



**Return Bids to :**

Natural Resources Canada

[nrcan.quebecbid-soumissionquebec.rncan@canada.ca](mailto:nrcan.quebecbid-soumissionquebec.rncan@canada.ca)

**Request for Proposal (RFP)  
Demande de proposition (DDP)**

*Proposal To: Natural Resources Canada  
We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.*

**Comments – Commentaires**

**Issuing Office – Bureau de distribution**

Finance and Procurement Management Branch  
Natural Resources Canada  
1 Challenger Drive  
Dartmouth, Nova Scotia

<b>Title – Sujet</b> Developing Canada’s Battery Manufacturing Capabilities: Assessing Battery Supply Chain Opportunities and Constraints	
<b>Solicitation No. – No de l’invitation</b> <b>NRCan-5000053096</b>	<b>Date</b> June 10, 2020
<b>Requisition Reference No. - N° de la demande</b> 159358	
<b>Solicitation Closes – L’invitation prend fin</b> <b>at – 14:00 PM (EDT)</b> <b>on – July 20, 2020</b>	
<b>Address Enquiries to: - Adresse toutes questions à:</b>  <a href="mailto:Julia.pace@canada.ca">Julia.pace@canada.ca</a>	
<b>Telephone No. – No de telephone</b>  902-426-7279	
<b>Destination – of Goods and Services:</b> <b>Destination – des biens et services:</b>  Natural Resources Canada 580 Booth Street Ottawa, ON K1A 0E4	
<b>Security – Sécurité</b>  There is no security requirements associated with this requirement.	
<b>Vendor/Firm Name and Address</b> <b>Raison sociale et adresse du fournisseur/de l’entrepreneur</b>     <b>Telephone No.:- No. de téléphone:</b> <b>Facsimile No.: - No. de télécopieur:</b>	
<b>Name and Title of person authorized to sign on behalf of Vendor/Firm (type or print)</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/de l’entrepreneur (taper ou écrire en caractères d’imprimerie)</b>	
_____ Signature	_____ Date



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The Articles contains in this document are mandatory in their entirety, unless otherwise indicated. Acceptance of these Articles, in their entirety, as they appear in this document, is a Mandatory requirement of this RFP. Suppliers submitting a proposal containing statements implying that their proposal is conditional on modification of these clauses or containing terms and conditions that purport to supersede these clauses or derogate from them will be considered non-responsive.

Bidders with concerns regarding the provisions of the Bid Solicitation document (including the Resulting Contract Clauses) should raise such concerns in accordance with the Enquiries provision of this RFP.



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## PART 1 - GENERAL INFORMATION

### 1.1 Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided;
- Part 6 Security Requirements: includes specific requirements that must be addressed by bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work and the Basis of Payment.

The Appendixes include the Evaluation Criteria and the Financial Proposal Form.

### 1.2 Summary

- 1.2.1 By means of the RFP, Natural Resources Canada (NRCan) is seeking proposals from bidders to identify the opportunities and challenges particular to segments of Canada's battery supply chain and to understand how the dynamics within and between these segments can be leveraged to develop and enhance Canada's battery materials and cell manufacturing capabilities.

Global markets for electric vehicles (EVs) and energy storage solutions are projected to increase demand for batteries over the coming decades. Canada has a unique opportunity to leverage its natural resources to participate in the global value chain for batteries: from resource extraction to material processing, battery and advanced manufacturing, deployment, and recycling. Canada hosts many of the minerals and metals required for developing the latest battery technologies (e.g., lithium, cobalt, nickel, manganese, graphite and vanadium). It also has a strong research and development ecosystem, and a world class automotive industry

**Note:** Considering accessibility criteria and features is obligatory with this requirement. For additional information consult the [Treasury Board Contracting Policy](#).

The period of the contract is to March 31, 2021.

- 1.2.2 "The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), and the Canadian Free Trade Agreement (CFTA)."

### 1.3 Debriefings



Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing will be done in writing, by email.



## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The [2003 \(2020-05-28\)](#) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation with the modifications to the text below. If there is a conflict between the provisions of 2003 and this document, this document prevails.

- **In the complete text content (except Section 3) Delete:** Public Works and Government Services Canada” and **Insert:** “Natural Resources Canada.” **Delete:** “PWGSC” and **Insert:** “NRCan”
- **Section 2: Delete:** “Suppliers are required to” and **Insert:** “It is suggested that suppliers”
- **Under Subsection 2 of Section 20:** Not applicable

Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days

Insert: 120 days

### 2.2 Submission of Bids

It is the Bidders responsibility to ensure that proposals are sent to the following e-mail address, by the time and date indicated on page 1 of this RFP document:

- [nrcan.quebecbid-soumissionquebec.nrcan@canada.ca](mailto:nrcan.quebecbid-soumissionquebec.nrcan@canada.ca)
- [Contact the Contracting Authority, Julia Pace at 902-719-4856 either by telephone call or text message for receipt of bid confirmation.](#)

#### **IMPORTANT**

It is requested that you write the following information in “Subject” of the e-mail:

**NRCan – 5000053096 - Developing Canada’s Battery Manufacturing Capabilities**

The address above is reserved for the submission of your proposal. No other communication should be sent to that address.

**Due to the nature of the bid solicitation, bids transmitted by mail or facsimile to NRCan will not be accepted.**

**NRCan will not assume responsibility for proposals directed to any other location.**

The onus is on the Bidder to ensure that the proposal is submitted correctly to the above address. Not complying with the above instructions may result in NRCan’s inability to ascertain reception date and/or to consider the bid prior to contract award. Therefore, NRCan reserves the right to reject any proposal not complying with these instructions.



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### **2.3 Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to the Contracting Authority no later than five (5) calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

### **2.4 Applicable Laws**

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

### **2.5 Improvement of Requirement During Solicitation Period**

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least five (5) calendar days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.





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## PART 3 - BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions

Canada requests that Bidders provide their bid in separately bound sections as follows:

Section I: Technical Bid (1 electronic copy)

Section II: Financial Bid (1 electronic copy) in a separate file and document

Section III: Certifications (1 electronic copy)

Prices should appear in the financial bid only. No prices should be indicated in any other section of the bid.

Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) format;
- (b) use a numbering system that corresponds to the bid solicitation.

#### **Section I: Technical Bid**

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

#### **Section II: Financial Bid**

Bidders must submit their financial bid in accordance with the Financial Proposal Form in Appendix "2". The total amount of Applicable Taxes must be shown separately.

#### **Section III: Certifications**

Bidders must submit the certifications required under Part 5.

### 3.2 Accessible Procurement

In accordance with the Treasury Board Contracting Policy and the Accessible Canada Act, federal departments and agencies must consider accessibility criteria and features when procuring goods or services. Therefore, bidders must highlight all the accessibility features and components of their proposal for Task #3 as indicated in the Statement of Work (SOW).



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## PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

### 4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the Mandatory Evaluation Criteria and the Financial proposal.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

#### 4.1.1 Technical Evaluation

Mandatory evaluation criteria are included in Appendix "1" – Evaluation Criteria.

### 4.2 Basis of Selection

#### 4.2.1 Highest Combined Rating of Technical Merit and Price

1. To be declared responsive, a bid must:
  - a. comply with all the requirements of the bid solicitation; and
  - b. meet all mandatory criteria; and
  - c. obtain the required minimum of 111 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 172 points.
2. Bids not meeting (a) or (b) or (c) will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.
4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70%.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30%.
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and price, respectively. The total available points equal 135 and the lowest evaluated price is \$45,000 (45).



<b>Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%)</b>				
		<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
<b>Overall Technical Score</b>		115/135	89/135	92/135
<b>Bid Evaluated Price</b>		\$55,000.00	\$50,000.00	\$45,000.00
<b>Calculations</b>	<b>Technical Merit Score</b>	$115/135 \times 70 = 59.63$	$89/135 \times 70 = 46.14$	$92/135 \times 70 = 47.70$
	<b>Pricing Score</b>	$45/55 \times 30 = 24.55$	$45/50 \times 30 = 27.00$	$45/45 \times 30 = 30.00$
<b>Combined Rating</b>		84.18	73.14	77.70
<b>Overall Rating</b>		1st	3rd	2nd



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## PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### 5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

#### 5.1.1 Declaration of Convicted Offences

In accordance with the [Ineligibility and Suspension Policy \(http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html\)](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html), the Bidder must provide with its bid the required documentation, as applicable, to be given further consideration in the procurement process.

### 5.2 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

#### 5.2.1 Integrity Provisions – List of Names

In accordance with the [Ineligibility and Suspension Policy \(http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html\)](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html), the Bidder must provide with its bid the required documentation, as applicable, to be given further consideration in the procurement process.

- Bidders who are incorporated, including those bidding as a joint venture, must provide a complete list of names of all individuals who are currently directors of the Bidder or, in the case of a private company, the owners of the company.
- Bidders bidding as sole proprietorship, as well as those bidding as a joint venture, must provide the name of the owner(s).
- Bidders bidding as partnerships do not need to provide lists of names.

Name of Bidder: \_\_\_\_\_

OR

Name of each member of the joint venture:



Member 1: \_\_\_\_\_  
 Member 2: \_\_\_\_\_  
 Member 3: \_\_\_\_\_  
 Member 4: \_\_\_\_\_

Identification of the administrators/owners:

SURNAME	NAME	TITLE

### 5.2.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "[FCP Limited Eligibility to Bid](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)" list ([http://www.labour.gc.ca/eng/standards\\_equity/eq/emp/fcp/list/inelig.shtml](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)) available from [Employment and Social Development Canada \(ESDC\) - Labour's](#) website.

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list at the time of contract award.

### 5.2.3 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability.



#### 5.2.4 Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

#### 5.2.5 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

##### Definitions

For the purposes of this clause, "former public servant" is any former member of a department as defined in the [Financial Administration Act](#), R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. an individual;
- b. an individual who has incorporated;
- c. a partnership made of former public servants; or
- d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits Act](#), R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act](#), R.S., 1985, c. C-17, the [Defence Services Pension Continuation Act](#), 1970, c. D-3, the [Royal Canadian Mounted Police Pension Continuation Act](#), 1970, c. R-10, and the [Royal Canadian Mounted Police Superannuation Act](#), R.S., 1985, c. R-11, the [Members of Parliament Retiring Allowances Act](#), R.S. 1985, c. M-5, and that portion of pension payable to the [Canada Pension Plan Act](#), R.S., 1985, c. C-8.

##### Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes** ( ) **No** ( )

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:



- a. name of former public servant; \_\_\_\_\_
- b. date of termination of employment or retirement from the Public Service. \_\_\_\_\_

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2012-2](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

**Work Force Adjustment Directive**

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes** ( ) **No** ( )

If so, the Bidder must provide the following information:

- a. name of former public servant; \_\_\_\_\_
- b. conditions of the lump sum payment incentive; \_\_\_\_\_
- c. date of termination of employment; \_\_\_\_\_
- d. amount of lump sum payment; \_\_\_\_\_
- e. rate of pay on which lump sum payment is based; \_\_\_\_\_
- f. period of lump sum payment including:
  - start date \_\_\_\_\_
  - end date \_\_\_\_\_
  - and number of weeks \_\_\_\_\_
- g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

Professional fees	Amount
_____	_____
_____	_____

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

**5.2.6 Aboriginal Designation**

Who is eligible?

- a) An Aboriginal business, which can be:
  - i. a band as defined by the Indian Act
  - ii. a sole proprietorship
  - iii. a limited company
  - iv. a co-operative
  - v. a partnership



vi. a not-for-profit organization

in which Aboriginal persons have at least 51 percent ownership and control,

OR

b. A joint venture consisting of two or more Aboriginal businesses or an Aboriginal business and a non-Aboriginal business(es), provided that the Aboriginal business(es) has at least 51 percent ownership and control of the joint venture.

When an Aboriginal business has six or more full-time employees at the date of submitting the bid, at least thirty-three percent of them must be Aboriginal persons, and this ratio must be maintained throughout the duration of the contract.

The bidder must certify in its submitted bid that it is an Aboriginal business or a joint venture constituted as described above.

- Our Company is NOT an Aboriginal Firm, as identified above.
- Our Company is an Aboriginal Firm, as identified above.





## **PART 6 - SECURITY REQUIREMENTS**

### **6.1 Security Requirements**

There are no security requirements associated with the process.



## PART 7 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

### 7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A" and the Contractor's technical bid entitled \_\_\_\_\_, dated \_\_\_\_\_. (*to be completed at contract award*)

### 7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-cla(ses-and-conditions-manual))([https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-cla\(ses-and-conditions-manual\)](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-cla(ses-and-conditions-manual))) issued by Public Works and Government Services Canada.

#### 7.2.1 General Conditions

[2035 \(2020-05-28\)](#), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

- As applicable, replace references to Public Works and Government Services Canada (PWGSC) with Natural Resources Canada (NRCan).

#### 7.2.2 Supplemental General Conditions

The following clauses apply to this contract:

[4007 \(2010-08-16\)](#), Canada to Own Intellectual Property Rights in Foreground Information

### 7.3 Dispute Resolution

#### *Mediation*

If a dispute arising from this contract cannot be settled amicably through negotiation, then the parties agree in good faith to submit the dispute to mediation as administered by the Arbitration and Mediation Institute of Canada Inc. (AMIC). The parties acknowledge receipt of the rules of AMIC. The cost of mediation shall be borne equally by the parties.

#### *Arbitration*

If the parties cannot resolve the dispute through mediation within sixty (60) days, the parties agree to submit the dispute to arbitration pursuant to the Commercial Arbitration Act (Canada). The party requesting such arbitration shall do so by written notice to the other party/parties. The cost of the arbitration and fees of the arbitrator shall be borne equally by the parties. The arbitration shall take place in the city where the contractor carries on business before a single arbitrator to be chosen jointly by the parties. If the parties cannot agree on the choice of arbitrator within thirty (30) days of written notice to submit the dispute to arbitration, each party will choose a representative who will select the arbitrator. The parties may determine the procedure to be followed by the arbitrator in conducting the proceedings, or may ask the arbitrator to do so. The arbitrator shall issue a written award within thirty (30) days of hearing the parties. The award may be entered in any court having jurisdiction and enforced as a judgment of that court.

#### *Meaning of "Dispute"*



The parties agree that the word "dispute" in this clause refers to a dispute of fact or of law, other than a dispute of public law.

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will, on request or consent of the parties to participate in an alternative dispute resolution process to resolve any dispute between the parties respecting the interpretation or application of a term and condition of this contract and their consent to bear the cost of such process, provide to the parties a proposal for an alternative dispute resolution process to resolve their dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at [boa.opo@boa.opo.gc.ca](mailto:boa.opo@boa.opo.gc.ca).

## **7.4 Security Requirements**

**7.4.1** There is no security requirement applicable to this Contract.

## **7.5 Term of Contract**

### **7.5.1 Period of the Contract**

The period of the Contract is from date of Contract to March 31, 2021 inclusive.

## **7.6 Authorities**

### **7.6.1 Contracting Authority**

The Contracting Authority for the Contract is:

Name: Julia Pace  
Title: Procurement Officer  
Organization: Natural Resources Canada  
Address: 1 Challenger Drive, Dartmouth, NS B2Y 4A2  
Telephone: 902-426-7279  
E-mail address: [Julia.pace@canada.ca](mailto:Julia.pace@canada.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### **7.6.2 Project Authority (to be provided at contract award)**

The Project Authority for the Contract is:

Name:  
Title:  
Organization:  
Address:  
Telephone:  
Facsimile:  
E-mail address:



The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 7.6.3 Contractor's Representative (*to be provided at contract award*)

Name:  
Title:  
Organization:  
Address:  
Telephone:  
Facsimile:  
E-mail address

### 7.7 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2012-2](#) of the Treasury Board Secretariat of Canada.

### 7.8 Payment

#### 7.8.1 Basis of Payment – Firm Price

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price as specified in Annex B for a cost of \$ \_\_\_\_\_ *insert the amount at contract award*). Customs duties are included and Applicable Taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

#### 7.8.2 Method of Payment

##### Milestone Payments

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

- a. an accurate and complete claim for payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

### 7.9 Invoicing Instructions

Invoices shall be submitted using **one of the following methods:**

E-mail:

[nrcan.invoiceimaging-servicedimageriedesfactures.nrcan@canada.ca](mailto:nrcan.invoiceimaging-servicedimageriedesfactures.nrcan@canada.ca)

**Note:** Attach "PDF" file. No other formats will be accepted



<b>OR</b>
<u>Fax:</u>  Local NCR region: <b>613-947-0987</b> Toll-free: <b>1-877-947-0987</b>  <b>Note:</b> Use highest quality settings available.

Please do not submit invoices using more than one method as this will not expedite payment.

Invoices and all documents relating to a contract must be submitted on the Contractor's own form and shall bear the following reference numbers: Contract number: \_\_\_\_\_

**Invoicing Instructions to suppliers:** <http://www.nrcan.gc.ca/procurement/3485>

## 7.10 Certifications

### 7.10.1 Compliance

The continuous compliance with the certifications provided by the Contractor in its bid and the ongoing cooperation in providing additional information are conditions of the Contract. Certifications are subject to verification by Canada during the entire period of the Contract. If the Contractor does not comply with any certification, fails to provide the additional information, or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

### 7.11 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

### 7.12 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the supplemental general conditions [4007 \(2010-08-16\)](#) - Canada to Own Intellectual Property Rights in Foreground Information;
- (c) the general conditions [2035 \(2020-05-28\)](#) Professional services (high complexity);
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of Payment;
- (f) the Contractor's bid dated \_\_\_\_\_.

### 7.13 Foreign Nationals (Canadian Contractor **OR** Foreign Contractor)

SACC *Manual* clause [A2000C](#) (2006-06-16) Foreign Nationals (Canadian Contractor)

**OR**



SACC *Manual* clause [A2001C \(2006-06-16\)](#) Foreign Nationals (Foreign Contractor)

#### **7.14 Insurance**

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

#### **7.15 Contract Administration**

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will review a complaint filed by [*the supplier or the contractor or the name of the entity awarded this contract*] respecting administration of this contract if the requirements of Subsection 22.2(1) of the *Department of Public Works and Government Services Act* and Sections 15 and 16 of the *Procurement Ombudsman Regulations* have been met, and the interpretation and application of the terms and conditions and the scope of the work of this contract are not in dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at [boa.opo@boa.opo.gc.ca](mailto:boa.opo@boa.opo.gc.ca).



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## ANNEX “A” - STATEMENT OF WORK

### SW.1.0 TITLE

Developing Canada’s Battery Manufacturing Capabilities: Assessing Battery Supply Chain Opportunities and Constraints

### SW.2.0 BACKGROUND

Global markets for electric vehicles (EVs) and energy storage solutions are projected to increase demand for batteries over the coming decades. Canada has a unique opportunity to leverage its natural resources to participate in the global value chain for batteries: from resource extraction to material processing, battery and advanced manufacturing, deployment, and recycling. Canada hosts many of the minerals and metals required for developing the latest battery technologies (e.g., lithium, cobalt, nickel, manganese, graphite and vanadium). It also has a strong research and development ecosystem, and a world class automotive industry.

To fully develop this emerging battery opportunity, Canada must identify and act upon the necessary investments, challenges, and opportunities existing along the breadth of the supply chain. NRcan seeks to uncover Canada’s potential as a hub for cathode manufacturing, among other opportunities that could be seized further down the battery supply chain.

Canada’s minerals and metals sector has the potential to support supply chains producing advanced batteries and clean technologies. While there are some challenges with securing investments for mining and extraction projects, the projected increase in demand for these battery minerals and metals is expected to help attract greater investment in this sector. Tapping into Canada’s mining infrastructure is key for establishing a fully integrated battery supply chain. Canada must also understand the downstream opportunities and the business case for developing its material processing capacity and advanced battery manufacturing capabilities in order to foster a fully developed, globally competitive battery mineral subsector.

In recent years, significant (global) investments have gone into battery R&D to improve performance and reduce production costs. Forecasts suggest EV battery demand will be the fastest-growing sector for all metals<sup>1</sup>, with original equipment and parts manufacturers (OEMs) planning new manufacturing plants in the United States, Europe, and China to satisfy this expected demand. As the world transitions towards EVs and other electrically powered solutions, it is imperative that Canada understand how it may become a significant player in the global battery supply chain.

Many universities and Canadian companies are already investing, researching or developing leading-edge energy storage technologies and micro-grid solutions. These technologies are providing sustainable power for remote communities and natural resources projects, reducing greenhouse gas emissions, and decreasing reliance on diesel fuel. Canada must understand how it may support, leverage and increase its strengths in these areas to expand its role along the battery supply chain, particularly as a viable producer of advanced battery materials and components.

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<sup>1</sup> Wood Mackenzie, April 2019.



Previous work in this space examined projections of battery types, the lithium-ion supply chain, supply and demand trends, and the state of Canadian minerals and metals projects involving lithium, cobalt, manganese and graphite.<sup>2</sup> A comprehensive analysis of the end-of-life stage for EV batteries (concerning reuse and recycling in Canada and the US) was published by the American Petroleum Institute in September 2019, so this Statement of Work shall not duplicate that work.<sup>3</sup>

Given that the federal government is considering the merits of developing a national strategy for supporting advanced batteries and advanced battery technologies, this SOW outlines the requirements for a comprehensive analysis of Canada's battery supply chain including its strengths, weaknesses, opportunities and threats. Seven premises underpin the importance of this work:

1. The global demand for battery minerals, metals, and materials is projected to increase and possibly exceed global supply over the next decade;
2. Canada has the expertise and capacity to extract and process the minerals and metals needed to produce the next generation of advanced batteries;
3. Canada has the potential to develop a domestic and vertically integrated supply chain for advanced batteries and associated end-use products;
4. Canada needs significant domestic and foreign investment in infrastructure and R&D to stimulate the development of a national battery supply chain;
5. The long-term future of Canada's automotive industry depends on original equipment manufacturers and vehicle assembly companies making EV-related investments in Canada;
6. Canada is committed to supporting the global clean energy transition through the adoption of energy storage technologies, including EV and industrial-scale energy storage; and,
7. Other countries and regions are investing heavily in battery-tech R&D and manufacturing to develop industrial capacity, establish an economic advantage, and reduce carbon emissions.

### SW.3.0 OBJECTIVES

The overall goal of this contract is two-fold:

(1) identify the opportunities and challenges particular to segments of **Canada's** battery supply chain (as noted below in the Scope of Work - section SW.4.0.); and

(2) to understand how the dynamics within and between these segments can be leveraged to develop and enhance Canada's battery materials and cell manufacturing capabilities.

### SW.4.0 SCOPE OF WORK

The Bidder will be required to address challenges, identify opportunities, and raise potential issues (not limited to the lines of inquiry presented below) affecting the following segments of **Canada's** battery supply chain to achieve the objectives stated in SW.3.0:

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<sup>2</sup> Tahuti Global, 2017.

<sup>3</sup> <https://www.api.org/oil-and-natural-gas/wells-to-consumer/fuels-and-refining/fuels/vehicle-technology-studies>





- Mineral Exploration & Mining
- Battery Materials Processing
- Battery Cell and Pack Manufacturing
- Advanced Manufacturing (e.g. electric vehicles)
- Energy Storage Adoption/Deployment

The following lines of inquiry listed (non exhaustive) reflect issues the Government of Canada seeks to address:

#### **Government**

- What regulatory or fiscal actions could federal, provincial and territorial governments take to help mining projects target the minerals and metals used to make advanced battery materials and components?
- What are the systemic knowledge gaps in Canada's battery ecosystem between its stakeholders?
- What measures could the Government of Canada take to address these gaps and to improve opportunities for collaboration between stakeholders?
- How could Canadian governments help increase the demand for and adoption of battery technologies within various contexts (e.g. use in industry, rural, remote, and northern communities)?

#### **Industry perspective**

- What actions could industry take – independently or with government and global partners – to accelerate the growth of a domestic battery industry within Canada?
- For companies already producing minerals and metals in Canada, what costs are associated with upgrading their processing capabilities to be an integrated battery metal and minerals producer?
- How could Canada use its mineral resources to best support advanced manufacturing opportunities related to energy storage systems?
- Which export opportunities represent the highest potential for the various segments of Canada's future battery industry? Why?

#### **Investment**

- Given all the advantages that Canada has to leverage in developing a domestic battery industry, why are we not seeing investments from global players in Canada?
- How could Canada encourage more investment?
- Which large global financial players are most active in this investment space?
- Where is global investment going to build battery supply chains and why is it going there?

#### **Supply chain support**

- How could Canada strengthen its battery R&D ecosystem to support developing its supply chain?
- What role(s) is/are Canada best able to play in the global supply chain for advanced battery manufacturing?
- How could Canada differentiate itself or demonstrate a competitive advantage within each segment of the value chain from other countries that already have battery supply chain strategies in place (i.e. Australia, UK, Germany, and China)?
- What are the costs associated with developing the supply chain using imported lithium appropriate for EVs between the present and 2050?



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## SW.5.0 TASKS/REQUIREMENTS

The Contractor is required to undertake the following tasks:

1. Provide a critical assessment of Canada's competitiveness and growth potential for a battery supply chain by:
  - a. Identifying science/technology, financial, and innovation capacity gaps;
  - b. Determining to what degree Canada's current battery value chain is networked or fragmented (include opportunities for improvement); and,
  - c. Analyzing the nature, sources and levels of risk associated with developing a battery supply chain in Canada;
2. Update projections for battery chemistries likely to prevail between now and 2050, assess the potential for material changes in global trends concerning these chemistries, and forecast how such change(s) may impact Canada's role as a supplier of battery materials and advanced batteries for global markets;
3. Update the projected market penetration of EVs in Canada and globally from the present to 2050 – under various macroeconomic scenarios;<sup>4</sup>
4. Provide economic analyses of domestically produced and exported battery materials/components versus their import with reference to battery metals and minerals;
5. Determine the upgrades that companies operating within the Canadian EV ecosystem should make to support battery materials processing and component manufacturing;
6. Evaluate the business case and investment climate for developing Canada's material processing capacity, with specific attention to cathode manufacturing and the ability to integrate with Canada's mining industry;
7. Determine how Canada could leverage other regional/international battery strategies (e.g. E.U., Asia, Australia) to establish, grow, and sustain its potential battery material and cell manufacturing capabilities;
8. Identify essential stakeholders operating within each segment of the battery supply chain, their common barriers to becoming globally competitive (real or perceived), and to present options or strategies for overcoming these challenges.

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<sup>4</sup> *Tahuti Global*, 2017 and other sources



## SW.6.0 PROJECT REQUIREMENTS

### SW.6.1 Tasks, Deliverables, Milestones and Schedule

Tasks	Deliverables/Milestones	Time Schedule to be confirmed
<b>Project Initiation Meeting</b> – Review/confirm objectives and expected deliverables	Detailed work plan	Within one week after this contract is awarded
<b>Research &amp; Analysis</b> – Assemble and synthesize information – Identify knowledge gaps or research constraints – Prepare a draft report outline – Prepare interim report	Draft report outline  Interim (update) report	Draft report: Within six weeks after contract is awarded  Interim report: within ten weeks from the awarding of this contract
<b>Draft Reports</b> – Prepare draft report – Prepare final draft report	Draft report Final draft report	Within 14 weeks for Draft and then 16 weeks for Final Draft after contract is awarded
<b>Submit Final Report and presentation</b> – Finalize report based on feedback from project authority.	Final report and summary slides	Within 18 weeks after contract is awarded
<b>Presentations</b> - (1) Present preliminary findings to a gathering of battery industry stakeholders (Coordinated with Project Authority)  - (2) Present findings to senior government officials (Coordinated with Project Authority)	(1) Provide presentation deck  (2) Conduct at least two presentations concerning findings to senior government officials	(1) Fall/Winter 2020  (2) Within 12 weeks after submission of the final report.



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## SW.6.2 Reporting Requirements

It is the responsibility of the Contractor to ensure fulfillment of the contract's requirements, and that deliverables are submitted on time, within budget and are of acceptable quality.

Project work must consider both quantitative and qualitative analysis (e.g. current market studies, literature review, stakeholder meetings/consultations, etc.).

The Contractor will provide progress updates and organize regular meetings with the Project Authority. Informal exchanges on the project and related topics are welcome and encouraged at any time during the life of this project.

The Contractor is expected to present the final report in person to the Crown in Ottawa or by videoconference.

## SW.6.3 Method and Source of Acceptance

All deliverables and services rendered under any contract are subject to inspection by the Project Authority. The Project Authority shall have the right to reject any deliverables that are not considered satisfactory, or require their correction before payment will be authorized.

## SW.6.4 Specifications and Standards

The reports and any related documents shall be delivered in an electronic format compatible with Microsoft Word, Excel and PowerPoint software (respectively), and must meet **Accessible format\***.

Portable Document Format (PDF) or other formats that cannot be manipulated will not be accepted.

The deliverables shall be prepared in either of Canada's official languages. The Project Authority will decide whether and how the report(s) will be published.

**\*Flexibility should be built into the deliverable to allow adaptation or accommodation to be easily integrated for persons with disabilities (e.g. speech to text/text to speech technology, sign-language interpretation for the hearing impaired).**

## SW.7.0 OTHER TERMS AND CONDITIONS OF THE SOW

### SW.7.1 Contractor's Obligations

In addition to meeting the objectives outlined in SW.3.0 of this Statement of Work, the Contractor shall:

1. Return all materials belonging to NRCan upon completion of the contract;
2. Attend meetings with stakeholders, if necessary;
3. Participate in teleconferences, as needed; and
4. If required, attend meetings at NRCan sites.



### **SW.7.2 NRCan's Obligations**

The Crown will provide to the Contractor:

- Access to publications, reports, studies, etc.;
- Access to a staff member who will be available to coordinate activities;
- Provide comments on draft reports within ten (10 working days) or other assistance support.

### **SW.7.3 Location of Work, Work Site and Delivery Point**

The study is expected to be completed at the Contractor's facilities. The Crown will not reimburse the Contractor for any travel expenses or disbursements.



**ANNEX "B" - BASIS OF PAYMENT**

*(to be completed at contract award)*



**APPENDIX “1” - EVALUATION CRITERIA**

Bidders are advised to address these criteria in the following order and in sufficient depth in their proposals to enable a thorough assessment. NRCan’s assessment will be based solely on the information contained within the proposal. NRCan may confirm information or seek clarification from bidders.

Bidders are advised that only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the criteria will not be considered demonstrated for the purpose of this evaluation.

The Bidder should provide complete details as to where, when (month and year) and how (through which activities/ responsibilities) the stated qualifications/experience were obtained. Experience gained during formal education shall not be considered work experience. All criteria for work experience shall be obtained in a legitimate work environment as opposed to an educational setting. Co-op terms are considered work experience provided they are related to the required services.

Bidders are also advised that the month(s) of experience listed for a project whose time frame overlaps that of another referenced project will only be counted once. For example: project one time frame is July 2001 to December 2001; project two time frame is October 2001 to January 2002; the total months of experience for these two project references is seven (7) months.

**1. TECHNICAL CRITERIA**

**1.1 MANDATORY EVALUATION CRITERIA**

The Mandatory Criteria listed below will be evaluated on a simple pass/fail basis. Proposals which fail to meet the mandatory criteria will be deemed non-responsive.

Item	Mandatory Requirement	Compliant (Yes/No)	Cross Reference to Proposal
<b>M1</b>	<p><b><u>WORK PLAN</u></b></p> <p>The Bidder <b>must</b> submit a Work Plan that includes:</p> <ol style="list-style-type: none"> <li>1. A methodology for completing the work</li> <li>2. A Gantt chart (or similar) showing activities and project milestones</li> </ol>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>M2</b>	<p><b><u>PROJECT EXAMPLES</u></b></p> <p>The Bidder <b>must</b> submit a maximum of five (5) project examples of its work demonstrating knowledge of the global battery supply chain.</p> <p>Each project example shall not exceed <b>three (3)</b> pages and shall include:</p> <ul style="list-style-type: none"> <li>• Project description (one-page maximum)</li> <li>• Detailed project summary (two-pages maximum)</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No	



	Note: This criteria is expanded upon in Item R2 (below).		
<b>M3</b>	<p><b><u>PROJECT MANAGER EXPERIENCE</u></b></p> <p>The Bidder <b>must</b> demonstrate that the Project Manager has acquired at least five (5) years of experience within the last ten (10) years:</p> <ol style="list-style-type: none"> <li>1. Conducting battery supply chain analysis; or</li> <li>2. Working in the segments of the battery supply chain noted in section S.W. 4.0 of the SOW.</li> </ol>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>M4.1</b>	<p><b><u>PROJECT TEAM QUALIFICATIONS</u></b></p> <p>The Bidder's proposal <b>must</b> identify a minimum of three (3) project team members and includes curriculum vitae (C.V.) for each.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>M4.2</b>	<p>Members of the proposed project team <b>must</b> provide copies of their post-secondary diploma or certificate from a recognized Canadian university or college, or the equivalent as established by a recognized Canadian academic credentials service* if obtained outside Canada.</p> <p>*The list of recognized organizations can be found under the Canadian Information Centre for International Credentials website, at the following internet link:  <a href="http://www.cicic.ca/indexe.stm">http://www.cicic.ca/indexe.stm</a></p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

**1.2 EVALUATION OF RATED CRITERIA**

The criteria contained herein will be used by NRCan to evaluate each proposal that has met all of the mandatory criteria.

Proposals must achieve the stated minimum points required overall for the rated criteria to be assessed as responsive under the point rated technical criteria section; proposals not meeting the minimum required points will be deemed non-responsive.





Proposals will be evaluated based on the following criteria:

Item	Mandatory Requirement	Max Points	Total Points Awarded
R1	<p><b><u>PROJECT APPROACH / METHODOLOGY</u></b></p> <p>The submitted project methodology <b>should address both</b> the supply chain segments noted in <u>S.W. 4.0</u> <b>AND</b> the articulated tasks in <u>S.W. 5.0</u> in the Statement of Work (“SOW”).</p> <p><i>Up to <b>ten (10) points</b> will be awarded for EACH of the five (5) elements below up to a maximum of <b>fifty (50) points</b>:</i></p> <p><b><u>Very Good: (10 points for each element)</u></b></p> <ol style="list-style-type: none"> <li>1. <b>Detail*</b>: Bidder addresses <b>ALL</b> tasks under section S.W.5.0 of the SOW <b>AND ALL</b> segments of the <b>Canadian</b> battery supply chain segments noted in section S.W. 4.0 of the SOW.</li> <li>2. <b>Clarity of Ideas</b>: Text is clear, understood and proposes ideas that are very well developed;</li> <li>3. <b>Use of Visuals</b>: Graphic content is relevant <b>AND</b> engaging;</li> <li>4. <b>Timelines</b>: Tasks, milestones and deliverables are articulated clearly, and are scheduled to meet project objectives within 90 days following contract award;</li> <li>5. <b>Data Sources</b>: Methodology includes a comprehensive list of proposed data sources <b>for each segment</b> of the battery supply chain noted in section S.W. 4.0 of the SOW.</li> </ol> <p><b><u>Good: (5 points for each element)</u></b></p> <ol style="list-style-type: none"> <li>1. <b>Detail*</b>: Bidder addresses <b>five (5) to seven (7) tasks</b> under section S.W.5.0 of the SOW while referencing the <b>Canadian</b> battery supply chain segments noted in section S.W. 4.0 of the SOW.</li> <li>2. <b>Clarity of Ideas</b>: Text is clear and easily understood</li> <li>3. <b>Use of Visuals</b>: Graphic content is relevant <b>OR</b> engaging;</li> <li>4. <b>Timelines</b>: Deliverables are noted in methodology and appear to be feasible within 90 days of contract award;</li> <li>5. <b>Data Sources</b>: Methodology includes a general list of data sources.</li> </ol> <p><b><u>Poor: (0 points)</u></b></p> <ol style="list-style-type: none"> <li>1. <b>Detail*</b>: Bidder addresses <b>less than five (5) tasks</b> under section S.W.5.0 of the SOW while referencing the <b>Canadian</b> battery supply chain segments noted in section S.W. 4.0 of the SOW.</li> <li>2. <b>Clarity of Ideas</b>: Confusing, unclear, or ambiguous;</li> <li>3. <b>Use of Visuals</b>: Graphic content is sparse, confusing or appears irrelevant</li> <li>4. <b>Timelines</b>: Deliverables are unrealistic or not provided;</li> <li>5. <b>Data Sources</b>: Bidder provides very few or no discernable list.</li> </ol> <p><i>*Detail: Please note, the Bidder’s methodology should demonstrate:</i></p>	<p><b>Max Points</b></p> <p><b>50</b></p>	



	<ul style="list-style-type: none"> <li>• <i>An understanding of the stated objectives and scope of work in its own words;</i></li> <li>• <i>How its methodology will lead to successfully addressing the requested tasks, achieve stated objectives, and produce a final, high-quality product; and</i></li> <li>• <i>Its knowledge of the battery supply chain, including preliminary issues and opportunities.</i></li> </ul>					
	<b>Elements</b>	<b>Very Good (10 pts)</b>	<b>Good (5 pts)</b>	<b>Poor (0 pts)</b>	<b>Total</b>	
1 – Detail						
2 – Clarity of ideas						
3 – Use of visuals						
4 – Timelines						
5 – Data sources						
<b>R2</b>	<p><b><u>BATTERY SUPPLY CHAIN EXPERIENCE</u></b></p> <p>The Bidder <b>shall</b> provide <b>five (5) project examples</b> demonstrating its knowledge of the battery supply chain, as identified in S.W. 4.0 of the SOW.</p> <p>Please include the following for each project example:</p> <ol style="list-style-type: none"> <li>1. Project title (or work name);</li> <li>2. The start and end dates of the project (or work);</li> <li>3. Name(s), email addresses, and telephone numbers of the client organization <b>AND</b> its project authority to whom the Bidder reported;</li> <li>4. Attestation or reference from the client (or employer) affirming completion of services;</li> <li>5. A detailed summary of the project/report demonstrating analysis and/or findings (three pages max). <b><i>If available, please provide a list of links to the submitted reports as an appendix to the proposal.</i></b></li> </ol> <p>Evaluation of the project examples will reflect the following <b>ELEMENTS</b>:</p>	<b>Max Points</b>	<b>50</b>			



	<ul style="list-style-type: none"> <li>• <b>E1:</b> Did the body of submitted project examples, collectively, identify <b>ALL</b> segments of the battery supply chain per section S.W. 4.0 of the SOW?</li> <li>• <b>E2:</b> Was each project example completed within the last five years?</li> <li>• <b>E3:</b> Did the project examples display global market expertise, including demand, supply, prices of materials and products along the battery supply chain?</li> <li>• <b>E4:</b> Did the project examples include analyses of options or strategies for overcoming real or perceived barriers to companies seeking to improve their competitiveness in the global battery supply chain?</li> <li>• <b>E5:</b> Did the project examples undertake a critical assessment of national or regional government efforts/strategies to develop, support or advance their domestic battery supply chain?</li> </ul> <p>Up to <b>ten (10) points</b> are available for <b>each element</b> for a total maximum score of <b>fifty (50)</b> points.</p> <p><b>Points are awarded as follows:</b></p> <p><b>Full Score: (10 points for each element above)</b></p> <ul style="list-style-type: none"> <li>• All project examples address the element being assessed</li> </ul> <p><b>Medium Score: (7 points for each element noted above)</b></p> <ul style="list-style-type: none"> <li>• 3 - 4 project examples address the element being assessed</li> </ul> <p><b>Low Score: (5 points for each element noted above)</b></p> <ul style="list-style-type: none"> <li>• 1 – 2 project examples address the element being assessed</li> </ul> <p><b>No Score: (0 points)</b></p> <ul style="list-style-type: none"> <li>• No project example addresses the element being assessed</li> </ul> <table border="1" data-bbox="310 1346 1167 1646"> <thead> <tr> <th>Elements</th> <th>Full (10 pts)</th> <th>Medium (7 pts)</th> <th>Low (5 pts)</th> <th>No (0 pts)</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>E1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>E2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>E3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>E4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>E5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Elements	Full (10 pts)	Medium (7 pts)	Low (5 pts)	No (0 pts)	Total	E1						E2						E3						E4						E5							
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R3	<p><b><u>BATTERY STAKEHOLDER EXPERIENCE</u></b></p> <p>Within the last <b>ten (10) years</b>, the Bidder has provided services for battery supply chain stakeholders belonging to the following categories:</p>																																						



	<ol style="list-style-type: none"> <li>1. Mineral exploration companies</li> <li>2. Mining companies</li> <li>3. Battery material manufacturers</li> <li>4. Battery cell &amp; pack manufacturers</li> <li>5. Automotive manufacturers</li> <li>6. Large capital investors (raised or invested at least \$100K+ in battery-related projects)</li> </ol> <p><i>Broader stakeholder experience will award higher points:</i></p> <ul style="list-style-type: none"> <li>▪ Engaged no category of stakeholders = 0 points</li> <li>▪ Engaged stakeholders within only <b>one</b> category = 4 points</li> <li>▪ Engaged stakeholders across <b>two</b> categories = 8 points</li> <li>▪ Engaged stakeholders across <b>three</b> categories = 12 points</li> <li>▪ Engaged stakeholders across <b>four</b> categories = 16 points</li> <li>▪ Engaged stakeholders across <b>five</b> categories = 20 points</li> <li>▪ Engaged stakeholders across <b>six</b> categories = 24 points</li> </ul> <p><b><u>Additional Points for Canadian Stakeholder Experience:</u></b>          If the Bidder demonstrates that it provided services to at least one stakeholder who; (1) <i>maintains battery-related operations within Canada</i> <b>AND</b> (2) <i>is at least 50% Canadian-owned</i>, <b>eight (8) bonus points</b> will be applied.</p> <p><i>*Experience with Canadian Battery Stakeholders includes:</i></p> <ul style="list-style-type: none"> <li>• A project team member(s) that has worked with any of the Canadian battery stakeholders noted above; or</li> <li>• The Bidder has subcontracted or has experience entering into a Joint-venture with a Canadian-based firm to collect or undertake a study on Canada's battery-value chain in the past.</li> </ul> <p><i>**The Bidder is <b>required</b> to identify the stakeholder, the date of the engagement, and a reference, as NRCan reserves the right to contact the project authorities named by the Bidder to validate the information provided. (see reference 1 to this Appendix)</i></p> <p><i>*** In the event of a tie score, NRCan reserves the right to select the Bidder who has provided services to the highest number of Canadian stakeholders identified in this item.</i></p>	<p><b>Max Points</b></p> <p><b>32</b></p>					
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R4	<p><b><u>PROJECT TEAM EXPERIENCE</u></b></p> <p>The <b>average value</b> of the proposed teams' months of experience (i.e. conducting research, analysis, or reporting of the battery supply chain segments, as identified in section S.W. 4.0 of the SOW) will be measured, as follows:</p> <p><i>The Bidder should express the duration of experience for each team member in terms of <b>months</b>.</i></p> <table border="1"> <tr> <td><b>Points</b></td> <td><b>Criteria</b></td> <td><b>Max</b></td> </tr> </table>	<b>Points</b>	<b>Criteria</b>	<b>Max</b>																							
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	20	<b>Excellent:</b> The <b>average value</b> of project team experience with the battery supply chain is 84 months or <b>more</b> .	<b>Points</b>  <b>20</b>
	15	<b>Very Good:</b> The <b>average value</b> of project team experience with the battery supply chain falls within the range of 60 to 83 months (inclusive).	
	10	<b>Good:</b> The <b>average value</b> of the experience for the project team falls within the range of 36 to 59 months (inclusive).	
	5	<b>Satisfactory:</b> The <b>average value</b> of the experience for the project team falls within the range of 12 to 35 months (inclusive).	
<b>R5</b>	<b><u>QUALITY OF THE PROPOSAL</u></b>		<b>Max Points</b>  <b>10</b>
	<b>Points</b>	<b>Criteria</b>	
	10	<b>Excellent:</b> The proposal is easy to follow, free from errors, maintains a concise narrative, addresses all tasks and objectives noted in the Statement of Work, addresses all requests made in the Evaluation Criteria.	
	8	<b>Very Good:</b> The proposal is easy to follow, free from errors, addresses most of the tasks and objectives noted in the Stated of Work, addresses most of the requests made in the Evaluation Criteria.	
	6	<b>Good:</b> The proposal is comprehensible, few typographical errors, addresses at least half of the tasks and objectives, respectively, noted in the SOW.	
	4	<b>Poor:</b> The proposal is hard to follow and contains many typographical errors.	
<b>R6</b>	<b><u>PRESENTATION EXPERIENCE</u></b>		<b>Max Points</b>  <b>10</b>
	The Bidder has experience presenting strategic information, analysis, intelligence and advice to senior officials* about the battery supply chain.		
	<i>*Senior Officials includes: Members of Corporate Boards; Senior Management; Canadian Government Officials (e.g. Directors, Director-Generals, Assistant Deputy Ministers, Associate Deputy Ministers, Deputy Ministers, Ministers) or their equivalents from other jurisdictions</i>		
	<b>Points</b>	<b>Condition</b>	
	10	<b>Excellent:</b> Within the past five (5) years, the Bidder has presented to senior officials on four (4) or more occasions concerning the battery supply chain.	



	8	<b>Good:</b> Within the past five (5) years, the Bidder has presented to senior officials on three (3) occasions concerning the battery supply chain.		
	6	<b>Fair:</b> Within the past five (5) years, the Bidder has presented to senior officials on two (2) occasions concerning the battery supply chain.		
	4	<b>Poor:</b> Within the past five (5) years, the Bidder has presented to senior officials on no more than a single occasion concerning the battery supply chain.		
<b>MINIMUM POINTS REQUIRED FOR CONSIDERATION: 111 POINTS (65%)</b>				
<b>MAXIMUM POINTS AVAILABLE: 172 POINTS</b>				

**Reference 1**

**Reference questions:**

- A. Reference will have four (4) working days to provide Canada with the necessary information. Failure to meet this deadline will result in the bid being declared non-responsive.
- B. Canada will conduct the reference check in writing by e-mail. Canada will send all email reference check requests to contacts supplied by all the Bidders on the same day using the email address provided in the bid.
- C. The form of questions to be used to request confirmation from bidders is as follows:

Was the experience of working with the bidder satisfactory (ex: was the bidder responsive and client-service oriented)?

\_\_\_\_\_ Yes:  
\_\_\_\_\_ No:

Was the final product delivered on time and on budget?

\_\_\_\_\_ Yes:  
\_\_\_\_\_ No:

Did the final product meeting expectations?

\_\_\_\_\_ Yes:  
\_\_\_\_\_ No:

For each reference, the Bidder must, provide the name and e-mail address for a contact person. Bidders are also requested to include the title of the contact person. If there is a conflict between the information provided by the reference and the bid, the information provided by the reference will be evaluated instead of the information in the bid. If the reference is unavailable when required during the evaluation period, the Bidder may provide the name and contact information of an alternate contact.



**APPENDIX “2” – FINANCIAL PROPOSAL FORM**

**1. FIRM PRICE - Milestone Payments**

Bidder tendered all-inclusive firm price to perform the work is in Canadian funds, applicable taxes excluded. Any Travel and Living Expenses and other miscellaneous expenses must be included in the firm price.

***The bidder must complete the schedule below indicating the firm proposed amounts for each step according to the indicated percentages:***

Milestone	Deliverables/Milestone	Time Schedule	Milestone Firm Price (Applicable taxes excluded)
1	<b>Project Initiation Meeting (30% of total Price)</b> – Review/confirm objectives and expected deliverables	Detailed work plan within one week after this contract is awarded	\$ _____
	<b>Research &amp; Analysis</b> – Assemble and synthesize information – Identify knowledge gaps or research constraints – Prepare a draft report outline – Prepare interim report	Draft report outline within six weeks after contract is awarded  Interim (update) report within ten weeks from the awarding of this contract	
2	<b>Draft Reports (30% of Total price)</b> – Prepare draft report – Prepare final draft report	Draft report within 14 weeks of contract award  Final draft report with 16 weeks of contract award	\$ _____
	<b>Submit Final Report and presentation</b> – Finalize report based on feedback from project authority.	Final report and summary slides within 18 weeks after contract is awarded	





<b>Milestone</b>	<b>Deliverables/Milestone</b>	<b>Time Schedule</b>	<b>Milestone Firm Price (Applicable taxes excluded)</b>
<b>3</b>	<b>Presentations (40% of total price)</b> <ul style="list-style-type: none"><li>- (1) Present preliminary findings to a gathering of battery industry stakeholders (Coordinated with Project Authority)</li><li>- (2) Present findings to senior government officials (Coordinated with Project Authority)</li></ul>	(1) Provide presentation deck in the Fall/Winder of 2020  (2) Conduct at least two presentations concerning findings to senior government officials within 12 weeks after submission of the final report.	\$ _____
<b>Total all-inclusive price</b>			\$ _____