Documents in support of the Rt. Honourable Brian Mulroney's testimony

THE RT. HONOURABLE BRIAN MULRONEY

Compendium of contacts

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10	June 3, 1993



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MARLHEINZ SCHREIBER MAGKAY LABE ESTATES 7 BITTERN COURT ROCKCLIFFE PARE OTTAWA, CANADA KIL 8K9

August 28, 1989

The Right Honourable Brian Mulroney, Prime Minister of Canada, House of Commons, Ottawa, Canada

Dear Brian,

I very much enjoyed meeting with you last week; it was an unexpected pleasure and especially because only a few days ago, I was cleaning out some old boxes and came upon my 1982 Canadian citizenship papers, and a kind telegram from a friend. I enclose copies.

When I was in Alberta, I was struck by the support you enjoyed (compared, say, to Premier Getty).

I listened with great interest to your address to the P.C. Annual Meeting and was especially moved by your remarks concerning education and the challenge to the young. I was reminded of the days in post-war Germany when we knew that we had better find ways of keeping our brightest in the country; if we lost our engineers, our children would become slaves of the high-tech countries. I too am working to create quality jobs for our children in this great country of mine that is Canada.

I salute you and your accomplishments. Please receive my kindest regards.

Sincerely,



PRIME MINISTER PREMIER MINISTRE

September 18, 1989

Dear Karlheinz,

Thank you for your letter of August 28.

I too was pleased to have the opportunity to meet with you. The recent General Meeting provided a tremendous opportunity for the PC Party to reflect on its past success and to look ahead to a future that promises to offer Canadians countless opportunities both at home and abroad.

It was with interest that I read the telegram I sent you back in 1982 when you received your Canadian citizenship. That date now seems so long ago; a lot has happened in the space of a few short years. You can be proud of your contribution to helping to ensure the continued growth and future prosperity of your new home, Canada.

Once again, thank you for writing. It was a pleasure to hear from you.

With kindest personal regards,

Yours sincerely,

Mr. Karlheinz Schreiber,
MacKay Lake Estates,
7 Bittern Court,
Rockcliffe Park,
Ottawa, Ontario.

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KARLHEINZ SCHREIBER MACKAY LAKE ESTATES 7 BITTERN COURT ROCKCLIFFE PARK OTTAWA, CANADA KIL 8K9

July 6, 1990

The Rt. Hon. Brian Mulroney, P.C., M.P. Prime Minister of Canada Room 309-S Centre Block House of Commons Ottawa, Ontario K1A 0A6

Dear Prime Minister:

Let me say what pleasure it was to see you again Tuesday morning and how much I appreciated your taking the time to meet with me.

Speaking as a Canadian citizen, let me tell you how much I admire the way you have conducted yourself on the entire issue of Canadian unity and I shudder to think what condition this country would be in if anyone but yourself were at the helm.

Speaking as a friend, let me assure you of my continued support in any way I can be helpful.

I am overjoyed to learn of your coming official visit to Germany. If there is any way I can be helpful regarding this visit, please call on me. I humbly suggest that I could be helpful.

From my days with Franz Josef, I know the burdens we impose on our political leaders. But even God rested on the seventh day!

For that reason, I look forward to seeing you and your wife relax in Bavaria.

With friendship and admiration.

Karlheinz Schreiber

TUESDAY, July 3, 1990

DAILY SCHEDULE

FOR THE PRIME MINISTER

8:30	Breakfast	7 Rideau Gate
9:45	Stanley Hartt Paul Tellier	307-S
10:00 - 5:00	P & P	323-S
5:00 - 6:00	Mtg:Laurier-Sainte-Marie By-Election	323-S
8:00 - 8:20	Chief Justice Lamer Appointment Ceremony	Rideau Hall



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CLERK OF THE PRIVY COUNCIL AND SECRETARY TO THE CABINET



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July 12, 1990

Thyssen/Bear Head Industries

BACKGROUND

As you had requested, I met recently with Elmer MacKay and Karlheinz Schreiber, Chairman of Bear Head Industries Ltd., to discuss the Thyssen initiative. Mr. Schreiber described the history of this initiative which (started in 1985 as a result of the request made by Sinclair Stevens, to West German business people to consider investing in Canada. Following this request, discussions started with Thyssen about the possible construction of an industrial facility in Cape Breton to assemble armoured vehicles, other metal products and environmental protection equipment. This led Thyssen to set up Bear Head Industries to pursue the initiative and to conduct the discussions.

In July of 1988, the Ministers of Regional Industrial Expansion, National Defence and the Minister in charge of ACOA signed an Understanding in Principle with Bear Head Industries which outlined the areas on which discussions had been held up to that time and understandings reached. For its part, Thyssen undertook, if it received an order for 250 Armoured Personnel Carriers, to proceed with the construction of the Bear Head Plant in Cape Breton.

As the discussions have been going on for almost 6 years, Mr. Schreiber feels that the Government should now. come to a decision so the project can either be pursued or dropped by the company. I agreed that we were fast reaching decision time and, although a number of major and difficult issues are raised by the project, the Government should come to a decision sooner, rather than later, if it is the case that there is political will to pursue the project. I told my visitors that I would be speaking with you upon your return from the Houston Summit.

CONSIDERATIONS

In arriving at a decision about this project you will want to weigh the following factors:

Defence Equipment Requirements

Although it recognizes that its current armoured troop carriers are obsolete and are vulnerable to piercing in some limited close range conditions by certain high powered arms, the Department of National Defence is only in the very early phase of assessing its needs for a Multi-Role Carrier Vehicle (MRCV). This means that under the current schedule, a contract for MRCVs could be awarded by 1995-96 assuming no major changes in Defence policy or budgetary circumstances. Taking an earlier decision to procure 250 armoured carriers solescurced from Thyssen would therefore mean a major shift in defence procurement priorities that could affect other priorities and contracts in an already very tight Department of National Defence budget.

2. Industrial and Economic Benefits

The commitment made by Thyssen is to invest \$70 million in the short term: The project would create 500 direct jobs, and Bear Head Industries would have access to Thyssen technology. The Understanding in Principle signed in 1988 stated that the Government would also assist the project with its regular programs in force at the time the project proceeds. This means that half or more of the capital costs could be covered by federal grants and tax credits available in Cape Breton.

Additional benefits could result from the fact that Thyssen and General Dynamics have formed a partnership. A North American location could allow Thyssen to have significant access to United States defence procurement. Bear Head Industries could also proceed to a second phase of the project into civilian production.

The benefits are potentially significant but remain only partially quantified at this time. A full business plan would have to be considered in order to assess the long run benefits and the cost to government in terms of direct procurement and subsidies.

A new facility set up in Cape Breton would compete with General Motors in London. You will recall that the Government had awarded General Motors a \$201 million contract for 199 Light Armoured Vehicles in 1989. GM is quite successfully competing in this field having obtained an important contract in Saudi Arabia. Also, a heavily subsidized facility in Cape Breton may raise concern in the U.S. about unfair competition. However we understand from Mr. Schreiber that the U.S. Defence authorities have no concerns about a Canadian location for such a facility.

Export Controls

Bear Head Industries' future success would be dependant on exports to the U.S. and to other countries. The possibility has been raised that the West Germans themselves could procure some MRCVs from such a facility. However, not all exports would be to NATO countries and the Government must be prepared to address some difficult export control issues in the event the plant were established in Canada and if orders are received from Middle East countries for example.

COMMENT

An investment of this size, in a depressed region, by a West German company of this stature would be a positive signal about Canada as a place to invest. At a time when Canada is attempting to give a business as usual signal to foreign investors, this would be a reassuring message. However, if the project is less than fully successful, it may simply add to current overcapacity in the sector where GM is operating below its capacity level.

As noted above, pursuing the Thyssen project at this time would require a redirection of the Defence procurement program which would be disruptive and controversial. [Exports of Thyssen products from Canada to sensitive countries could potentially be opposed by Mr. Clark on foreign policy grounds. Given these difficult policy issues, the Government's decision should essentially depend on whether the deal is a sufficiently good one from the economic and industrial dimensions and whether it will be worth the cost of assisting it through procurement and subsidies. To make this judgment, a full business plan should be requested from Thyssen, and an analysis of this and the project's costs and benefits would need to be undertaken thoroughly.

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Should you feel a project proposal should be developed for consideration by Cabinet, you may wish to:

- ask Mr. McKnight to prepare a proposal on a possible sole-source contract and to outline its policy, budgetary and operating implications for DND;
- 2. ask Messrs. Bouchard and MacKay to assess the proposal from the economic and industrial points of view, as well as the likely cost of the project through subsidies and tax credits; and
- ask Mr. Mazankowski to chair a meeting to examine all aspects of the proposal and to report to you.

I would be pleased to discuss this with you at your convenience.

Paul M. Tellier

Suite 903, 350 Sparks Street, Ottawa, Ontario Telephone: (613) 563-3321 Fax: (613) 563-7648

PERSONAL CONFIDENTIAL FOR HIS EYES ONLY

27 August 1990

The Right Hon. Brian Mulroney, P.C., M.P. Prime Minister of Canada Ottawa, Ontario K1A 0A2

Dear Prime Minister:

First, let me thank you for the telephone conversation last week and I hope that your mother's birthday celebration was a happy event for she and all of your family. As you know, I am going back to Germany this week to celebrate with my mother on the occasion of her seventy-ninth birthday.

In an age as our mothers are, we are fortunate to celebrate every year with them.

Before my departure I wanted to pass on some information which I believe important.

The meeting which I had with Stanley Hartt and Elmer was very interesting and in my opinion it was very productive.

The visit of Winfried Haastert and his colleagues from the Thyssen Industrie AG Supervisory Board was very positive in their understanding of the promising out-look for establishing our new Canadian factory in Nova Scotia.

Suite 903, 350 Sparks Street, Otlawa, Ontario Telephone: (613) 563-3321 Fax: (613) 563-7648

PERSONAL CONFIDENTIAL FOR HIS EYES ONLY

I passed on your regards as you had requested during our telephone conversation and this was both very appreciated and respectfully acknowledged in return.

This group has travelled onward to Los Angeles for project discussions after last week's award to Thyssen for the high speed rail link between Los Angeles and Las Vegas, selecting Thyssen's Magnetic Leviation train which will provide a 500 km/hour connection between the two cities.

Observing Canada has been among the first nations to respond to the Iraqi invasion of Kuwait, I believe it will be of interest to know I have arranged, at the request of the U.S. Government, for the immediate supply to the US forces from West German army inventory, 10 Fox NBC reconnaissance vehicles (capable of chemical detection and protected operation in a chemical warfare environment) and an additional option for 20 more of these vehicles. As you may be aware, neither Canada nor the US have any such anti-chemical vehicles in inventory.

The US has now asked for the Fox chemical protected personnel carriers as well. It now appears the U.S. may request all available vehicles. Before we agree to such a US request, I am offering to make such vehicles available to Canada should Canadian forces be deployed to a land base in a region threatened by chemical warfare.

If such is your desire, I would need to know as soon as possible.

I trust this is helpful to you.

As regards the Mohawk situation, I have been concerned for years, and have expressed this concern, about the known fact that certain Canadian Native groups received training in East German terrorist training camps, and I have reason to believe that some such groups may be in possession of armour-piercing weapons. There are in Shilo, Manitoba, at the Training Camp, a number of Marder personnel carriers vehicle, which offer protection against such weapons. They are being used for training the German forces

there. I could arrange, either from our company, or on a Natocountry to country basis, to make these vehicles immediately available to your forces.

Suite 908, 350 Sparks Street, Ottawa, Ontario Telephone: (613) 563-3321 Fax: (613) 563-7648

PERSONAL CONFIDENTIAL FOR HIS EYES ONLY

I trust this may be helpful to you as well.

Hopefully, these conflicts will be resolved peacefully, but I wanted you to know that I am available to help in this way should it be necessary.

Sincerely,

Karineinz Schreiber

P.S. I am enclosing info on these vehicles. Obviously I am not trying to "sell" Canada anything by this offer, merely arranging to have the vehicle loaned to Canada to help protect Canadian soldiers.





NUCLEAR, BIOLOGICAL, CHEMICAL RECONNAISSANCE SYSTEM (NBCRS)



GENERAL DYNAMICS

Land Systems Division



WORLD CLASS TEAM

GENERAL DYNAMICS AND THYSSEN HENSCHEL HAVE TEAMED TO MEET THE U.S. ARMY'S IMMEDIATE OPERATIONAL NEED TO COUNTER THE GROWING NBC THREAT.

Airland Battle doctrine requires continuous operations on the contaminated battlefield. The ability to quickly detect, identify, and quantify a wide variety of contaminants, coupled with the ability to rapidly communicate this information to friendly forces, could decide the outcome of the conflict. That operational capability is missing today.

An operational vehicle system that can respond to this need is available now from a proven industrial team of General Dynamics Land Systems and Thyssen Henschel.

The FOX NBC Reconnaissance System (NBCRS) is the only operational system of its kind in the free world. Thyssen Henschel has produced more than 140 FOX NBCRS configured vehicles that are currently fielded and used by the West Germany Army. In addition, over 1000 FOX combat, combat support, and combat service support vehicles have been produced and fielded to support NATO forces.

The FOX NBCRS is a highly mobile, amphibious wheeled vehicle, tailored to meet the operational requirements for NBC Reconnaissance on the current battlefield. It is the only operational NBC Reconnaissance System in use by NATO forces today.

The FOX NBCRS is already playing a key role in the defense of Europe.

Thyssen Henschel has a long history of combat vehicle development and production. Today the company designs and builds some of the most sophisticated arrnored combat, communications, missile, and command systems for the West German Army and other NATO allies.

General Dynamics brings the experience of decades of design, integration, and production of defense systems. GD has designed, built, and supports a wide range of advanced weapon systems including the F-16 aircraft, the Stinger Missile, and the M1 series Main Battle Tank.

The combined resources of this team has resulted in a program to provide a proven NBCRS system that meets today's requirements with planned growth for future NBC defense requirements. The proposed program offers a low risk approach, based on using an NBCRS that has been fielded and in operation since 1984.

The baseline NBCRS will be expanded during a system improvement program that is based on current Army combat vehicle command and control electronics technology as well as the latest NBC detection technology.

TRANSITIONING NATO TECHNOLOGY INTO THE U.S. ARMY PRODUCTION BASE

The FOX NBCRS meets today's demand for a high performance armored vehicle tailored to accomplish the NBC Reconnaissance Mission.

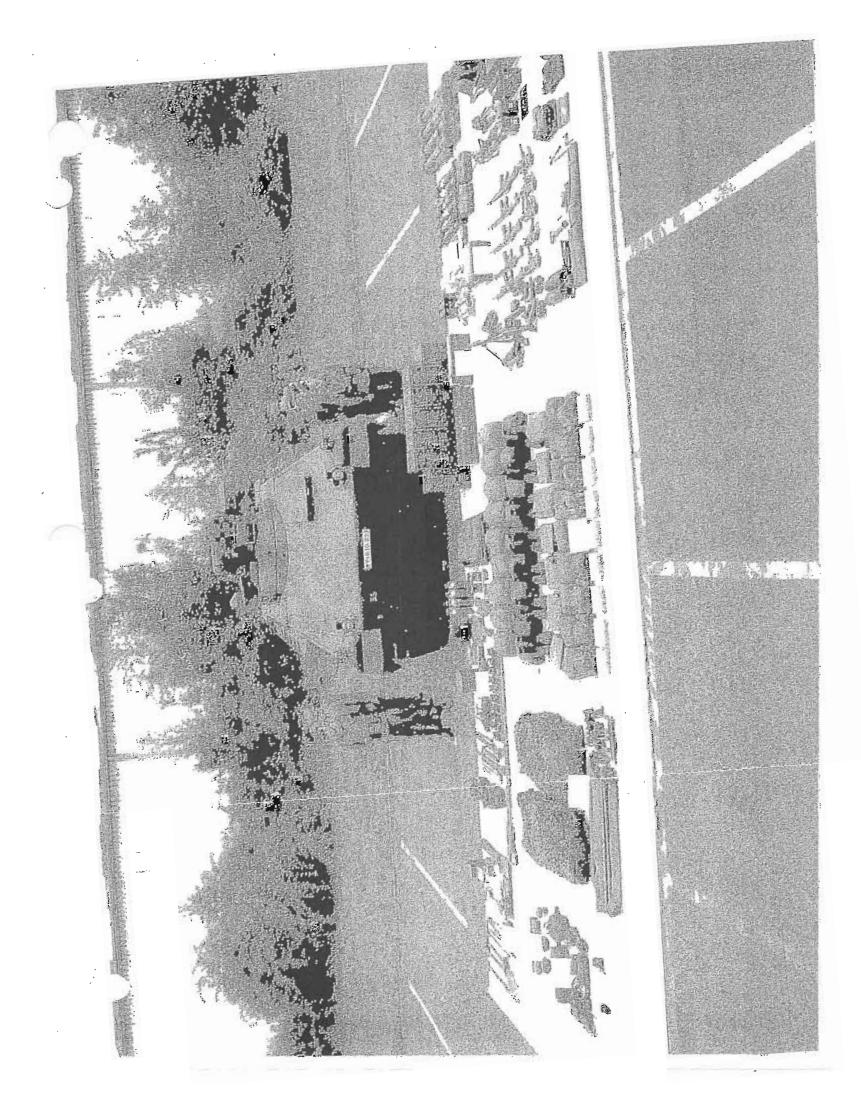
The FOX system is fully developed and proven. The integrated Non-developmental Item (NDI) nuclear, and chemical detection, identification, location, and marking system is currently playing a role in the defense of Western Europe. The current FOX system provides a baseline for evolutionary improvement with low technical risk.

For full rate production, the FOX NBCRS will integrate all of the developed and tested

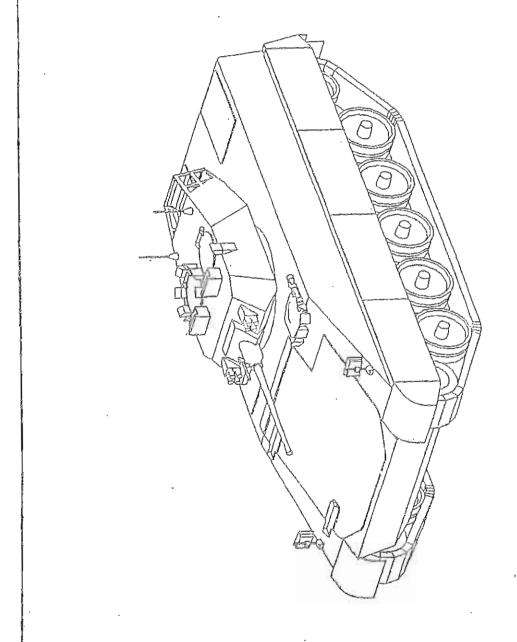
improvements necessary to provide a mobile standoff sensing capability for detecting, identifying, and reporting all NBC threats.

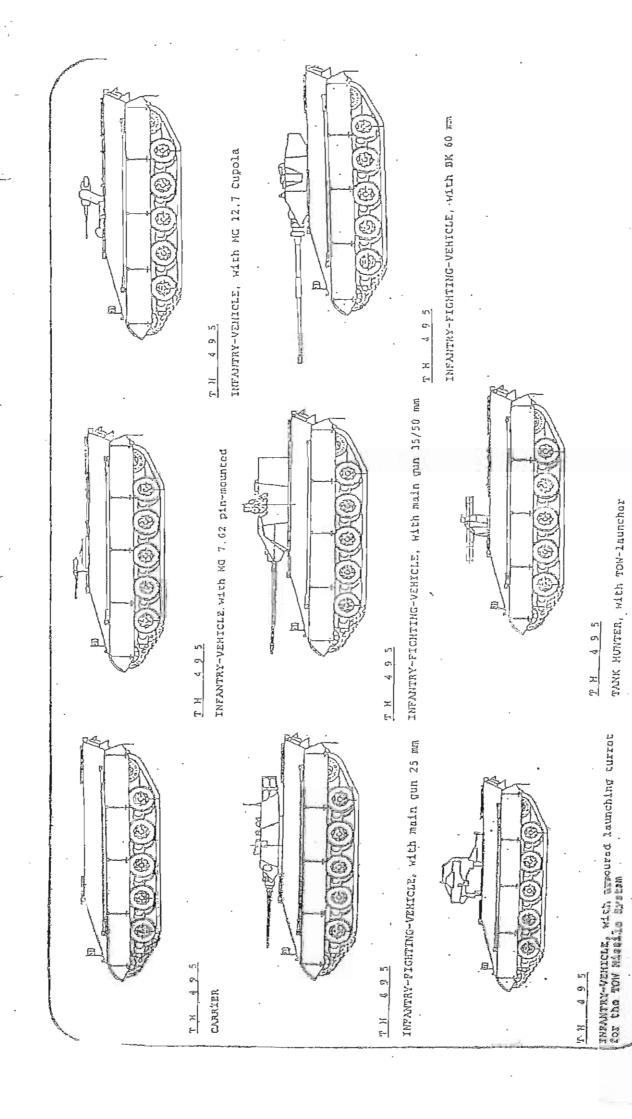
The improved FOX will be based on an electronics architecture that will integrate all NBC detectors, the Position - Navigation (Pos/Nav) system, and meterological sensors, with a digital burst communications capability via an integrated computer processing unit.

System upgrades can be reirofitted to the current FOX NBCRS with no degradation to system performance or RAM characteristics.



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THE BEAR HEAD INDUSTRIES LTD.



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Suite 908, 350 Sparks Street, Ottawa, Onlario Telephone: (613) 563-3321 F2x: (613) 563-7648

CONFIDENTIAL, FOR HIS EYES ONLY

10 October 1990

The Right Hon. Brian Mulroney, P.C.,M.P. Prime Minister of Canada Ottawa, Ont. K1A 0A2

Dear Prime Minister:

Many thanks for the most enjoyable meeting we had last month. What a great pleasure to recognize that old friends never change.

Congratulations on your great success in New York. I would like to inform you that you have been the only conference speaker who was shown on the television in Germany and Switzerland. I received several comments from friends in Europe who applauded your remarkable statements and their plainly evident sincerity.

I wish you could see Canada from an overseas perspective, where the country is viewed at such an advanced stage of evolution that the Prime Minister can turn to the issues that are truly important to this world, such as our children, our environment and our commitment to keep peace. Witnessing your leadership in this role from Germany reminded me of this and brings me to encourage you with all of my best wishes.

Turning back to discussions of our meeting last week, I would like to share some further thoughts which I have had on those matters.

In my opinion, the greatest opportunity for Canada is to achieve growth in the export of finished products. I am most familiar with the trade between Canada and Germany and while I am delighted to find Canadian exports to Germany in 1989 increased by 20.1%, I note the largest portion of that growth has been in unfinished resources.

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CONFIDENTIAL, FOR HIS EYES ONLY

Therefore, the remaining challenge is to increase the proportion of finished products. I am confident that I can help you in meeting this challenge, but before I can do this, I must have in place the right tools with which to work. I should not withhold from you the fact that I face increasing pressure due to the newest development, where earliest production is urgently required. I am not able to explain to the United States customer why their vehicles should be manufactured in Canada where we have so far found no business with the Canadian Forces.

What is needed as soon as possible is the signed MOU as proposed by Minister MacKay, to solve the aforementioned problems as well as bring new and vital long-term activities in Trenton.

Thank you, and please be assured that I will do everything I can to meet your goals.

With best personal regards,

Kariheinz Sehreiber



Excerpts from Paul Tellier's agenda

April 8, 1991

to

April 10, 1991

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WEDNESDAY, April 10, 1991

DAILY SCHEDULE

FOR THE PRIME MINISTER

9:45	Bob Layton Jim Hawkes	307-S
10:00	Caucus	237-C
1:45	Q.P. Briefing	307-S
2:15	Question Period	House
3:00	Picture & Handshake Jean Corbeil (Householder)	Outside 307~S
3:15	André Plourde	307-S
4:00	J.A. Doucet Karlheinz Schreiber Paul Tellier	230-LB

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Karlheinz Schreiber

Suite 908, 350 Sparks Street, Ottawa, Ontario Telephone: (613) 563-3321 Fax: (613) 563-3321

PERSONAL AND CONFIDENTIAL HIS EYES ONLY!

April 19, 1991

The Right Honourable.
Brian Mulroney
Prime Minister of Canada
Langevin Block
80 Wellington Street
Ottawa, Ontario
K1A 0A2

Dear Prime Minister:

As a follow-up to our meeting of last week, I have noted a few items which I feel are important for you to be aware of.

Since you made it very clear in your statements what your principles are, and how much you care about your people and especially about the safety of your Armed Forces who serve them, I am more determined than even before to support you through pursuit of the Thyssen-BHI project.

Unfortunately, to fulfil this commitment to you, I think I have to help you to identify information which may have misled you on the Thyssen project. So far during my experience on this project, I have been frightened to think this may also occur on other initiatives.

Attached, you will find an "Aide Memoire", and comments in response to questions from the Minister of ACOA.

If you will allow me, I would suggest that you keep this all for your personal interest as I intend to table these attachments during my up-coming meetings with your officials.

I think there is no need for me to comment on the continuing meeting we had with Mr. Tellier after your departure, as I know, Fred will do this. Rather, let me lead your attention to items which you were interested in.

In your presence, Mr. Tellier told you that DND could buy the appropriate MRCV for Canadian Forces for a price of \$500,000. This is just nonsense.

Stanley Hartt showed me a report from Paul Tellier, dated August 10, 1990, in which it was stated, "Mr. McKnight is strongly opposed to this project on financial, policy and operational grounds". This cannot be true, for Bill McKnight told me several times, in the presence of Elmer MacKay, that he would love to go for the project but that he unfortunately had insufficient funding in his department.

In the same document, General Motors Diesel Division in London, Ontario is described as successfully competing in the field of armoured vehicles and has obtained an important contract in Saudi Arabia. This is not true.

From information contained in a separate document prepared by ACOA in December 1990, I was asked by Minister MacKay to respond to comments from External Affairs, stating their concern that by directing a major military purchase to a non-US (i.e. German) source, Canada will initiate US trade interests and threaten access to the US defence market.

This comment is misleading, for the entire Thyssen-BHI project was described to the Under Secretary of the US Army and received his endorsement. This meeting took place in the presence of the Minister Counsellor of the Canadian Embassy.

If there are any doubts on your side, on the statements given to you by the Company, and the merits of the proposal, the Company is prepared to submit to an appraisal of these issues by an internationally recognized authority.

Lastly, about the comments of Mr. Fowler who told us from the beginning that we "are not going to get this project" and the equally unbelievable remarks of Lt.Gen Huddleston, I will only remind you of our discussion.

As an independent individual, and your true friend, I can only tell you, that in my opinion, the Thyssen project, realized in Canada, will be the best economic and political tool, I can possibly imagine.

I would appreciate if you could find the time that I could explain all this in greater detail.

Wishing you all the best and with

Warm regards,

Mariheinz Schreiber

AIDE MEMOIRE

- 1. Q: Is it in fact a stated policy of the Government to use DND Capital program spending to promote regional economic development?
 - A: Yes, as stated in the White Paper on Defence in June, 1987, and publicly declared Cabinet policy.
- 2. Q: Is it the intent of the Government to promote exports of products made in Canada, and within this goal promote the development and manufacture of products in Canada which can be successful in export markets?
 - A: Yes. All parties would agree that increased exports are vital to Canada's overall economic recovery, and future survival as a player in the global market.
- 3. Q: Is it agreed that the Canada-United States Free Trade Agreement (FTA) and Defence Production Sharing Agreement (DPSA) must be utilized as vital tools of entry to the US market by Canadian products?
- A: Yes, otherwise the Mulroney Government's negotiation and implementation of the FTA is ignored.
- 4. O: Should the branches of the Federal Government not support initiatives which specifically target the export market covered under the Canada-US Free Trade Agreement?
 - A: Yes, and the Thyssen BHI project is an example of such an initiative.
- 5. Q: Regarding the Army's MRCV project, relative to DND's overall program, one can observe that the Air Force is equipped with modern fighter jets, notably the CF 18, while the Navy has begun to receive their new frigates which will be followed by the NSA helicopters and the new minesweeper vessels. However, it appears the Army is left with obsolescent combat vehicles.

With this in mind, are there any significant changes to army equipment from the status described in testimony to the Senate Defence Committee, May 26, 1987 by then Commander of Mobile Command Gen. Jim Fox?

- A: No, with respect to combat vehicles for the regular troops, no change has occurred.
- 6. Q: Did Army soldiers face the threat of injury from 7.62 AP (armour piercing)

ammunition while in their armoured personnel carriers during the "stand-off" with Native Canadians at Oka in 1990?

- A: Yes, in fact the Leopard 1 main battle tank was deployed on the final approach to the barricades.
- 7. Q: Could Canadian soldiers also face threats as common as 7.62 AP ammunition penetrating their current armoured personnel carriers during assignments to UN peacekeeping missions, including the Gulf region?
 - A: Yes.
- 8. Q: Are the Canadian Forces presently able to deploy troops into a contaminated zone using vehicles with an integral NBC (Nuclear, Biological, Chemical) protective system?
 - A: No.
- 9. Q: Has the Canadian Army placed the Multi Role Combat Vehicle (MRCV) as their top priority in equipment requirements?
 - A: Yes.
- 10. Q: Is NATO (Nato Industrial Advisory Group NIAG) working on a standard requirement for NATO nations along the lines of the MRCV requirements?
 - A: Yes.
- 11. Q: In light of the experience of the Gulf crisis, is this MRCV applicable to the future needs of our allies?
 - A: Yes.
- 12. Q: Are the parties involved aware that for example the German forces have no vehicle such as the MRCV suitable to their future participation in the planned NATO "rapid reaction forces", and will be seeking a new design?
 - A: Yes.

13. Q: Given Canada's international reputation as pioneers and leaders in the in the concept of UN peacekeeping, would a Canadian made vehicle not enjoy an ideal trade mark in the maple leaf?

A: Yes.

14. Q: Are the parties involved agreed that departure from the prospect of export potential as a necessary feature of the vehicle which is procured as Canada's MRCV may have serious negative consequences in the cost of operation and maintenance, due to the absence of inter-operability of such a vehicle among Canada's allies.

A: Yes.

15.Q: What are the essential characteristics in a peacekeeping and Multi Role Combat vehicle (MRCV)?

A: 1) air transportable in the Hercules C 130

2) armour protection against a minimum of 7.62 AP ammunition

3) protection from biological and chemical weapons

4) high mobility across a wide range of terrain

5) family concept in design, to include capability for reconnaissance, infantry transport, armoured combat and other variants

 6) capacity for increased armour protection through in-field application of "modular add on armour", to meet threat in mid intensity conflict (eg. Gulf crisis)

7) suitable for deployment in internal security role (eg. Oka, 1990)

The Thyssen proposed vehicle (TH 495) is being developed to meet these requirements.

16. Q: Is it agreed that these characteristics also meet the requirements of other armies?

A: Yes, very likely.

17. Q: If this is the case, will this not bring the Thyssen TH 495 vehicle significant export opportunity in these markets?

A: Yes.

18. Q: Is there an "off the shelf" vehicle existing from a western industrial country and selling at a price of \$500,000.00, which meets the Canadian MRCV requirement?

A: No, there is no such vehicle available for that price. Furthermore, to the Company's knowledge, no competitor is able to produce the vehicle needed to meet the Canadian MRCV requirement at the same quality and at a lesser price than has been offered.

19. Q: Is there another successful international manufacturer with an existing or developmental vehicle (which meets MRCV characteristics) who is willing to transfer their technology and the major share of future export production to Canada?

A: Unlikely.

20. Q: Moreover is there such a manufacturer who, in addition to Canadian production of this vehicle, will introduce a diversification of operations in the environmental protection sector and the variety of industrial activity similar to the Thyssen range of technology?

A: No.

If all will agree with these points made above, they will also agree that whichever manufacturer can enter the market first will secure a distinct advantage in this business.

The answers provided here are based upon internal knowledge and advice available to the Company, including our Canadian defence advisor Lt.Gen. Jack Vance (ret'd), who completed his service in the Canadian Forces in 1988 as VCDS.

To explain to those, to whom the MRCV concept is not a daily point of discussion, it is useful to observe the fundamental determinants of vehicle design which will define the elements of the end product:

Cargo door dimensions of the Hercules C 130 aircraft determine limits on a vehicles width and height

Lift capability of the aircraft determine limits on vehicle's transportation weight

Protection requirements dictate the amount of "add-on armour" and thus the operational weight of the vehicle.

Mobility requirements and the specified terrain determines the selection of power pack and wheels or tracks

After consideration of these key elements, the remaining specifications deal with equipment and systems needed to fulfil assigned rolls.

Since major assemblies and component prices are known and available within NATO, and since it is proposed to supply the vehicle on the basis of open audit - agreed profit basis, it should be agreed that there is nothing undisclosed in final costs on the vehicle.

General

1) The Minister of ACOA

raised a series of questions and observations which had been placed to him during the December review of the Thyssen-BHI unsolicited proposal for 250 Fox vehicles, with the option of firming up the vehicle requirement over the first year. While the BHI proposal has now been altered to offer the MRCV instead of the Fox, the questions and observations raised through the Minister of ACOA were sufficiently important and contentious to merit comment.

2) The purpose of this paper therefore, is to clarify and comment on the various features of the BHI initiative and certain Government staff reactions to it.

MRCV and TH 495

While staff reaction in assessing the Fox against DND plans for the MRCV was largely unfavourable, it was acknowledged that the TH 495 concept showed considerable promise.

Financial Analysis

4) Project Cost

There was considerable disagreement on the overall cost of the project. This was based on DND's assessment of a 2.5 factor to capture not only the acquisition price of the vehicle, but also the cost of running the project, buying the spare parts, and the maintenance required over the life of the vehicle, the training, instructional manuals and documentation needed to support the project, and the like. Thus instead of costing 290 million dollars for the 250 vehicles, the project would cost 2.5 times as much, ie. 725 million dollars.

- 5) While it is uncertain what all costs are captured in the DND factor, it is a matter of note, that the vast majority of equipment projects for DND are assessed at a much lower factor, only the most risky projects normally exceed a factor of 2. The current Thyssen projection of project cost for the BHI proposal is in the order of 1.3 over a 10 year life cycle.
- 6) In any event, it is the firm Thyssen-BHI intention that costs be established on the basis of "open books" and on agreed profit margin.

7) O+M Costs

A major argument against the "Fox" proposal was that of purchasing new vehicles without retiring the vehicles that they replace. It was estimated that as much as \$130 million would have to be added to the DND operations and

maintenance (O+M) budget.

This argument is not applicable in light of the new Thyssen-BHI proposal, since the company would plan to produce vehicles in accordance with the DND time-table.

In fact, it can be anticipated that the longer term impact on the O+M budget would be reduced because, once the MRCV is introduced into service, it is much more likely to be less costly to maintain than the current fleet of aging vehicles which DND must now maintain.

8) Inefficiencies

It was observed that there would be considerable expense incurred from the lost opportunity for economies of scale in purchasing only part of the overall requirement for new vehicles. This argument does not pertain with the Thyssen-BHI proposal to manufacture the first 250 vehicles of the MRCV overall requirement.

9) Summary of Costs

The Minister of ACOA informed that the staff estimate for the original Fox proposal was \$1.1 billion (presumably arrived at by totalling the project cost at a factor of 2.5, plus extra O+M costs plus significant cost for inefficiencies). In light of the revise Thyssen-BHI proposal, now offered on TH 495, it is our estimate that the cost will be in the range of \$450 million.

Impact on Defence Services Program (DSP)

It was advised that the DSP did not contain funds for the MRCV until 1995 and beyond, and that a premature order would force the displacement of several other large projects. In the light of the advantages to be gained by proceeding with the MRCV now, the project warrants special funding to DND. If that solution is not possible the company would consider assisting through special funding arrangements such as bridge financing.

Defence Industrial Base

Government staff argued that a new military vehicle facility would only add to the existing problem of over-capacity in this industrial sector. This argument, from the company's viewpoint, is spurious in that it defends a single source concept for the company already established in this field.

Even more important, the arguments of over-capacity do not take into account the significant potential for export, which will greatly strengthen the defence industrial base.



BEAR HEAD INDUSTRIES LIMITI

Suite 908, 350 Sparks Street Ottawa, Ont., Canada K1R7S8

TELEPHONE(613)563-3321

TELEFAX (613) 563-7648

May 9, 1991

Right Hon. Brian Mulroney Prime Minister of Canada House of Commons Ottawa, ON K1A 0A6

Dear Prime Minister:

When we met in your office on April 10, 1991, you asked me to keep you informed of matters around our project. The copy of the letter that I now enclose is intended to do that.

As you will sense readily, I continue to be astonished. I recall very well our breakfast meeting, when you told me how difficult it is to get things done. I understand the meaning of that statement more every day.

Yours sincerely,

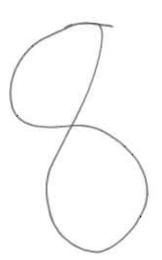
Karlheinz Schreiber

Chairman

Enclosure

P.S.

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TUESDAY, May 5, 1992

DAILY SCHEDULE

FOR THE PRIME MINISTER

9:45 - 10:00	Mtg: Segal/Tellier	307-S
	P & P	323-S
1:45	Q.P. Briefing	307-S
2:15	Question Period	House
3:05	P&H: National School Safety Patrol Jambore P&H: Pauline Browes and 45 senior citizen	
3:45	Mtg: Elmer MacKay/ Karlheinz Schreiber	307-S
4:30	Drop-In: UNCED Stake Holders Meeting	Museum of Science & Nature

Karlheinz Schreiber

Suite 908, 350 Sparks St., Oftawa, Ont. K1R 758 Telephone: (613) 563-3321 Fax: (613) 563-7648

May 6, 1992

The Right Honourable Brian Mulroney Prime Minister of Canada Langevin Block 80 Wellington Street Ottawa, Ont. K1A 0A2

Dear Prime Minister:

I would like to thank you very much for finding the time to meet with me yesterday especially when you are so busy with the constitutional issue. I was also greatly heartened by your sympathetic understanding of the situation and your determination to set things in train.

As you recommended, we are now working on a 2 page summary of the actions necessary to realize the project as you would like to see it. To deliver the exact figures will take a few days and we will present them to you next week. The activity we will engage in the next few days includes an investigation of the situation for establishment of the project in East Montreal.

I would also like to inform you that after the meeting with you, Elmer and I had a very good meeting with Marcel Masse and I expect to meet with him again next week.

With regard to your suggestion that we get together when you are in Munich, perhaps you would ask one of your staff to give me information on your program, so that my family and I can help you and your family to enjoy your visit to our home city.

I look forward to seeing you again next week.

Warm personal regards,



THYSSEN BHI

Sulte 908, 350 Sparks Street Olfawa, Ont., Canada K1R 758

TELEPHONE (613) 563-3321

TELEFAX (613) 563-7648

May 13, 1992

Hon. Marcel Masse Minister of National Defence Confederation Bldg, #209 House of Commons Ottawa, Ontario K1A 0A6

Dear M. Masse:

Following last week's meetings with the Prime Minister, the Hon. Elmer Mackay and with you, we proceeded as discussed. Due to the tragic disaster in Nova Scotia, Elmer has not been able to keep you informed of events since. Therefore, I will fill in for him to bring you up to date.

As we informed you, our next steps were to meet with officials of the Province of Québec and with some of your Army Generals.

With respect to our discussions with the Province of Québec, we have found a very enthusiastic reception in meetings with the Premier's staff and officials from his Department of Industry, Commerce and Technology. On behalf of Premier Bourassa, they have expressed their support for our proposal and are now actively assessing potential sites in the Montreal area for our consideration.

We also met with four of your Senior Army Generals who share the view of the global nature of the requirement wherein allies will need vehicles of the type identified in your recently suspended MRCV program. The discussions with them underlined your views of the growing importance of future peacekeeping, as written in your April Statement of Canada's Defence Policy, 1992.

Thyssen Henschel is now proceeding with one of first prototypes of a new family of light armoured vehicles. These initial prototypes are based on the TH 495 design which was

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THYSSEN BHI

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originally conceived in response to the requirements of various NATO allies, including recognition of the essential Canadian MRCV requirement as advised to industry through the German Defence Attaché on April 1991 and confirmed by you in your letter to the German MOD February 10, 1992.

To successfully complete development and to allow Thyssen and Canada to participate in the anticipated large export and co-production potential, we are extremely anxious to incorporate acknowledged Canadian peacekeeping expertise through advice from Canadian Forces operational and technical experts.

Therefore the action I am proposing will require a development contract with DND This will permit the fabrication of eight prototypes, five in a new facility in Montreal. These latter vehicles will be furnished to DND for evaluation.

The cost of the entire contract will amount to \$132 million (CY) spread over three years. It is recognized that these funds will have to be found from other sources beyond current DND allotments and that DND's participation will be reimbursed. To avoid any misunderstanding, I wish to point out very clearly that the project under discussion has nothing to do with future vehicle procurement for the Canadian Forces.

ISTC

You must understand that I cannot proceed as agreed with the Prime Minister to organize the necessary funding, nor can a draft contract be proposed until you and I have reached agreement through a Memorandum of Understanding.

I look forward to meeting with you at your earliest convenience, as agreed last week, to discuss the next necessary steps to bring this project to fruition.

Sincerely,

Karlheitz Schreiber

Chafrman

cc: Rt.Hon. Brian Mulroncy Hon. Elmer MacKay

AGC00030

Karlheinz Schreiber

Suite 908, 350 Sparks St., Ottawa, Ont. K1R 758 Telephone: (613) 563-3321 Fax: (613) 563-7648

13 May 1992

The Right Honourable
Brian Mulroney
Prime Minister of Canada
Langevin Block
80 Wellington Street
Ottawa, Ont.
K1A 0A2

Dear Prime Minister:

Subsequent to our meeting of last week and the meeting with the Hon. Marcel Masse, I am pleased to inform you that I have now had very encouraging meetings with representatives of the Premier and officials from the Province of Quebec, and with four senior Army Generals.

The next important step in the whole process is to have a meeting as early as possible with l'Hon. Marcel Masse to discuss the areas of his very important involvement. A letter to Minister Masse is attached which will inform you of that proposal.

I will keep you informed on our progress, and will request a further meeting when the situation is more fully advanced. I know that I can count on your continuing support, although I appreciate that all our activities are greatly overshadowed by the tragic event in Nova Scotia, and Elmer's strong personal concern and involvement.

Sincerely yours,

Karlheinz Schreiber

Chairman



Suite 908, 350 Sparks Street Ottawa, Ont., Canada K1R 7S8

TELEPHONE (613) 563-3321

TELEFAX (613) 563-7648

May 13, 1992

Hon. Marcel Masse Minister of National Defence Confederation Bldg. #209 House of Commons Ottawa, Ontario K1A 0A6

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Thyssen Henschel is now proceeding with one of first prototypes of a new family of light armoured vehicles. These initial prototypes are based on the TH 495 design which was

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To successfully complete development and to allow Thyssen and Canada to participate in the anticipated large export and co-production potential, we are extremely anxious to incorporate acknowledged Canadian peacekeeping expertise through advice from Canadian Forces operational and technical experts.

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I look forward to meeting with you at your earliest convenience, as agreed last week, to discuss the next necessary steps to bring this project to fruition.

Sincerely,

Karlheinz Schreiber

Chairman

cc: Rt.Hon. Brian Mulroney Hon. Elmer MacKay



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WEDNESDAY, November 25, 1992

DAILY SCHEDULE

FOR THE PRIME MINISTER

9:00	Private Breakfast
_	MacKay/McLaughlin
9:30	MacKay/McLaughlin

24 Sussex

10:00 National Caucus

237-C

12:30

12:45 Lunch:
- Ambassador Teeley
1:45 Jim Judd

24 Sussex

Karlheinz Schreiber

Suite 908, 350 Sparks St., Ottawa, Ont. K1R 7S8 Telephone: (613) 563-3321 Fax: (613) 563-7648

December 3, 1992

The Right Hon. Brian Mulroney Prime Minister of Canada Langevin Block 80 Wellington Street Ottawa, Ont. K1A 0A2

Dear Prime Minister:

First I want to thank you for providing me the great honour of again being a guest at your home for a most delightful breakfast and constructive discussion.

Bärbel and I do very much look forward to the opportunity when we can host you and Mila in one of our homes, so that we may return your kind hospitality.

Enclosed you will find the promised "Echinaforce" from the renowned Dr. A. Vogel company of Switzerland. This herbal extract is the "secret weapon" of the medical doctors in Europe. As I mentioned, the medicine boosts the strength of the human immune system. I can confirm to you that my family is using this product and we are excited about the results. This particular medicine was obtained in Ottawa, and if you are interested you will find a whole line of Dr. Vogel products at the health food store the "Wheat Berry" at 206 Main Street. If you encounter any problems with obtaining the Echinaforce, please contact my office at 563-3321.

Thank you for asking David McLaughlin with overseeing the progress of the Thyssen BHI proposal on your behalf.

Also I have bad a very constructive discussion with l'hon. Jean Corbeil, and I wish to express to you the confidence which I have in his support and involvement.

As December is already here, let me sign off with best wishes to you, Mila, and the children for a healthy and happy Christmas and New Year.

Best personal regards,

Karbeigz Schreiber

and werm wister to you and your family from Berbel.



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3:30 Inaug.Aerogare 7:15 Souper Benef Bater 12 12:00 Luncheon 1:00 Interview: 6:45 Candidates PCCF Board Dir. (London Times) Wartin Walker Last Revision Date: June 24, 1993 5 10:30 Remise des Médailles Speeches 12:00 Brunch: 2:45 Travel La Malbafe NOTE: June 11, Caroline's Birthday Comeau 4 Travel Montreal 7:30 Tribute 9:30 Post Tribute 4:00 Int:J.Sutton Premier Bourassa 12:30 Lunch Mtg: 6:00 Recep. Charbonneau Charlevolx 12:20 Int:P.Kent Dinner: Americas 6:00 Travel Society Entrevue: CKAC 11:00 Opening 10:00 Mtg:G.G. Ceremony 7:30 for 8:00 2:30 Private Ceremonies: Leadership 11 Private -Strauss(Tor.Star) Private Oinner Inc: MacNeil-Lehrer5:15 Int: M. Kennedy 2:00 Registration Clark's Reception 4:00 Mtg:LeBreton 1:10 Pars 1:30 Private Mtg 4:00 Mtg:H.Andre] 5:30 Private 7:30 Private Mtq 17 3:00 Cabinet 12:00 Lunch alkaz for Leadership | 16 Mtg:M.Valpy | 1/ 2.20 | P&Private Lunch | 2:10 Campbell/Harvie | 2:10 Campbell/Harvie | 4:30 - 6:00 Cabinet Dinner (PM & Family) 6:30 for 7:00 BAPTISTE Dinner Thursday 24 ST.JEAN 3 (Parp) NOTE: June 6, MPH Tiny Hearts Telethon CHEO NOTE: June 11, PN's 10th Anniversary NOTE: June 16, House Recesss Breakfast; Clinton (:30 Int:G.Fraser 3:45 Courtesy Call Sen. LeBreton PRIME MINISTER C-Span Interview 23 11:00: Pvt Htg 2 8:30 Bilateral 7. Sallott-Globe Lunch Wash Post 3:45 Shortliffe 2:30 McLaughlin 6:45 Recep. Maz 2:15 Statement 1:15 Tribute 9 Mat'l Caucus Video:Maz Gatineau Media Avail. Wednesday 5:00 Travel Video 3:10 P&HS Private 4 Mail 6:30 Travel Washington 8 2:30 Int:Ottava Breaking Ceremony 3:45 Private Mtg 15 8:45 Campbell National Caucus Larry King (CNN) 4:30 Int:PM&HPM-3:10 PEHS 3:30 [#tg:Blais] 3:45 Shortliffe 5:45 McLaughlin 10:30 [Campbel] o/n Washington Hontreal Forum Private Dinner 2;30 LeBreton Return Ottawa Morgan Doucet 4:00 Ground Puesday 1:00 6.6-Hongrain Private 1,43 5:15 5:15 Mtg:0.G. Keeting 3:00 Private HOUSE RESUMES Monday Private BCRET Кау & Procedure 3:00 Leadership 20 Father's Day Lakeville Nomination Htg 12:00 Brunch & Gatineau Ent: CFER-TVA 2:10 Depart 3:15 Arrive Return ottava Depart Sunday 10:00 Vote 3:55 Nay

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THURSDAY, June 3, 1993

DAILY SCHEDULE

FOR THE PRIME MINISTER

9:30 Mtg: Bill McKnight - 9:45	307-S
9:45 Mtg: McLaughlin/Shortliffe	307-S
10:00 10:00 P & P	323-S
1:45 Q.P. Briefing	307-S
2:15 Question Period - 3:00	House
3:10 P&H: 1) Doug Steiner and family 2) Scheduling: Maria Grant/ Yolande Ouellet/ Carmen Veres/ Ann Walker 3) Ministerial Tours: Patricia Gratton/ Lynne Martichenko/ Allison Seymour 4) Major General M.G. Cloutier/ Bill Grossman	307-S
3:30 Mtg: Fred Doucet - 4:00	307-S
4:00 Interview: - Joan Sutton-Strauss 5:00 (Toronto Star)	307-S
5:15 Interview: - Mark Kennedy 5:45 (Ottawa Citizen)	307-S
6:00 Reception - Senator Guy Charbonneau 7:30	Speaker's Dining Room 274-F Senate
7:30 Mtg: Pierre Blais	307-S

