in the current coverage and alleviate pressures on school staff. The long term sustainment solution is envisioned as a holistic, ubiquitous support system for legacy and new training technologies, with support coming from multiple contracts. It is too early in the process for Canada to provide a response on the scope of the Long-Term FNTS Sustainment solution.

43.	Question from Participant	How engaged will In Service Support (sustainment) going be throughout this process, specifically in regard to deployment and integration of new technologies?
Canada's Response		It is too early for Canada to provide a response on the level of engagement of ISS throughout this process. The importance of ISS has been acknowledged by the NTST program establishing Sustainment as an underpinning system the FNTS. Sustainment is being approached as capability sustainment, not solely materiel sustainment. The FNTS will follow the Material Group's Sustainment Business Case Analysis (SBCA) process to determine how FNTS sustainment will be apportioned and managed across multiple existing and new In-Service Support Contracts (ISSCs).
44.	Question from Participant	In regard to the issues that came to life in the CONOPS which ones or how many do you want to fix first? Have you had any thought about how you were going to prioritize issues? Would you prioritize by cheapest? Fastest? Or is it better wins? You talk about the interim sustainment concept and then the long term sustainment concept, it's really important to frame our thinking as to which of those issues are the most important to you?
Canada's Response		Both Interim and Long Term sustainment are important, but the focus here is on Interim while FNTS is being defined. Canada wants to pursue affordable solutions to some current sustainment issues. We are identifying and prioritizing issues with consideration for timeliness, affordability and adaptability to future sustainment. Solutions could include new contracts and taskings under existing contracts. If suppliers have any recommendations as we move forward, they can send it to TPSGC.PAFSIN-APFNTS.PWGSC@tpsgc-pwgsc.gc.ca .
45.	Question from Participant	Has the RCN considered engaging academia as part of a FNTS?
Canada's Response		Yes, the RCN has considered engaging with academia as part of FNTS.
46.	Question from Participant	Has the RCN engaged with the Army and Air Force to understand and potentially leverage their training solutions?
Canada's Response		The RCN is engaged with both the Army and Air Force on their training systems and initiatives.
47.	Question from Participant	Does the NTST Program include new infrastructure?

Canada's Response		The NTST Program will define infrastructure requirements and any infrastructure capital projects will be procured (if needed) by Assistant Deputy Minister (Infrastructure and Environment) (ADM(IE)).
48.	Question from Participant	The CONOPS recommends a governance structure led by a single Flag Officer. Is the RCN viewing the FNTS' governance structure to be similar to that of the RCAF's 2nd Canadian Air Division or something else? Also do you see a role for industry in the development of a new governance structure?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
49.	Question from Participant	Considering there are multiple sustainment contracts for existing training technologies, and programs will bring in sustainment solutions for future training technologies, what is to be sustained under the Interim and Long-Term Sustainment solutions?
Canada's Response		<p>Sustainment solutions are not one-to-one mappings with contracts. Interim Sustainment solutions are intended to address critical, current Naval Training System (NTS) issues that are not being addressed by existing sustainment solutions. Canada is currently defining the requirements and scope for potential Interim Sustainment solutions.</p> <p>Separately, Canada's Long-Term Sustainment planning will require a holistic assessment of requirements and options, that may lead to leveraging of various existing support contracts, and establishment of new sustainment contract(s). It is too early in the process for Canada to provide a response on the scope of the Long-Term Sustainment solutions.</p>
50.	Question from Participant	What is the scope of the interim support contract and the long-term support contract? Have you considered just ramping up to a long-term support contract?
Canada's Response		<p>Canada is currently defining the requirements and scope for potential Interim Sustainment solutions. The question implies one contract, but this will not necessarily be the case. Canada is looking at various means to obtain required interim solutions, which could include creating one or more contracts, creating tasks under existing contracts, and using standing offers/supply arrangements. The selection of solutions will take into consideration the most expedient courses of action.</p> <p>In implementing Interim Sustainment solutions Canada will consider aspects that can contribute to the ramping up the FNTS long-term sustainment solution. However, the primary goal of the Interim Sustainment solutions is to quickly alleviate NTS issues until the FNTS is operational.</p>

51.	Question from Participant	Do you have a planned roadmap and has the Navy plotted out highest priority items first and what might those be?
Canada's Response		There is a roadmap under development where priorities of activities will be assessed.
52.	Question from Participant	Where do you see the role of simulation and simulators in a future naval training system?
Canada's Response		The FNTS views simulation, simulators and their assets as key elements of an open distributed training architecture that is responsive, reconfigurable and capable of tracking experiential learning data across multiple systems. The FNTS values the ability to re-use, repurpose and reconfigure modular simulation solutions for interoperable use from fully immersive to use in courseware.
53.	Question from Participant	Is training at sea considered a significant component of the Future Naval Training System?
Canada's Response		The FNTS CONOPS is grounded in providing training at point and time of need and this includes on shore and at sea. This requires solutions that are responsive, efficient and accessible across multiple devices and environments. Systems capable of collecting and recording experiential performance data remotely across the training continuum while driving predictive and adaptive training paths to ensure operational readiness.
54.	Question from Participant	Is Canada seeking a "best of breed" or a "one-size fits all" solution?
Canada's Response		Canada is looking for a solution that is based on industry standards and best practices.
55.	Question from Participant	What's DND's biggest concern regarding FNTS right now?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
56.	Question from Participant	It is understood that the NTST Program is not a Project, but does it go through the phases of a capital project?
Canada's Response		The Naval Training System Transformation (NTST) Program is not a capital project, rather it is the RCN's Program to manage the transformation of the current Naval Training System (NTS) to the Future naval Training System (FNTS).

		As such the NTST Program does not follow the capital project acquisition process but will be dependent on other Projects to deliver training capability.
57.	Question from Participant	Can you tell us whether your program is in the Identification or Options Analysis phase?
Canada's Response		The Naval Training System Transformation (NTST) Program is not a capital project, rather it is the RCN's Program to manage the transformation of the current Naval Training System (NTS) to the Future naval Training System (FNTS). As such the NTST Program does not follow the capital project acquisition process but will be dependent on other Projects to deliver training capability.
58.	Question from Participant	How do you expect industry to keep track of content to ensure reusability? Other than the use of Instructional System Designers (ISDs), are there other ways you are aware of to spot cultural and gender bias in the development of training content?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
59.	Question from Participant	What is the level of distributed learning being sought by the RCN?
Canada's Response		The FNTS CONOPS prioritizes a Distributed Learning model grounded to provide training at point and time of need. This includes formal and informal training, performance based supports for on the job, as well as individual and collective experiences. The Digital Framework will enable Distributed Learning by providing an integrated learning ecosystem capable of providing the access, data interoperability, responsive modular content and reconfigurable environments where and when required. This requires instructional strategies and technological solutions designed to address bandwidth, interoperability, and multiple device/system deployment.
60.	Question from Participant	With so many different learning technologies how will the RCN address integration and interoperability of data across these technologies?
Canada's Response		Canada believes the ability to employ standardized data models and processes within an architecture that supports interoperability of data across the systems. The Digital Framework will enable the collection and reporting of experiential learning data across all training environments including simulation solutions.
61.	Question from Participant	How will the RCN ensure that suppliers will be able to integrate with an FNTS?

Canada's Response		The RCN would be looking at future procurements to align with FNTS requirements.
62.	Question from Participant	Will experimental design and development be part of an FNTS?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
63.	Question from Participant	Are there any legacy systems in place now you foresee continuing in the FNTS?
Canada's Response		The Defence Learning Network (DLN) is the CAF/DND learning management system. The FNTS and the Digital Framework envision an open distributed learning platform of interconnected educational technologies and data systems providing a training experience beyond the current DLN.
64.	Question from Participant	Can you elaborate on the DF user interface?
Canada's Response		The FNTS DF will provide a portal entry point for all users of the system customized based on user role and what they require of the system. The DF interface must be rooted in user-centered design principles.
65.	Question from Participant	What is the IT infrastructure in place to support RCN training? Do all training sites have internet connectivity and broadband access?
Canada's Response		The RCN is currently in process of implementing Wi-Fi in all of our unclassified training areas and are exploring options to further support training IT requirements. This is a combination of commercial internet and the Defence Wide Area Network (DWAN).
66.	Question from Participant	Is the scheduling of courses done locally by coast or nationally for the RCN?
Canada's Response		The scheduling of courses is done nationally for the RCN.
67.	Question from Participant	Can you give us a rough estimate as to what percentage of your existing courses are digital and what percentage is provided by instructors?
Canada's Response		A rough estimate is not available to be provided at this time.

68.	Question from Participant	What is the RCN's Learning Content Management System? Is that something a contractor would have access to?
Canada's Response		The RCN does not currently have a Learning Content Management System. The FNTS DF will require a digital asset management system that is capable of curating assets from multiple projects and sources for use and repurposing across the training system.
69.	Question from Participant	Are you considering a training needs analysis as your methodology and are you seeking industry support for that?
Canada's Response		Yes, the RCN does conduct training needs analyses. In regard to industry involvement, it is very early in the process, and it's too early for Canada to provide a response.
70.	Question from Participant	Will the program be funded with Vote 5 capital funding and require Programme Management Board (PMB) approval?
Canada's Response		It is very early in the process, and it's too early for Canada to provide a response.
71.	Question from Participant	How does Project STORM dovetail with other elements of FNTS? How are they connected?
Canada's Response		Canada acknowledges Industry's interest on how other Projects may relate to the NTST Program and the FNTS, and will provide that information, as appropriate, when known.
72.	Question from Participant	How does the NTST Program interface with other Projects?
Canada's Response		The Naval Training System Transformation (NTST) Program manages the transformation of the current Naval Training System (NTS) to the Future Naval Training System (FNTS). The NTST program is interfacing with projects that will be delivering training capability to ensure, where possible, that FNTS requirements are met.

Annex C - Acronyms

The following acronyms have been used in this document:

Acronym		Definition
1.	AI	Artificial Intelligence
2.	AOPS	Arctic and Offshore Patrol Ships
3.	APP	Agile Procurement Process
4.	AR/VR	Augmented Reality / Virtual Reality
5.	CAF	Canadian Armed Forces
6.	CLCA	Comprehensive Land Claim Agreements
7.	CONOP	Concept of Operations
8.	CSC	Canadian Surface Combatants
9.	DAM	Digital Asset Management
10.	DF	Digital Framework
11.	DND	Department of National Defence
12.	DLN	Defence Learning Network
13.	DPA	Defence Production Act
14.	DPS	Defence Procurement Strategy
15.	FNTS	Future Naval Training System
16.	GC or GoC	Government Canada
17.	GBA+	Gender-based Analysis Plus
18.	GETS	Government Electronic Tendering Service
19.	IBP	Indigenous Benefits Plan
20.	ILS	Integrated Logistics Support
21.	ISD	Instructional System Designers
22.	ISS	In Service Support
23.	ISSC	In-Service Support Contracts
24.	IT	Information Technology
25.	IT&E	Individual Training and Education
26.	ITAR	International Traffic in Arms Regulations
27.	ITB	Industrial and Technological Benefits
28.	ITQ	Invitation to Qualify
29.	JSS	Joint Support Ships

30.	JV	Joint Venture
31.	KICs	Key Industry Capabilities
32.	LGBTQ2+	Lesbian, gay, bisexual, transgender, queer and two-spirited
33.	LCMS	Learning Content Management System
34.	LMS	Learning Management System
35.	LOR	Learning Object Repository
36.	LRS	Learning Records Store
37.	MS	Microsoft
38.	NCR	National Capital Region
39.	NIDE	Naval Integrated Data Environment
40.	NPTG	Naval Personnel & Training Group
41.	NSE	National Security Exception
42.	NTS	Naval Training System
43.	NTST	Naval Training System Transformation
44.	PDF	Portable Document Format
45.	PMB	Programme Management Board
46.	PSPC	Public Services and Procurement Canada
47.	RCAF	Royal Canadian Air Force
48.	RCN	Royal Canadian Navy
49.	RFI	Request For Information
50.	RFP	Request For Proposal
51.	SBCA	Sustainment Business Case Analysis
52.	SOR	Statement of Requirement
53.	SOW	Statement of Work
54.	SMB	Small Medium Business
55.	SME	Subject Matter Expert
56.	STEM	Science, Technology, Engineering and Mathematics
57.	STORM	System of Training and Operational Modernization
58.	TF	Training Facilities
59.	TM	Training Management
60.	TT	Training Technologies
61.	xAPI	Experience Application Programming Interface