RETURN BIDS TO: 
RETOURNER LES SOUMISSIONS À: 
See Herein

SOLICITATION AMENDMENT 
MODIFICATION DE L'INVITATION

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

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

Comments - Commentaires

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

Issuing Office - Bureau de distribution 
Armoured Vehicles Support/Soutien des véhicules blindés 
11 Laurier St./11, rue Laurier 
Place du Portage  Phase III 6C1 
Gatineau 
Québec 
K1A 0S5

Title - Sujet
Light Utility Vehicle (LUV)

Solicitation No. - N° de l'invitation
W8476-206313/A 

Amendment No. - N° modif.
003

Client Reference No. - N° de référence du client
W8476-206313 

Date
2020-07-01

GETS Reference No. - N° de référence de SEAG 
PW-SSLB-326-27752

File No. - N° de dossier 
326bl.W8476-206313 

CCC No./N° CCC - FMS No./N° VME

Solicitation Closes - L'invitation prend fin at - à 
2020-07-15

Time Zone 
Eastern Daylight Saving Time EDT

F.O.B. - F.A.B.

Plant-Usine: Destination: Other-Autre: 

Address Enquiries to: - Adresser toutes questions à: 
Benabdallah, Hana

Telephone No. - N° de téléphone 
(819) 639-4250

FAX No. - N° de FAX

Destination - of Goods, Services, and Construction: 

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée 
Delivery Offered - Livraison proposée

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

Telephone No. - N° de téléphone

Facsimile No. - N° de télécopieur

Name and title of person authorized to sign on behalf of Vendor/Firm (type or print)
Nom et titre de la personne autorisée à signer au nom du fournisseur/de l'entrepreneur (taper ou écrire en caractères d'imprimerie)

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

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

ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME
Engagement Process For The Replacement Of the Light Utility Vehicle (LUV) Fleet

Industry Day

26 May 2020

www.pspc-spac.gc.ca
Note to Industry Engagement Participants

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

Both the English and French versions of the presentation will be shared with Industry Engagement Participants and posted on Buyandsell.gc.ca following the Industry Day.
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Presenter(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0900 – 0905h</td>
<td>Welcome and Opening remarks – Hana Benabdallah, Contracting Authority, PSPC</td>
<td>Hana Benabdallah</td>
</tr>
<tr>
<td>0905 – 0920h</td>
<td>Process Overview – Hana Benabdallah, Contracting Authority, PSPC</td>
<td>Hana Benabdallah</td>
</tr>
<tr>
<td>0920 – 0930h</td>
<td>Project Overview – François Camus, Project Manager, DND</td>
<td>François Camus</td>
</tr>
<tr>
<td>0930 – 0945h</td>
<td>Requirements Overview, Major Dave Gottfried, Project Director, DND</td>
<td>Major Dave Gottfried</td>
</tr>
<tr>
<td>0945 – 1000h</td>
<td>Sustainment Overview – François Camus, Project Manager, DND</td>
<td>François Camus</td>
</tr>
<tr>
<td>1000 – 1015h</td>
<td>Health Break</td>
<td></td>
</tr>
<tr>
<td>1015 – 1030h</td>
<td>Costing Requirements, Éric Carrière – Procurement and Finance Manager, DND</td>
<td>Éric Carrière</td>
</tr>
<tr>
<td>1030 – 1045h</td>
<td>Industrial and Technological Benefits Policy, Edin Sabotic, Project Officer, ISED</td>
<td>Edin Sabotic</td>
</tr>
<tr>
<td>1045 – 1155h</td>
<td>Question Period, All</td>
<td></td>
</tr>
<tr>
<td>1155 – 1200h</td>
<td>Closing Remarks – Hana Benabdallah, Contracting Authority, PSPC</td>
<td>Hana Benabdallah</td>
</tr>
</tbody>
</table>
Welcome and Opening remarks

Hana Benabdallah
Contracting Authority
Light Utility Vehicle Project
Public Services and Procurement Canada
Today’s Project Speakers

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

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

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

- Improving defence procurement

- The Three Key Objectives of the DPS
  ✓ Delivering the right equipment to the Canadian Armed Forces and Canadian Coast Guard in a timely manner
  ✓ Streamlining and modernizing defence procurement processes and ensuring coordinated decision-making
  ✓ Leveraging defence equipment purchases to create jobs and economic growth for Canadians
Industry Engagement Process

The objectives of the current phase of engagement are to:

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

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

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

<table>
<thead>
<tr>
<th>SMP G-Wagon</th>
<th>MILCOTS Silverado</th>
</tr>
</thead>
<tbody>
<tr>
<td>647 - Basic</td>
<td>858 - Cargo Basic</td>
</tr>
<tr>
<td>46 - Military Police</td>
<td>143 - Cargo w/MP Kit</td>
</tr>
<tr>
<td>466 - Comd and Recce</td>
<td>60 - Cable Layer</td>
</tr>
<tr>
<td>Total = 1159</td>
<td>Total = 1061</td>
</tr>
</tbody>
</table>
Canada’s Defence Policy

• Canada’s new defence policy, **Strong, Secure, Engaged**, sets the conditions for a full-spectrum, combat capable CAF to operate over the next twenty years putting ‘people first’, while ensuring ‘mission always’ through excellence in operations along a core set of eight missions.

• SSE Initiative # 40: “Modernize logistics vehicles, heavy engineer equipment and light utility vehicles.”

Project Scope

1. Light multi-role vehicles with up to 4 variants:
   - Command and Recce (C&R) Vehicle;
   - Utility Vehicle;
   - Military Police (MP) Vehicle; and
   - Cable-Laying Vehicle.

2. Ancillary equipment:
   - Military Police (MP) / Signals equipment;
   - Armour protection; and
   - Light Utility trailers.

3. Integrated Logistic Support

4. In-Service Support solution
Budget Situation

- As stated in Army Outlook, current Project budget is set at $250 M – $500 M.

- Based on the returns of this RFI, conclusions of the Business Case Analysis, and rigorous project costing, it is the intent of the Sponsor to request more Capital Investment Funds as required.
# Proposed Project Schedule

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

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

- Vehicles are self-divesting
- Parts are obsolete and no longer being manufactured
- Sustainment no longer feasible
- SSE – Additional tasks for the Army
- Capability of current fleet no longer adequate
The CAF requires a protected, lightweight multi-role and highly mobile ground vehicle in order to conduct multiple battlefield roles and tasks across the spectrum of conflict. This includes roles like Combat, Command Support and Combat Service Support, and Individual Training and Training support tasks.
Roles and Tasks

• Combat Roles
  – Combat is defined as forces that may engage in combat with another military force or aggressor.

• Command Support Roles
  – Command Support is defined as an integrated system of resources that enables command. Military Police (MP) and Signals (Sigs) will fall into this category.

• Combat Service Support
  – CSS is the support provided to combat forces, primarily in the fields of administration and logistics.

• Individual Training and Training Support
  – Individual training aims to impart the skills and knowledge required to safely operate any vehicle system
  – Administrative tasks to support a field unit while training in Canada
Roles and Tasks
Geographical Locations
# High Level Mandatory Requirements

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

* A portion of the fleet will be further defined during definition.
High Level Mandatory Requirements (cont’d)

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

• Why Tier Levels?
  – The project was required to complete a Capability/Cost/Risk Analysis
  – Needed a way to differentiate between different OEMs with different capability levels to conduct the analysis

• Primary capabilities used?
  – **Mobility**, Survivability, Lethality

• Tier 1 vehicles were the most capable with Tier 3 the least capable
• Tier 4 was strictly a commercial vehicle
Concept of Operations

- **Combat Roles**
  - Direct Fire Support Platoons, Rear Area Security tasks, and Armoured Reconnaissance Troops

- **Command Support Roles**
  - Rovers for sub-units commanders, command and control vehicles for unit and sub-unit commanders and Liaison Officer vehicles as well as MPs and Sigs

- **Combat Service Support**
  - Small unit logistics requires a platform similar to a common pick-up truck cargo bed where soldiers can deliver small materiel loads by hand

- **Individual Training and Training Support**
  - Driver and technician training
  - Administrative tasks to support a field unit while training in Canada
Sustainment Overview

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

www.pspc-spac.gc.ca
**Sustainment**

How DND approaches Sustainment - *Four Principles*

- **Performance.** Defence equipment that is operationally ready and mission capable.
- **Value for money.** The required outcomes (i.e. fitness for purpose and quantity) are procured at a price commensurate with the market rate for comparable procurements.
- **Flexibility.** An adaptable and scalable support system that can readily be adjusted to changes in operational requirements and/or operating budgets.
- **Economic benefits.** A Canadian defence industrial capability strengthened by the delivery of high quality jobs, strong export potential and sustainable programs.

The effectiveness of a sustainment solution will be judged by the degree to which the principles have been optimized.
ISS Solution Design - Sustainment Business Case Analysis

• The SBCA is a standardized methodology that guides sustainment teams to develop a flexible, scalable, and principles-based sustainment solution for material. The process involves interdepartmental collaboration and governance, the application of sustainment best practices and the requirement for discipline and rigour to optimize the four sustainment principles.

• Feedback is requested for better decision making
  - Sustainment Requirements
  - Performance metrics for sustainment
  - Bundling of sustainment services
  - Life Cycle Cost
Fair Approach to Life Cycle Costing

Under bid the acquisition contract so that ISS cost can be increased later
What is Equipment Sustainment?

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

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

Éric Carrière
Procurement and Finance Manager
Light Utility Vehicle Project
Department of National Defence
Costing Requirements

- Costing information and feedback from industry is required to prepare Project Approval documentation. The most detailed information possible will support the development of an accurate budget.

- To the greatest extent possible, please provide pricing for the questions listed in Annex C-5, Tables 1 and 2.
  - Please provide a breakdown, to the lowest level possible, that would enable Canada to meet all of the acquisition and in-service support requirements listed.
  
  - If pricing for a specific cost element cannot be provided, please provide an explanation in your response. (e.g. it is included in the price for another item).
  
  - If a specific cost element is not listed and you think it should be, please provide your proposed cost element, an explanation about why it is needed, and your response.
Table 1 – Acquisition Costs

- Key project deliverables needed to obtain costing information from Industry.
  - Program Management (provide costs for the acquisition and the ISS phases separately)
    - contract administration, engineering design phase, long-lead items, production line
  - Vehicles
    - efficiencies on the proposed solution, such as volume discounts
  - Ancillary Equipment
    - non-permanently fitted ancillary equipment, such as armour protection kits or other role-specific equipment, must include special equipment & tools necessary for installation and removal, etc.
  - Other project deliverables
    - Technical Data Package, Systems Engineering Management Plan, Training System, etc.
Table 2 – In-Service Support Costs

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

Edin Sabotic
Project Officer
Light Utility Vehicle Project
Innovation, Science and Economic Development Canada
Outline

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

• The Government of Canada is consulting with industry to support the development of an approach for leveraging economic benefit for the LUV Project.

• Feedback from industry will be used to:
  • Validate the Government of Canada’s analysis of Canadian capabilities related to the LUV Project; and
  • Develop an economic leveraging approach in support of the LUV Project.
Canada’s Defence Procurement Strategy

Announced in February 2014, by the Ministers of:

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

Goals:

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

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

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

**Outstanding Obligation**
- Activities identified after contract award
- Brings identified activities up to 100 percent of contract value
Value Proposition (VP) Pillars

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

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

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

Informed by:
- Industry engagement
- Research and analysis
- 3rd party experts
The Value Proposition Bid Proposal

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

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

**Rated Criteria**
- Based on Commitments under the Value Proposition Pillars

**Identified Transactions**
- Equal to no less than 30% of bid price
Key Industrial Capabilities (KICs)

- KICs were introduced in April 2018 to ensure that defence procurements can better drive innovation, exports and the growth of firms through the ITB Policy.

- KICs represent areas of emerging technology with the potential for rapid growth, established capabilities where Canada is globally competitive, and areas where domestic capacity is essential to national security.

- KICs are defined as the skills, technologies, and supply chains required to support the growth of these capabilities. They are broader than the companies associated with the end solution; they include the post-secondary institutions that develop skills and research, the SMBs that form part of the value chain, and intellectual property that is developed in Canada.
Key Industrial Capabilities

**EMERGING TECHNOLOGIES**
- Advanced Materials
- Cyber Resilience
- Remotely-piloted Systems and Autonomous Technologies
- Artificial Intelligence
- Space Systems

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

www.pspc-spac.gc.ca
Industry Consultation

• The Government of Canada is seeking industry feedback to support the development of the economic leveraging approach for the LUV Project.

• Industry engagement questions were published on Buyandsell.gc.ca in advance of the LUV Project Industry Day.

• We encourage all potential bidders and suppliers to provide comments.
Preparing for a Procurement

Potential bidders and suppliers should:

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

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

<table>
<thead>
<tr>
<th>Regional Development Agency</th>
<th>Contact Name</th>
<th>E-mail</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlantic Canada Opportunities Agency (ACOA)</td>
<td>Sam Fotia</td>
<td><a href="mailto:sam.fotia@canada.ca">sam.fotia@canada.ca</a></td>
<td>(613) 286-8853</td>
</tr>
<tr>
<td>Canada Economic Development for Quebec Regions (CEDQ)</td>
<td>Mathieu Poirier</td>
<td><a href="mailto:mathieu.poirier@canada.ca">mathieu.poirier@canada.ca</a></td>
<td>(438) 341-8782</td>
</tr>
<tr>
<td>Federal Economic Development Agency for Southern Ontario (FedDev)</td>
<td>Robyn Hori</td>
<td><a href="mailto:robyn.hori@canada.ca">robyn.hori@canada.ca</a></td>
<td>(613) 612-2495</td>
</tr>
<tr>
<td>Federal Economic Development in Northern Ontario (FedNor)</td>
<td>Natalie Brabant</td>
<td><a href="mailto:natalie.brabant@canada.ca">natalie.brabant@canada.ca</a></td>
<td>(705) 626-8897</td>
</tr>
<tr>
<td>Western Economic Diversification Canada (WD)</td>
<td>Peter Hoek</td>
<td><a href="mailto:peter.hoek@canada.ca">peter.hoek@canada.ca</a></td>
<td>(613) 220-4489</td>
</tr>
</tbody>
</table>
Next Steps

• Written feedback regarding the ITB/VP questions is to be submitted to the PSPC Contracting Authority.

• Information provided to the Government of Canada will be considered in the development of the economic leveraging approach for the LUV project.

• For more information on Canada’s Industrial and Technological Benefits Policy, please visit: http://www.canada.ca/itb.
For any ITB Policy related questions, contact:

Mr. Edin Sabotic
Project Officer
Industrial and Technological Benefits Branch
Innovation, Science and Economic Development
Canada
Tel: (613) 410 2036
Email: edin.sabotic@canada.ca
Question Period

Questions can be asked in either official language.
Questions

Panel:

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