



**Return Bids to:**

**Retourner Les Soumissions à:**  
Natural Resources Canada

Bid Receiving Natural Resources Canada  
See herein for bid submission instructions

**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.*

***Proposition à: Ressources Naturelles Canada***

*Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).*

**Comments – Commentaires**

**Issuing Office – Bureau de distribution**

Natural Resources Canada  
Finance and Procurement Management Branch  
Natural Resources Canada  
1055, du P.E.P.S., PO BOX 10380  
Quebec, QC G1V 4C7

<b>Title – Sujet</b>	
Capitalizing on Canada’s ESG Advantages to Attract investment.	
<b>Solicitation No. – No de l’invitation</b> <b>NRCan-5000064202</b>	<b>Date</b> December 23, 2021
<b>Requisition Reference No. - N° de la demande</b>	
<b>Solicitation Closes – L’invitation prend fin</b> <b>at – 02:00 PM (Eastern Standard Time (EST))</b> <b>on – January 24, 2022</b>	
<b>Address Enquiries to: - Adresse toutes questions à:</b> <a href="mailto:Marie-josee.michaud@NRCan-RNCan.gc.ca">Marie-josee.michaud@NRCan-RNCan.gc.ca</a>	
<b>Telephone No. – No de telephone</b>  418-563-6916	
<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 are 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>Email – Courriel :</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>	
_____	_____
<b>Signature</b>	<b>Date</b>



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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.



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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 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

By means of the RFP, Natural Resources Canada (NRCan) is seeking proposals from bidders to conduct research on and provide a written report.

To identify specific risks and opportunities for Canada's natural resource sectors related to ESG investment, and to recommend actionable options for the Government of Canada to attract ESG investment into the sectors.

This study will feature three main tasks:

I. Drawing on knowledge of the capital expenditure (CapEX) requirements of the resource sector, analyze the current and medium-term (i.e., next 5 years) investment landscape for the Canadian natural resource sectors.

II. Assess current and expected impacts of the adoption of ESG practices.

III. Recommend strategies and tactics/models that the Government of Canada could use to increase available capital for the natural resource sectors' production, clean growth and GHG emissions reduction.



1.2.2 This bid solicitation allows bidders to use the **epost Connect service provided by Canada Post Corporation** to transmit their bid electronically. Bidders must refer to Part 2 entitled Bidder Instructions, and Part 3 entitled Bid Preparation Instructions, of the bid solicitation, for further information.

### **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 1 and 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”
- **Subsection 1 of Section 8: Delete entirely**
- **Subsection 2 of Section 8: Delete:** The only acceptable email address to use with epost Connect for responses to bid solicitation issued by PWGSC headquarters is: [tpsgc.dgareceptiondessaoumissions-abbidReceiving.pwgsc@tpsgc-pwgsc.gc.ca](mailto:tpsgc.dgareceptiondessaoumissions-abbidReceiving.pwgsc@tpsgc-pwgsc.gc.ca), or, if applicable, the email address identified in the bid solicitation. The only acceptable email address to use with epost Connect for responses to bid solicitations issued by PWGSC regional offices is identified in the bid solicitation.  
**Insert:** The only acceptable email address to use with epost Connect for responses to bid solicitation issued by NRCan is: [procurement-approvisionnement@NRCan-RNCan.gc.ca](mailto:procurement-approvisionnement@NRCan-RNCan.gc.ca)
- **Under Subsection 2 of Section 20:** Not applicable

### 2.2 Submission of Bids

Bids must be submitted only to the Natural Resources Canada (NRCan) Bid Receiving Unit specified below by the date and time indicated on page 1 of the bid solicitation.

NRCan Bid Receiving Unit:

Only bids submitted using epost Connect service will be accepted. The Bidder must send an email requesting to open an epost Connect conversation to the following address:

[\*\*procurement-approvisionnement@NRCan-RNCan.gc.ca\*\*](mailto:procurement-approvisionnement@NRCan-RNCan.gc.ca)

**Note:** Bids will not be accepted if e-mailed directly to this address. This e-mail address is to be used to open an ePost Connect conversation, as detailed in the Standard Instructions [2003 \(Subsection 2 of Section 08\)](#), or to send bids through an ePost Connect message if the bidder is using its own licensing agreement for ePost Connect.

**IMPORTANT:** It is requested that you write the bid solicitation number in “Subject” of the email:

***NRCan- 5000064202 - Canada’s ESG Advantages***



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

The onus is on the Bidder to ensure that the bid is submitted correctly using epost Connect service. Not complying with the 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.

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

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

All enquiries must be submitted in writing to the Contracting Authority no later than ten (10) calendar days before the bid closing date. Enquiries received after that time may not be answered.

**Due to the holiday season, all answers to enquiries will be posted on  
Buy and Sell after January 5, 2022.**

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 ten (10) 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

The Bidder must submit its bid electronically and in accordance with section 08 of [2003](#) standard instructions. The epost Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.

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)

Section IV: Additional Information (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.

### **Section IV: Additional Information**

1. 1st page of the RFP signed, with their legal name.
2. The name of the contact person (provide also this person's mailing address, phone numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to their bid, and any contract that may result from their bid.



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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 technical 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 1 – Evaluation Criteria.

### **4.2 Basis of Selection**

#### **4.2.1 Highest Rated Within Budget**

1. To be declared responsive, a bid must:
  - a. comply with all the requirements of the bid solicitation;
  - b. meet all mandatory technical evaluation criteria; and
  - c. obtain the required minimum of 70 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 100 points.
2. Bids not meeting (a) or (b) or (c) will be declared non responsive. The responsive bid with the highest number of points will be recommended for award of a contract, provided that the total evaluated price does not exceed the budget available for this requirement.



## 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: 2019-01](#) 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
_____	_____
_____	_____

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 contract.



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## 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 OR Requirement

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](#) (2021-12-02), 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](mailto:boa.opo@boa-opo.gc.ca).

## **7.4 Security Requirements**

**7.4.1** There are no security requirements associated with 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, 2022 inclusive.

## **7.6 Comprehensive Land Claims Agreements (CLCAs)**

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

## **7.7 Authorities**

### **7.7.1 *Contracting Authority***

Marie-Josée Michaud  
Senior Procurement Officer  
Natural Resources Canada  
1055, du P.E.P.S., PO BOX 10380  
Quebec, QC G1V 4C7  
418 563-6916  
[Marie-josée.michaud@nrcan-rncan.gc.ca](mailto:Marie-josée.michaud@nrcan-rncan.gc.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.



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

The Project Authority for the Contract is:

Name:  
Title:  
Organization:  
Address:  
Telephone:  
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:  
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: 2019-01](#) 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 \$ \_\_\_\_\_ *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.



## 7.9.2 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:

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

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

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

**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 Ontario.



### 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](#) (2021-12-02), General Conditions – 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*) (*If the bid was clarified or amended, insert at the time of contract award:*"), as clarified on \_\_\_\_\_ " *or* ", as amended on \_\_\_\_\_ " *and insert date(s) of clarification(s) or amendment(s)*).

### 7.14 Foreign Nationals (Canadian Contractor OR Foreign Contractor)

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

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 (*insert "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

Capitalizing on Canada's ESG Advantages to Attract Investment

### SW.2.0 CONTEXT

Global capital markets are increasingly using environmental, social and governance – or ESG - factors to measure risk to future shareholder returns. Global ESG assets are on track to exceed \$53 trillion by 2025, representing more than a third of the \$141 trillion in projected total assets under management (Bloomberg). The increasing focus by capital markets on ESG factors aligns with public policy goals and represents an opportunity to mobilize private capital to achieve them.

Natural resources – comprising a range of sectors, including oil and gas, clean energy, clean fuels, mining, forest, clean technology, energy efficiency retrofits - are critical to Canada's economy. In 2020, the natural resources accounted for 15.1% of Canada's total GDP, 47% of total Canadian exported goods and supported over 1.9 million direct and indirect jobs. The sectors are also a major source of capital investment, with \$80 billion in capital expenditures (CapEx) and \$535 billion in potential major projects investment in 2021.

From 2014 to 2020, CapEx and foreign direct investment in the resource sectors declined and access to capital markets was a key challenge. Looking ahead, investment conditions will be influenced by recovery in global demand for commodity exports, new regulations and the rise of ESG-informed investing. Resource sectors will require significant private capital (i.e., to support energy transition) to achieve GHG emission reductions in line with 2030 and 2050 climate goals.

There is fierce competition globally to access private finance, which is increasingly subject to an ESG lens. Firms around the world are adopting ESG practices, and providing enhanced disclosure and reporting on ESG issues, to position themselves as part of an inclusive low-carbon economy and to attract investment. This pressure should favour companies operating in Canada, given Canada's national policy and regulatory frameworks. These frameworks require business practices with high ESG value, including some of the most stringent climate regulations and strong policies on Indigenous reconciliation, inclusive growth, and corporate social responsibility.

Canadian natural resource companies have responded with significant commitments related to ESG, including GHG emissions reduction targets in line with Canada's 2030 and 2050 goals, significant investments in clean technology (e.g., carbon capture, utilisation and storage (or CCUS), hydrogen, clean fuels, forest bioproducts) and commitments to community well-being and benefit sharing from the resource economy.

However, evidence so far appears mixed as to whether Canadian natural resources firms are in fact benefiting from the pressure for higher ESG performance. How capital allocation decisions are made by investors, using currently available company ESG information, is unclear. This is occurring while sustainable finance markets are characterized by blanket divestment strategies and investment prohibitions against entire classes of natural resource production activity and assets. In addition, despite the growing availability of data on a variety of ESG categories, such disinvestment decisions appear to be predominantly driven by environmental (specifically climate) considerations, thereby excluding consideration of social and governance performance. The lack of global standards and regulations



for ESG disclosure adds to the challenge of assessing how investors, both domestic and global, view the Canadian natural resource sectors.

Natural Resources Canada is seeking expert analysis of the current and medium-term investment landscape for the natural resource sectors, including the impacts of ESG and sustainable finance, as well as advice on strategies to attract capital in the natural resource sectors, with a focus on ESG capital.

### SW.3.0 OBJECTIVE

To identify specific risks and opportunities for Canada's natural resource sectors related to ESG investment, and to recommend actionable options for the Government of Canada to attract ESG investment into the sectors.

This study will feature three main tasks:

- I. Drawing on knowledge of the capital expenditure (CapEX) requirements of the resource sector, analyze the **current and medium-term (i.e., next 5 years) investment landscape** for the Canadian natural resource sectors, including:
  - Describing the **current CapEX investment demand** that would be brought to global capital markets by the Canadian natural resource sectors, and **forecasting the expected CapEX investment demand** in the medium term for the natural resource sectors' production, clean growth and GHG emissions reduction.
  - Describing the **current investment supply** available to the Canadian natural resource sectors, and **forecasting the expected investment supply** available in the medium term, including ESG investment and sustainable finance (e.g., green, transition, sustainability-linked).
  - Based on the above analysis, identify any **expected gaps in the global capital market** for investment in the Canadian natural resource sectors, including sustainable finance markets.
- II. Assess current and expected **impacts of the adoption of ESG practices**, including:
  - Impacts of ESG practices on: **investor behaviour** (decision-making), on **investment strategies** (including practices such as prohibitions and disinvestment), and on available global investment supply for natural resource projects in the immediate and medium terms; and
  - Impacts of ESG investment trends on **corporate behavior** in Canada's natural resource sectors (i.e., specific industry motivations for action on ESG).
- III. Recommend **strategies and tactics/models** that the Government of Canada could use to increase available capital for the natural resource sectors' production, clean growth and GHG emissions reduction.

### SW.4.0 TASKS AND SPECIFICATIONS

#### SW.4.1 Task 1: Investment Landscape

##### SW.4.1.1 Description and forecast of investment demand

The contractor will quantify the current CapEX investment needs of Canada's key natural resource (NR) sectors and provide a quantitative forecast of the sectors' CapEX investment needs over the next 5 years. Forecasted investment needs will take into account, to the greatest extent possible, NR sectors' needs for production, clean growth and



GHG emissions reduction (in view of federal policy actions to meet Canada's 2030 climate targets). The contractor should focus on seven sectors: oil and gas, clean energy, clean fuels, clean tech, mining, forestry, and energy efficiency retrofits. The commonalities and differences across key NR sub-sectors will be analyzed, including trends in financing instruments preferred by NR firms (e.g., equity issuance, venture capital finance, etc.).

Key assumptions will be documented.

#### SW.4.1.2 Description and forecast of investment supply

The contractor will quantify the current supply of investment capital available to the Canadian NR sectors domestically and internationally, and will provide a quantitative forecast of this supply over the next 5 years.

- For both the current and forecasted supply, the proportion related to sustainable finance (e.g., green, transition, sustainability-linked) will be analyzed.
- The contractor should focus on investment flows to seven sectors: oil and gas, clean energy, clean fuels, clean tech, mining, forestry and energy efficiency retrofits.
- The commonalities and differences across key NR sub-sectors will be analyzed, in particular noting any effects stemming from ESG and sustainable finance.
- Regarding the current supply of investment capital, the following will also be provided (to the extent possible):
  - Dollar amounts under management by institutional investors such as pension funds, asset managers and banks; and
  - A summary of where overseas funds are domiciled (e.g., United States, Europe, Asia and Oceania, Middle East and other).

Key assumptions will be documented.

#### SW.4.1.3 Analysis of gaps in the global investment market

The forecasts of 4.1.1 and 4.1.2 are brought together to identify whether there are any mismatches between supply and demand (i.e., excess supply or excess demand).

Primary emphasis will be placed on analyzing whether there are any gaps in the global capital market for investment in the Canadian NR sectors, and where sectors could be challenged to meet their investment needs. If supply gaps are identified, the analysis will also consider whether the gaps are wholly or partially explained by a deficiency in ESG investment or sustainable finance trends (e.g. green, transition, sustainability-linked).

Key assumptions will be documented.



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### SW.4.2 Task 2: Impacts of ESG Investment Strategies

The contractor will analyse the impact of ESG investment practices on the behavior of investors and of Canadian NR firms:

- First, the contractor will assess how investors are incorporating ESG considerations into investment decisions and how these practices are effecting a broader shift in overall market behavior. This analysis will consider recent ESG-related investment financial instruments and practices featured in the global landscape (e.g. sustainability-linked loans, product certification, firm accreditation), as well as investment strategies (including prohibitions and divestment).
- Second, the contractor will explore the impact of ESG investment strategies on Canadian NR firms' behaviour, describing the motivations behind those who voluntarily adopt ESG practices and what return they are seeking for their actions. This may include identification of the practices of leading Canadian resource firms receiving ESG-oriented investment.
- Drawing on the above analyses, the following questions will be considered: Are the ESG practices of Canadian NR firms meeting the expectations of ESG investors? If not, what explains the gap in expectations? The implications for global investment in Canadian NR projects in the immediate and medium terms will be discussed.

### SW.4.3 Task 3: Proposed Government Options

Using the conclusions of 4.1 (Task 1), which estimates possible gaps in the global capital markets for the investment needs of the Canadian NR sectors, and 4.2 (Task 2), which assesses gaps between ESG investor expectations and resource firms' ESG practices, the contractor will propose actionable options that the Government of Canada could pursue to address market deficiencies and increase investment in Canada's NR sectors in support of its production, clean growth and GHG emissions reductions.

Recommended options could address, for example: growing the transition finance market; developing ESG-aligned financing vehicles; ESG product and supply chain certification; influencing ESG standards and their application by global investors to enable more sophisticated assessment of ESG project potential; targeted promotion in key markets of ESG investment opportunities in the NR sectors; or improving ESG data.

To complete this task, the contractor will consider the mandates, jurisdiction and policy levers available to the Government of Canada (e.g., legislation and regulation; direct service provision, including information; taxation and transfers; communications; convening and organizing).

This task should examine past examples of the Government of Canada exercising these levers to achieve similar policy goals with respect to incomplete markets (e.g., the National Housing Act Mortgage-Backed Securities program, which helped develop the Canadian securitization market).

Further, this task should consider any relevant policy examples (e.g., best practices) pursued in other jurisdictions (provincial or abroad) to develop markets for transition finance or other forms of sustainable finance relevant to Canada's NR sectors.

Where appropriate, recommended options should be identified for particular NR sectors.



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### SW.5.0 Deliverables and Reports

The deliverables and their respective due dates are outlined in the table below.

<b>Task/Activities</b>	<b>Deliverables/Milestones</b>	<b>Time Schedule</b>
Report on Task 1: Investment Climate	Written Report on research findings as described in Task 1: Investment Climate.	February 25, 2022
Report on Task 2: Impacts of ESG Investment Strategies	Impacts of ESG Investment Strategies	March 11, 2022
Final Report (Tasks 1,2 and 3), Policy Brief and PowerPoint	Final Report, an executive summary and a PowerPoint presentation. Includes Policy Options as described in Task 3.	March 31, 2022



## ANNEX B - BASIS OF PAYMENT

Milestone #	Description of Milestone	Firm Price (Applicable Taxes Excluded)
1	Report on Task 1: Investment Climate	\$ _____ (30%)
2	Report on Task 2: Impacts of ESG Investment Strategies	\$ _____ (30%)
3	Final Report (Tasks 1,2 and 3), Policy Brief and PowerPoint	\$ _____ (40%)



## 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 Criteria	Proposal Page #	Pass/Fail
M1	<p>The bidder MUST demonstrate through a resume that at least one proposed resource has a minimum of 5 years experience in research and analysis of the investment dynamics of the Canadian natural resource sectors, including expertise in and understanding of trends in resource sector capital expenditures (levels, types) and current sources of financial investment (domestic and international) to fund capital expenditures.</p> <ul style="list-style-type: none"> <li>• Experience must have been gained within the last 10 years at the bid closing date.</li> <li>• Experience cannot add up between 2 or more resources.</li> <li>• The bidder must clearly identify which resource qualifies under M1 (via resume).</li> </ul>		



Item	Mandatory Criteria	Proposal Page #	Pass/Fail
M2	<p>The bidder MUST demonstrate through a resume that at least one proposed resource has a minimum of 5 years experience in research and analysis of global capital markets, including types and locations of investors and different investment strategies relevant to, Canada and its natural resource sectors.</p> <ul style="list-style-type: none"> <li>• Experience must have been gained within the last 10 years at the bid closing date.</li> <li>• Experience cannot add up between 2 or more resources.</li> <li>• The bidder must clearly identify which resource qualifies under M2 (via resume).</li> </ul>		
M3	<p>The bidder MUST demonstrate through a resume that at least one proposed resource has a minimum of 5 years in:</p> <p style="margin-left: 40px;">a) Conducting research and quantitative forecasts of investment demand and supply trends relevant to Canada’s natural resource sectors. This would include a demonstrated ability to identify gaps in the global capital market to meet the investment needs of Canada’s natural resource sectors. Of specific interest is the ability to identify to what extent these supply gaps are explained by a deficiency in ESG investment or sustainable finance (green, transition, sustainability-linked).</p> <p>OR</p> <p style="margin-left: 40px;">b) Experience assessing investment demand and supply trends for other countries’ natural resource sectors, this would also be considered in assessing the requirement, to extent that it is shown to be relevant and applicable.</p> <ul style="list-style-type: none"> <li>• Experience must have been gained within the last 10 years at the bid closing date.</li> <li>• Experience cannot add up between 2 or more resources.</li> <li>• The bidder must clearly identify which resource qualifies under M3 (via resume).</li> </ul>		
M4	<p>The bidder MUST demonstrate through a resume that one of the proposed resource has a minimum of 3 years experience in research and analysis of ESG investment (and other variations of responsible investment), including the impact of ESG investment practices on the evolving behavior of investors and investees. Of specific interest is the ability to infer from these micro-behaviours (at the level of the investor) to macro conditions as well as to apply this expertise to an assessment of ESG risks and opportunities within specific economic sectors.</p> <ul style="list-style-type: none"> <li>• Experience must have been gained within the last 10 years at the bid closing date.</li> <li>• Experience cannot add up between 2 or more resources.</li> <li>• The bidder must clearly identify which resource qualifies under M4 (via resume).</li> </ul>		



Item	Mandatory Criteria	Proposal Page #	Pass/Fail
<b>M5</b>	<p>The bidder MUST demonstrate through a resume that one of the proposed resource has a minimum of 3 years experience in developing recommendations for the Canadian public sector on matters relevant to the scope of this contract, based on knowledge of the Canadian public sector’s mandates, jurisdictional powers, and policy levers (necessary to develop relevant and actionable recommendations).</p> <ul style="list-style-type: none"> <li>• Experience must have been gained within the last 10 years at the bid closing date.</li> <li>• Experience cannot add up between 2 or more resources.</li> <li>• The bidder must clearly identify which resource qualifies under M5 (via resume).</li> </ul>		

**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	Point Rated Technical Criteria	Points Breakdown	Maximum Points	Page reference in proposal
<b>R1</b>	<p><b>The bidder should provide a description of their research approach and methodology.</b></p> <p>The following areas will be considered:</p> <ol style="list-style-type: none"> <li>1) Understanding of the requirement;</li> <li>2) Demonstrated understanding of Canada’s current and future (medium-term) opportunities and risks in its natural resource sectors, its ability to attract investment in the changing domestic and global climate, and the relative importance of ESG factors with regards to these opportunities and risks.</li> </ol> <ul style="list-style-type: none"> <li>• This understanding should be demonstrated across all sectors (i.e., oil and gas, clean energy, clean fuels, clean tech, mining, forestry, and energy efficiency)</li> </ul>	<i>See the evaluation grid below</i>	<b>25</b>	



	<p>retrofits), as identified in Task 1 and Task 2 of the Statement of Work.</p> <p>3) Proposed means for identifying strategic players in government(s), and the private sector, and proposed interview approach.</p>			
<b>R2</b>	<p><b>The bidder should demonstrate an understanding of how the investment landscape and ESG investment strategies/behaviours will inform recommended actions for the Government of Canada to sustain/strengthen investment in Canada’s natural resource projects.</b></p> <p>1) Describe the means for identifying possible gaps in global capital markets regarding investment needs of Canada’s natural resource sectors.</p> <p>2) Describe how you will assess these gaps in order to develop recommendations/strategies for Canada to ensure it can attract the necessary investments to these sectors.</p> <p>3) Provide “early thinking” regarding <i>possible</i> measures (e.g., type, category) that could inform recommended strategies for Canada (e.g., examples, etc. could draw on past research, knowledge, etc.).</p>	<i>See the evaluation grid below.</i>	<b>25</b>	
<b>R3</b>	<p><b>The bidder should provide research direction and research objectives</b></p> <ul style="list-style-type: none"> <li>• The submission states the objectives of the project, and what the project is ultimately expected to achieve.</li> <li>• The objectives clearly define the proposed lines of inquiry and/or activities required to meet the goal.</li> <li>• The proposed project outputs (i.e., the anticipated results of the project) are clearly described and aligned to the objectives.</li> </ul>	<i>See the evaluation grid below.</i>	<b>20</b>	
<b>R4</b>	<p><b>The bidder should provide a work plan and feasibility</b></p> <ul style="list-style-type: none"> <li>• Timelines for the project are appropriate in relation to the proposed project activities.</li> <li>• Key milestones and deliverables are aligned with the objectives of the project.</li> <li>• Proposed activities are feasible given the duration of the project.</li> </ul>	<i>See the evaluation grid below.</i>	<b>30</b>	
<b>TOTAL POINTS AVAILABLE (PASS MARK 70/100)</b>				

The evaluation grid described below will be used to evaluate the bidders' proposals based on each rated criterion.



EVALUATION GRID	
<b>Excellent (100%)</b>	The rated criteria are addressed in detail and the information provided shows that the bidder fully and thoroughly understands all elements of the rated criteria.
<b>Very good (80%)</b>	The information provided clearly shows the bidder fully understands all elements of the rated criteria.
<b>Good (60%)</b>	The information provided clearly shows the bidder fully understands certain but not all elements of the rated criteria.
<b>Unsatisfactory (40%)</b>	The information provided shows a limited understanding of the specified criteria, without showing that the bidder fully understands all elements of the rated criteria. The bidder shows basic communication skills. The project results presented are poor and non-significant.
<b>Poor (20%)</b>	The information provided shows that the bidder has a basic understanding of the specified criteria.
<b>Unacceptable (0%)</b>	The information provided does not meet the criteria.

## 2. Financial Criteria

### 2.1 *Mandatory Financial Criteria*

Bidders must provide financial details as requested in this appendix. Proposals which do not contain pricing details as requested below shall be considered incomplete and non-responsive.

#### 2.1.1 *Funding Limitation*

The maximum funding available for the Contract resulting from the bid solicitation is \$150,000.00 (Applicable Taxes extra). Bids valued in excess of this amount will be considered non-responsive. This disclosure does not commit Canada to pay the maximum funding available.

This maximum **included a) the Price to perform the Work, b) any Travel and Living and c) Miscellaneous Expenses that may be required.**

Any bids received in excess of this maximum funding will be automatically deemed non-responsive and will not be evaluated.



## 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.

Description	Firm Price (Applicable Taxes Excluded)
Capitalizing on Canada's ESG Advantages to Attract investment	
<b>Total Firm Price for Financial Proposal Evaluation</b>	