



Return Bids to :
Natural Resources Canada

NRCan.quebec_bid_soumission-quebec_bid_soumission.RNCan@canada.ca

Request for Proposal (RFP)

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
580 Booth Street
Ottawa, ON K1A 0E4

Title – Sujet The Effect of Fuel-Efficient Driving on Crash Risk and Crash Severity in Canada	
Solicitation No. – No de l’invitation NRCan-500005421	Date February 22, 2021
Requisition Reference No. - N° de la demande 161635	
Solicitation Closes – L’invitation prend fin at 02:00 PM (Eastern Daylight Time (EDT)) on March 25, 2021	
Address Enquiries to: - Adresse toutes questions à: Thérèse Richer therese.richer@canada.ca	
Telephone No. – No de telephone 819 588-7144	Fax No. – No. de Fax N/A
Destination – of Goods and Services: Destination – des biens et services: As specified in document	
Security – Sécurité There are no security requirements associated with this requirement.	
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l’entrepreneur Telephone No.:- No. de téléphone: Facsimile No.: - No. de télécopieur: Email – Courriel :	
Name and Title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/de l’entrepreneur (taper ou écrire en caractères d’imprimerie)	
_____ Signature	_____ Date



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The Articles contained 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.



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 and Additional Information: includes the certifications and additional information to be provided;

Part 6 Security and Other 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, the Basis of Payment and any other annexes and attachments.

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 quantify the safety outcomes of fuel-efficient highway driving, including crash reduction and crash severity, through the collection of data from Canadian class 8 long-haul trucks. This study will involve research, data collection, analysis, and a report of findings on any correlations between fuel efficiency and safety outcomes, paving the way to value-added communication for the SmartDriver for Highway Trucking program.

1.2.2 The period of any resulting contract will be from award of contract to June 2022 inclusive.

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”
- **Section 8: Delete entirely**
- Under **Subsection 2 of Section 20:** Not applicable

2.2 Submission of Bids

Bidders must submit all proposals electronically. Given the current constraints on NRCan’s networks, the electronic mail system has a limit of 1GB per single message received and a limit of 20GB per conversation. Bidders are asked to contact the Contracting Authority to confirm receipt of their bid. NRCan encourages bidders to submit all bids earlier than the closing time in order to ensure sufficient time to be received in NRCan’s server.

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.

- Send proposals to this email address:
NRCan.quebec_bid_soumission-quebec_bid_soumission.RNCan@canada.ca

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

- Contact the Contracting Authority Thérèse Richer by email at therese.richer@canada.ca for receipt of bid confirmation.

IMPORTANT

Please write the following information in the Subject of the e-mail: **NRCan-5000055421 - Fuel-Efficient Driving**

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.

2.3 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than seven (7) 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 Ottawa.

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 seven (7) days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

Any clarifications or changes to the bid solicitation resulting from the bidders' conference will be included as an amendment to the bid solicitation. Bidders who do not attend will not be precluded from submitting a bid.



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 and describe their approach 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.

Exchange Rate Fluctuation

C3011T (2013-11-06), Exchange Rate Fluctuation

Section III: Certifications

Bidders must submit the certifications and additional information required under Part 5.



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 technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

4.1.1 Technical Evaluation

Mandatory and point rated technical evaluation criteria are included in Appendix 1 - Evaluation Criteria.

4.1.2 Financial Evaluation

Mandatory financial evaluation criteria are included in Appendix 2 - Financial Proposal Form.

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 81 points overall for the technical evaluation criteria which are subject to point rating.

The rating is performed on a scale of 135 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).

Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%)				
		Bidder 1	Bidder 2	Bidder 3
Overall Technical Score		115/135	89/135	92/135
Bid Evaluated Price		\$55,000.00	\$50,000.00	\$45,000.00
Calculations	Technical Merit Score	$115/135 \times 70 = 59.63$	$89/135 \times 70 = 46.15$	$92/135 \times 70 = 47.70$
	Pricing Score	$45/55 \times 30 = 24.55$	$45/50 \times 30 = 27$	$45/45 \times 30 = 30$
Combined Rating		84.18	73.15	77.70
Overall Rating		1st	3rd	2nd



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. Unless specified otherwise, 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 Integrity Provisions - Declaration of Convicted Offences

In accordance with the Integrity [Provisions of the Standard Instructions \(https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/25#integrity-provisions\)](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/25#integrity-provisions), all bidders must provide with their bid, **if applicable**, the Integrity declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), 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 – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real property agreement of 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 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" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#) website. (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>).

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. Failure to comply with the request may result in the bid being declared non-responsive.

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.

Signature

Date



PART 6 - SECURITY AND OTHER REQUIREMENTS

6.1 Security Requirements

There are no security requirements associated with this requirement.



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-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.

7.2.1 General Conditions

[2010B](#) (2020-05-28), General Conditions – Professional Services - Medium Complexity, 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 and form part of this contract:

[4006](#) (2010-08-16), Contractor 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.

7.4 Security Requirements

7.4.1 There is no security requirement applicable to the Contract.

7.5 Term of Contract

7.5.1 *Period of the Contract*

The period of the Contract is from date of Contract to June 30, 2022 inclusive.

7.6 Comprehensive Land Claims Agreements (CLCAs)

7.6.1 The Contract is not subject to any Comprehensive Land Claims Agreements.

7.7 Authorities

7.7.1 *Contracting Authority*

The Contracting Authority for the Contract is:

Thérèse Richer

Procurement Specialist

Finance and Procurement Branch

Natural Resources Canada, Government of Canada

580 Booth Street, Ottawa, ON K1A 0E4

819 588-7144

therese.richer@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.

7.7.2 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.

7.7.3 Contractor's Representative (to be provided at contract award)

Name:

Title:

Organization:

Address:

Telephone:

Facsimile:

E-mail address

7.8 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.

7.9 Payment

7.9.1 Basis of Payment – Firm Price, Firm Unit Price(S) or Firm Lot Price(s)

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 \$ _____ *amount to be inserted at contract award*). Customs duties are included and applicable taxes are extra.



7.9.2 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.

7.10 Invoicing Instructions

Due to Covid-19, NRCan will only accept invoices as follows:

E-mail:

nrcan.invoiceimaging-servicedimageriedesfactures.nrcan@canada.ca

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

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 Contract number: _____ (*to be provided at contract award*)

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

7.11 Certifications and Additional Information

7.11.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

7.12 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in _____. (*Insert the name of the province or territory as specified by the Bidder in its bid, if applicable.*)



7.13 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 [4006](#) (2010-08-16) - Contractor to Own Intellectual Property Rights in Foreground Information);
- c) the general conditions [2010B](#) (2020-05-28) Professional services (medium complexity);
- d) Annex A, Statement of Work;
- e) Annex B, Basis of Payment;
- f) the Contractor's bid dated _____, (*insert date of bid*)

7.14 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)

7.15 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.

7.16 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.



ANNEX A - STATEMENT OF WORK

SW.1.0 TITLE

The Effect of Fuel-Efficient Driving on Crash Risk and Crash Severity in Canada

SW.2.0 BACKGROUND

The Department of Natural Resources Canada (NRCan) is seeking to study the Effect of Fuel-Efficient Driving on Crash Risk and Crash Severity in Canada for class 8 long-haul trucks. Fuel economy for commercial vehicle fleets can be influenced through modified driving practices in terms of selected speeds, smoothness of driving and route choice. In addition to the positive impacts of fuel cost-savings and lower emissions, there are safety benefits that can be accrued. Fewer crashes can also contribute to cost-savings due to lower insurance costs and increased productivity.

NRCan's *SmartDriver* for Highway Trucking (SDHT) program provides free, practical advice via internet-based training to reduce fuel consumption and operating costs. The SDHT online tools reinforce fuel-efficient driving best practices as an effective and responsible way to reduce fuel costs. It also offers master lesson plans, presentations, participant notes and other resources that allows fleet managers and driver training organizations to deliver their own in-house *SmartDriver* training. It is the intention that the outcomes of this study will inform *SmartDriver* for Highway Trucking program design, outreach and training materials to encourage more fuel-efficient driving on Canadian roads.

In 2019, NRCan commissioned a project that involved a literature review of the safety and fuel-economy impacts of fuel efficient driving. This literature review described how vehicle speed, smoothness of driving and route choice influence both road safety and fuel economy. Much of this data was from outside of Canada and/or more than a decade old. Now, through new data collection, NRCan is interested in understanding the safety outcomes of fuel-efficient highway driving in Canada specific to class 8 long-haul trucks, including quantifying crash reduction and crash severity.

Only data related to class 8 long-haul trucks is of interest for this study (personal/passenger vehicles are excluded).

SW.3.0 OBJECTIVE

The objective of this study is to quantify the safety outcomes of fuel-efficient highway driving, including crash reduction and crash severity, through the collection of data from Canadian class 8 long-haul trucks.

This study will involve research, data collection, analysis, and a report of findings on any correlations between fuel efficiency and safety outcomes, paving the way to value-added communication for the *SmartDriver* for Highway Trucking program.

SW.4.0 PROJECT REQUIREMENTS



The successful bidder will conduct primary research and data collection through engagements/agreements with a sample size of fleets, focused on class 8 long-haul trucks. Engagement with, and recruitment of, fleets is a requirement of this project. The results of this study will be made publically available.

This project will take place over two distinct phases.

SW.4.1 Deliverables

Phase 1

Deliverable 1: Project kick-off

- Meet with NRCan to outline what the program's needs are for the project;
- Review all relevant source materials; obtain any past relevant studies from NRCan

Deliverable 2: Study/methodology design

- Design a study with Canadian fleets that collect fuel-efficient driving data (based on subject matter from Module 3 of the SmartDriver for Highway Trucking program). Study should include, but is not limited to:
 - How fuel-efficient driving behaviour can mitigate the risk of accidents/collisions occurring and their related severity (e.g. number of crashes, degree of injuries, damage-related capital costs, insurance premium increases, etc.)
 - In meeting the project objective, research questions may include:
 - What elements of driving style impact crash risk?
 - What decreases or increases the likelihood of crash involvement for any given change in driving behaviour and techniques?
 - What is the decreased or increased likelihood of a fatal or severe injury when a crash occurs, based on the variables associated with driving behaviour and techniques?
 - Can drivers be classified into distinct groups that have statistically different crash risks, based on elements of driving style and other variables (e.g. years of commercial vehicle driving experience, professional driver training, annual refresher or remedial training)?
 - Case-controlled methodology and methodology that will allow for quantification (e.g. percentage) of safety impacts resulting from fuel-efficient driving. A baseline must be established.
 - Types of data that could be of interest/benefit to both fuel-efficiency and safety (e.g. speed profiles, aggressive acceleration, hard braking, erratic manoeuvring, space management, route selection)
 - Relevant factors, including duty/drive cycles, day cab versus sleepers, cross-border, LTL versus TL.
- Submit the study design along with proposed methodology for review and feedback by NRCan

Deliverable 3: Draft Report and Final Report for Phase 1

- Produce draft, and then based on NRCan review, final report detailing methodology for study, number of fleets to be approached and recruited, driver data to be collected, specific fleet participants (and in what capacity they will participate) and a detailed timeline for each phase of the project
- Final report should include all relevant results and information that is connected to the research

Phase 2

Deliverable 4: Data Collection



- Begin data collection

Deliverable 5: Provide interim report/summary on findings to date and approach for final report

- This report should include an overview of findings to date

Deliverable 6: Submit draft report to NRCan for feedback/comments/discussion

Deliverable 7: Submit Final Report

- The final report shall include: a cover page, an executive summary, table of contents, list of abbreviations, an introduction/background, review of literature, methods, results, conclusion, and a full list of references and citations

Deliverable 8: Webinar

- Develop and deliver a webinar detailing the findings of this study/report. This webinar must be recorded in both English and French and shared in a suitable format for future use/dissemination by NRCan.
 - Contractor will produce a draft outline of webinar content and solicit feedback from NRCan prior to recording.

S.W.4.2 Deliverables Schedule

Deliverable	Details	Estimated Schedule
1	Meet with NRCan to discuss approach to project Identify information/data being used and any sources	Within 1 week of contract award
2	Design project methodology Submit to NRCan for review an feedback	April 2021
3	Produce draft report and the final report for Phase 1 of this study	June 2021
4	Begin Data Collection (Phase 2)	June 2021
5	Submit interim report/summary to NRCan for feedback/discussion. An interim report will be submitted containing an overview of the work that has been completed to date and an outline of the final report structure. This draft report will deliver on the objective noted in SW 3.0 and the tasks noted in SW4.1.	January 2022
6	Submit draft final report for feedback/commentary/discussion NRCan requires 10 business days for feedback/review	March 2022
7	Submit final report (including any recommendations)	April 2022



	The final report shall include: a cover page, an executive summary, table of contents, list of abbreviations (if relevant), an introduction/background, main body, conclusion, and a full list of references and citations.	
8	Develop, record and share webinar that presents the findings of this study	May 2022

SW.4.3 Method and Source of Acceptance

All deliverables rendered under this contract are subject to approval by the Project Authority (NRCan). 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.5.0 OTHER TERMS AND CONDITIONS OF THE SOW

SW.5.1 Contractor’s Obligations

The Contractor shall:

- Keep all documents and proprietary information confidential;
- Submit all written reports in electronic Microsoft Office Word, PDF, and/or MS Excel, with final report in Word and PDF
- Additional formats can be negotiated by common agreement between the Project authority and the Contractor; and
- Be available to review contract progress on or around the date of milestones.

SW.5.2 NRCan’s Obligations

Under this contract, NRCan will:

- Provide assistance and guidance regarding the scope of data to be collected;
- Provide available documentation, data and information on the topic; and
- Review and provide feedback to the draft reports within 10 business days.

SW.5.3 Language of Work

All reports must be submitted in English. Correspondence with NRCan may be in the contractor’s official language of choice.

SW.5.4 Location of Work, Work Site and Delivery Point

The work is expected to be completed at Contractor’s place of business. There are no living or travel costs associated with this contract.



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.

Criterion ID	Mandatory Criteria	Pass/Fail	Page Ref. #
M1	<p>Bidder MUST have a developed network of contacts in the commercial (medium/heavy-duty) motor vehicle industry and strong working relationships/track record as a project partner with industry leaders (e.g. trucking associations; logistic providers; transportation consortiums).</p> <p>Strong working relationship and track record as a partner would mean relationships that have been established for more than 5 years and that have involved working on projects, engaging on boards together, etc.</p> <p>The description of working relationship must include the name of the contact and their association (if applicable – e.g. carrier, logistics provider; OEM; trucking association; etc.), and a short (2-3 sentences) description of the working relationship and track record as a project partner.</p>		



Criterion ID	Mandatory Criteria	Pass/Fail	Page Ref. #
M2	<p>For each proposed resource named in the Bidder's proposal, the Bidder MUST provide at least one (1) written project summary describing in it their recent (last 1-5 years) and previous experience in the medium and heavy-duty vehicle sector with a focus on class 8 vehicles.</p> <p>Within the project summary provided, bidders should indicate:</p> <ol style="list-style-type: none"> 1. the name of the client organization; 2. a brief description of the scope of services provided; 3. the dates and duration of the project; 4. a description of the project or service; and 5. the name, email address and telephone number of the client project authority to whom the Offeror reported. <p><i>NRCan reserves the right to contact the named client project authorities for validation purposes only.</i></p>		

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:

Criterion ID	Point Rated Technical Criteria	Evaluation Criteria Scoring Method	Maximum Points	Proposal Page #
R1 - WORK PLAN				
R1.1	<p>Phase 1 – Work Plan</p> <p>The work plan for Phase 1 (see SoW) will be evaluated against the following criteria:</p> <ol style="list-style-type: none"> 1. The approach to Phase 1 in the Statement of Work is explained clearly, including how the study will meet the requirements of Deliverables 1-3. 2. It is well articulated and aligns with the project requirements as identified in Phase 1, including a focus on 	<p>Up to 5 points may be awarded per criterion, for a potential total of 15 points.</p> <p>5 points (All aspects in the criterion are robustly addressed. E.g. bidder could provide their own insights/suggestions as to how to approach the criterion in addition to what is provided in the SoW)</p> <p>4 points (All aspects in the criterion are addressed, but</p>	15 points	



	<p>class 8 long-haul trucks, excluding passenger vehicles.</p> <p>3. The approach caters to the Canadian context and clearly explains how it will do so.</p>	<p>with no additional level of detail/effort beyond what is provided in the SoW, or factor)</p> <p>3 points (Half and/or some aspects in the criterion are addressed and adequately explained/articulated as to how the work plan will approach them)</p> <p>2 points (Less than half of the criterion are addressed and/or no level of detail, or explanation as to how work plan will approach the task required is included)</p> <p>0 points (No aspects of the criterion are addressed)</p>		
R1.2	<p>Phase 2 – Work Plan</p> <p>The work plan for Phase 2 will be evaluated against the following criteria:</p> <p>1. The bidder’s approach to Phase 2 in the Statement of Work (SoW) is explained clearly, including how they will carry out and meet deliverables 4-8. The work plan aligns with the project objective and the deliverables as defined in the SoW (to quantify the safety outcomes of fuel-efficient highway driving, including crash reduction and crash severity, through the collection of data from Canadian fleets).</p> <p>2. The project schedule aligns with the timelines set in the Statement of Work.</p>	<p><u>Up to 10 points may be awarded per criterion</u>, for a potential total of 20 points.</p> <p>10 points (The work plan robustly addresses all the aspects in the list of criteria)</p> <p>8 points (The work plan addresses the aspects in the list of criteria and adequately explained/articulated as to how the work plan will approach them)</p> <p>5 points (Half and/or some aspects in the criterion are addressed and adequately explained/articulated as to how the work plan will approach them)</p> <p>0 points (The Bidder does not address the criterion, and/or does not provide specific enough detail to address the criterion)</p>	20 Points	
R2 - BIDDER’S EXPERIENCE				
R2.1	<p>Bidder should have minimum five (5) years of experience within the last ten</p>	<ul style="list-style-type: none"> <i>Provide concrete examples of recent</i> 	20 points	



	<p>(10) years conducting road safety research and evaluation of on-road safety for medium and heavy-duty vehicles.</p>	<p><i>(within past 10 years) experience of bidder developing and conducting studies and research on road safety for medium and heavy-duty vehicles (passenger vehicles excluded) that demonstrates experience conducting road safety research for MHDVs</i></p> <ul style="list-style-type: none"> • <i>At least one (1) example should be Canadian specific.</i> <p>Less than 5 years = 0 points 5 years = 10 points 6 years = 12 points 7 years = 14 points 8 years = 16 points 9 years = 18 points 10 years = 20 points</p>		
<p>R2.2</p>	<p>Bidder should have minimum 5 (five) years of experience in human factor research and data analysis.</p>	<p>Provide two (2) concrete examples of experience in human factor research and data analysis. Examples should clearly explain the human factors research and data analysis utilized. Where more than two (2) examples are provided, only the first two that appear will be scored.</p> <p><u>Up to 5 points may be awarded per example</u>, for a potential total of 10.</p> <p>5 points (example clearly demonstrates experience in human factor research and data analysis and clearly explain the human factors research and data analysis utilized; more than five (5) years of experience demonstrated)</p> <p>3 points (example reasonably demonstrates experience in human factor research and data analysis and reasonably explains the human factors research and data analysis)</p>	<p>10 points</p>	



		utilized) 0 points (example poorly demonstrates experience in human factor research and data analysis and poorly explains the human factors research and data analysis utilized)		
R2.3	Bidder should have, as demonstrated by a minimum of five (5) years within the last ten (10) years, direct project experience in these areas: clear and demonstrated understanding of the operational practices of commercial fleets including business priorities, vehicle safety features and technologies, workplace safety and driver training programs for commercial fleets.	<p><i>Through inclusion of a maximum of five (5) project examples in the cited areas; through programs the bidder has developed; through examples of engagement with commercial fleets that would clearly show a demonstrated understanding of operational practices.</i></p> <p><u>Up to 20 points can be awarded</u> (points are not awarded per project for this criterion, but on sum of bidder's response).</p> <p>20 points (The response addresses all the aspects in the criterion and clearly details how the cited project meets that criteria; more than five (5) years of experience demonstrated in the past 10 (ten) years)</p> <p>16 points (The response shows direct project experience in the criterion areas; and has a minimum of 5 (five) years experience)</p> <p>10 points The response shows a minimum of five (5) years of experience in the past ten (10) years, but does not show direct experience in all the criterion areas listed)</p> <p>5 points (Criterion poorly met as it does not show direct project experience, nor does it include example of how</p>	20 points	



		<p>criterion were met)</p> <p>0 points (The response does not address any of the aspects of the criterion)</p>		
R2.4	<p>Bidder should have minimum five (5) years of experience in the past ten (10) years developing and employing knowledge translation strategies and tools to effectively promote the outputs of a similar project in order to achieve a high-level of uptake to effect real-world change and safety improvements in Canada.</p>	<p><i>Through inclusion of a maximum of two (2) project examples completed within the past ten (10) years, knowledge translation models developed, real-world application.</i></p> <p><u>Up to 10 points</u> may be awarded per example, for a potential total of 20.</p> <p>10 points (The response addresses all the aspects in the criterion and clearly details how the cited project meets that factor; more than five (5) years of experience demonstrated in the past ten years)</p> <p>8 points (The response shows direct project experience in the criterion areas; and has a minimum of five (5) years experience)</p> <p>5 points (The response shows a minimum of five (5) years of experience, but does not show direct experience in all the criterion areas listed)</p> <p>3 points (Criterion poorly met as it does not show direct project experience, nor does it include example of how criterion were met)</p> <p>0 points (The response does not address any of the aspects of the criterion)</p>	20 points	
R3 PROJECT SUMMARIES				
R3.1	Project Summaries	<p><u>Up to 5 points can be awarded per criterion per project for a</u></p>	30 Points	



	<p>The Bidder should identify two (2) recent projects to be evaluated in this section (recent meaning within last five (5) years). If the bidder provides more than two (2) previous projects, only the first two will be scored.</p> <ol style="list-style-type: none"> 1. Demonstrate that the cited project is similar to the objective of this requirement as stated in the SoW; 2. Similarity of cited projects to NRCan's requirements: <ul style="list-style-type: none"> • how the project focused on commercial vehicles; • how human factors research was applied; • how knowledge transfer techniques were employed; and • how on-road safety data monitoring was utilized. 3. Demonstrate through explanation and supporting evidence that the services were provided on time, on budget, and in accordance with the established project goals. 	<p><u>total of 15 per project</u>, and for a potential overall total of 30 points.</p> <p>Each project will be scored as follows:</p> <p>5 points (The project summary robustly addresses all the aspects in the factor and clearly details how the cited project meets that factor; project example is from the last five (5) years)</p> <p>4 points (The project summary strongly addresses some aspects in that factor and clearly details how the cited project meets that factor)</p> <p>3 points Half and/or some aspects in the factor are adequately addressed and sufficient detail provided as to how the cited project meets that factor; project may not be within past five (5) years)</p> <p>1 points (Less than half of the aspects in the factor are addressed and/or it is not clearly detailed how the cited project meets that factor)</p> <p>0 points (The project does not address any of the aspects of the factor)</p>		
		Total Points Available	MAX 135	
		Minimum Number of Points to be Responsive	81	



APPENDIX 2 - FINANCIAL PROPOSAL FORM

1. FIRM BID PRICE

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 provide a firm all-inclusive price to perform the work identified in the Statement of Work in Annex A and as per the terms and conditions of this RFP. Please note that Canada will make milestone payments as indicated in Table 1 below in accordance with Section 7.9.2 of this RFP.

FIRM BID PRICE	BID PRICE (Applicable taxes excluded)
Total All-inclusive Firm Price for Financial Proposal Evaluation	\$ _____
Applicable Taxes (will not be included in evaluated financial proposal amount)	\$ _____

TABLE 1 - MILESTONE PAYMENTS

Milestone #	Description of Milestone	Milestone Firm Price (applicable taxes excluded)
1	<u>PHASE 1</u> Deliverables 1, 2 and 3 (40%)	(40% of total price)
2	<u>PHASE 2</u> Deliverables 4, 5, 6, 7 and 8 (60%)	(60% of total price)