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**LETTER OF INTEREST**  
**LETTRE D'INTÉRÊT**

Comments - Commentaires

<b>Title - Sujet</b> FFCP-Sustainment Activities	
<b>Solicitation No. - N° de l'invitation</b> EN578-183325/C	<b>Date</b> 2018-07-20
<b>Client Reference No. - N° de référence du client</b> 20183325	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$NGF-002-26917
<b>File No. - N° de dossier</b> 002ngf.EN578-183325	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2018-08-07</b>	
<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Daylight Saving Time EDT	
<b>F.O.B. - F.A.B.</b> Specified Herein - Précisé dans les présentes <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input checked="" type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Srou, Clem	<b>Buyer Id - Id de l'acheteur</b> 002ngf
<b>Telephone No. - N° de téléphone</b> ( ) - ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> See Herein	

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Future Fighter Capability Project (FFCP) / Projet de  
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## **Future Fighter Capability Project (FFCP) - Letter of Interest (LOI)**

### **Canadian Industry Participation in Future Fighter Sustainment Activities**

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## **1. Purpose of this Letter of Interest (LOI):**

The purpose of this Letter of Interest is to gain a better understanding of Canadian industrial capabilities related to the sustainment of fighter aircraft. This feedback is being sought in the context of the Future Fighter Capability Project (FFCP). As part of this exercise, the Government of Canada has created a notional framework (Annex A) that outlines the assignment of responsibility for all sustainment activities to either the Department of National Defence (DND) or the Supplier that is selected as a result of the FFCP competitive procurement process.

Through this LOI, Canada wants to better understand to what extent activities not assigned to DND can be delivered by Canadian industry, in concert with the successful Supplier that is selected as a result of the FFCP competitive procurement process.

Sustainment is a significant area of focus providing many high value opportunities for Canadian firms, and Canada is seeking feedback to help finalize the overall sustainment approach for the FFCP, and to assist with the development of the Industrial and Technological Benefits (ITB)/Value Proposition evaluation framework related to the sustainment of future fighter aircraft. This information will also help Canada better understand capabilities in Canada related to the sustainment of a future fighter fleet. Canada will review all feedback received.

## **2. Background**

On December 12, 2017, the [Government of Canada launched an open and transparent competition](#) to permanently replace Canada's fighter fleet. [Strong, Secure, Engaged: Canada's Defence Policy](#), announced in June 2017, reaffirmed the government's commitment to invest appropriately in Canada's military including the acquisition of 88 advanced fighter aircraft. This is the most significant investment in the Royal Canadian Air Force in more than 30 years, and is essential for protecting the safety and security of Canadians and meeting international obligations.

The first of Canada's Future Fighter aircraft is scheduled to enter service with the Royal Canadian Air Force in 2025, with all 88 aircraft being delivered and in service by 2031. The Future Fighter aircraft is expected to serve as Canada's primary fighter aircraft for at least 30 years following its delivery. The sustainment of the Future Fighter thus represents a significant potential long-term business opportunity for the Canadian aerospace industry.

Canada will require bidders to propose a full life-cycle solution (i.e. including an estimated 30 years of steady-state sustainment beyond the initial sustainment set-up and transition). Canada expects that the contracts and/or Government arrangements will, at a minimum, cover the

period of performance including the acquisition, sustainment set-up and sustainment transition (i.e. an estimated 10 years from contract award).

The Industrial and Technological Benefits Policy will apply to this procurement, requiring the winning Supplier to make investments in Canada equal to the value of the contract(s) and/or Government arrangement(s). The objective of the Policy is to maximize opportunities for Canadian companies, support innovation through research and development, and grow export opportunities from Canada. In line with these objectives, the sustainment of the future Canadian fighter fleet is a key area of opportunity that Canada is seeking to maximize.

### Engagement

The Government of Canada is committed to ensuring that the Canadian aerospace and defence industries, commercial suppliers and foreign governments in allied and partner countries are consulted and engaged in this process, and that they are well-positioned to participate.

Canada held a Future Fighter Industry Day on January 22, 2018, in Ottawa. The objective of this event was to share information with industry and stakeholders as well as to present foreign governments and industry with the information required for them to make an informed decision about responding to the Suppliers List invitation. In addition, the event provided an opportunity for Canadian industry to network with foreign governments and fighter aircraft manufacturers.

The event, which provided information on how Canada plans to buy new jets for its military, was well received and well attended, with over 200 participants from more than [80 companies](#) and seven countries taking part.

You can access the associated [agenda](#) and a copy of the [opening remarks](#), from this Industry Day event. To access the Industry Day presentations, see the Suppliers List Invitation (see link below).

### List of eligible Suppliers

For this procurement, Canada has established a list of Suppliers that have demonstrated their ability to meet Canada's eligibility criteria, as defined in the [Suppliers List Invitation](#).

The list of eligible Suppliers includes the following teams (in alphabetical order):

- France—Dassault Aviation (Thales DMS France SAS, Thales Canada Inc., and Safran Aircraft Engines)

- Sweden—SAAB AB (publ)—Aeronautics
- United Kingdom and Northern Ireland—Airbus Defense and Space GmbH
- United States—Lockheed Martin Corporation (Lockheed Martin Aeronautics Company)
- United States—The Boeing Company

Only the above Suppliers will be invited to participate in subsequent formal engagement activities and to submit proposals in the competition for the future fighter capability.

#### Parallel consultations with Canadian industry and other stakeholders

From April 23 to May 1, 2018, Innovation, Science and Economic Development in concert with the Department of National Defence, Public Services and Procurement Canada and Canada's Regional Development Agencies, conducted six Regional Forums across the country to [position Canadian industry for this once in a generation opportunity](#).

These forums were an opportunity for Canadian industry and other stakeholders to learn more about the Future Fighter Capability Project, provide feedback on Canada's approach for economic benefits, and engage with Government of Canada officials and potential prime contractors. In total, representatives from more than 250 Canadian companies and 50 universities and research institutions participated. Click on the following link for access to the [presentations](#) on Buyandsell.gc.ca.

Further information on the Future Fighter Capability Project can be found at Public Services and Procurement Canada's website at the following link:

<https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/air/snac-nfps/CF-18-eng.html>

### **3. Security:**

There is no security requirement associated with this LOI.

### **4. Point of Contact and Enquiries:**

All responses and correspondence related to this LOI must be directed, in writing, in either official language of Canada, to the point of contact identified below:

Mr. Clem Srour  
Industrial and Technological Benefits Branch

Innovation, Science and Economic Development Canada

E-mail: [ic.ffcp-ised.info.pcfac-isde.ic@canada.ca](mailto:ic.ffcp-ised.info.pcfac-isde.ic@canada.ca)

- a) Written questions to Canada may be submitted any time while this Letter of Interest remains open on [buyandsell.gc.ca](http://buyandsell.gc.ca). The closing date and time is as indicated on page 1 of the LOI.
- b) Enquirers should reference the topic to which the question relates. Enquirers should explain each question in sufficient detail in order to allow Canada to provide an accurate response. Canada reserves the right to clarify any question received or to choose not to provide a response for any reason, including but not limited to if the enquirer does not have the appropriate security clearance to receive the information or if the question received is not deemed relevant to this LOI.
- c) Canada reserves the right to distribute written answers to any written questions as an amendment to this LOI, without disclosing the entity that asked the question.

## **5. Nature of this Letter of Interest**

This LOI is a parallel and separate activity from the Future Fighter Capability Project competitive procurement process and is neither a call for tender nor a Request for Proposal (RFP), and no agreement or contract for the procurement of the equipment or services stated above will be entered into solely as a result of this LOI.

This Letter of Interest does not constitute a commitment by Canada. Canada does not intend to award a contract or create a source list on the basis of this notice or otherwise pay for the information solicited.

Nothing in this LOI including any of its annexes must be understood as being a preference, commitment or a final decision by Canada regarding the Future Fighter Capability Project. Final requirements will only be provided to eligible Suppliers on the FFCP Supplier's List in the final Request for Proposal (RFP) documents. Relying on anything stated at this time is at industry's own risk, and Canada will not be responsible for any loss as a result of any changes in the RFP documents.

Participation in the LOI is purely voluntary.

Changes to this LOI may occur and will be advertised on the Government Electronic Tendering System, <https://buyandsell.gc.ca>. Respondents are encouraged to visit this website regularly to check for any updated information.

## **6. Instructions for Responding to this Letter of Interest**

### **6.1 Format of Responses**

Respondents are invited to provide a response to the Questions contained at Section 7 of this Letter of Interest.

The Cover Page of the response should include the following information:

- i the title of the respondent's response and the volume number;
- ii the name and address of the respondent;
- iii the name, address, email address and telephone number of the respondent's contact;
- iv the date; and
- v the LOI number.

Canada requests that respondents submit their electronic response in unprotected (i.e. no password) PDF format by email, restricting the size of the file to no greater than 6MB, to the Point of Contact identified in Section 4 of this LOI.

Canada will endeavour to acknowledge receipt of responses received; however, due to mailbox restrictions, Canada assumes no responsibility for responses that are not received.

Responses to this LOI may be in either of Canada's official languages, English or French.

### **6.2 Submission of Responses**

**Time and Place for Submission of Responses:** Responses should be delivered to the Point of Contact identified in Section 4 of this LOI. Responses may be submitted any time while this Letter of Interest remains open on [buyandsell.gc.ca](https://buyandsell.gc.ca). The closing date and time is as indicated on page 1 of the LOI.

**Return of Response:** Responses to this LOI will not be returned.

### **6.3 Response Costs**

Any and all expenses incurred by the Respondent in responding to this Letter of Interest, including the provision of information, are at the Respondent's sole risk and expense. Canada will not reimburse any organization for any expenses incurred in responding to this LOI.

### **6.4 Treatment of Responses**

Use of Responses: Responses will not be formally evaluated. The responses received may be used by Canada to develop or modify the procurement approach for the Future Fighter Capability Project including but not limited to the Industrial and Technological Benefits and Value Proposition approach. Canada may, at its discretion, review responses received after the LOI closing date.

Review Team: A review team composed of representatives of the Department of Innovation, Science and Economic Development Canada will review the responses. Representatives of other Government of Canada departments including but not limited to the Department of National Defence, Public Services and Procurement Canada may also review the responses. Canada reserves the right to engage any independent consultant or to use any Government of Canada (GOC) resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.

Confidentiality: Respondents should mark any portions of their response that they consider proprietary or confidential. Canada will handle the responses in accordance with the *Access to Information Act* and its standard procedures on the protection of documents.

Communication with Respondents: Canada may communicate with Respondents to seek clarifications or related information about any response received.

## **7. Questions to Industry**

The Government of Canada is seeking feedback on the questions below:

1. Outline broadly your current capabilities in supporting any commercial or defence aerospace fleets.

2. Please provide feedback on the notional responsibility assignments outlined in Annex A, indicating which responsibilities that are assigned to the Supplier (selected as a result of the FFCP competitive procurement process), as well as those responsibilities assigned to DND with an asterisk (\*), you would be able to undertake. Indicate how your current capabilities correlate to these areas.
3. Please indicate any barriers or challenges that you would need to address to allow you to undertake this work for a future fighter fleet.

## Annex A

### Future Fighter Capability Project (FFCP) Notional Sustainment Responsibility Assignments

#### 1. Purpose

The purpose of this Annex is to define the notional assignment of Future Fighter sustainment responsibilities between the Department of National Defence (DND) and the Supplier that is selected as a result of the Future Fighter Capability Project (FFCP) competitive procurement process. Only those Suppliers on the FFCP Suppliers List will be invited to submit proposals.

This Annex serves to inform interested Canadian suppliers of the general fields of sustainment work that may be assigned to the winning Supplier who may, in turn, contract some or all of this work to Canadian industry. It is Canada's intention as part of the FFCP competitive process to acquire sufficient rights to Intellectual Property and access to Technical Data to ensure Canadian industry can conduct the work assigned to them.

#### 2. Notional Sustainment Responsibility Assignments

The sustainment of Canada's fleet of Future Fighter aircraft will occur in three phases as indicated in the figure below, notably, sustainment set-up, sustainment transition and sustainment steady state<sup>1</sup>. This section provides a notional generalized division of responsibilities between DND and the winning Supplier for all three of these phases<sup>1</sup>.



Figure 1: Sustainment Phases. Note that transition to training in Canada is estimated to begin in 2027.

Items identified with an asterisk (“\*”) are subject to change as to the division of responsibilities between DND and the Supplier selected as a result of the FFCP competitive procurement processes or as to the applicability to the sustainment solution.

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<sup>1</sup> Depending on the winning Supplier's proposal, some or all of steady-state sustainment may be included in the contract(s)/arrangement(s) that Canada will sign as a result of the FFCP competition or it may be competed separately by Canada in the future.

Note: The terms “line” and “level” of maintenance refer to location and depth of maintenance respectively. For example, all maintenance performed at a flying squadron is 1st line maintenance, however, this maintenance may be classified as 1st or 2nd level depending on its complexity.

Comments and/or requests for further information with regards to the information presented herein should be sent to the previously indicated email address.

## 2.1 Sustainment Set-up

Sustainment set-up is focused on the initial one-time delivery of items required to establish the Future Fighter sustainment capability. Notionally, the sustainment set-up phase will occur from Contract Award until Final Sustainment Readiness Verification (notionally 2022 to 2030). Select components of sustainment set-up are identified in Tables 1 through 3:

Table 1: Set-up – Maintenance, Engineering and Logistics Support

Maintenance, Engineering and Logistics Set-up	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
<ol style="list-style-type: none"> <li>1. Establishment changes to maintenance organizations to adapt to manning requirements.</li> <li>2. Receipt and distribution (as required) of technical design data; and</li> <li>3. Receipt and distribution (as required) of Intellectual Property (IP) rights.</li> <li>4. Spare parts for common Aircraft Life Support Equipment (ALSE);</li> <li>5. 1<sup>st</sup> Line common Aircraft Maintenance Support Equipment (AMSE);</li> <li>6. 2<sup>nd</sup> Line common weapons maintenance tools.</li> </ol>	<ol style="list-style-type: none"> <li>1. Aircraft configuration equipment;</li> <li>2. Spare parts for aircraft and aircraft configuration equipment;</li> <li>3. Aircraft consumables;</li> <li>4. Pack-up Kit content identification; and</li> <li>5. Pack-up Kit containers and contents.</li> <li>6. 1<sup>st</sup> Line aircraft maintenance tools;</li> <li>7. Provision of technical data and Intellectual Property rights.</li> <li>8. Spare parts for Future Fighter (FF) specific ALSE;</li> <li>9. 1<sup>st</sup> Line FF specific AMSE; and</li> <li>10. 2<sup>nd</sup> Line FF specific weapons maintenance tools.</li> </ol>

Table 2: Set-up - Training

Training Set-up	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
1. Learning Management System set-up.	<ol style="list-style-type: none"> <li>1. Pilot Full Mission Simulators;</li> <li>2. Pilot training devices;</li> <li>3. Pilot Full Mission Simulator Brief/Debrief systems;</li> <li>4. Spare parts for pilot training devices;</li> <li>5. Technician training devices;</li> <li>6. Spare parts for the technician training devices;</li> <li>7. Technician Weapons Loading Simulators;</li> <li>8. Spare parts for Weapons Loading Simulators;</li> <li>9. Initial delivery of courseware for pilots and technicians; and</li> <li>10. Initial delivery of course control documentation for pilots and technicians.</li> </ol>

Table 3: Set-up - Information Systems and Infrastructure

Information Systems and Infrastructure Set-up	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
<ol style="list-style-type: none"> <li>1. 2<sup>nd</sup> Line Common AMSE Maintenance ERKS (DRMIS);</li> <li>2. 2<sup>nd</sup> level Common ALSE Maintenance ERKS (DRMIS);</li> <li>3. 2<sup>nd</sup> Line Common Weapons Maintenance ERKS (DRMIS);</li> <li>4. 2<sup>nd</sup> level Common ALSE Maintenance Publication Distribution System;</li> <li>5. 2<sup>nd</sup> Line Common AMSE Maintenance Publication System;</li> <li>6. 2<sup>nd</sup> Line Common Weapons Maintenance Publication System;</li> </ol>	<ol style="list-style-type: none"> <li>1. Electronic Data Exchange (EDE) Interface Software/Hardware for Supplier to DND Enterprise Resource Planner (ERP) Information;</li> <li>2. EDE interface software/hardware for Supplier to DND Electronic Record Keeping System (ERKS) information;</li> <li>3. Population of the ERP with Identified Material;</li> <li>4. Population of the ERKS with Identified Materiel;</li> <li>5. 1<sup>st</sup> Line Aircraft Maintenance ERKS*;</li> <li>6. 2<sup>nd</sup> Line FF unique ALSE Maintenance ERKS*;</li> <li>7. 2<sup>nd</sup> Line FF unique AMSE Maintenance ERKS*;</li> <li>8. 2<sup>nd</sup> Line FF unique Weapons Maintenance</li> </ol>

<p>7. Infrastructure design; 8. Infrastructure renovation and construction.</p>	<p>ERKS*; 9. Simulator ERKS set-up and population*; 10. 1<sup>st</sup> Line Aircraft Maintenance Publication Distribution System; 11. 2<sup>nd</sup> Line FF unique ALSE Maintenance Publication Distribution System; 12. 2<sup>nd</sup> Line FF unique AMSE Maintenance Publication System; 13. 2<sup>nd</sup> Line FF unique Weapons Maintenance Publication System; 14. Simulator Maintenance Publication Distribution and Reading Tool set-up and population; 15. Collaboration Environment (CE) (Supplier to DND) Document, Data and Report passing system set-up; 16. Health Monitoring System Interface set-up; 17. Performance Management System set-up; 18. Intelligence, Surveillance, Reconnaissance (ISR) &amp; Data Link Ground Connection set-up; 19. Operational Flight Program (OFP) Programming System set-up; and 20. Mission Data File (MDF) Reprogramming System set-up.</p>
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## 2.2 Sustainment Transition

Sustainment transition services are those services required to train pilots and technicians and sustain the aircraft and associated equipment as the fleet is being delivered. Notionally, sustainment transition services will be required from 2023 (when aircraft deliveries and training are expected to begin) to 2030 (the estimated date for successful completion of the Final Sustainment Readiness Verification (FSRV)).<sup>2</sup> However, the precise length of the transition period will be system-dependant. Many sustainment transition services will also be required during steady-state; however, responsibility for these services may transfer after transition from DND to Supplier, or Supplier to DND. Select components of sustainment transition services are identified in Tables 4 through 9:

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<sup>2</sup> Note that transition to training in Canada is estimated to begin in 2027.

Table 4: Transition - Fleet and Program Management

Fleet and Program Management	
DND*	Supplier (selected as a result of the FFCP competitive procurement process)
<ol style="list-style-type: none"> <li>1. Program direction, guidance and reporting for aircraft and ALSE;</li> <li>2. Business Planning for aircraft and ALSE;</li> <li>3. Expenditure decisions and authority for aircraft and ALSE;</li> <li>4. Financial Management and Reporting for aircraft and ALSE;</li> <li>5. IP Management for aircraft and ALSE;</li> <li>6. Contract Management for aircraft and ALSE;</li> <li>7. Risk Management for aircraft and ALSE;</li> <li>8. Performance Management for aircraft and ALSE;</li> <li>9. Quality Systems Management for aircraft and ALSE; and</li> <li>10. Operational Decision-Making support for aircraft, AMSE and ALSE.</li> </ol>	<ol style="list-style-type: none"> <li>1. Support to DND as required for simulator and AMSE ; and</li> <li>2. Provision of detailed cost breakdown.</li> </ol>

Table 5: Transition - Engineering Support

Engineering Support	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
<ol style="list-style-type: none"> <li>1. System in-service verification and validation support; and</li> <li>2. Technical report writing support as required.</li> </ol>	<ol style="list-style-type: none"> <li>1. Control of the Aircraft Maintenance Program;</li> <li>2. Design of aircraft structural, weapon*, mechanical component, avionics component, electronic warfare and engine modifications;</li> <li>3. Design of non-standard repairs;</li> <li>4. Aircraft maintenance publication change drafting;</li> <li>5. Control of simulator/training equipment maintenance program;</li> <li>6. Design of simulator/training equipment modifications;</li> <li>7. Simulator/training equipment publication drafting;</li> <li>8. AMSE/ALSE maintenance program change, modification design and publication drafting;</li> </ol>

	<p>9. Airworthiness: Aircraft Maintenance Officer (AMO) related activities relevant to DND-performed maintenance; approval and/or Technical Airworthiness Clearance of maintenance program changes; Technical Airworthiness Clearance of design changes; Risk management; and Type Certificate holder activities;</p> <p>10. Technical Data Management, System Security/Controlled Goods Management, Configuration Management, Obsolescence Management, Engineering Change Management, Quality Assurance, Technical Problem Management as required;</p> <p>11. Materiel assurance, including auditing of sub-contractors;</p> <p>12. Technical Renewal;</p> <p>13. Software design changes;</p> <p>14. Materiel Identification: update ERP and ERKS as required;</p> <p>15. Verification and validation of sub-contractors;</p> <p>16. Performance of technical report writing;</p> <p>17. Materiel retirement and disposal;</p> <p>18. Support to flight safety and technical investigations;</p> <p>19. Support to airworthiness and financial auditing;</p> <p>20. Support to materiel manufacture, refurbishment and repair;</p> <p>21. Performance/support of independent investigations; and</p> <p>22. Support to flight tests.</p>
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*Table 6: Transition - Maintenance*

Maintenance	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
<ol style="list-style-type: none"> <li>1. 1<sup>st</sup> Line aircraft maintenance;</li> <li>2. 2<sup>nd</sup> Line Weapons maintenance; and</li> <li>3. 2<sup>nd</sup> Level ALSE maintenance.</li> </ol>	<ol style="list-style-type: none"> <li>1. 2<sup>nd</sup> Line Aircraft, mechanical component, avionics component, electronic warfare* and engine maintenance;</li> <li>2. 3<sup>rd</sup> Line aircraft, mechanical components, avionics component, electronic warfare and engine maintenance;</li> </ol>

	<ul style="list-style-type: none"> <li>3. 2<sup>nd</sup> and 3<sup>rd</sup> Line AMSE maintenance; and</li> <li>4. Pilot, technician and load crew simulator maintenance.</li> </ul>
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*Table 7: Transition - Materiel Management*

Materiel Management	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
<ul style="list-style-type: none"> <li>1. Internal squadron-level ordering, shipping and receiving;</li> <li>2. Local purchase of consumables;</li> <li>3. Logistics support for Deployed Operating Base (DOB), Forward Operating Location (FOL), Expeditionary and Exercise deployments;</li> <li>4. Approval of Pack-Up Kit on deployment; and</li> <li>5. Issuing to and from Pack-Up Kit on deployment;</li> <li>6. Materiel management of stocks &amp; assets while in DND custody.</li> </ul>	<ul style="list-style-type: none"> <li>1. Shipping, receiving, storing and managing of parts to the base level;</li> <li>2. Purchase of consumables (excluding local purchase);</li> <li>3. Determination of Pack-up kit contents;</li> <li>4. Stocking and preparing Pack-up Kits at the MOB;</li> <li>5. Depot logistics support;</li> <li>6. Purchase or repair of aircraft, AMSE and ALSE spare parts;</li> <li>7. Simulator logistics chain management; and</li> <li>8. Materiel management of stocks &amp; assets while in suppliers' custody.</li> </ul>

*Table 8: Transition - Information and Infrastructure Management*

Information and Infrastructure Management	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
<ul style="list-style-type: none"> <li>1. Commercial Hardware/software maintenance and network support for Health and Usage Monitoring System (HUMS), Performance Management System (PMS), ISR &amp; Data Link Ground Connection, OFP, MDF, Mission Planning Systems and Mission Brief/Debrief Systems;</li> <li>2. DRMIS Support; and</li> <li>3. Operate and maintain infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>1. Operate and maintain infrastructure as applicable;</li> <li>2. EDE support;</li> <li>3. CE support;</li> <li>4. Aircraft, simulator, FF unique AMSE and FF Unique ALSE Maintenance Publication Distribution Management;</li> <li>5. Aircraft, simulator/training equipment, FF unique AMSE and FF Unique ALSE in-service maintenance and part performance monitoring;</li> <li>6. Aircraft*, simulator/training, ALSE*</li> </ul>

	and AMSE* ERKS support; 7. Aircraft*, simulator/training, AMSE* and ALSE* ERP support; and 8. Aircraft-specific hardware Repair and Overhaul (R&O) and software update for HUMS, PMS, ISR & Data Link Ground Connection, OFP MDF, Mission Brief/Debrief Systems.
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*Table 9: Transition - Training*

Training	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
1. Pilots and technicians ready for training when required. 2. Approval of pilot and technician training courseware and course control documentation; and 3. Transition training of Pilots	1. Initial cadre training of pilots and technicians; 2. Conversion training of technicians; 3. Management of pilot and technician training courseware; 4. Development of changes to pilot and technician training courseware and course control documentation; 5. Role playing and simulator operation during simulated missions for initial pilot training; 6. Training of supply technicians (if required).

### 2.3 Sustainment Steady State <sup>3</sup>

Sustainment steady-state services are those services required for the entire service life of the Future Fighter fleet following successful completion of the FSRV. Notionally, steady-state will begin in 2030 and will last for at least 30 years. Select components of sustainment steady-state services are identified in Tables 10 through 15:

*Table 10: Steady State - Fleet and Program Management*

Fleet and Program Management	
DND*	Supplier (selected as a result of the FFCP competitive procurement process)
1. Program direction, guidance and	1. Support to DND as required; and

<sup>3</sup> Depending on the winning Supplier's proposal, some or all of steady-state sustainment may be included in the contract(s)/arrangement(s) that Canada will sign as a result of the FFCP competition or it may be competed separately by Canada in the future.

reporting; 2. Business Planning for aircraft, simulator, ALSE and AMSE; 3. Expenditure decisions and authority; 4. Financial Management and Reporting; 5. IP Management; 6. Contract Management; 7. Risk Management; 8. Performance Management; 9. Quality Systems Management; and 10. Operational Decision-Making.	2. Provision of cost variables.
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Table 11: Steady State - Engineering Support

Engineering Support	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
1. Control of the Aircraft Maintenance Program; 2. Control of simulator/training equipment maintenance program; 3. AMSE/ALSE maintenance program change; 4. Airworthiness: AMO-related activities relevant to DND performed maintenance; approval and/or Technical Airworthiness Clearance of maintenance program changes; Technical Airworthiness Clearance of design changes; Risk management; and Type Certificate holder activities; 5. Technical Data Management, System Security/Controlled Goods Management, Configuration Management, Obsolescence Management, Engineering Change Management, Quality Assurance, and Technical Problem Management as required; 6. Materiel assurance; 7. Materiel Identification: update ERP and ERKS as required; 8. System in-service verification and	1. Design of aircraft structural, weapon*, mechanical component, avionics component, electronic warfare and engine modifications; 2. Design of non-standard repairs; 3. Aircraft maintenance publication change drafting; 4. Design of simulator/training equipment modifications; 5. Simulator/training equipment publication drafting; 6. AMSE/ALSE modification design and publication drafting; 7. Airworthiness: AMO-related relevant to supplier performed maintenance; Approval of and findings of compliance for physical design changes; Technical Airworthiness Clearance where there is no impact on the maintenance program; 8. Technical Data Management, System Security/Controlled Goods Management, Configuration Management, Obsolescence Management, Engineering Change Management, Quality Assurance,

<p>validation support;</p> <p>9. Materiel retirement and disposal as applicable;</p> <p>10. Technical report writing: support as required;</p> <p>11. Support to flight safety and technical investigations;</p> <p>12. Support to airworthiness and financial auditing;</p> <p>13. Support to materiel manufacture, refurbishment and repair as applicable;</p> <p>14. Performance/support of independent investigations; and</p> <p>15. Support to flight tests.</p>	<p>Technical Problem Management as required;</p> <p>9. Materiel assurance through auditing of sub-contractors;</p> <p>10. Technical Renewal;</p> <p>11. Software design changes;</p> <p>12. Materiel identification: supply data to update ERP and ERKS as required;</p> <p>13. Verification and validation of sub-contractors;</p> <p>14. Performance of technical report writing;</p> <p>15. Materiel retirement and disposal as applicable;</p> <p>16. Support to flight safety and technical investigations;</p> <p>17. Support to airworthiness and financial auditing;</p> <p>18. Support to materiel manufacture, refurbishment and repair;</p> <p>19. Performance/support of independent investigations; and</p> <p>20. Support to flight tests as applicable.</p>
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Table 12: Steady State - Maintenance

Maintenance	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
<p>1. 1<sup>st</sup> Line aircraft maintenance;</p> <p>2. 2<sup>nd</sup> Line Weapons maintenance;</p> <p>3. 2<sup>nd</sup> Line AMSE maintenance; and</p> <p>4. 2<sup>nd</sup> Level ALSE maintenance.</p>	<p>1. 2<sup>nd</sup> Line Aircraft*, mechanical component*, avionics component*, electronic warfare* and engine maintenance*;</p> <p>2. 3<sup>rd</sup> Line aircraft, mechanical components, avionics component, electronic warfare and engine maintenance;</p> <p>3. 3<sup>rd</sup> Line AMSE maintenance; and</p> <p>4. Pilot, technician and load crew simulator and training device maintenance.</p>

Table 13: Steady State - Materiel Management

Materiel Management	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
<ol style="list-style-type: none"> <li>1. Internal squadron-level ordering, shipping and receiving;</li> <li>2. Local purchase of consumables;</li> <li>3. Logistics support for DOB, FOL, Expeditionary and Exercise deployments;</li> <li>4. Determination of Pack-up Kit contents and issuing to and from Pack-up Kits on deployment;</li> <li>5. Purchase of aircraft, AMSE and ALSE spare parts that are DND-owned; and</li> <li>6. Materiel management of stocks &amp; assets while in DND custody.</li> </ol>	<ol style="list-style-type: none"> <li>1. Shipping, receiving, storing and managing of parts to the base level;</li> <li>2. Purchase of consumables;</li> <li>3. Stocking and preparing Pack-up Kits at the MOB;</li> <li>4. Depot logistics support;</li> <li>5. Purchase of aircraft, AMSE and ALSE spare parts within Supplier ownership;</li> <li>6. Simulator logistics chain management; and</li> <li>7. Materiel management of stocks &amp; assets while in suppliers' custody.</li> </ol>

Table 14: Steady State - Information Management

Information and Infrastructure Management	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
<ol style="list-style-type: none"> <li>1. Operate and maintain infrastructure as applicable;</li> <li>2. ERP and ERKS support AMSE and ALSE (DRMIS);</li> <li>3. Common AMSE and Common Unique ALSE Maintenance Publication Distribution Management; and</li> <li>4. Hardware/software maintenance and network support for HUMS, PMS, ISR &amp; Data Link Ground Connection, OFP, MDF, Mission Planning Systems and Mission Brief/Debrief Systems.</li> </ol>	<ol style="list-style-type: none"> <li>1. Operate and maintain infrastructure as applicable;</li> <li>2. EDE support;</li> <li>3. CE support;</li> <li>4. Aircraft, simulator, FF Unique AMSE and FF Unique ALSE Maintenance Publication Distribution Management;</li> <li>5. Aircraft, simulator/training equipment, AMSE and ALSE in-service maintenance and part performance monitoring;</li> <li>6. Aircraft*, simulator and training device ERKS support;</li> <li>7. Aircraft*, simulator and training device ERP support; and</li> <li>8. Aircraft specific hardware R&amp;O and software update for HUMS, PMS, ISR &amp; Data Link Ground Connection, OFP MDF, Mission Brief/Debrief Systems.</li> </ol>

Table 15: Steady State - Training

Training	
DND	Supplier (selected as a result of the FFCP competitive procurement process)
<ol style="list-style-type: none"> <li>1. Approval of pilot and technician training courseware and course control documentation;</li> <li>2. Development of minor changes to pilot and technician training courseware and course control documentation*;</li> <li>3. Classroom, hands-on/in-aircraft instruction and assessment for initial qualification training of pilots;</li> <li>4. Classroom, hands-on/in-aircraft instruction and assessment for continuation training of pilots</li> <li>5. Training of aircraft technicians*; and</li> <li>6. Training of supply technicians*.</li> </ol>	<ol style="list-style-type: none"> <li>1. Development of major changes to pilot and technician training courseware and course control documentation; and</li> <li>2. Role playing and simulator operation during simulated missions for initial and continuation pilot training.</li> </ol>

### 3. Acronyms

AMO	Aircraft Maintenance Officer
AMSE	Aircraft Maintenance Support Equipment
ALSE	Aircraft Life Support Equipment
CE	Collaboration Environment
DND	Department of National Defence
DOB	Deployed Operating Base
DRMIS	Defence Resource Management Information System
EDE	Electronic Data Exchange
ERKS	Electronic Record Keeping Set / Electronic Record Keeping System
ERP	Enterprise Resource Planner
FF	Future Fighter
FFCP	Future Fighter Capability Project
FOL	Forward Operating Location
FSRV	Final Sustainment Readiness Verification
HUMS	Health and Usage Monitoring System
IP	Intellectual Property
ISED	Industry, Science and Economic Development
ISR	Intelligence, Surveillance, Reconnaissance
MDF	Mission Data File
OFP	Operational Flight Plan

PMS	Performance Management System
PSPC	Public Services and Procurement Canada
R&O	Repair and Overhaul