



*The Region of BC's Best*

**Thompson-Nicola Regional District  
Film Commission  
Motion Picture Studio Business Case Report  
Select Request for Proposal**

**Closing date for submissions:  
June 11, 2021 4:30 pm**

Contact information:  
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Kamloops, BC V2C 2A9

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May 5, 2021

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## 1.0 INVITATION

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### 1.1 Statement of Request for Proposal

The Thompson-Nicola Regional District Film Commission (TNFC) is seeking proposals from qualified consultants to create a report that includes a high level business plan of the construction of a purpose-built motion picture studio building in the Thompson-Nicola Regional District (TNRD) in BC, in or around the City of Kamloops. The report is to include recommendations for fostering success, and sustaining the studio based on motion picture industry best practices, Kamloops' and regional attributes, and past practices in similar jurisdictions. Any challenges and barriers to success and sustainability should be included in the report.

### 1.2 Request for Proposal Documents

Copies of the Request for Proposal may be obtained from the Thompson-Nicola Regional District Film Commission.

For email or mailed copies contact Victoria Weller [vweller@tnrd.ca](mailto:vweller@tnrd.ca) 250-377-8673 or toll free in BC 1-877-377-8673. For pick-up go to the TNRD Civic Building 4<sup>th</sup> Floor, 465 Victoria Street, Kamloops BC (call ahead).

### 1.3 Regional District Representative

The Regional District's Representative is:

Victoria Weller, Film Commissioner  
250-377-8673 or toll free in BC 1-877-377-8673  
[vweller@tnrd.ca](mailto:vweller@tnrd.ca)

All inquiries shall be directed to the Representative.

### 1.4 Submission of Proposals

Proponents may submit their Proposal via email to [vweller@tnrd.ca](mailto:vweller@tnrd.ca). Folder name is to include date of submission. PDF versions please. Proposals must be received by Closing Date Friday, May 28 at 4:30 pm (PST). It is the proponent's sole responsibility to ensure that its Proposal is received on time. Proposals received after the time and date specified will be rejected as being invalid. Successful proponents will receive a confirmation that their Proposal has been received.

A proposal may be changed by sending an email to [vweller@tnrd.ca](mailto:vweller@tnrd.ca) and must be received no later than the Closing Date Friday, June 11, 2021 4:30 pm (PST). All emails with changes will receive an email confirmation. If a confirmation is not received, please contact the Film Commissioner Victoria Weller. Proposals will be opened privately after the closing time.

### 1.5 Closing Date and Schedule

The anticipated project schedule is as follows:

Invitation to RFP issued:	May 5, 2021
Questions accepted until:	May 21, 2021
Requests for changes until:	May 26, 2021

Request for Clarification:	May 28, 2021
Final Addendum released by TNFC, if required:	June 4, 2021
Closing Date:	June 11, 2021 4:30 pm
Determine Successful Candidate:	June 18, 2021
Study Complete & Submitted to TNFC:	October 15, 2021 4:30 pm

## 2.0 INTRODUCTION & BACKGROUND

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The Thompson-Nicola Regional District provides local government services to approximately 130,000 residents in eleven incorporated municipalities and ten electoral areas, covering a geographic area of 44 thousand square kilometers.

The Regional District is a federation of both urban and rural areas governed by a 26-member Board consisting of 16 directors appointed by 11 municipalities and 10 electoral directors. Each municipality or electoral area participates in a variety of regional or local services, paid for through numerous individual service areas and a variety of cost sharing formulas.

The City of Kamloops has a population of about 100,000 and is a transportation and distribution hub. It is home to the Thompson-Nicola Regional District office and film commission, a regional airport, a regional hospital, Thompson Rivers University, BC Lottery Corporation, Western Canada Theatre, Kamloops Symphony Orchestra, and boasts being Canada's Tournament Capital. It is a mining, ranching and forestry sector hub as well.

The Thompson-Nicola Regional District Film Commission is a function of the TNRD. It is a full-service, full-time film commission established by Bylaw in 2000. Previously it was a line item of Economic Development. The film commission's Mission Statement is:

*In cooperation with Creative BC, to attract and encourage motion picture and digital media productions, and the other Creative Industries, that will result in expenditures in, or exposure of, the Thompson-Nicola Film Commission area.*

Creative Industries is defined and based on Creative BC's model which supports five (5) sectors: Motion Picture Production, Digital and Interactive Media, Music, Book Publishing and Magazine Publishing.

- |         |   |
|---------|---|
| Goal #1 | Have motion picture and digital media productions in the TNRD;  |
| Goal #2 | Provide logistical support and information to productions planning to film or filming in the TNRD;          |
| Goal #3 | Be financially accountable by practicing due diligence in seeking funding opportunities or in-kind support; |
| Goal #4 | Provide TNRD communities and residents with motion picture and digital media production knowledge;          |
| Goal #5 | To monitor and adopt best practices in utilizing social media and technology;<br>and                        |
| Goal #6 | To support the other Creative Industry sectors.   |

The film commission comprises two (2) full-time staff. The Film Commissioner is on staff as Senior Management, and the Film Commission Assistant is a Canadian Union of Public Employees member. The film commission staff are supported by TNRD staff and office resources.

Annual budget is approximately \$285,000 (TNRD taxpayer contributions average \$240,000 and Creative BC provides an annual grant of \$45,000).

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## 3.0 PURPOSE & SCOPE OF WORK

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### 3.1 Scope of Feasibility Study

#### **PURPOSE**

The purpose of the report is to ascertain the costs of building and sustaining a purpose built motion picture studio building that consists of film studio space and offices in the TNRD. As well, the purpose is to identify best practices in operating and sustaining a successful motion picture studio. Challenges and obstacles are to be identified and explored.

#### **THE VISION**

The vision is to have a purpose-built motion picture studio building in the region that will be profitable and sustainable. Based on our research, the 20,000 square feet soundproof, free span studio with 40 ft. ceilings is desirable. Features for consideration are a grid (hydraulic or trusses system with catwalks?) for electricity cabling, hanging lights or rigging sets, or rigging persons to fly for special effects shots. There should be smoke removal fans and fresh air exchange systems, for example. The electrical system is to be 3-phase and the studio should have multiple cam-lock areas. There are to be loading doors for bringing in and out equipment and large sets. There should also be access to running water and a basin(s) for special effects and/or clean-up in the studio. There is to be access to secure storage rooms directly connected to the studio for cameras and equipment, and for grip, lighting and cable packages.

The studio building must have internet throughout and have the capacity to stream digital footage to anywhere in the world. The studio should have internet capacity that can support existing and emerging digital technology (5G) such as wireless lighting applications and the creation of virtual and 3D location productions such as those utilizing 'The Volume'. As well, there should be heat and air conditioning throughout the building.

The production office areas should include a reception area, multi-sized offices and open areas that could be used as classrooms, a meeting room, a laundry room, a full kitchen for staff, cast and crew, and a couple of small dressing rooms and a make-up room are desirable. There should be washroom facilities with a shower near the studio entrance for cast and crew convenience, and washrooms on the second floor if there is one. The building should have an alarm system.

The studio building's exterior is to have parking and plug-ins for powering dressing room trailers, catering vehicles, work trucks, and equipment. There should also be parking for cast and crew. Parking for VIPs should be close to the building whereas crew parking may be nearby. Security measures such as closed circuit cameras, a security gate around the perimeter and a lockable entrance gate are desirable.

**THE SCOPE** of the report is the construction, operating and sustainability of a purpose-built motion picture studio building in the Thompson-Nicola region in BC, in or around the City of Kamloops. The focus is the motion picture industry and primarily the principal photography phase of filmmaking and not the

post-production phase. The target users are foreign and domestic feature film and TV series productions. Secondary target users are digital animation and gaming companies. Users may rent for short or long terms. Sole absentee renters are not target users. For example, a series that plans to film in the studio for several years is welcome. However, a company renting the studio 'for insurance' in that they have a studio at their disposal, but never use it, is not desirable. We want local cast and crew to be hired and the region's services and amenities to be utilized. Education and Live Performance sectors (theatre, music, presentations, conferences or events) may present themselves as potential users of the studio, but they are not germane to the report.

The business case is to include: 1) estimated costs to build a studio building consisting of a studio space and production office spaces, not including property costs, 2) estimated operating costs when there are renters, and 3) when there are not.

Areas of exploration and recommendations should include:

- What are best practices in building a studio - configuration?
  - What must productions have in a studio?
  - Should there also be a smaller studio for filming, construction and other uses?
  - Alternatively, should there be permanent or semi-permanent auxiliary buildings dedicated to set, models and prop construction, or wardrobe building and storage, or for other departments?
  - Should there be dressing rooms and/or a make-up room within the building, or just in trailers parked near the studio, or a combination?
- If a build-in-phases approach is recommended, what are the phases, their priorities and estimated costs?
- What are best practices in operating a studio?
  - What models should we consider? Assume the film commission will market and may conduct tours:
    - Independent contractor to oversee?
    - City or Regional District facility?
      - Who is best suited to be there while filming?
      - What skillsets are generally required?
- What are some options for financing the building of a studio?
  - How have other jurisdictions financed the building of their studio(s)?
  - Is a private/public partnership a viable option?
- What are strategies for sustaining a studio?
  - Combining workforce development?
  - Besides targeting a series or motion pictures, would soliciting and housing a resident motion picture school at the studio be a good thing?
  - Consider multi-users and conversion options, or not?
    - Example: Have a sliding partition to create more than one space in the studio

### 3.2 Project Working Group:

Consultation and Communication Processes: Communication will take place between the TNRD's Film Commissioner as a representative of a "Studio Steering Committee" and with other steering committee members as required. The Film Commissioner will assist the proponent with all logistics, assessments, key contact information of stakeholders, historical and current documentation of economic impacts, all initiatives, budgets and other information as required.

The "Studio Steering Committee" consists of the Film Commissioner, Film Commission Assistant, the Chief Administrative Officer and Chief Financial Officer. The successful proponent will work with all members of the Studio Steering Committee as required. The final report will be presented to the Thompson-Nicola Regional District Board of Directors for consideration. It is probable that the successful candidate will be asked to make a presentation to the Board in Kamloops in 2022 in person or via a video conference, depending on COVID restrictions.

### 3.3 Deliverables & Deadlines:

The successful proponent will be required to provide a final report that at minimum addresses those items listed in the "Scope" of the RFP document.

It is expected that the final report will be delivered by October 15, 2021 4:30 pm.

## 4.0 FORMAT OF PROPOSALS & PROPOSAL EVALUATION

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Proponents should structure their proposals to provide, at a minimum, the necessary information as outlined in the below referenced sections.

### 4.1 Company Overview (if applicable):

The proposal shall provide a general overview of the company, its structure, size and capability to perform the work required. This section should specifically highlight recent and relevant project experience that demonstrates the company's suitability to undertake the scope of work. This section should be no more than three (3) pages in length. A minimum of three references as set out in the scope of this study should be provided, including contact name and phone number along with a brief explanation of the services that were provided.

### 4.2 Project Team & Experience:

The proposal shall clearly identify the proposed project team member that will be the lead for the contract, and any other team members that will perform the work, indicating the level of involvement of each team member in the proposed work. This section should address team structure and organization, and also demonstrate how the team members identified have the requisite experience to perform the work. Resumes of all team members should be included in an Appendix to the proposal. Resumes for project personnel are to be included in the following information:

- Name, title and assignment for this project
- Experience and knowledge of each team member including their name, types and sizes of projects involved with

**The proponent is expected to demonstrate in their proposal:**

- 1) Excellent verbal and written communication skills.
- 2) Strong organization and research skills.
- 3) Experience working as an independent contractor under minimal supervision.
- 4) A valid driver's license and access to a reliable vehicle to travel within the TNRD.

#### 4.3 Proposed Methodology:

The proposal shall clearly describe in detail the proposed methodology, taking into account all requirements of the RFP. This section should address the work effort and team member participation and role in delivering the work. The proposed methodology should also identify any potential options, or changes to the outlined approach that could be advantageous to the Regional District. Any such changes and optional work should be identified specifically, or outlined in a separate section.

#### 4.4 Work Breakdown Structure and Fee:

The total proposed cost of the project shall not exceed \$30,000.

- a) An all-encompassing fee showing a breakdown of proponent fees, any and all disbursements with applicable taxes listed separately, sub-contractors' fee (if applicable), billable rates for staff assigned to this project, or other expenses as required under Scope of Work.
- b) The Proposal price must include everything necessary for the execution and completion of the work including, but not limited to, materials, equipment, labor, travel expenses and service and all overhead costs and not exceed a total of \$30,000.
- c) Work Breakdown Structure to show cost of each major part and key tasks to complete the project and overall timelines required.

#### 4.5 Project Deliverables:

The proponent will clearly identify in the proposal, specific project milestones, check-in points and deliverables.

#### 4.6 Proposal Evaluation and Selection Criteria:

The Regional District intends to review all proposals and identify the proposal (if any) that offers the best value to the Regional District. To assist with this, the Regional District intends to conduct an evaluation of each proposal based on the evaluation criteria and format outlined below:

Category	Details
Company and Project Team Qualifications	<ul style="list-style-type: none"> <li>• Capacity and skills of contractor and other team members</li> <li>• Quality of contractor work based on recent and relevant project experience on similar assignments, demonstrating suitability to undertake work</li> <li>• Minimum 3 references relating to project experience, including contact name and project details; past performance appraisals if available</li> </ul>
Methodology	<ul style="list-style-type: none"> <li>• Understanding of project requirements, scope of work and deliverables</li> <li>• Detailed methodology in addressing scope of work and deliverables</li> <li>• Details of team member participation and role in delivering work</li> <li>• Identify any potential options or changes to outlined approach that could be advantageous to the Regional District</li> </ul>

Work Breakdown Structure	<ul style="list-style-type: none"><li>• Format, clarity and quality of proposed work plan and schedule detailed by major part and each key task</li><li>• Realistic timeline and ability to meet deadlines</li><li>• General knowledge of the Thompson-Nicola Region</li><li>• General knowledge of BC's motion picture industry and trends</li><li>• General knowledge of North America's motion picture industry and trends</li></ul>
Fees	<ul style="list-style-type: none"><li>• Total cost to complete the work as described in this RFP and the submitted proposal.</li></ul>

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## 5.0 GENERAL INSTRUCTIONS

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### 5.1 No Contractual Obligations from RFP (No “Contract A”)

This is a Request for Proposals, and not a call for tenders or bids or a request for offers of any kind. The Regional District does not intend to enter into contractual relations as a result of the issuance of this RFP or by requesting proposals and no contractual obligations whatsoever will arise between the Regional District and any proponent upon the submission of a proposal. The only contract that may arise in connection with this RFP is the contract that may be executed by the Regional District and a proponent for the provision of the services contemplated by this RFP, following the selection by the Regional District of a successful proponent, if any.

### 5.2 Review and Interpretation of RFP documents

Each proponent will be solely responsible for examining all the RFP documents, including any addenda issued during the RFP period and for independently informing itself with respect to any and all information contained therein, and any and all conditions that may in any way affect the proposal, before the proposal is submitted.

Each proponent will review all RFP documents and will promptly report and request clarification of any discrepancy, deficiency, ambiguity, error, inconsistency or omission contained therein. Any such request will be submitted to the Regional District’s Representative in writing, electronically or otherwise, no later than 2:00 PM, five (5) days before the closing date.

The Regional District may share, with all proponents, all questions and answers related to this proposal call.

Where the Regional District considers that such a request requires a change or a clarification to the requirements of the RFP, the Regional District will prepare and issue an Addendum to this RFP.

### 5.3 Addenda

Written addenda issued by the Regional District will be the only means of varying, clarifying or otherwise changing any of the information contained in this RFP. The Regional District may issue addenda up to the RFP closing date and time. Furthermore, the Regional District may, by issuing an Addendum, change the date set for submitting proposals, including if the Regional District considers that more time is necessary to enable proponents to revise their proposals for any reason. The proponent is solely responsible for ensuring any addenda are downloaded, reviewed, and included in their bid.

### 5.4 Preparation of Proposals

Each proponent will be solely liable for all costs incurred in the preparation of a proposal in response to this RFP. The Regional District shall not be held accountable for any such costs, however incurred. Each proponent will submit a proposal signed by an authorized representative of the proponent.

### 5.5 Incomplete Proposals

The Regional District may choose not to consider a proposal that is unclear, is not completed in accordance with the requirements set out in this RFP or does not contain all required information. If the Regional District elects to retain such a proposal for consideration, the Regional District may request clarification or additional information or submissions from the applicable proponent.

## 5.6 Negotiation

As part of this RFP process, the Regional District may choose to negotiate with one or more proponents with respect to any aspect of this RFP, the contents of a proposal or the terms of any contract to be entered into for the project.

## 5.7 Successful Proponent & Contract

If the Regional District selects a proposal, it is expected that the proponent and the Regional District would enter into and execute a written contract for the proponent to provide the services contemplated by this RFP and that the contract would incorporate by reference some or all of this RFP, any Addenda, the contents of the proposal and the results of any negotiations.

## 5.8 Form of Agreement

If the Regional District and a proponent enter into a contract for the performance of some or all of the services contemplated under this RFP, it is anticipated that the following clauses would be included in that contract:

### **Proponent's Risk and Warranty**

The Contractor will indemnify and save harmless the Regional District, its elected and appointed officers, its employees, agents from and against any and all losses, claims, damages, actions, causes of action, costs and expenses the Regional District may sustain, incur, suffer or be put to at time either before, or after the termination of the contract, where the same or any of them are based upon, arise out of or occur, directly or indirectly, by reason of any act or omission of the Contractor or of any agent, employee, officer, director or sub-contractor of the Contractor pursuant to this contract, excepting always liability arising out of the independent negligent act of the Regional District.

### **Laws of British Columbia**

The Contractor will comply with the laws of British Columbia (including applicable Thompson-Nicola Regional District Bylaws) applicable to the project. The Contractor shall strictly comply with the current Occupational Health and Safety Regulations and Workers Compensation Act of WorkSafeBC and remain in good standing under the Act. Other applicable federal, provincial and local regulations or policies concerning the health and safety of workers and the general public shall also be followed.

## 5.9 Conflict of Interest

Proponents are to include, with their proposal, and at any subsequent time where requested to do so by the Regional District, full details of any financial or personal relationship or affiliation between the proponent, or any of its officers or employees or proposed subcontractors, and the Regional District, or any of the Regional District's respective elected or appointed officials, officers and employees, and shall promptly advise the Regional District of any change to the foregoing from time to time.

## 5.10 Freedom of Information and Protection of Privacy

Proponents are advised that the Regional District is subject to the provisions of British Columbia's Freedom of Information and Protection of Privacy Act and that the Regional District may be required to disclose all or part of a proposal. A proponent may stipulate that trade secrets included in their proposal are supplied in confidence and the release of which could significantly harm their competitive position, however, the Regional District's disclosure obligations will be governed by the Freedom of Information and Protection of Privacy Act and proponents are advised to review that Act for further information.

## 5.11 Liability for Errors

While the Regional District has expended considerable efforts to ensure an accurate representation of information in this Request for Proposal, the information contained herein is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the Regional District, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Proposal is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in the Request for Proposal.

#### 5.12 Confidentiality

Any proponent and any other person who, through this RFP process, gains access to confidential information of the District is required to keep strictly confidential all information which in any way reveals confidential business, financial or investment details, programs, strategies or plans, learned through this RFP process. This requirement will continue with respect to such information learned by the successful Proponent, if any, over the course of any Contract for service which arises out of this RFP process.

#### 5.13 Ownership of Documents

All proposals and other documents and materials submitted in response to this RFP shall become the property of the Regional District.