



Canada Council  
for the Arts

Conseil des arts  
du Canada

**Request for Standing Offer:**

**Advisory & Consulting Services for the Arts Granting Program**

**Division**

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## A. REQUEST FOR STANDING OFFER: ADVISORY & CONSULTING SERVICES FOR THE ARTS GRANTING PROGRAM DIVISION

### General Provisions

The purpose of this Standing Offer (SO) is to add Canadian suppliers to the existing list the Canada Council can call upon for **advisory & consulting services** for various projects within the Arts Granting Programs Division.

A Standing Offer Agreement is an arrangement to provide goods and services at prearranged prices with set terms and conditions, for specific periods of time on an “as requested” basis. A Standing Offer is not a Contract and an Order against a Standing Offer is a “Call-up”. Each Call-up is a separate Contract between the Council and the prequalified supplier.

Public corporations, small businesses and independent professionals (freelancers), offering the above-mentioned services may apply for inclusion on this list.

### About the Canada Council for the Arts

The [Canada Council for the Arts](#) contributes to the vibrancy of a creative and diverse arts and literary scene and supports its presence across Canada and around the world. The Council is Canada’s public arts funder.

Its grants, services, initiatives, prizes, and payments support Canadian artists, authors, and arts groups and organizations. This support allows them to pursue artistic expression, create works of art, and promote and disseminate the arts.

Through its arts funding, communications, research, and promotion activities, the Council fosters ever-growing engagement of Canadians and international audiences in the arts.

The Council’s Art Bank provides the broader public with a collection of over 17,000 Canadian contemporary art works to enjoy through its rental, loan, and dissemination programs.

The Canadian Commission for UNESCO operates under the authority of the Council. It shares a common history and future with the Council in terms of sustainable development characterized by the arts, science, culture, equality, and peace.

In April 2021, the Council launched its 2021-26 Strategic Plan, *Art, now more than ever*, that will guide the Council’s work towards the emergence of a more sustainable, resilient and equitable arts sector. Through its [strategic plan actions](#), the Council will invest in the rebuilding of the arts sector, with a focus on innovation, equity and collaboration across sectors.

## About the Arts Granting Program Division

The Arts Granting Programs Division (AGP) delivers granting programs, strategic funds and initiatives to the professional arts community on behalf of Canadians. The Council's funding model includes six outcomes-based [granting programs](#) that strive to foster excellent, vibrant and diverse art that engages Canadians, enriches their communities and reaches markets around the world. In addition to its regular programs, the Council makes use of strategic, targeted funds that respond to specific opportunities or issues in the arts sector. Notably, with the Strategic Innovation Fund, the Council is investing \$200+ million over 5 years to build a more resilient, sustainable, inclusive and equitable arts sector. AGP also delivers the Council's [Public Lending Right \(PLR\) program](#) which makes annual payments to creators whose works are held in Canadian public libraries.

In 2020-21, the Arts Granting Programs Division delivered roughly \$315M in grants to over 3,080 Canadian artists, 380 groups and 2,060 arts organizations. In addition to grants and contributions, AGP distributes payments to over 17,000 Canadian authors annually through the Public Lending Right (PLR) Program as compensation for free public access to their books in Canadian public libraries. Annually, AGP receives approximately 20,000 grant applications. AGP's front line general enquiries team receives roughly 26,000 inquiries annually.

The Arts Granting Programs Division is the Council's largest division and is responsible for overseeing the entire grant management process. This includes:

- Design of funding opportunities
- Development of granting content and documentation
- Management of granting client enquiries
- Management of contact registration and profile creation
- Processing of applications submitted through our online granting portal
- Assessment of granting applications
- Awarding of grants and contributions Issuing payments
- Managing grant conditions and reporting
- Supporting program evaluation

## B. INFORMATION FOR SUPPLIERS

### Submission of Proposals

Suppliers must submit their proposals no later than **July 4<sup>th</sup>, 2022 at 5 p.m. (EST)** (Ottawa local time) by email, mentioning the Standing Offer (SO) in the subject line.

Any questions regarding this SO shall be submitted in writing, via email, and the Council will respond accordingly. Deadline for submitting questions is **June 17<sup>th</sup>, 2022 at 5:00 p.m. EST** (Ottawa local time). To ensure that all firms receive equivalent information, the Council will post applicable clarification questions and responses on MERX and the Council's website (<https://canadacouncil.ca/about/requests-for-proposals>).

The following schedule will be followed for this Standing Offer RFP:

|   |   |
|---|---|
| Publication of Standing Offer RFP                                     | June 13 <sup>th</sup> , 2022                        |
| Deadline for questions regarding the Standing Offer RFP               | June 17 <sup>th</sup> , 2022                        |
| Deadline to respond to questions regarding the Standing Offer RFP     | June 23 <sup>rd</sup> , 2022                        |
| Deadline for submissions  | July 4 <sup>th</sup> , 2022                         |
| Additional information requests from short-listed Firm(s) if required | July 13 <sup>th</sup> , 2022                        |
| Contract negotiations   | July 25 <sup>th</sup> – Aug 10 <sup>th</sup> , 2022 |
| Start of contract   | August 15 <sup>th</sup> , 2022                      |

**For any information and questions about the Standing Offer, please contact:**

Don Belanger  
Manager – Granting Program Operations – Special Projects  
Canada Council for the Arts  
[Donald.Belanger@canadacouncil.ca](mailto:Donald.Belanger@canadacouncil.ca)

### **Form of Proposal**

To ensure that all proposals are uniformly evaluated, they shall be submitted in the format prescribed in **Appendix 1. Your proposal must be no longer than 30 pages and must include the information requested in Appendices 1, 2 and 3.**

All proposals must be signed by a duly authorized officer and include a statement that the supplier has examined and understood the SO and accepts the conditions contained therein.

The proposal must state that the supplier has the technical and financial and human resources to provide the services as identified in this SO, and within the timeframes specified in this proposal.

### **Acceptance or Rejection of Proposals**

The Council reserves the right to reject any or all proposals or to accept any proposal at its discretion.

Proposals will not be read prior to the specified closing date and time. Any proposals received after the specified closing date will be discarded.

### **Modification or Withdrawal of the Request for Proposals**

Suppliers may modify their proposal up to the closing date of the competition, as specified.

Any correction or clarification relating to the request for proposals will be published in the form of an addendum and sent to all concerned suppliers. No interpretation, correction, clarification or modification to the request presented in any form other than an addendum shall engage the Council. Suppliers must acknowledge receipt of all addenda in their proposals.

### **Period of Validity of 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.

### **Period Covered by the Standing Offer**

This Standing Offer will begin on August 15th, 2022 and end on March 31, 2025, with the option to renew for two additional two years.

### **Ability to bid on future Request for Proposals**

Suppliers who are selected to enter into this SO with the Council will not be precluded from bidding on any other public Request for Proposals which the Council may issue during the duration of their contractual agreement with the Council.

### **Confidentiality and Council's Obligation**

All data and information provided to the supplier, including the SO 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 or reused without the express written consent of the Council.

Furthermore, the copyright of analysis and reporting produced, including their corresponding data, texts, tables, charts and calculations shall be property of the Canada Council, and the supplier will have no right to reuse them.

The issuance of this SO 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 supplier for preparation costs or other losses incurred in the preparation of their response to this SO. The Council shall have the right to use, for any purpose, any information submitted in connection with the SO unless it has been marked Confidential.

## **Evaluation of Proposals**

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:

- Pricing;
- Ability to provide highly personalized, responsive, efficient and practical services in both official languages;
- Ability to produce high quality, comprehensive, advisory, facilitation and consulting services related to business transformation;
- Ability to produce high quality and insightful critical analysis, with attention to issues of equity and inclusion;
- Existing Frameworks, Methodologies and Toolkits which can be leveraged during the delivery of advisory & consulting services
- References of Organizations where the Service Provider has provided these services in the public sector. We are only requesting a subset of past clients and do not require any specific names of individuals or their contact information.
- Experience in arts and cultural sector is an asset.

## **Extent of the Obligations of the Canada Council for the Arts**

This invitation to submit a proposal as supplier and the Council's receipt of that submission in no way obliges the Council to offer work to a supplier, nor does it entitle the supplier to receive work from the Council.

The Council retains full decision-making authority regarding proposals that respond to the requirements laid out in the standing offer and regarding evidence demonstrating the respect of these requirements. As well, the Council reserves the right, at its sole discretion:

- to suspend the standing offer at any time;
- to negotiate with none of the suppliers who have submitted proposals;
- to ask, orally or in writing, for clarifications regarding any additional information concerning proposals judged to be adapted to its needs.

## **Requests for Service or Requests Subsequent to the Standing Offer**

The Canada Council shall provide the supplier with the necessary data and information<sup>1</sup> (by email, USB key, and/or other data sharing tools), including the documentation and

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<sup>1</sup> All selected suppliers will be required to sign a contract in which both parties agree and recognize that all Intellectual Property Rights, including any software, documentation, drawings, data, information, database or product provided by the Canada Council, or created or produced by the Offeror, in performing the Services requested will be the exclusive property of the Canada Council. As such, all data and information shall be kept strictly confidential and shall not be disclosed to any third party or reused without the express written consent of the Council.



information required for the work, delivery dates and a description of the work, to permit the supplier to determine whether it can accept and process the work requested within the deadlines specified by the Canada Council.

The characteristics of each project and expertise will be defined in coordination with the supplier for each request of service subsequent to this Standing Offer.

## C. REQUIREMENTS FOR PROFESSIONAL ADVISORY AND CONSULTING SERVICES

### 1. GENERAL CONSIDERATIONS

#### **Quality of Work, Response Time and Respect for Deadlines**

It is expected that all suppliers offering advisory services and consulting services to the Canada Council will provide these services in a timely manner, with the highest possible level of accuracy and quality. To this end, suppliers are expected to verify the quality of their own work before delivering the finished product to the Canada Council. The Council may choose to refuse a deliverable or not pay for the delivered services if the work is considered to be poor quality (incomplete; unsubstantiated findings or methodological issues; numerous typographical, syntax, calculation or analytical errors; work that requires extensive revision by the Council).

Suppliers must provide quality assurance for their own work – **they must review their deliverables and reporting and all documents before submitting the completed work to the Canada Council.**

Requests for projects will be sent to suppliers by email and suppliers are expected to indicate interest by email for any request from the Council **within 5 working days following the request** (normal hours of work). Once a job is accepted, the supplier must respect the required deadline.

#### **Technical, Operational and Organizational Environment**

Suppliers must be able to share electronic documents in Microsoft Office (xls, csv, doc, ppt, etc.), or other software used during the development of each project, as requested by the Canada Council.

#### **Location of Work Site and Delivery**

Suppliers are expected to work from their own locations and communicate with the Canada Council by phone, video conference and/or by email. All completed work is to be delivered to the Canada Council in electronic format via email or electronic file transfer.

## Confidentiality

The supplier must ensure the confidentiality of all data, files, and texts assigned to them.

## Special Requirements

The Canada Council will describe any special requirements of the work on the request for service. Suppliers must seek approval for any surcharges or additional costs (above and beyond those identified in the *Rates and Services Grid*) prior to commencing work on any such request. Suppliers must also notify AGP staff if they expect any delays or upsets due to the special requirements.

## 2. CONTEXT

The Arts Granting Programs (AGP) Division is seeking to engage suppliers to obtain advisory and consulting services that will support the transformation and optimization of its operations. As part of its Strategic Plan Actions, the Council has committed to accelerating and amplifying the Council's digital shift to improve our services. This digital shift includes the implementation of a new integrated Grant Management System and Customer Relationship Management System.

Alongside and aligned with this digital shift designed to replace legacy granting systems, AGP is embarking on a parallel process of business transformation to optimize and streamline its program delivery and equip the Council with greater flexibility in supporting the arts sector. Faced with an increased volume of client enquiries, applications, awarded grants and payments, AGP has experienced operational pressures that are not sustainable. As such, AGP is committed to two main action areas and related strategies that aim to improve its operations and services, and increase equity, efficiency, effectiveness, and experience:

1. Improve and standardize client care which will include:
  - Design and introduction of a single window service model to centralize point of entry for client enquiries
  - Potential evaluation of alternative business models to deliver on an optimized client care model
  - Omni-channel client experience, where clients decide what tools and channels makes sense for them
  - Escalation process to low and high-touch support for those who require assistance
  - Development of new no-touch, low-touch, and high-touch client supports
  - Audit and remediation of accessibility and inclusion gaps

## 2. Streamline and optimize grant management

- Development of service standards, KPIs and performance metrics
- End to end business process mapping
- Identification of potential for automation
- Redefining Staff competencies in granting delivery based on roles which may be shifted or adjusted
- Reengineered business processes with streamlined and standardized workflows, aligned with new technology implementation
- Organizational review and design of optimal operating model

Change Management, for both internal and external stakeholders, will be fundamental and critical to AGP's ability to successfully implement and sustain these business transformation initiatives. The Council has an existing Change Methodology Framework and Toolkit which is designed for technology adaptation and supports the Council's digital shift. However, we are seeking support to leverage and adapt this framework in support of AGP's three-year plan for business transformation, which will impact both internal and external stakeholders. We are also seeking support for the development of change management skills at a management and leadership level. In anticipation of this three year transformation initiative, AGP will shortly begin to assess the potential impact to its current and future staffing requirements. Selected service providers should have a proven track record in leading and supporting the implementation of potential organizational changes, as well the required change for management as part of the delivery of their service offerings.

AGP wishes to partner with a small group of advisory and consulting service providers to support business transformation. AGP wants to engage with Service Providers who can deliver on specific projects and this procurement vehicle is not meant to be a Staff Augmentation Procurement Vehicle.

AGP is seeking service providers with a proven track record of delivering on a variety of consulting services, as further detailed in Section 3 of this RFP and in Appendix 2 in the Canadian public sector which we define as:

- Federal Departments & Agencies
- Federal Crown Corporations
- Provincial & Territorial Government – Departments & Crown Corporations
- Municipal

With the exception of a high-level resume for the key Senior Executives which AGP will be interacting with on a regular basis during the course of this SO, we are not requesting specific names of individuals who may be involved in providing the required services, but we are requesting an approximate estimate of number of professionals with the requisite expertise in the various service line which is being proposed.

### 3. SCOPE OF SERVICES

To support AGP's program of business transformation, we are seeking service providers who have a proven track record in providing advisory and consulting services in the areas listed below for Canadian Public Sector clients. Our required advisory services have been grouped into four categories. Our definitions are not meant to be exhaustive or prescriptive, and bidding organizations have the latitude to further expand their expertise in these areas when submitting their proposals.

1. Business Advisory and Project Management Services
  - Strategic planning services to help AGP operations evolve in support of corporate priorities and strategic commitments
  - Support for prioritization and mapping of initiatives
  - Development of business objectives and KPIs for AGP Programs
  - Methodologies, toolkits, templates to support program and project management
2. Business Process Reengineering Services
  - Business mapping and process reengineering to improve and streamline our current granting processes
3. Human Capital and Change Management
  - Change management support and training, taking both internal and external stakeholders into consideration
  - Organizational design services to realign and redefine structure, roles and accountabilities required to support business objectives
4. Client Care Expertise and Contact Centre Design
  - Expertise related to the design and operationalization of a single-window, multi-level service model with triage capabilities to support client enquiries
  - Design and implementation of new no touch, low touch and high touch client supports
  - Support for identification of resourcing needs, roles, and accountabilities for contact centre/client support team
  - Staff training aligned with best practices to ensure a positive client experience

Acknowledging that some certain providers may not have expertise in all areas, Council will be requesting that the selected service providers meet our stated requirements in a minimum of two of the four areas.

As previously referenced, AGP will be continuing to modernize its operations as part of its multi-year Digital Shift program which is well underway and has had a significant and positive impact on how we conduct our business. The most significant of these Digital Shift initiatives will be the implementation of a new Grant Management System and Customer Relationship Management System. A separate and distinct procurement

process will be leveraged for the GMS/CRM project. However, it is possible that some of the required services in this standing offer to support business transformation in AGP may be utilized to inform or supplement work to be undertaken by the Council and their selected system integrator for the GMS/CRM project. Suppliers who are selected to enter into this SO with the Council will not be precluded from bidding on any other public Request for Proposals which the Council may issue during the duration of their contractual agreement with the Council.

## 4. ROLES AND RESPONSIBILITIES

### **AGP**

AGP will ensure that appropriate subject matter experts from within the Council are available to the supplier(s) to discuss and provide content material, as well as facilitate cooperation with other Council staff, representatives or stakeholders, as required. If required, the AGP will also provide the supplier(s) with access to on-site Council facilities and/or workspace, subject to prior written authorization.

### **The Supplier(s)**

The supplier(s) will be responsible for fulfilling the deliverables specified within each individual Project Authorization, providing AGP with regular reports on progress, respecting agreed deadlines and budget, and delivering work that is methodologically sound, of high quality and in conformance with professional standards.

### **Meetings**

The supplier(s) will be expected to meet in person or be available for virtual meetings, with Council representatives and other stakeholders, at the beginning of each Project Authorization. The supplier(s) will be expected to attend meetings in person or participate through virtual meetings at key milestones of the project which would involve providing written project status updates, tabling and discussion of draft deliverables and recommendations. The Council's workforce is currently working remotely, but expects to transition to a hybrid model by the end of 2022.

### **Deliverables & Schedules**

Specific deliverables will be detailed in each individual Project Authorization and may include: reports, presentations, surveys, related working papers, assignment planning memoranda, and other related services.

All graphs, tables, charts and infographics must be produced by the supplier(s) in English and formatted for accessibility for the final version of the report. Translation of the text body of the final report will be performed by the Council. All data ready for publication as Open Data must be provided in English and French, in XLS or CSV format.

All sensitive data collected on behalf of the Council, that has been identified as Protected B (personal information), must be stored in a computing facility located within the geographic boundaries of Canada. Service providers must ensure the storage of data is within boundaries of Canada. When the data physically resides in Canada, it is subject to the protections afforded by Canadian privacy laws and the Council will be better situated to take prompt action, for example, in the event that access to data is compromised. Keeping data resident in Canada is also important for safeguarding sensitive information.

The supplier(s) should demonstrate that they have the capacity for privacy and security procedures that are monitored and enforced. Also, the supplier(s) should have mandatory and ongoing privacy, confidentiality and security training for all individuals and/or team members including those at external collaborating or subcontracting sites.

The Council standards shall be respected when conducting data collection on behalf of the Council, in addition to relevant laws, regulations and policies, including the European Union standards related to privacy and access to information.

## APPENDIX 1

### Proposal Format

#### Part A: Summary of Proposal (maximum 3 pages)

#### Part B: Service Provider Information (maximum 20 pages)

The following information must be provided with the supplier's application to be considered for inclusion in the Canada Council list of pre-qualified Canadian suppliers:

- a) Information about the supplier's business status: nature of the business (e.g., incorporated, partnership, self-employed), business number and GST number, if applicable;
- b) Contact information (including web site and email addresses);
- c) Years of experience and/or date of incorporation;
- d) Commitment and examples of providing advisory services in the Public Sector, both in Canada and internationally
- e) List of relevant similar projects, as well as references or testimonials from past or current projects;
- f) Capacity to provide services in both of Canada's Official Languages;
- g) Existing Methodologies & Toolkits which can be leveraged during delivery of advisory or consulting services
- h) Service Provider's commitment to promoting and supporting Equity, Diversity and Indigenous communities

A description (500 words), of the supplier's approach to diversity and inclusion and their commitment to reflecting the diversity of their community within their team, including gender diversity, representation of Indigenous Peoples, Black and racialized people, people who are Deaf or have disabilities, and official language minority communities.

Provide details about:

- What strategies (e.g., corporate policies, programs, etc.) do you have in place to ensure the reflection of the diversity of your community within your team? How long have these been in place?
- How have these been communicated and implemented?
- Have any outcomes or targets related to equity and inclusion been set and if yes, have you achieved these targets?
- What other successes have you had in ensuring the reflection of the diversity of your community?

*Note: organizational applicants/bidders should not disclose personal information for their employees in their response.*

- i) Quality assurance statement: The supplier must provide a description of how it ensures the quality and accuracy of its work;
- j) Service Offerings for Considerations
- k) Proposed Service Offerings (Appendix 2) duly completed

l) The *Rates and Services Grid* (see Appendix 3) duly completed.

**Part C: Suitability of the Service Provider (maximum 3 pages)**

In this section, the supplier should explain the reasons for which it feels it is best suited to respond to AGP's transformational initiatives in areas that are suited to your expertise and interest.



## APPENDIX 2

### Proposed Service Offerings

Note: A supplier does not have to respond to all 4 Requested Professional Service Categories but a minimum of 2 is required for an Organization to be considered as a potential candidate for this SO

| Service Offering<br>(Minimum of 2 to be eligible for consideration) | Business Advisory & Program Management Services | Business Process Reengineering Services | Human Capital & Change Management | Client Care Expertise and Contact Centre Design |
|---|---|---|-----------------------------------|---|
| Able to Required Services (Y/N)                                     |   |   |                                   |   |
| Supporting Framework & Methodologies                                |   |   |                                   |   |
| Approximate Number of Professionals in this Service Line            |   |   |                                   |   |
| Canadian Public Sector Reference #1                                 |   |   |                                   |   |
| Canadian Public Sector Reference # 2                                |   |   |                                   |   |
| Public Sector Reference # 3   |   |   |                                   |   |
| Public Sector Reference # 4   |   |   |                                   |   |

## APPENDIX 3

### Rates and Services

This Rates and Services Grid must be completed by the supplier as part of its application to be included on the list of pre-qualified suppliers. Please indicate rates only for services in subject areas that are relevant to your expertise and interest.

Should the organization have different rate structures by Proposed Service Offering, they are free to propose a different rate structure by individual service offering.

When proposing on a Statement of Work, organizations will have the option to utilize this rate card and still bid on a Fixed Fee basis, if they so wish.

The proposed rates will remain in effect until March 31, 2024. The service provider is required to indicate in their proposal the increase, if any, to their proposed rates for the last year of this Standing Offer (April 1, 2024 to March 31, 2025) including the renewal option for an additional two years. A rate increase higher than the annual CPI will not be accepted.

| <b>Role</b>                             | <b>Hourly Rate</b> | <b>Daily Rate</b> |
|---|--------------------|-------------------|
| <b>Partner/Director</b>                 |                    |                   |
| <b>Senior Manager</b>                   |                    |                   |
| <b>Manager</b>                          |                    |                   |
| <b>Senior Consultant</b>                |                    |                   |
| <b>Consultant</b>                       |                    |                   |
| <b>Business Analyst</b>                 |                    |                   |
| <b>Client Experience – Designer</b>     |                    |                   |
| <b>Client Experience – Jr. Designer</b> |                    |                   |
| <b>Other – please specify:</b>          |                    |                   |
|   |                    |                   |

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.