BravoZulu
MISSION SUPPORT

Bravo Zulu Inc.

FROM MISSION SUPPORT ORIGINS TO NATO'S EASTERN FLANK









“Bravo Zulu”

Armed Forces code for “Well Done”


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Introduction

A Legacy of Service and a New Strategic Partnership

Bravo Zulu Inc. represents the culmination of decades of mission support experience, merging high-level contracting expertise with on-the-ground operational delivery. Co-founded in 2025 by Murray Dawes and Mike Hewitt, Bravo Zulu builds on a legacy that spans the founders' experiences in United Nations peacekeeping missions, major projects in the Canadian Arctic, and NATO/Canadian Armed Forces engagements. The company has evolved from two entities: Murray Dawes' proposal development firm, IGY6 Consulting, which has developed successful bids worth C$11.7 billion for large Canadian defence contractors; and Mike Hewitt's Almaquin Enterprises, a provider of both proposal development support and water services operations in challenging environments. The integration of these considerable strengths has developed into Bravo Zulu, a robust enterprise that can both win and execute complex military support contracts.

Bravo Zulu is positioned as a trusted Canadian partner for international projects. This is especially relevant for Latvian companies aiming to support the expanded Canadian Armed Forces (CAF) presence in Latvia, where Bravo Zulu's unique blend of experience and capability offers strategic value. The founders' combination of proven success in securing billion-dollar contracts and technical prowess in remote operations makes it an ideal partner for upcoming defence sustainment contracts. The partnership now stands ready to support CAF operations on NATO's eastern flank in Latvia.

From UN Peacekeeping to NATO Operations:
Decades of Mission Support

The roots of Bravo Zulu's team run deep into international missions. Collectively, its leadership and specialists have over 180 years of experience supporting military and humanitarian operations around the world, beginning with Canada's proud peacekeeping and NATO contributions during the 1990s and continuing through to present-day. Bravo Zulu senior management team members participated in:

- **United Nations missions in the Balkans**: supporting UN operations in the former Yugoslavia (1991–1995) during the volatile post-Cold War peacekeeping era. These early experiences instilled in the team the importance of cultural sensitivity while providing logistics in conflict zones.
- **NATO operations in Eastern Europe and Afghanistan**: participating in NATO stabilization efforts in the Balkans (2001–2005) and in Afghanistan during Operation ATHENA (2003–2012), including demobilization of CAF assets through Cyprus, and provision of linguistic support services throughout southwest Asia (2012–2017). During this period, team members honed their skills in infrastructure support, base operations, and multi-nation coordination on deployments.
- **Current-day Ukraine**: project managing US$400 million in strategic initiatives within Ukraine for the US Department of Defense, Department of Justice, Department of State, and US Agency for International Development (USAID). These roles required agility and deep understanding of operating in high-risk environments.

This extensive field experience has fundamentally shaped Bravo Zulu's identity and approach. Having operated in theatres from Bosnia and Kosovo to Kabul and Kandahar, the team learned how to keep missions running in austere, high-risk settings where infrastructure is fragile and threats are ever-present. They carry forward hard-won lessons in logistics, cultural competence, infrastructure rehabilitation, and adaptive risk management. The company's veteran-led ethos means it can shoulder crucial support functions, like establishing water supply in a desert outpost or maintaining base facilities under fire, so that uniformed personnel and aid workers can stay focused on their primary objectives.

Bravo Zulu was built to "step in where others withdraw" and the team embodies this mission support legacy in contemporary conflict and post-conflict environments. Notably, team members have maintained an active in-country presence in Ukraine since 2014, supporting allied militaries, diplomats, and NGOs on NATO's eastern flank. From its peacekeeping origins in the Balkans to present-day operations in eastern Europe, the Bravo Zulu team continues to leverage field-proven expertise, an uncompromising duty of care, and the adaptability of its veteran professionals to enable mission success in the world's most difficult environments, underscoring Bravo Zulu's role as a trusted civilian force multiplier for military and humanitarian operations.













IGY6 Consulting
Strategic Contracting Excellence

At the heart of Bravo Zulu's corporate origin is IGY6 Consulting, a premier Canadian firm for defence procurement strategy and proposal development, founded by Murray Dawes and based in Kelowna, British Columbia. Murray brought over 25 years of experience in logistics, international operations, and federal contracting to IGY6. He assembled a cross-Canada network of proposal managers and subject matter experts (SMEs) specializing in complex Request for Proposal (RFP) responses, particularly in fields like aviation training, remote infrastructure services, and logistics support.

IGY6's core services included end-to-end RFP response management, technical writing, compliance editing, and even specialized Indigenous procurement strategies. The firm's philosophy was to deliver "tailored, compliant proposals grounded in operational reality," leveraging SMEs with direct defence and infrastructure experience. In essence, IGY6 functioned as a force behind the scenes, helping client companies craft winning bids for major Government of Canada contracts.

The results speak for themselves. IGY6 team members have been instrumental in securing several of Canada's largest defence support contracts in recent years, proof of its capability to design and plan complex military support programs. Key successes include:

Future Aircrew Training (FAcT) Program– Royal Canadian Air Force

A C$11.2 billion, 25-year contract awarded in May 2024 to deliver all aspects of the RCAF's pilot and aircrew training. The IGY6 team supported the development of the winning proposal, demonstrating mastery in integrating technical, logistical, and training solutions on a massive scale. The FAcT program will equip the CAF with new training aircraft, simulators, facilities, and services across Canada, making it one of the most complex training procurements ever.

North Warning System (NWS) Operations and Maintenance

A C$592 million contract (7-year base + options) awarded in 2022 to operate and maintain the chain of 47 radar sites across the Canadian Arctic. IGY6 provided proposal support to the winning team, leveraging its knowledge of Arctic logistics and Indigenous engagement (NWS is an Inuit partnership contract). The win was strategic for Canada's NORAD commitments. The winning bidder took over in April 2022, responsible for remote site ops including airstrips, 100+ buildings, 300+ fuel tanks, and extensive logistics in harsh conditions. IGY6's expertise helped ensure the bid was comprehensive, operationally sound, and aligned with northern requirements.

CFS Alert Support Services

A C$122 million contract awarded in October 2022 (8.5-year initial term) for all site support and maintenance at Canadian Forces Station Alert, Nunavut. CFS Alert is the world's northernmost inhabited military outpost, and the contract covers accommodation, food services, power and utilities, facilities maintenance, runway and vehicle maintenance, water/sewage systems, and fire safety. The IGY6 team again played a vital role in developing the winning proposal. Their input helped demonstrate how to sustain a 24/7 operation in extreme Arctic conditions, supporting Alert's vital intelligence and sovereignty mission. The successful bid highlighted benefits to Inuit communities and northern businesses while aligning with federal priorities, a level of strategic nuance that IGY6's consultants are adept at incorporating.



Translating Personal Experience into IGY6's Offerings

Murray Dawes shaped IGY6 Consulting around lessons drawn from years of international operations, federal contracting, and on-the-ground logistics work, building a firm that translated complex military support requirements into structured, compliant, and strategically aligned proposals. IGY6 became known for producing RFP responses that described not only how a program should be delivered, but how it could operate in real conditions. The team refined pricing models, compliance frameworks, and technical narratives for major Canadian defence procurements, from Arctic radar sites to national training systems. Each project reinforced IGY6's strength in converting operational realities into executable program designs. These capabilities now underpin Bravo Zulu's strategy division, anchoring its ability to craft credible win strategies and execute delivery.

Through IGY6 Consulting, Murray Dawes and his team proved their capacity to win contracts on paper and design the blueprints for execution on the ground. This record of success in large-scale defence procurements is a cornerstone of Bravo Zulu's credibility. It demonstrates the company's ability to navigate complex RFP processes, meet stringent government requirements, and devise support programs that stand up to real-world conditions.

Almaquin Enterprises

From Disaster Response to Strategic Operations

Almaquin Enterprises Limited is a Canadian company specializing in water, wastewater, and infrastructure services – particularly in remote or challenging locations. Mike Hewitt, the founder of Almaquin, built a diverse career delivering mission support across humanitarian, defence, and Arctic contexts. His early work in high-risk environments forged technical and leadership skills that now underpin Almaquin's contribution to Bravo Zulu. By converting complex requirements into workable solutions, he enables government and military clients to focus on their core objectives.

His career reveals a consistent theme: translating high-level requirements into functional systems that enable government and military clients to focus on their core objectives. Whether coordinating emergency relief after a natural disaster, drafting winning proposals for complex defence contracts, or ensuring water and power in austere theatres, he turned operational constraints into measurable outcomes. Key accomplishments include:

Humanitarian Leadership in Haiti

In the aftermath of Haiti's devastating 2010 earthquake, Canada funded a project to erect three temporary administrative bases (TABs) for Haitian government ministries. Mike Hewitt served as deputy project manager for this 2-year mission, responsible for converting vacant lots in Port-au-Prince into semi-permanent hubs of governance. Valued at up to C$12 million, this initiative equipped each site with modular shelters, satellite internet, independent power supplies, and functional offices. Despite fuel shortages, street blockages, and public health fears, Mike helped guide site preparations that were completed by April 2010, overseeing facility inaugurations between June and August and handing over fully operational bases by September 2011. The project hired and trained local staff, leaving a lasting skills transfer and demonstrating his ability to timely manage large budgets and challenging logistics under humanitarian pressure.

Winning Arctic and Base Operations Contracts

Mike's proposal work has helped secure some of Canada's largest defence support contracts. Working with consultancy teams and partners, he has developed environmental management plans, staffing plans, and maintenance strategies that contributed to major wins. In 2022, he provided technical content on environmental and waste services, facilities maintenance, and fire protection for a 7-year, C$592 million contract with options to operate the NWS radar sites from Labrador to the Yukon. The same year, he supported a successful bid for CFS Alert support services for an 8.5-year contract worth C$122 million to deliver accommodation, food, utilities, runway maintenance, and medical services at the world's northernmost military outpost. In 2021, a proposal he co-authored led to a C$694 million 10-year contract (with two 5-year extensions) for non-military operations at 5 Wing Goose Bay, including snow and ice control, fire and rescue, navigation aids, airfield maintenance, and water treatment.

Afghanistan and Beyond

Long before his proposal development work, Mike gained direct experience in active theatres. From 2003 to 2005 he served as Water Supply and Shop Supervisor in Kabul, managing potable water and equipment maintenance for a mission-critical camp. He then moved to Kandahar Airfield as Utilities Manager in 2007–2008, where he oversaw camp services under extreme desert conditions, ensuring continuous delivery of water, wastewater, and waste management for 12,500 personnel. He later provided technical writing for water and wastewater systems in bids for the Canadian Contractor Augmentation Program (CANCAP).



Translating Personal Experience into Almaquin's Offerings

Since founding Almaquin Enterprises Limited in 2006, Mike Hewitt has applied lessons from those deployments to build a company focused on reliable water and utility services. Almaquin now manages a Class 3 wastewater treatment plant at a federal facility, pairing technical competence with a vocational program that trains residents in water operations. It has stabilized water and wastewater systems for growing municipalities by deploying certified operators who restored regulatory compliance and optimized processes. The firm's teams oversee utility infrastructure in remote industrial camps, coordinating contractors, preventive maintenance schedules, and upgrades to improve water quality and environmental performance. At Arctic installations, Almaquin supplies operators who maintain 24-hour water and sewage services, write site-specific operations manuals, and implement preventive maintenance routines adapted to −40 °C conditions. Each project is a function of Mike's personal experience, leading to robust procedures, compliance discipline, and a focus on long-term resilience.

Almaquin has established itself as a critical force in mobilizing technical solutions under conditions ranging from a war zone airfield to a post-earthquake-stricken capital or a polar military outpost. Mike Hewitt and his team have a record of providing effective, practical, engineering-driven solutions that keep critical systems running under pressure.

Almaquin's operational credibility pairs well with IGY6's strengths in strategy and proposal mastery, contributing the operational and technical backbone needed for successful execution.

Bravo Zulu (2025)

Merging Strategy with Execution

In 2025, Murray Dawes and Mike Hewitt officially merged their efforts by incorporating Bravo Zulu as a Canadian company. This step was the logical next chapter for what had already been a close collaboration. In creating Bravo Zulu, they integrated under one banner the strategic contracting capabilities of IGY6 with Almaquin's capacity for operational delivery.

The name "Bravo Zulu" (Armed Forces code for "Well Done") reflects the company's identity as a veteran-led mission support provider that prides itself on excellence. Bravo Zulu encompasses two integrated divisions: **Strategy & Proposal Development (the IGY6 legacy)** and **Mission Support Operations (the Almaquin legacy)**.

IGY6
Leading With Your Best Interests



Strategy & Proposal Development (the IGY6 legacy):

A team of experts in RFP responses, program design, and compliance, led by Murray Dawes. This division continues to operate much like IGY6 did, helping partners navigate the Canadian procurement system. They ensure proposals are not only compliant and compelling but also grounded in the realities of execution. Their expertise in proposal management and technical writing remains available to clients who need to win Canadian Department of National Defence (DND) contracts. Within Bravo Zulu, this capability means the company itself can serve as a prime contractor, confidently managing paperwork and strategy to bid on major projects – a rare skill set among small/medium enterprises.

By combining these functions, Bravo Zulu offers end-to-end solutions, “from strategy to execution.” The company can engage at the earliest phase of a project, crafting a compliant win strategy and remaining through the life cycle of the contract while performing the services on the ground. This seamless integration is a key differentiator. Many firms do one or the other; Bravo Zulu does both, ensuring continuity between what is promised and what is delivered.

Geographically, Bravo Zulu maintains a footprint in Canada through its network across the country. In Ukraine, Bravo Zulu Mission Support is an active presence through its mission support and training operations. In 2025, the company also set its sights on Europe beyond Ukraine, recognizing emerging needs as NATO refocuses on collective defence. This led to the concept of Bravo Zulu Europe, a joint venture based in Latvia.

Mission Support Operations (the Almaquin legacy):

ALMAQUIN ENTERPRISES LIMITED

A field operations and technical services team, led by Mike Hewitt, deployed to deliver on awarded contracts once won. This includes infrastructure setup, logistics, facility management, water and environmental services, and training. Bravo Zulu’s operations personnel are primarily veterans and specialists with experience in military logistics and engineering. They are prepared to run base support camps, maintain facilities in extreme climates, and manage supply chains in theatre so that military personnel can focus on their core duties. As Murray Dawes describes it, Bravo Zulu “acts as a force multiplier—a civilian contractor supporting military efforts in theatre so that uniformed personnel can focus on core operational objectives.”

Expanding to NATO's Eastern Flank

Bravo Zulu Europe in Latvia

One of the driving reasons for formally creating Bravo Zulu was the growing opportunity to support Canada's military operations in Latvia and the broader Baltic region. In response to an evolving security environment in eastern Europe, Canada has significantly expanded its commitment to NATO's deterrence posture on the eastern flank. Latvia has become the centerpiece of this effort, and Bravo Zulu intends to play a significant role in its sustainment.

Canada's Military Presence in Latvia

Since 2017, Canada has led a NATO battlegroup in Latvia as part of Operation REASSURANCE, contributing to NATO's enhanced Forward Presence (eFP). In recent years, this mission has grown from a battlegroup (~1,500 multinational troops, including ~500 Canadians) into a multinational brigade. In mid-2022, following NATO's Madrid Summit, Canada agreed to bolster its forces in Latvia toward a brigade-level presence. By 2025, this expansion was underway. Over 3,000 CAF members are now deployed throughout the year in Latvia in support of Operation REASSURANCE, making it Canada's largest overseas deployment. The Government of Canada describes it as "part of the biggest reinforcement of Alliance collective defence in a generation." Camp Ādaži in Latvia now hosts the Canada-led NATO Multinational Brigade Latvia (MNB-LVA), with troops from over a dozen allied nations integrated under Canadian command.



This expanded mission was underscored by high-level commitments. In August 2025, Canadian Prime Minister Mark Carney visited Latvia and announced a three-year renewal of Operation REASSURANCE, pledging to sustain the Canadian-led brigade through 2028. NATO itself highlighted Latvia as the first host nation to scale the enhanced Forward Presence up to a brigade as of July 2024. Canada's leadership role in Latvia is now set for the long term, with plans to fully implement persistent brigade capabilities by 2026.

The Need for a CANCAP Support Contract

With a permanent brigade-sized force come logistical and support burdens. Many observers anticipate that the Canadian government will leverage civilian contractors to provide a range of support services in Latvia, analogous to how the Canadian Contractor Augmentation Program (CANCAP) was used in past deployments. When established in 2002, CANCAP was designed as "a means to partially relieve the deployment burden on some support occupations, particularly in stable, low-risk environments where military skills were not strictly required." Under CANCAP, civilian firms delivered logistics and base services to deployed forces, including supplies, transportation, food, engineering, and communications. This model was successfully employed during Canada's missions in Bosnia (Operation PALLADIUM) and Afghanistan (Operation ATHENA), where contractors assumed various support roles, including, for example, maintaining a 400:2400 contractor-to-soldier ratio during the Afghanistan mission. By outsourcing non-combat functions, the CAF freed up uniformed personnel for operational tasks, while often achieving cost efficiencies.

In Latvia's context, the situation is ideal for a CANCAP approach. The Canadian brigade is in a friendly host nation with secure lines of communication – a stable environment well suited to long-term contractor support. A multi-year Canadian DND support contract could cover services such as base facilities management at Camp Ādaži, food and housing for troops, vehicle and equipment maintenance, medical and dental services, IT support, transportation and supply chain management, infrastructure construction (as the base expands), and possibly training support. Such a contract would likely require competitive bids through a DND RFP, and crucially, a Canadian prime contractor for sovereignty/security reasons and for compliance with Canadian procurement rules.



Bravo Zulu Europe – A Joint Venture in Latvia

To position for this opportunity, Bravo Zulu Inc. established Bravo Zulu Europe, a Latvia-based joint venture. This new entity combines Bravo Zulu's Canadian defence expertise with local Latvian insights and capabilities. A key figure in this venture is Rolands Koroševskis, who serves as Bravo Zulu's Local Procurement Officer in Latvia. Roland's background as a former contracting officer with NATO's Multinational Division North (MND North) headquarters gives him intimate knowledge of NATO procurement processes and the regional industrial base. At MND North, headquartered in Ādaži, Latvia, he was responsible for coordinating contracts and support for NATO elements in the Baltics, so he understands both the requirements of military clients and the capacities of local suppliers.

With a Latvian joint venture structure and Rolands Koroševskis onboard, Bravo Zulu Europe is well-connected to Latvian companies, workforce, and regulations. This local presence demonstrates commitment to Latvia and allows Bravo Zulu to meet any nation-specific partnership requirements. It also addresses language, legal, and cultural aspects of doing business in Latvia, which can be critical in delivering services smoothly on the ground.

In essence, Bravo Zulu Europe is being set up to function as the bridge between Canadian needs and Latvian delivery. It will ensure that Canadian standards are fully integrated, whether military standards, health and safety, or government contracting rules, all while maximizing the use of Latvian resources and talent to execute the work. This approach aligns perfectly with NATO's encouragement of host-nation support, and with Canada's objectives to bring economic benefits to local communities when deploying abroad.

A Canadian Partner for Latvian Success

Why Bravo Zulu?

Bravo Zulu is the ideal partner for Latvian companies aiming to win Canadian DND support contracts and fulfill CAF sustainment roles in Latvia. Partnering with a dynamic Canadian company like Bravo Zulu offers strategic advantages:

Proven Record with Canadian DND Contracts

Canadian defence procurements are complex, often involving detailed compliance matrices, industrial technological benefits (ITB) obligations, security clearance requirements, and sometimes Indigenous participation plans. Bravo Zulu's team has a demonstrated history of winning Canadian defence contracts (as detailed earlier: from C$122M Arctic base contracts to C$11.2B national programs). This means Bravo Zulu knows how to navigate the bureaucracy of DND and Public Services and Procurement Canada (PSPC). They understand Canadian contracting regulations and the technical standards expected. When teamed with a Latvian firm, Bravo Zulu can handle the proposal writing, compliance, and Canadian regulatory interface, increasing the likelihood of a successful bid. The Latvian partner can focus on providing local content and execution, confident that the "Canadian side" of the proposal is solid. In a competition, this can be a decisive edge.

Integrated Strategy-to-Execution Capability

Unlike a typical consulting firm or a purely operational subcontractor, Bravo Zulu covers the full spectrum. During the bidding phase, they will ensure the solution is developed in detail, from logistical plans to staffing models, so that it is realistic and priced correctly. Post-award, the same team transitions to implementation. This continuity reduces risk for both the client (DND) and any prime contractor partner. There is no handoff gap where a plan might fail in practice; Bravo Zulu's people are accountable from start to finish. Latvian companies partnering with Bravo Zulu gain a teammate who will stay in the fight through execution, rather than a consultant who leaves after contract award.

Understanding of Military Support Requirements

Bravo Zulu's veteran leadership means the company inherently understands the mindset and needs of the military customer. They know that supporting a deployed brigade involves more than just meeting a contractual statement of work – it's about keeping soldiers safe, fed, housed, healthy, and mission-ready. This ethos is evident in Bravo Zulu's work in Ukraine and elsewhere, where they emphasize duty of care and operational readiness. This understanding helps in designing services that go beyond the bare minimum and truly meet CAF's needs, such as setting up medical evacuation plans at Ādaži or arranging supply lines in winter. Latvian firms bringing in Bravo Zulu gain this depth of insight, enabling close alignment with CAF and NATO expectations.

Canadian Content and Sovereignty Compliance

Any DND contract will come with Canadian content policy considerations, and for overseas operations, probable security clauses requiring control by Canadian entities. As a Canadian corporation, Bravo Zulu Inc. satisfies these requirements. It provides a straightforward solution to meet the "Canadian prime" stipulation while still involving a Latvian partner extensively. Additionally, Canada often has obligations to ensure benefits to certain groups, such as Indigenous businesses in Arctic contracts. Bravo Zulu's familiarity with such policies and its experience with Inuit benefit plans and related issues means our team can help craft bids that check all the policy boxes and thereby improve bid compliance scores.

Local Engagement and Procurement Officer in Latvia

Through Bravo Zulu Europe and Rolands Koroševskis, the company can identify reliable Latvian subcontractors, suppliers, and talent for every aspect of a support contract – whether it's sourcing fresh food locally, hiring drivers and maintenance staff, or subcontracting construction work to Latvian companies. This ensures that a substantial portion of the contract value circulates in the Latvian economy, a factor that both Canada and Latvia will welcome. On Day 1 of contract execution, Bravo Zulu will have hit the ground running, using established local networks rather than scrambling to build relationships. For a Latvian firm, this is a partnership with one of their own, backed by Canadian know-how: the best of both worlds.

Bravo Zulu has structured itself to be the partner that brings credibility, capability, and connections. Whether drafting a sophisticated bid or delivering generators to a remote outpost, Bravo Zulu combines strategic insight with practical action.



Conclusion

From the Boreal North to the Baltic Sea – Ready to Deliver



The story of Bravo Zulu is one of evolution in tune with Canada's defence needs. From UN peacekeeping missions to the Afghan war to Arctic sovereignty operations, the people behind Bravo Zulu have continually adapted to new missions. This rich history has merged into a single enterprise with a clear purpose: to support missions that matter, wherever they may be, with demonstrated excellence from planning through execution.



Today, NATO's eastern flank in Latvia represents the next chapter. The Canadian Armed Forces' expanded presence in the Baltic region is a commitment to deterrence and allied solidarity, bringing both challenges and opportunities. It calls for innovative support solutions, international collaboration, and trust between Canadian and Latvian partners. Bravo Zulu, strengthened by the strategic prowess of IGY6 and the operational grit of Almaquin, is uniquely prepared to answer that call.

For Latvian companies and the Government of Latvia, Bravo Zulu offers a partner who understands Canada and cares about Latvia. For DND Canada, Bravo Zulu offers the reliability of a proven Canadian contractor that can mobilize local and veteran expertise to get the job done. And for the men and women of the Canadian Armed Forces in Latvia, Bravo Zulu's involvement means they can focus on their core mission, confident that their sustainment needs are in good hands – living up to the company's mission of being a true force multiplier.



In partnership with Latvian firms, Bravo Zulu aims to set a new standard for Canada-Latvia defence cooperation, ensuring that NATO's frontline is well-supported by a blend of Canadian strategic acumen and local strength. Our team embodies the ethos of perspective, preparation, and principled approaches. As a corporate entity forged from hard-won experience, we stand ready to deliver resilient support in challenging environments, from the boreal north to the Baltic Sea. Working with our Latvian partners, Bravo Zulu will always be respectful, responsible, and ready to execute. True to our name, "well done" indeed.






BravoZulu


ROSHEL







Email: info@bravozulugroup.com
Website: bravozulugroup.com