

Labour Market Survey and Work Action Plan for Film and Television

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Responses Due: August 24, 2021

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2. Introduction

Calgary Economic Development (CED) proposes to undertake a partnership-driven project designed to provide (1) the evidence, and (2) the action, needed to effectively address the level and skilled labour and crew base in the film and television industry in Alberta. CED and the Edmonton Screen Industries Office (ESIO) will partner to initiate a twelve-month film and television Labour Market Survey (LMS) to define the current film and television labour market landscape then launch a twelve month strategic workforce phase to turn the LMS research into a Work Action Plan (WAP). Key findings from the 2021 LMS will be critical in identifying skills gaps in high demand areas and will inform strategies to train, develop and supply skilled labor to the current and future in-demand and below-the-line (e.g., technical skills required) labour market in the film and television industry in Alberta.

Calgary Economic Development Ltd (CED) invites qualified firms to submit a proposal for the Labour Market Survey and Work Action Plan for Film and Television RFP. A proposal, in electronic form, together with one hardcopy must be submitted as outlined in clause 17. The electronic copy should be sent to the attention of the contracting manager by email as noted in clause 15. Late proposals will not be accepted.

3. Timelines

RFP Release	July 26, 2021
Deadline for Questions	August 10, 2021
Proposal Submission Date	August 24, 2021
Meetings with Short-Listed Vendors (if required)	September 13-17, 2021
Bid Notification Date	September 20, 2021
Project kick-off	September 27, 2021
Draft Labour Market Survey Report	December 01, 2021
Final Labour Market Survey Report	December 13, 2022
Work Action Plan: Recommendations	February 21, 2022
Work Action Plan: Draft Report	January 2023
Work Action Plan: Final Report	July 2023

Note: See detailed Implementation Plan and timelines in Deliverables: clause 13.

4. Definitions

"CED" means Calgary Economic Development Ltd.

"City of Calgary" refers to the municipal government of the City of Calgary.

"Request for Proposal or "RFP" means this document including attached appendices.

"Contracting Manager" means the person identified in clause 15 of this RFP.

"Vendor" means an organization responding to this RFP.

"Proposal" means a Vendor's response to this RFP and includes all of the Vendor's attachments and presentation materials.

"Selection Committee" means the committee that will be reviewing RFP proposals and overseeing work on this project. The committee is made up of representatives from Calgary Economic Development and Edmonton Screen Industries Association.

"Services" means the duties, tasks, and responsibilities of the Vendor as described in this RFP.

5. Standard Form Contract

By submitting a Proposal, a Vendor acknowledges it agrees that the terms and conditions of this RFP are incorporated by reference into its Proposal. If a Vendor's Proposal is accepted the Vendor will be expected to execute CED's standard contractor agreement. Vendors who are unwilling to abide by these standard terms and conditions should not submit a Proposal.

6. Vendors Questions

All questions regarding this RFP must be directed via email to the Contracting Manager. Enquiries and responses may be recorded and may be distributed to all Vendors.

The Vendor must immediately notify the Contracting Manager in writing of any ambiguity, divergence, error, omission, oversight, or contradiction in this RFP discovered by the Vendor and request whatever clarification is required to prepare the Vendor's Proposal.

In order for CED to deal effectively with Vendor questions or concerns about any terms, conditions or requirements of this RFP, including the standard terms and conditions, such questions or concerns must be communicated in writing to the Contracting Manager in accordance with the Timeline indicated in clause 3 above. Questions received after this time will be answered if, in the opinion of CED, the circumstances warrant and time permits.

7. Conflict of Interest

Vendors must fully disclose, in writing, to the Contracting Manager on or before the Proposal Submission Date of this RFP, the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest then known to Vendor between the Vendor and CED and/or the Selection Committee. CED may reject any Proposal where, in the opinion of CED, the Vendor is or could be perceived to be in a conflict of interest.

8. Vendor Expenses

The Vendor is responsible for all costs of preparing and presenting its Proposal.

9. Confidentiality

All information provided by or obtained from CED in any form in connection with this RFP either before or after the issuance of this RFP, including any confidential information is the sole property of CED and must be treated as confidential; is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract; must not be disclosed without prior written authorization from CED; and must be returned by the Vendor to CED, or destroyed if held in electronic format, immediately upon the request of CED.

10. Background

Calgary Economic Development (CED) is the lead economic development agency that markets Calgary's competitive advantages and pro-business climate within Canada and across the world. Through business retention, expansion, and investment attraction activities and in collaboration with business, community and government, CED plays an integral role in promoting and facilitating sustainable economic growth and prosperity. The organization's efforts are focused on the following four areas:

- Business investment and attraction
- Business retention and expansion (including trade development)
- Research, marketing and communications
- Talent attraction, retention, retraining

The screen-based industry has been highlighted as part of Alberta's Economic Recovery Plan and identified as one of the cultural and creative industries with the potential to support the delivery of a sustainable and reliable economic future for Alberta. Attracting high-quality international productions to Alberta as a filming location will be an important part of the recovery plan. Furthermore, the growth and vitality of the Film and Television sector in Alberta is a critical piece of government's commitment to grow Alberta's cultural industries by 25 per cent, or \$1.5 billion, over the next decade.

The Alberta Government has recently committed to increased investment in the growth of Alberta's screen-based production sector through:

1. Added investment in the Film and Television Tax Credit, and
2. Easing of per-project caps, which had historically been a barrier to large budget features and television series choosing to film in the province.

With the recent changes to the film and television tax credit, Alberta stands to attract exponentially more projects to the province on a consistent basis.

However, Alberta must take strategic and timely steps to grow the province's film and TV labour market.

One of the main crew development challenges the province's screen-based industry has historically faced, is the lack of consistent work in the province. This has consistently driven skilled workers to look elsewhere for work. While Alberta's post secondary institutions graduate over three thousand students to the industry annually, many have moved to other jurisdictions to find regular work.

Another key challenge for both the province's motion picture industry and government has been the lack of accurate labour market information to develop effective policy in support of human resource development. The current methods by which the industry is tracked, measured, and understood is common to traditional industries. However, the motion picture industry structure differs from many other industries due to distinguishing characteristics that include factors such as global competition and high mobility, project-based demand, single-purpose entity employers, diversity of roles within a production, unique working patterns and models.

11. Purpose of the Project

The worldwide demand of screen content has evidenced continued growth over the past several years. With recent tabling of federal Broadcast Act revisions, there is an expectation that demand for Canadian content, or content made in Canada, will continue to grow as well.

The incentive changes to the film and television tax credit were announced March 19, 2021. The resulting immediate influx in production interest and activity in the province has revealed the need to grow Alberta's crew depth and capacity. These immediate labour and crew depth challenges present significant risk to sustained industry growth and diminish the province's ability to leverage increased investment towards long-term competitiveness as a filming destination for large budget, studio projects.

This project will provide a pathway to ensure that increased production activity and increased government investment can and will translate into to well-paying and stable jobs for Albertans.

In some departments, production companies have confirmed a need to source more than 90 per cent of required labour from outside of the province. This statistic is a stark indicator of the need for growth in Alberta's film and TV labour market.

Currently there is no baseline data or comprehensive understanding of Alberta's screen-based production industry labour force. Without current and accurate data regarding Alberta's sector crew, and gaps, it is difficult to validate industry's concerns about crew depth and to create actions or make policy decisions to manage and mitigate these concerns. Furthermore, the absence of this baseline data makes it difficult to optimize the unique strengths of various industry partners towards coordinated, holistic approach to sustained growth of Alberta's screen-based labour force. Data gained through labour market survey and interviews in the screen-based industry will also provide valuable data points from which the government and industry partners may develop metrics to track the growth and success of Alberta's film and television industry over time.

A labour market study of this size and complexity requires industry research experience and capacity that is not readily available in Alberta's screen-based production sector. Additionally, the time and resource commitment to execute the study within the condensed time-period to leverage recent activity is beyond the current capacity of government or industry partners. Given recent, similar studies executed in other jurisdictions, there is an opportunity to leverage the expertise of a third party to generate a report and deliver a plan that will meet industry needs.

12. Objective of the Project

The proposed project has two objectives:

1. The Labour Market Survey will provide a comprehensive profile of Alberta's Below-the-Line film and television production workforce and will provide critical understanding of the current employment landscape to industry partners and Government.
2. Industry stakeholders will be engaged to develop targeted tactics to build and grow Alberta's labour force to meet growing industry demand.

13. Deliverables

The consultant will work with Calgary Economic Development in defining the scope of this study. The following are expected outputs from the study:

- A. LABOUR MARKET SURVEY APPROACH
- B. WORK ACTION PLAN

Implementation Plan			
Timeline (non-negotiable)	Project Component(s)	Project Activities	Project Activity Lead
July 2021	- assembly of Steering Committee - development of committee guidelines and objectives over course of LMS and WAP	- Develop Steering Committee Guidelines - Finalize Committee Members	Key Partners
July 2021	Request for proposals	CED to generate and distribute RFP	CED
August 2021	Selection of successful proponent	- Partners to select LMS and WAP vendor - CED to contract Vendor	- Key Partners select to engage in finalizing Vendor - CED contracts vendor
September – October 2021	Research – Phase 1	- Conduct Interviews - Focus Groups Surveys	CED and Selected Vendor
October 2021	Research – Phase 2	Data Collection and Consolidation	CED and Selected Vendor
November 2021	Research – Phase 3	Data and Literature Review	CED and Selected Vendor
December 2021	Summary and Presentation of Research Findings to committee	Final Report Presentation	CED and Selected Vendor
January - February 2022	Develop Recommendations	- Stakeholder Engagement - Strategy Development	- Steering Committee - Selected Vendor
April-May 2022	Develop actions based on report recommendations	All Partners develop action plan	- Steering Committee - Key Partners - Selected Vendor
July 2022	- Strategy Development Finalized - Delivery of Action Plan	Action Plan delivered	Selected Vendor

July 2022	- Presentation - Promotion of study results to industry stakeholders	Execute on communications plan	- Selected Vendor - Steering Committee - All Partners
January 2023	Reporting, Measurement	Draft Summary Report	- Selected Vendor - Steering Committee
July 2023	Reporting, Measurement	Final Summary Report	- Selected Vendor - Steering Committee

A. LABOUR MARKET SURVEY APPROACH

1. Research and production of a comprehensive profile of the current state of Alberta's screen production Below-the-Line workforce.

Intended Results:

- Inform industry partners on current state of the screen production industry in Alberta.
- Identification of current infrastructure, environment, stakeholders, labour resources and future trends.
- The overview will improve clarity and validation around industry expectations and labour resource concerns.
- The overview serves as a foundation for comparability and strategic recommendations.
- The overview will provide key benchmarks from which performance metrics will be developed for ongoing monitoring and evaluation of effectiveness.

2. Research and analysis of competing jurisdictions to develop key global comparative measures to support policy and strategic approach.

Intended Results:

- Comparable measures enable a unified outlook.
- Best practices may be generated through consultations with other jurisdictions.
- In a competitive national and global market, it is essential to understand what other jurisdictions and competitors are doing to understand Alberta's competitive position and ensure success of strategies and initiatives.

3. Research and data on emerging trends in production labour force needs and demand. Identification and analysis of immediate and emerging misalignment between Alberta's labour supply and industry needs.

Intended Results:

- Inform industry partners on pressure points in supply and demand of skilled labour resources.
- Inform industry partners of immediate, intermediate and long-term needs.

- Understand factors driving labour and skills demands on productions.
- Anticipate skills shortages in immediate and intermediate future, informing proactive strategies and actions.

4. Research and analysis into emerging trends in motion picture industry and anticipated future trends in workforce and skills needs of industry. Analysis of Alberta's capacity to meet those demands.

Intended Results:

- A comprehensive picture of industry growth rate
- Ensure future readiness of Alberta's production workforce.
- Anticipate skills needs in the industry over the long term.
- Informing proactive strategies and actions to position the province for sustainable sector growth.
- Enable staying power of trained workforce.
- Strategies by which Alberta can maintain pace of overall industry growth.

5. Recommendations and strategies to guide industry partners in support of crew development actions.

Intended Results:

- The strategies will provide clarity and consistency in each partner's role in providing support to crew development initiatives.
- Benchmarks and performance metrics will be developed for ongoing monitoring and evaluation of plan effectiveness.
- The objectives will provide improved quality, consistency and availability of data to measure economic impact of the cultural industries and the impact of GOA incentives on the cultural industries.
- The strategies will align sector and government priorities to create a healthy and sustainable cultural industries sector that can adapt quickly to a rapidly changing environment.

6. An implementation plan framework and communications strategy to align strategic recommendations with actions to meet the needs of industry stakeholders.

Intended Results:

- Ensure buy-in and cross industry participation and accountability through agreed upon, partner specific actions and timelines.
- Build stakeholder confidence through communication of strategies and plans.
- Create opportunity for broader stakeholder partnerships in crew-development initiatives.
- Increase chances of success by raising awareness of labour opportunities and initiatives in the screen sector.

7. Proposed measurement tools to enable short, mid and long-term monitoring of key objectives and benchmarks.

Intended Results:

- The effectiveness of recommended actions will be measured against key objectives and annual benchmarks.
- Continued monitoring will allow for adjustments as the environment continues to change and will allow for a strategy that can be used for multiple years without becoming obsolete.

METHODOLOGY AND ACTIVITIES INVOLVED

Primary Methods

This research phase will be used to build a baseline of data on the workforce. However, additional data will be required to help pinpoint where to focus workforce development efforts going forward.

Interviews shall be structured to provide insight into several issues/questions related to soft skills development in the below-the-line workforce that require further exploration through qualitative research.

Crew, department heads, producers and production managers that hire the department heads should all be included in interviews and/or surveys to ensure crew and contractor assumptions around skills requirements align with expectations of department heads and production managers/producers and to determine if there are common skills requirements across departments or if skills requirements are more specific to each role.

U.S. studios should also be approached for interviews, with the purpose of understanding what drives the decision to locate productions in Alberta and potential demand going forward.

Regional film commissioners should be approached with the purpose of understanding region-specific opportunities and challenges with respect to workforce development.

Surveys should be targeted at both industry contractors and workers as well as hiring managers within the industry.

Objectives of contractor survey shall be to:

- Measure employment characteristics of those working in the industry (e.g. current position, years working in the industry, number of hours worked, types of productions worked on).
- Determine how contractors find out about the productions they work on.

- Measure contractor “workload capacity” (i.e. preferences for taking on work in the future).
- Measure current training opportunities, participation in training, and the perceived importance of training.
- Identify the pathways by which contractors enter the industry in B.C.
- Identify barriers to entry and progression in the industry.
- Measure job satisfaction and intentions to stay in the industry.
- Collect demographic information (e.g. age, gender, ethnicity).

Objectives of hiring manager survey shall be to:

- Determine the types of workforce challenges those in hiring positions are facing.
- Determine the job categories that are posing the biggest challenges.
- Assess what is being done to address these challenges.
- Measure the outlook those in hiring positions have regarding the ability for the Alberta motion picture industry to meet future demand.

Secondary Methods

There are two primary film payroll companies operating in Canada (Cast & Crew Entertainment Services and Entertainment Partners, Canada). Both have robust, searchable data that is specific to the film industry. Both companies graciously participated in a similar project in British Columbia and shall be approached for the Alberta study as well.

Given the unusual characteristics of the motion picture industry and the breadth and quality of structured data available from the specialized datasets, the study should place emphasis on these specialized data sources in place of publicly available data.

The payroll data in particular can be used to answer, with a high degree of accuracy, questions such as:

- How many different individuals work in a role and department?
- What is the distribution of full-time / part-time / other based on:
 - number of workdays
 - number of hours
- What is the distribution of annual pay by relevant breakpoints?
- What is the distribution of pay by type between straight pay, overtime and other benefits included in taxable income?

Due to the sensitive and proprietary nature of specialized data sets, proponents must demonstrate stringent data processing protocols to store, manage and manipulate the data. Special precautions must be taken to maintain confidentiality, restrict handling of the data and strip identification information from all data.

Union Data: Unions collect demographic and other data on their members. Local unions are well positioned to project and provided data used to evaluate headcount and work patterns in various facets of the industry.

Tax Credit Data: Tax Credit data can be used to supplement data related to production volumes, regional production locations in Alberta, and incentive access. This data can also be used in the production of key performance metrics related to Alberta vs. Non-Albertan labour statistics for funding recipients.

Tertiary Methods

Publicly available data, including Statistics Canada Census data, can be utilized to gather general data related to workers employed part-or full-time in Alberta's motion picture industry and annual average employment data. These sources may also provide supplemental information related to Alberta's general workforce statistics, educational data, and workforce demographic information. This information can be used to provide a general picture of Alberta's workforce as a baseline for comparison of Screen-industry specific labour force findings.

Tertiary research methods may also be utilized to provide data related to Alberta's post-secondary and training resources related to the screen-based production industry.

B. WORK ACTION PLAN

- Conduct Steering Committee Meetings
- Undertake Industry Stakeholder Engagement
- Present Industry feedback and Findings
- Work with Steering Committee to develop action plan

Please note that the consultant is expected to utilize and build on all existing internal research and external commissioned studies by Calgary Economic Development.

Report, Fact Sheet and Presentation

Material for Part A: Labour Market Survey Approach should be delivered in report, fact sheet and PowerPoint format. Material for Part B: Work Action Plan should be delivered in a one-pager infographic and PowerPoint format. It should be delivered to Calgary Economic Development in such a way that it could be used immediately for business development purposes and does not require much manipulation or edits by Calgary Economic Development and Edmonton Screen Industries Association.

14. Fees and Payment Terms

Labour Market Survey: CAD\$ 75,000

Work Action Plan: CAD\$ 45,000

Proposals should include a breakdown of the Vendor's fees and disbursements in completing the Services. Please include the following with breakdown of costs:

- Per diem rates;
- Travel, if required;
- Administration overhead;
- IT costs;
- Prices must be stated in actual dollars and cents expressed in Canadian funds and inclusive of all taxes except for GST, which should be itemized separately.

Please provide options for the project team to contribute to reduce project costs and be prepared to consider which aspects of the proposal might be optional.

15. Contracting Manager

For the purposes of the provisions of information surrounding this contract or the administration of the contract, the Contracting Managers are:

Calgary Economic Development Ltd.

Attention: Hubba Khatoon, Research and Strategy Economist

500 Centre St S 32nd Floor

Calgary, AB T2G 1A6

Canada

Telephone: 403-767-1319

Email: hkhatoon@calgaryeconomicdevelopment.com

16. Proposal Evaluation Criteria

Vendors should be aware that certain mandatory requirements have been set out in the Evaluation form (scope, methodology, experience, and deliverables). Proposals that fail to provide these requirements may not be evaluated. See Appendix A for Report and Evaluation criteria.

17. Submission Information

Proposals must be received by email before 16:00 MDT, August 24, 2021

Attention: Hubba Khatoon, Research and Strategy Economist

Email: hkhatoon@calgaryeconomicdevelopment.com

- After the Proposal Submission Date, CED may post the identity and addresses of the Vendors.
- CED may elect to not consider any proposal that:
 - Is received after the exact time and date noted above.

- Does not indicate the request for proposal's title, closing date and Vendor's name on the proposal in response to the RFP;
- Is delivered to an address other than that provided above;
- Transmitted proposals will be accepted if the proposal is received before the submission deadline to the email address provided above.

18. CED Reservation of Rights

CED reserves the right:

- To not consider, or to reject, any or all Proposals in whole or in part for any reason whatsoever in its sole and absolute discretion;
- To accept any proposal in whole or in part, even if it does not comply with the terms of this RFP or is not the highest rated proposal in accordance with the evaluation criteria;
- To short list Vendors, and require a presentation by the Vendors short-listed and/or the provision of additional information by such short-listed Vendors;
- To, at any time, add, delete or modify this RFP and to have the Vendors advise CED of the effect of such changes on their Proposal and/or have the Vendors resubmit their Proposals in light of same;
- To negotiate at any time with any one or more of the Vendors to the exclusion of the other Vendors; and
- To not proceed, for any reason, with this RFP or the project contemplated in this RFP.

19. Intellectual Property

Unless otherwise agreed and confirmed in writing:

- (a) All material, including but not limited to programs, reports, notes, maps, drawings, photographs, data, forms and other records prepared, created, written or recorded by ("**IP**"): (a) the Vendor, or (b) CED or (c) the Vendor and CED jointly, in connection with the Services under any agreement incorporating the terms and conditions of this RFP, a proposal, or as a deliverable under any agreement arising therefrom (an "**Agreement**"), will be the property of CED; accordingly, the Vendor hereby assigns to CED all rights, title and interest it may have from time to time in such material and all intellectual property rights therein will vest in CED.
- (b) During the term of the relevant Agreement, the Vendor shall have a non-exclusive, non-transferable license to use such IP of CED or IP which is jointly created for the sole purpose of providing and completing the Services. Upon the termination or completion of a specific project or Agreement, the Vendor will promptly return such material to CED whether completed or not. Notwithstanding the preceding sentence, the Vendor may retain for archival purposes a single copy of each item of such material; and
- (c) Every invention, discovery or improvement developed by the Vendor in the course of, or in connection with, performing the Services under an Agreement

where the invention, discovery or improvement has been initiated or directed or specifically requested by CED, will be the property of CED and, accordingly, the Vendor hereby assigns any intellectual property right to any such invention, discovery or improvement developed to CED. The Vendor will cooperate fully in the establishment and maintenance of all intellectual property rights accruing hereunder to CED. This provision will survive the termination of any Agreement and to the extent necessary or desirable, the Vendor will take such actions as are reasonably requested by CED after termination of an Agreement with respect to intellectual property rights created during the term of the Agreement.

The parties acknowledge and confirm that any intellectual property that was developed prior to the relevant Agreement, or that was developed by the Vendor independently from such Agreement with CED, or that was developed at the sole initiative of the Vendor without any prior initiation or direction or request from CED, will be outside the scope of this clause 16.

If the Vendor needs access to data of CED in order to carry out Services under an Agreement incorporating the terms and conditions of this RFP, CED will grant a non-exclusive, non-assignable license to have access to and to use that data.

20. No Further Contract or Liability Arising from RFP Process

By submitting a Proposal, the Vendor agrees and acknowledges that:

- Nothing in this RFP nor the submission of the Proposal nor the review and consideration of the Proposal by CED nor any communication between the parties in relation to the RFP or the Proposal will operate to obligate any party to enter into any further business relationship with the other party and, in particular, if CED decides to engage the Vendor in connection with any Proposal or the subject matter of the RFP then such engagement may only occur pursuant to a written agreement that has been signed by both parties and, absent such written agreement, CED will have no further liability or obligation to the Vendor in connection with the subject matter of the RFP;
- The Vendor is participating in this RFP process at its sole risk and expense, and CED will not be liable to the Vendor for any costs, expenses or liabilities incurred by the Vendor in any way arising in connection with the Vendor's participation;
- CED has made no representations other than those expressly stated in this RFP;
- CED has the right to cancel this RFP at any time, CED may reissue this or a similar request for Proposal at any time, for any reason whatsoever or decide not to reissue it for any reason, without incurring any liability and no Vendor will have any claim against CED as a consequence; and

The Proposal and any accompanying documentation submitted by the Vendor will become the property of CED and will not be returned.

APPENDIX A – EVALUATION

**Labour Market Survey and Work Action Plan for Film and
Television: RFP Evaluation**

Criteria		Point	Mark	Comments
Quality of submission: <ul style="list-style-type: none"> • Clear and concise • Quality of writing • Alignment with RFP 		10		
Team competence and resources: <ul style="list-style-type: none"> • Experience of the project team • Relevancy of past projects (work from 1 – 2 projects must be provided; references are encouraged but not required) • Demonstrate understanding of labour market trends and in-demand future skills in film and TV • Demonstrate understanding of creative industries ecosystem and key stakeholders in Alberta 		30		
Approach and methodology: <ul style="list-style-type: none"> • Creative/innovative approach • Clarity of process • Ability to gather and analyze primary, secondary, and tertiary data • Ability to communicate narrative from analysis gathered 		30		
Deliverable content: <ul style="list-style-type: none"> • Deliverables meet all criteria and requirements set out in the RFP 		10		
Project Management: <ul style="list-style-type: none"> • Schedules, work plans & timelines • Progress reporting 		10		
Fees: Fees have been clearly outlined and do not exceed the stated budget in the RFP.		10		
Total		100		