



Canada Council  
for the Arts

Conseil des arts  
du Canada

**A comparative analysis of research methodologies for understanding  
artists' career paths, work conditions, and incomes**

**REQUEST FOR PROPOSAL**

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# THE CANADA COUNCIL FOR THE ARTS

## A comparative analysis of research methodologies for understanding artists' career paths, work conditions, and incomes

### REQUEST FOR PROPOSAL

#### 1.0 GENERAL INFORMATION & INSTRUCTIONS

##### 1.1 PURPOSE FOR THE RFP

This request for proposal (RFP) invites either Canadian or international, individual consultants and consulting firms (the Firm) with expertise in research methodologies, statistical analysis, and literature reviews, to submit proposals to provide a comparative analysis of research methodologies for understanding artists' career paths, work conditions, and incomes to the Canada Council for the Arts (the Council). The selected consultant(s) or firm would have a thorough understanding of the arts sector in Canada and demonstrated experience working for the public sector in both official languages.

##### 1.2 ABOUT THE CANADA COUNCIL FOR THE ARTS

The Canada Council for the Arts is Canada's national public arts funder, with a mandate "to foster and promote the study and enjoyment of, and the production of works in, the arts."

The Council champions and invests in artistic excellence through a broad range of grants, services, prizes and payments to professional Canadian artists and arts organizations. Its work ensures that excellent, vibrant and diverse art and literature engages Canadians, enriches their communities and reaches markets around the world.

The Council also raises public awareness and appreciation of the arts through its communications, research and arts promotion activities. It is responsible for the Canadian Commission for UNESCO which promotes the values and programs of UNESCO in Canada to contribute to a more peaceful, equitable and sustainable future. The Canada Council Art Bank operates art rental programs and helps further public engagement with contemporary arts.

The Council is governed by an 11-member Board. Members of the Board and the Director/CEO are appointed by the Governor in Council. The Council works closely with federal, provincial, territorial and municipal arts and cultural agencies and departments.

A federal Crown corporation created through an Act of Parliament in 1957, the Council reports to Parliament through the Minister of Canadian Heritage and Official Languages. It receives funding from Parliament and its annual budget is supplemented by endowment income, donations and bequests.

For more information in regards to the above-mentioned, please refer to Council's following websites:

- Canada Council for the Arts: <http://canadacouncil.ca/>
- Public Lending Right Program: <http://www.plr-dpp.ca/>
- Art Bank: <http://artbank.ca/>
- CCUNESCO: <http://unesco.ca/>

### 1.3 BACKGROUND

Arts funding agencies in Canada and internationally have undertaken research that explored the conditions in which individual artists practice. The issues addressed in these studies have generally included income, career paths, artistic practice conditions, networks, and access to professional development as well as demographic factors (age, gender, ethnicity etc.). However, the methodologies for addressing these topics are very diverse and have included primary and secondary data collection, statistical analysis, qualitative research, social media analysis and mixed methodologies.

Therefore, certain issues exist within these studies:

- The lack of comparability between them;
- Challenges and gaps with the Statistics Canada data sets, particularly in how it can be analyzed at a provincial/territorial or regional level or for distinct demographic groups and occupations;
- The need for different methodologies and approaches depending on the specificities of each jurisdiction;
- Innovative and emergent vs. traditional methodologies.

With these antecedents, the Research, Evaluation and Performance Measurement Section (REPM) at the Canada Council, in financial partnership with the British Columbia Arts Council, the Calgary Arts Development Authority, and the Ontario Arts Council; and in collaboration with a consortium of public arts funders across Canada (the Working Group), wishes to tender the services of an individual consultant(s) or a consulting firm, to do a comprehensive exploration of the existing research in this area, in order to accomplish the following objectives:

- To obtain a synthesis and analysis of the different approaches and methodologies in research focused on artists' career, practice and livelihoods undertaken in jurisdictions across Canada, and selected international jurisdictions.
- To gain an understanding of the underlying reasons and motivations behind the common and varied findings.
- To identify best practices and lessons learned in methodologies and approaches.

It is important to emphasize that the goal of this study is not to compare the results and findings of the existing research, but the research methodologies, objectives, variables and data that supported those.

The results of this study be used by funding agencies and other institutions to draw conclusions that could map to future research, at a regional and local level, respecting the individual needs of their corresponding jurisdictions in Canada, in order to maintain their tailored research approaches while potentially moving towards more intercomparable data sets and results.

### 1.4 ACCEPTANCE OR REJECTION OF PROPOSALS

It is the intention of the Council to consider the proposals submitted and to not be precluded from negotiating with one, or more than one, of the parties responding to this RFP to finalize technical and commercial terms. **The Council reserves the right to accept any proposal, or any part of a proposal submitted that is deemed, in the sole discretion of the Council, to be the most advantageous to it.**

The proposal having the lowest cost shall not necessarily be accepted and the Council may take into account any criteria in evaluating responses to this RFP. The Council is not obliged to provide reasons to any responding parties with respect to any use of the Council's discretion.

The Council reserves the right, in its sole discretion, to seek further information from, or clarification of, any proposal submitted in response to this RFP, and is entitled to utilize any such information or clarifications received in deciding which proposal it may accept, if at all.

**1.5 RFP DATES & DEADLINES**

The following schedule will be followed for this RFP:

RFP posted to MERX	November 30, 2017
Deadline for questions regarding the RFP	December 8, 2017
Deadline for submissions	December 20, 2017
Presentations or additional requests from short-listed Firm(s) if required	January 15, 2018
Contract negotiations	January 22-26, 2018
Start of contract	February 1, 2018

**Period of Validity of the Proposal:** Proposals submitted must remain open for acceptance by the Council for a period of not less than sixty (60) days from the specified closing date.

**1.6 CONFIDENTIALITY AND COUNCIL'S OBLIGATION**

All information, including the RFP, provided to the Firms shall remain the exclusive property of the Council. As such, all data and information shall be kept strictly confidential and shall not be disclosed to any third party without the express written consent of the Council.

The issuance of this RFP and Council's receipt of any proposal shall not, in any manner, obligate Council to perform any act, incur any liabilities, or reimburse or compensate any Firm for preparation costs or other losses incurred in the preparation of their response to this RFP. Council shall have the right to use, for any purpose, any information submitted in connection with the RFP unless it has been marked Confidential.

Confidentiality agreements or clauses are subject to the [Access to Information Act](#) s. 20(1)(b) and must meet the following four conditions to be treated confidentially.

The information must be:

1. financial, commercial, scientific or technical information;
2. "confidential" - three indicators of confidentiality:
  - the information contained in the record is not available from other sources in the public domain or obtainable by observation or independent study by a member of the public acting on his or her own;
  - the circumstances in which the information originates and is communicated give rise to a reasonable expectation that it will not be disclosed; and
  - the information, whether provided by law or supplied voluntarily, is communicated to the government within a relationship that is either fiduciary or not contrary to the public interest and that will be fostered for the public benefit by confidential communication.;

3. supplied to a government institution by a third party; and
4. treated consistently in a confidential manner by the third party.

## 1.7 TERMS & CONDITIONS

Successful firm(s) will be required to enter into a Contract with the Council which will embody the terms of this RFP and any subsequent negotiations or clarifications. The Council reserves the right to modify or amend this form of agreement prior to its finalization and execution with the party submitting the successful proposal.

## 1.8 REQUESTS FOR INFORMATION

Please submit any questions in writing, via email, to the contact below and the Council will respond accordingly. To ensure that all firms receive equivalent information, the Council will post applicable clarification questions and responses on MERX. Deadline for submitting questions is December 8, 2017 at 5:00 pm EST (Ottawa local time).

Enquiries concerning any aspect of this RFP can be directed to:

**Contact Name:** Alexis Andrew

**Contact Title:** Director, Research, Evaluation and Performance Measurement

**Email:** alexis.andrew@canadacouncil.ca

## 1.9 INSTRUCTIONS

### 1.9.1 INTENTION TO REPLY TO RFP

Please reply via email (address in section 1.8) that you have reviewed this RFP and of your intention to submit a proposal by December 15, 2017 at 5:00 pm EST. A return email address must be shown in the proposal.

### 1.9.2 RECEIPT OF PROPOSAL

The completed RFP submission shall be received electronically by email on the proposal due date of December 20, 2017 prior to 5:00 pm EST (Ottawa local time). Firms are requested to keep their RFP submission size to under 20 MB. Please indicate the RFP title in the email's subject line.

All proposals must be:

- 1) signed by a duly authorized officer;
- 2) include a statement that the firm has examined and understood the RFP and all addenda (as applicable), and
- 3) state that the Firm has the technical and financial resources and personnel to provide the services as identified in this RFP, and within the timeframes specified in this proposal.

Consulting firms are responsible for ensuring that submissions are received by the Council prior to the proposal due date and time. Late submissions received after the closing date and time will be disqualified from competition and not evaluated.

#### 1.9.3 FORMS OF PROPOSAL

To ensure that all proposals are uniformly evaluated, they must be submitted in the format prescribed in [Appendix A](#) of this RFP.

The proposal should completely address each element of the Council's requirements as outlined in [Section 2.2 \(Service Requirements\)](#). Changes or enhancements should be clearly identified and explained. The Firm may suggest alternative means beyond the scope of the stated requirements.

All the terms and conditions set forth in the RFP are accepted and incorporated in the proposal unless the proposal specifically takes exception to them.

#### 1.9.4 MODIFICATION OF PROPOSALS

Firms may modify their proposals up to the specified closing date and time.

#### 1.9.5 AMENDMENTS OR WITHDRAWAL OF THE RFP

Correction or clarification to the RFP will be issued in the form of a written addendum to the RFP and will be posted on MERX. No interpretation, correction, clarification or amendment to the RFP shall be binding on the Council unless it is by way of an addendum. Firms must acknowledge receipt of all addenda in their proposal.

#### 1.9.6 RETURN OF PROPOSALS

Unsuccessful proposals will not be returned to the Firm.



## 2.0 COUNCIL'S REQUIREMENTS

### 2.1 OVERVIEW

REPM is seeking to tender the services of an individual consultant(s), or a consulting firm, to perform a comparative research among existing studies on the subject of Artists' Career and Practice, at an international, federal (Canadian), provincial, and municipal level, and provide an analysis that includes but is not limited to the following topics:

- I. Research scopes and objectives:
  - Understanding the differences in expectations, goals and audiences among the different research projects, at a municipal, provincial, federal, and international level.
  - Identification of the issues addressed in the studies (e.g. income, professional development, working conditions).
- II. Data sources:
  - Identification and analysis of the gaps and variances in existing statistical data pertaining to individual artists (e.g. Statistics Canada, Observatoire de la culture et des communications du Québec); a particular emphasis should be given to factors such as:
    - Periodicity
    - Frequency
    - Definitions
    - Units of measure
    - Collection methods
    - Sources of data
- III. Variables under analysis:
  - Identification of the different variables that have been analyzed at a municipal and provincial level in the existing research in Canada, and their comparison against federal and international cases. This identification will include an in-depth analysis of the relationships and cross analysis of these variables, with a particular emphasis on:
    - Income
    - Discipline
    - Age and gender
    - Equity and diversity data
- IV. Research methodologies:
  - Determination of the different research methodologies, and their corresponding statistical techniques and methods for collecting and analyzing data.
  - Identification and comparison of the different types of tools for surveying, the survey structures, content and questions used for collecting data.
  - Determination of data collection timeframes and geographical coverage for each study, including repeating, cyclical or longitudinal studies.
  - Identification of emerging or hybrid methodologies.
- V. Reporting and dissemination:
  - Analysis of the conclusions and lessons learned from the research approach.
  - Analysis of the presentation and visual elements of each of these reports, including charts, tables and supporting images that help communicate these findings to the target audience.
  - Analysis of the dissemination strategy of the findings, including social media networks and on-line, and off line media.

The present project has a maximum budget between CAD\$30,000 and CAD\$40,000. No travel expenses will be paid.

The successful firm will be selected in accordance with a cost-benefit analysis of the submitted proposal, considering factors that may include but are not limited to: the firm's experience, value-added, reputation, customer service, **and the creativity of the proposal when recommending additional methods or research techniques for accomplishing the research objectives of this study.**

## 2.2 SERVICE REQUIREMENTS

The service requirements for this project include but are not limited to:

- Thorough analysis and understanding of the Working Group's research needs
- Conference calls with the project authority
- A comprehensive literature review of past Canadian and international research reports on artist career and practice in different jurisdictions.
- A literature review on academic journals (at a Canadian and international level) that have developed relevant research on this subject, particularly with regards to the comparability of research methodologies in this area.
- Key informant interviews with selected Canadian researchers and/or public arts funding agencies who have undertaken research that explored the conditions in which individual artists practice. This research should help understand the underlying reasons, opinions, expectations, and motivations of researchers and agencies; as well as their satisfaction with their obtained outcomes and lessons learned.
- Additional methods or research techniques, as recommended by the Firm. Please note that the Canada Council and the Working Group are not interested in using survey methodology in this research project.
- A report with the results from this process, including, among others:
  - A comparative analysis of existing research methodologies.
  - A best practice analysis.
  - Lessons learned.
  - A matrix, framework, charts, or a combination of these, that details the commonalities and divergences across different research studies, in relation to the topics presented in section 2.1 (Overview).
  - Final conclusions - with a particular emphasis on the challenges and gaps found with the Statistics Canada data sets, particularly in how it can be analyzed at a provincial/territorial or regional level or for distinct demographic groups and occupations and what other statistical data or methods can be used to complement Statistics Canada data.
- A personalized presentation and question and answer session to Council staff and members of the Working Group.

All proposals should include:

- A project implementation timeline (Gantt chart),
- A proposed detailed methodology for accomplishing the objectives stated in the background section and including the elements mentioned in the previous paragraph.

- A budget detailing the level of effort.
- Evidence of capacity to work in both official languages.

### 2.3 GENERAL TIMEFRAME REQUIREMENTS

Exact timelines will be defined with the successful Firm. However, the following general timeframes are planned as follows:

- Three months (approximately 90 days) from the formal start of the project to deliver a final report
- One week after the delivery of the final report, to schedule and deliver a presentation and question & answer session to Council staff.

### 2.4 OTHER REQUIREMENTS

No other requirements.

## 3.0 EVALUATION OF THE PROPOSALS

### 3.1 SCORING

All proposals will be rated on the basis of a "points earned" matrix that will involve an analysis of the complete proposal including, but not limited to, such areas as:

- Proposal is submitted according to instructions (Pass/Fail)
- Firm's capability (70%)
  - [Section A: Executive Summary of the Proposal](#)
  - [Section B: Profile of the Firm](#)
  - [Section C: Suitability of the Firm](#)
  - [Section D: Service Requirements](#)
  - [Section E: Service Standards](#)
  - [Section F: References](#)
  - [Section G: Timeline Requirements](#)
- Firm's pricing schedule (30%)
  - [Section H: Pricing Schedule, Experience & Value Added](#)
  - [Appendix B](#)

Firms are required to demonstrate in their proposal that they are able to satisfy the above criteria. Council reserves the right in its sole discretion to request, in writing or orally, clarification of any additional information concerning proposals that are considered responsive.

### 3.2 SHORT-LIST

A short-list of Firms will be selected on the basis of Council's analysis. Firms on the short-list will be notified in writing and Council reserves the right to request a one-hour presentation to the Council's Selection Committee.

The Council retains complete discretion in deciding which proposals meet the requirements set out in the RFP and what evidence will be considered adequate to indicate compliance with those requirements.

### 3.3 AGREEMENTS WITH SUCCESSFUL FIRMS

The Council shall enter into negotiations with the successful Firm(s) with a view to finalizing a Contract for services (the contract), on terms acceptable to the Council. The contract shall be for a period of **ninety (90) days** in favour of the Council. The Council reserves the right to cancel the contract at any time if the service does not meet Council's expectations and a 30-day advance notice will be sent.

If an agreement acceptable to the Council is not reached within sixty (60) days after selection of the successful Firm, the Council may disqualify that Firm and re-evaluate the remaining proposals without obligation or claim against the Council.

All proponents will be advised on the results of the RFP, including disclosure of the name of the winning proponent, once the proposals have been reviewed and the final negotiations with the winning proponent have been finalized and agreed. Notifications will be done via an email and/or telephone conversation with all the proponents at the discretion of the Council. Within 15 days after notification of award, unsuccessful proponents may request a debriefing on their proposal to be scheduled at a later date.

## 4.0 WORK TERMS

### 4.1 TASKS

Specific tasks, activities, deliverables, and Initiative/Project timelines or milestones will be determined by the Project Authority during negotiation of the contract. The Project Authority will negotiate with the contractor the level of effort (number days), nature and/or scope of each task.

Work could include: meetings with staff from REPM; review of the Working Group's data reporting needs; a literature review; a primary-based quantitative or qualitative research study, writing a report, etc. |

### 4.2 CLIENT SUPPORT

The Council's Project Authority will:

- Provide overall project management authority;
- Provide the Firm with initial background documents for review;
- Assist the Firm with obtaining Council and other arts funders' documents and data;
- Assist the Firm with obtaining a contact list of possible interviewees,
- Will be the source of final approval and acceptance of all deliverables in collaboration with the Working Group; and
- Provide feedback to the Firm on all deliverables. |

### 4.3 DELIVERABLES AND ASSOCIATED SCHEDULE

Deliverables include:

- A Final report.
  - Project implementation timeline (Gantt chart),
  - A final annotated bibliography of all the reports reviewed.
  - A final presentation and question and answer session with Council staff and the Working Group (either in-person or via conference call) regarding the development and conclusions resulting from this project.
- |

### 4.4 OFFICIAL LANGUAGES

Work, including tasks and deliverables, may be completed in either official language; however the Firm must be capable of providing services in both official languages, especially for conducting meetings and reviewing literature. All tables, diagrams and non-text elements in all the deliverables will be reproduced by the Firm in the second official language with translation provided by the Council's Project Authority..

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### 4.5 WORK LOCATION

The work shall be carried out primarily at the offices of the contractual firm and consultations conducted as required at the Council's offices. |

#### 4.6 TRAVEL

No travel outside the National Capital Region (NCR) will be required. Travel within the NCR will not be reimbursed. No travel-related expenses will be paid.

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## APPENDIX A - PROPOSAL FORMAT

To ensure that all proposals are evaluated equally, the submissions must be divided into the following sections:

### SECTION A AN EXECUTIVE SUMMARY OF THE PROPOSAL

### SECTION B A PROFILE OF THE FIRM

This section should include:

- company legal name and Canadian address;
- contact information for person responsible for RFP submission;
  - Name, Title, Phone, E-mail
  - Authorized Signature and Date
- website;
- professional memberships;
- number of years in business as a data analysis, market research, knowledge management, or other business intelligence or academic research-related type of consultancy firm in Canada;
- number of core customers;
- financial capacity;
- geographical area of operation;
- a brief description of your company, including the number of FTEs (employees versus contract personnel), average length of employment, an organizational chart and a brief resume of each senior manager.
  - Provide details that would be specific to this engagement
- up to 3 of any of the following:
  - Samples of work researching, evaluating, conducting, analyzing and/or interpreting primary-based qualitative and quantitative research (focus groups, interviews, surveys, participant observations, etc.).
  - Samples of work researching evaluating, conducting, analyzing and/or interpreting secondary-based research.
  - Samples of work developing comprehensive literature reviews for the governmental or academic sectors in Canada.
- resumes of the key members of the team that will work on this project, highlighting their relevant experience and qualifications, their bilingualism, and their roles within the proposed project

### SECTION C SUITABILITY OF YOUR FIRM

This section should describe in two pages why you feel that the Firm is best suited to serve the Council's research requirements.

Please describe what work the Firm has done in terms of literature reviews with (a) Crown corporation(s), or (b) similar type of agencies and/or organizations, and (c) with organizations working in the arts and culture sector. A demonstrated knowledge and understanding of the arts and culture sector will be a bonus.

The Firm must be able to demonstrate experience in providing recommendations on data analysis, business or academical research, as well as related consulting services for similar corporations and agencies and should demonstrate a Canadian reach.

#### SECTION D SERVICE REQUIREMENTS

This section should be broken into sub-sections that respond to each of the requirements identified in the [Council's Service Requirements](#) (2.2) of this RFP. The Firm must provide project summaries describing at least two (2) engagements related to each project/service/requirement completed in the past three (3) years and must demonstrate relevant experience and qualifications with similar corporations and agencies. The Firm must demonstrate qualifications for each of the requirements and articulate what value they added to their client through the delivery of that service.

The Firm must also provide a detailed description of the methodology that they recommend for accomplishing the objectives of this project.

#### SECTION E SERVICE STANDARDS

This section should describe the Firm's approach, methodology and accelerators for managing and delivering on project engagements of this nature (based on the examples identified in [Section D](#)).

This section should also address the following:

- Firm's ability to provide a highly personalized, responsive and practical service, and meet established project deadlines;
- Firm's proposal for problem resolution if the proposed work is unsatisfactory;
- Firm's ability to provide a high level of service to Council in both official languages.

#### SECTION F REFERENCES

Please provide three references of comparable, existing corporate clients including the names of the senior contacts, phone number and email. Summarize the work that was done for their organization and the year(s) the service was provided. At a minimum, one of these references must come from Government of Canada departments, agencies or Crown Corporations. Private sector references may also be provided in addition, if desired.

#### SECTION G TIMELINE REQUIREMENTS

This section should describe the Firm's ability to meet the timeframes indicated in [Section 2.3](#) and demonstrate availability and capacity to deliver on the Council's service requirements in the timeframe requested.

#### SECTION H PRICING SCHEDULE, RESOURCES & VALUE ADDED

This section should state the total value of the contract and outline the rates for services for each resource category (see [Appendix B](#) for the roles). Resumes must be provided for each of the roles to demonstrate the Firm's breadth of experience and availability of these resources to immediately start work on the proposed requirements.



Indicate whether your Firm would provide thresholds for pricing influenced by spending or if any additional incentives such as early payment terms or grouped project discounts could apply.

Describe any other value added services that your Firm could provide. Explain where there would be any additional financial advantage if your Firm was awarded work.

## APPENDIX B – PRICING SCHEDULE, RESOURCES & VALUE ADDED

As a requirement to complete the Proposal, a pricing schedule must be included.

### B.1 PRICING SCHEDULE

To ensure that all proposals are evaluated equally, please provide a rate for each of the roles identified below:

#### Fee Schedule

	\$/Hour	Daily Rate
Role		
Role		
Role		
Role		
Role		
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Role		
Role		
Role		
Role		

**Note:** If additional roles would be required to provide the services requested by the Council, list the role, rate and provide a description of the expected need for that type of resource.

### B.2 KNOWLEDGE, EXPERIENCE AND CAPABILITY

It is important to the Council to have competent resources who have been dedicated by their Firm to work with the Council. Describe the resources, including their knowledge, qualifications and experience to provide the services required by the Council. Please provide resumes for each of the roles identified above.

### B.3 VALUE ADDED

Indicate whether your Firm would provide thresholds for pricing influenced by spending or if any additional incentives such as early payment terms or grouped project discounts could apply.

Describe any other value added services that your Firm could provide. Explain where there would be any additional financial advantage if your Firm was awarded work.