



Pre-qualification to Request for Proposal

NAME OF COMPETITION
Marketing Services

COMPETITION NUMBER
1516-160120TH

ISSUE DATE
February 29, 2016

CLOSE DATE/TIME
March 14, 2016
14:00 hours
Pacific Time (PT)

BCLC PURCHASING CONTACT
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This document is comprised of BCLC and BC Lottotech International Inc. proprietary information and is intended for the proponent's internal use only in preparing a proposal in response to RFPQ 1516-160120TH.

SECTION 1

1 INTRODUCTION

British Columbia Lottery Corporation ("BCLC") is the Crown Corporation which conducts and manages commercial gaming in British Columbia in accordance with the Gaming Control Act (BC) and the Criminal Code. BC Lottotech International Inc. ("BCLII") is a wholly owned subsidiary of BCLC. If this Request for Pre-Qualification ("RFPQ") is issued by BCLII, references to BCLC throughout are deemed to be references to BCLII.

The purpose of this Request for Pre-Qualification ("RFPQ") is to pre-qualify a list of professional and experienced marketing agencies and freelancers ("Agencies" and / or "Freelancers") to provide marketing services for BCLC's various lines of business ("Business Unit").

To meet BCLC's various business needs, this RFPQ has four categories:

1. Marketing Communications Services
2. Freelance Services
3. Media Buying & Planning Services
4. Digital Services

BCLC intends to select multiple vendors for each of the above categories and Proponents may respond to any categories or any number of sub-categories throughout this RFPQ process.

This RFPQ document is the first step of a multi-phase RFPQ process. Only successful Proponents who meet the minimum threshold set out for the pre-qualification will be invited to respond to the subsequent phases of the RFPQ.

1.1 OPPORTUNITY

BCLC has a wide variety of business needs and seeks a diverse portfolio of strategic partners to augment both depth and breadth of marketing expertise.

Vendors with a variety of backgrounds and experiences are encouraged to apply; BCLC desires to create a roster of partners across a variety of specializations.

BCLC has a diverse business and a broad player base. BCLC is currently ranked #22/65 in BC's Business' list of Most Influential Brands.

1.2 BCLC BUSINESS UNITS

Corporate and Social Responsibility

BCLC offers socially responsible gaming entertainment for BC and contributed more than \$1 billion in provincial revenue in 2014/2015 that went back to the Province that is used to fund important programs including health care, education and community groups across BC. BCLC and its corporate brand is committed to building public trust through good corporate citizenship and taking our social responsibility seriously throughout every part of our business.

Corporate Social Responsibility is a priority for BCLC and will continue to be, with focus in the areas of responsible gambling, economic benefit, environmental practices, business integrity and supporting BC Communities.

GameSense is BCLC's voice for delivering responsible gambling programs and messages to staff, lottery retailers, gaming workers, players, and the public. GameSense helps to engage and inform players while removing the stigma often associated with

accessing responsible and problem gambling resources. Through GameSense, responsible gambling messages are presented in a gambling-neutral approach; they can take the form of stand-alone GameSense marketing, or integrated messaging in all BCLC product, service and promotional advertising.

Lottery

BCLC offers its lottery products through its retail and hospitality networks as well as online at PlayNow.com. The retail network accounts for the majority of bricks and mortar distribution points with over 3,000 locations province-wide. These locations include kiosks, predominantly located in malls and other high traffic locations, convenience stores, gas stations, etc. The hospitality network is comprised of approximately 750 locations (i.e. pubs and bars).

BCLC's portfolio of lottery products includes the national lottery games, Lotto 6/49 and Lotto Max, which are offered in partnership with the other lottery jurisdictions in Canada; and regional games which include Keno, Scratch & Win, BC/49, Extra, Pacific Hold'Em Poker, Poker Lotto, BC 50/50, Sports Action, and Pull Tabs.

Casinos and Community Gaming Centres

BCLC has 17 uniquely branded full service casinos located throughout BC. BCLC works in partnership with an experienced group of casino Service Providers to offer a wide variety of slot and table gambling options. Casinos also feature lounges, restaurants and other entertainment amenities. Every facility offers its own entertainment atmosphere and experience.

BCLC has 19 community gaming centre locations throughout the province, 18 of which operate under the Chances brand. This style of gaming facility offers our players the opportunity to play slot machines, paper bingo, electronic bingo and electronic table games and are usually located in a smaller market setting. Many of these facilities feature enhanced food and beverage services such as lounges or restaurants. BCLC works with community gaming centre operators who provide the day-to-day operations for these facilities.

Encore Rewards is the provincial loyalty program offered in both land-based casinos and community gaming centres. The program recognizes and rewards Encore members with relevant, exciting and exclusive entertainment experiences for choosing gaming facilities. BCLC's focus is on Encore player development and member retention.

Sports

BCLC offers sports betting through its retail network (Sports Action) as well as online at PlayNow.com (PlayNow Sports). While the retail network accounts for a slight majority of topline sales, online betting is an area of continued focused with key initiatives focused on product enhancements, mobile accessibility and new channel growth.

PlayNow

PlayNow.com is BC's own online gambling website that offers a variety of entertainment options in a safe, secure online gambling environment. Products include: Lottery (national and regional games), sports betting, casino (over 150 slots and table games) bingo and poker. In 2013 mobile.playnow.com was launched to cater to a growing mobile player base. In 2012, BCLC began a partnership with Manitoba Liquor & Lotteries to launch PlayNow Manitoba.

1.3 INSTRUCTIONS, QUESTIONS AND SUBMISSIONS

This Pre-qualification is being issued to establish Proponents qualified to respond to an ensuing RFPQ. BCLC will release the RFPQ to only those proponents who meet the threshold of the Case Studies. The RFPQ will be made available to all pre-qualified proponents no later than April 8, 2016.

Proponents may submit questions via e-mail until 14:00 hours PT, **March 8, 2016**.

Proponents should submit their response to Phase 1 of the Pre-Qual via email by the closing date and time ("Closing Time") of 14:00 hours PT, **March 14, 2016**.

All questions and submissions are to be e-mailed to ebid@bclc.com and reference "Pre-Qual 1516-160120TH Marketing Communication Agencies - CONFIDENTIAL" in the subject line.

There is a maximum of ten megabyte file size acceptance of any e-mail. Proponents should divide their responses into appropriate sized (smaller than 10 MB) numbered files. In the e-mail the proponent should provide the detail for each section and how many e-mails they will send.

1.4 INFORMATION SESSION

BCLC offers to help proponents who have not gone through a typical public bid process or who would like to better understand the outlined requirements with an information session.

Date & Time: March 7, 2016, 9:00am – 10:30am PT

Should you wish to join this optional info session, please submit an e-mail request with the information below to ebid@bclc.com by **March 3, 2016** and BCLC will send you a meeting invite with a teleconference number and access code. Proponents may submit questions prior to the information session. To maintain anonymity at the info session, a participant number will be assigned upon receiving the registration, based on the order of registration (ie. caller 1, caller 2, caller 3, etc).

Request to participate in the information session by sending the following information:

1. Company name
2. Contact name and title (include all who will participate)
3. Location
4. Telephone number

1.5 EVALUATION CRITERIA OVERVIEW

BCLC's evaluation process will follow a phased approach, as detailed below.

1.5.1 Evaluation Criteria – Phase 1

Proponents will be evaluated based on meeting the minimum score for responses to Case Studies. Proponents who meet the minimum score (the "Threshold") will be invited to respond to the main RFPQ.

	EVALUATION CRITERIA	WEIGHTED SCORE	MINIMUM SCORE
Phase 1	Experience and Case Study Response (Pre-Qualification) Pass Y/N	100%	60%

1.6 THE VENDOR SELECTION PROCESS

The vendor selection process is by each category:

Bid Type	Phase	Description	Requirements to Proceed	Maximum Number of Vendor Shortlisted to next Phase
Pre-Qualification to Request for Proposal	Phase 1: Pre-Qualification	Experience & Case Study	• Must meet threshold to continue to next phase	
Request for Pre-Qualification (RFPO)	Phase 2: 1 st Threshold	Corporate Strength/ Reputation and Business Requirements	• Must meet 60% threshold to continue to next phase	<ul style="list-style-type: none"> • Marketing Communications: 10 • Freelance: 24 • Media: 6 • Digital: 12
	Phase 3: 2 nd Threshold	Pricing	• Must meet 70% threshold to continue to next phase -	<ul style="list-style-type: none"> • Marketing Communications: 8 • Freelance: 18 • Media: 4 • Digital: 8
	Phase 4: Shortlist for presentation	Presentation / Interview	• Proponents are shortlisted from Phase 3	<ul style="list-style-type: none"> • Marketing Communications: 8 • Freelance: 18 • Media: 4 • Digital: 8
	Phase 5: Shortlist for Negotiations	Negotiations	• Proponents are shortlisted from Phase 4 for business negotiations and contract negotiations	<ul style="list-style-type: none"> • Marketing Communications: 8 • Freelance: 18 • Media: 4 • Digital: 8
	Phase 6: Vendor Roster	Final Roster is identified	• Up to a maximum number of vendors shown in the next column	<ul style="list-style-type: none"> • Marketing Communications: 8 • Freelance: 18 • Media: 2 • Digital: 4

SECTION 2

2 ADMINISTRATIVE REQUIREMENTS

2.1 PROPONENT ACKNOWLEDGEMENT

- 2.1.1 Submit completed Acknowledgement (see Appendix 1).

2.2 DISCLOSURE OF ALL MATERIAL CIRCUMSTANCES

- 2.2.1 Disclose all material circumstances (Appendix 2). A material circumstance means any circumstance or relationship which may lead to an unfair advantage, or a material circumstance means having a client other than BCLC that is in the gambling business. A material circumstance includes:

- a) being associated to or related to a BCLC employee or Board member of BCLC;
- b) having access to information not available to other proponents;
- c) communicating with any unauthorized person with respect to the RFP process; engaging in any action which constrains or limits the ability of another proponent to submit a proposal for the goods or services herein;
- d) providing a gift or benefit to a BCLC employee or Board member; or engaging in conduct that compromises or could be seen to compromise the integrity of the RFP process; or
- e) having a client other than BCLC that is in the gambling business.

BCLC may consider any Material Circumstance (as defined above) as disclosed in a proposal or otherwise, and BCLC may eliminate a proposal from consideration on the ground that a Material Circumstance gives rise to a conflict of interest that BCLC considers in its opinion would give rise to unfair advantage in the RFP process, or would otherwise prejudice the integrity of the RFP process.

2.3 CONFIDENTIALITY AND NON-DISCLOSURE

- 2.3.1 Regardless of any current or previous relationship or agreement(s) with BCLC, the proponent has read and agrees to comply with Section 8 Confidentiality and Non-Disclosure.

2.4 DECLARATION OF SUB-CONTRACTORS

- 2.4.1 Submit completed Declaration of Sub-Contractors Form (see Appendix 3 and 4), if applicable.

2.5 COMPANY INFORMATION

- 2.5.1 For identification and information purposes only, provide the following information about your company:

- Complete legal company name and address
- Primary business and length of time business established
- Nature of the company (i.e. sole proprietorship, corporation, partnership, joint venture)
- Primary contact for this RFP (name, title, phone number and email)

2.5.2 REFERENCES

2.5.3 For each category that you are submitting a proposal for, list three clients with similar requirements as described in Section 3 and/or Section 4, who we may contact as references. (Note: Duplication is permitted if references pertain to both categories)

For each reference, provide the following:

- Company Name
- Contact Information (Name, Title, Phone, E-mail)
- Brief description of the services provided/performed

SECTION 3

3 AREA OF EXPERTISE

Proponents are invited to submit a proposal for any categories or any number of sub-categories by checking the appropriate box below:

Category / Sub-Categories	Apply to Entire Category
1) Marketing Communications a) <input type="checkbox"/> Marketing Strategy b) <input type="checkbox"/> Creative Development (traditional and digital creative) c) <input type="checkbox"/> Branding d) <input type="checkbox"/> Ethnic Marketing e) <input type="checkbox"/> Experiential Marketing f) <input type="checkbox"/> Retail Marketing g) <input type="checkbox"/> Direct Marketing	<input type="checkbox"/>
2) Freelance a) <input type="checkbox"/> Branding b) <input type="checkbox"/> User Experience c) <input type="checkbox"/> Multi-media Design d) <input type="checkbox"/> Content Strategy e) <input type="checkbox"/> Copywriting f) <input type="checkbox"/> Direct Marketing	<input type="checkbox"/>
3) Media Buying and Planning a) <input type="checkbox"/> Traditional b) <input type="checkbox"/> Digital	<input type="checkbox"/>
4) Digital a) <input type="checkbox"/> User Experience b) <input type="checkbox"/> Mobile c) <input type="checkbox"/> Search Engine Optimization d) <input type="checkbox"/> Social Media	<input type="checkbox"/>

SECTION 4

4 CASE STUDIES

This section describes BCLC's case studies for the four main categories. Proponents are expected to have expertise, knowledge and experience related to this form of marketing agency services based on the category to which they apply.

Please limit your response to no more than 2,500 words or approximately 6 pages double spaced 11 point font, regardless of the number of marketing services you apply for within each category.

4.1 MARKETING COMMUNICATIONS SERVICES

- 4.1.1 Describe your experience in marketing communications services.
- 4.1.2 Provide a recent example (past year) of a successful multi-media marketing campaign that your Agency planned and executed
 - 4.1.2.a Outline the goals and objectives, the marketing strategy, an overview of the key elements included in the plan, and the approximate budget.
 - 4.1.2.b What challenges did your Agency face and how did you overcome the challenges?
 - 4.1.2.c What were the results and how did these results support business goals?
 - 4.1.2.d What was your process to deliver an excellent marketing program and effective execution against the campaign?

4.2 FREELANCE SERVICES

- 4.2.1 Describe your experience in any of the following areas: Branding, User Experience (Information Architecture, Interaction Design), Multi-media design, Content Strategy, Copywriting and/or Direct Marketing
- 4.2.2 Provide five examples of work from your portfolio in any of the following areas:
 - 4.2.2.a Branding
 - 4.2.2.b User Experience
 - 4.2.2.c Multi-media Design
 - 4.2.2.d Content Strategy
 - 4.2.2.e Copywriting
 - 4.2.2.f Direct Marketing
- 4.2.3 For budgeting purposes, please provide your fees structure by providing your hourly rates.

4.3 MEDIA BUYING AND PLANNING SERVICES

- 4.3.1 Describe your experience in media buying and planning services.
- 4.3.2 Provide a recent example (past year) of a successful multi-media and / or digital media campaign that your Agency planned and executed

- 4.3.2.a Outline the goals and objectives, the media strategy, an overview of the media plan, and the approximate budget.
- 4.3.2.b What challenges did your Agency face and how did you overcome the challenges?
- 4.3.2.c What were the results and how did these results support business goals?
- 4.3.2.d What was your process to deliver an excellent media plan and effective execution against the campaign?

4.4 DIGITAL SERVICES

- 4.4.1 Describe your digital expertise in any of the following areas: User Experience, Mobile, Search Engine Optimization, and/or Social Media.
- 4.4.2 Provide a recent example (past year) of a successful program that your Agency planned and executed
 - 4.4.2.a Outline the goals and objectives, the marketing strategy, an overview of the key elements of the plan, and the approximate budget.
 - 4.4.2.b What challenges did your Agency face and how did you overcome the challenges?
 - 4.4.2.c What were the results and how did these results support business goals?
 - 4.4.2.d What was your process to deliver an excellent program and effective execution?

APPENDIX 1: ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

The Proponent agrees to the terms stated herein. The person signing this RFPQ declares that he/she is a duly authorized signing authority with the capacity to commit his/her firm/company to the provisions contained herein. Without limiting the generality of the foregoing, by signing below the Proponent specifically acknowledges that it has read, understood and agrees to the terms of 9.5 of this RFPQ (Intent of RFPQ):

Executed this _____ day of _____, 2016

Name of Authorized Representative:

Title:

Company Name:

City:

Address:

Phone Number:

Fax Number:

Email Address:

Authorized Signature:

APPENDIX 2: MATERIAL CIRCUMSTANCE

MATERIAL CIRCUMSTANCE:

BCLC requires Proponents to disclose all Material Circumstances (as defined in 2.2) as an attachment. Check ONE:

- ☐ No, there are no Material Circumstances to disclose; OR
- ☐ Yes, there is/are one or more Material Circumstance(s) to disclose and a disclosure statement is attached.

I certify that this is a true and correct statement by my signature below:

Name of Authorized Representative

Date (MM-DD-YYYY)

Signature

APPENDIX 3: DECLARATION OF SUB-CONTRACTORS

DECLARATION OF SUB-CONTRACTORS:

☐ The goods and or services in this proposal will be provided solely by the company named in Appendix 1 - Acknowledgement.

☐ Sub-contractors will be used to provide the goods and or services described in this proposal.

Companies called on as Sub-Contractors to collaborate in the execution of the proposed services.

Name:

Contact Person:

Title:

Phone Number:

Fax Number:

E-mail Address:

Address:

City:

Province:

Postal Code:

Description of services provided:

% of services the Sub-Contractor will be providing: _____%

Request For Pre-qualification

NAME OF COMPETITION
Marketing Services

COMPETITION NUMBER
RFPQ 1516-160120TH

ISSUE DATE
April 12, 2016

CLOSE DATE/TIME
May 4, 2016
14:00 hours
Pacific Time (PT)

BCLC PURCHASING CONTACT
Tony Huynh
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SECTION 1

1 INTRODUCTION

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The purpose of this RFPQ is to receive proposals from proponents to establish a pre-qualified vendor roster for professional and experienced marketing agencies and freelancers ("Agencies" and / or "Freelancers") to provide marketing services for BCLC's various lines of business ("Business Unit"). The RFPQ also seeks proposals from proponents for individual awards in the areas of media buying and digital services.

To meet BCLC's various business needs, this RFPQ has four categories:

1. Marketing Communications Services
2. Freelance Services
3. Media Buying & Planning Services
4. Digital Services

BCLC intends to select multiple vendors for each of the above categories and Proponents may respond to any categories or any number of sub-categories throughout this RFPQ process. Proponents are encouraged to share their insights, vision, and any other information which they feel may be relevant to improving BCLC's understanding of the industry and its future.

1.1 BCLC BUSINESS UNITS

Corporate and Social Responsibility

BCLC offers socially responsible gaming entertainment for B.C. and contributed more than \$1 billion in provincial revenue in 2014/2015 that went back to the Province that is used to fund important programs including health care, education and community groups across B.C. BCLC and its corporate brand is committed to building public trust through good corporate citizenship and taking our social responsibility seriously throughout every part of our business.

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Lottery

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BCLC's portfolio of lottery products includes the national lottery games, Lotto 6/49 and Lotto Max, which are offered in partnership with the other lottery jurisdictions in Canada; and regional games which include Keno, Scratch & Win, BC/49, Extra, Pacific Hold'Em Poker, Poker Lotto, BC 50/50, Sports Action and Pull Tabs.

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1.2 PRE-QUALIFICATION ROSTER PROCESS

The Pre-Qualification Roster ("Roster") will be utilized as required, at BCLC's sole discretion, to meet BCLC's needs. **BCLC does not guarantee business or make any guarantee of the value or volume of work that may be assigned to any proponent that has qualified for the Roster.** BCLC also reserves the right to utilize vendors that are not on the Roster.

Vendors that provide viable goods and services as specified in the RFPQ and successfully complete a pre-qualification and negotiation process may be added to the Roster. However, a final agreement may only be executed with vendors on the Roster upon BCLC's selection of a vendor for a specific good or service. BCLC reserves the right to add a proponent to the Roster at any time during the term of the Roster.

At BCLC's sole discretion, BCLC may choose a proponent(s), for any future good(s) or service(s), by:

- a) directly engaging a proponent from the Roster based on their area of expertise;
- b) generating a competitive bid process within the Roster;
- c) generating a competitive bid process which may or may not include proponents on the Roster;
- d) issuing a PO; or
- e) executing a Statement of Work.

1.3 FUTURE PRE-QUALIFICATION ROSTER PROCESS

BCLC intends, from time to time, to conduct pre-qualification evaluations with alternative proponents that did not participate in this competition, and/or with proponents that were not selected in previous pre-qualifications. As a result, BCLC may, solely in its discretion, add alternative proponents to the existing Roster and increase the number of proponents, at any time during the Roster term.

Proponents who are already included on the Roster may retain their pre-qualification standing and may not be required to re-submit proposals for future pre-qualification processes related to this competition.

However, BCLC may request a proponent who is on the Roster to re-submit for pre-qualification under the following conditions:

- a) where a proponent has not been selected by BCLC to provide goods or services to BCLC over the course of the Roster term; or
- b) where BCLC deems a proponent is no longer able to meet the minimum requirements defined in the pre-qualification process; or
- c) any other circumstance that BCLC deems may affect the proponent's ability to provide the good(s) and service(s) related to the requirements defined in the pre-qualification process.

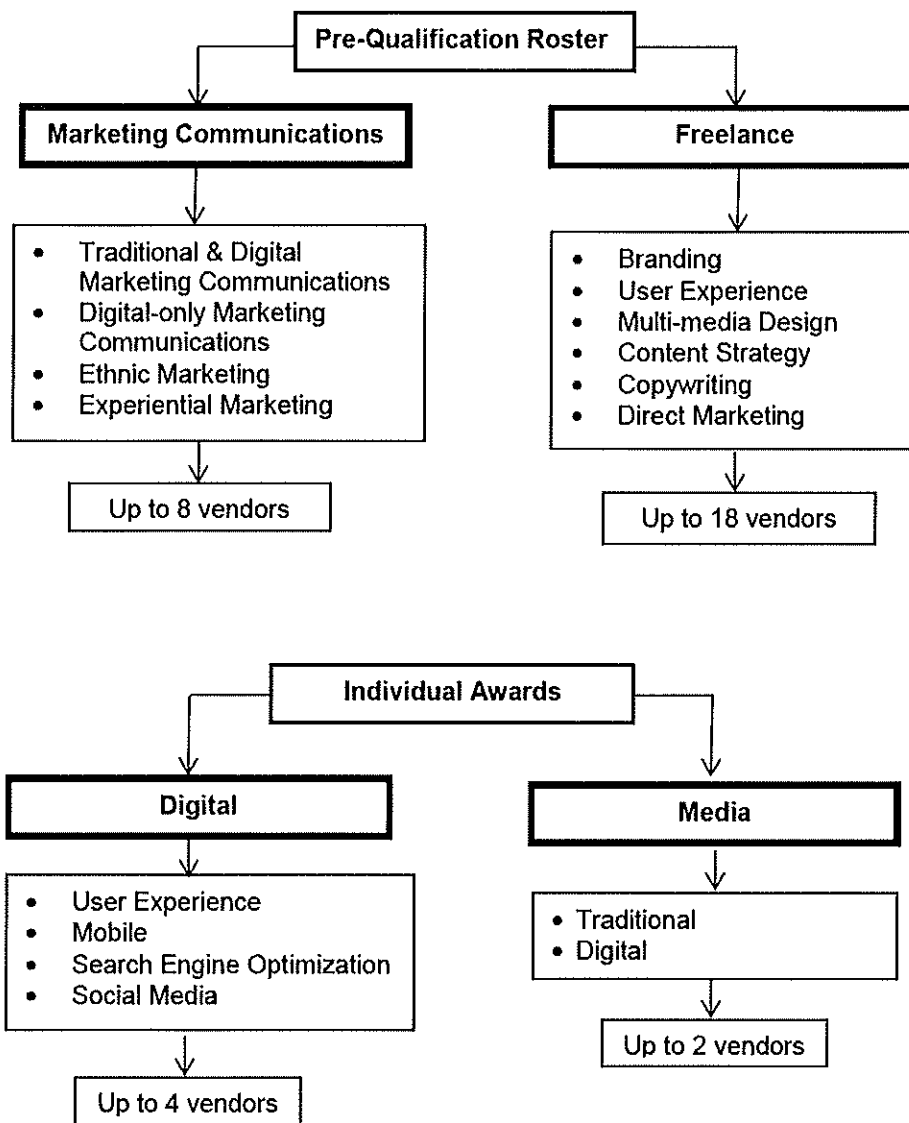
BCLC reserves the right to remove a proponent from the Roster for any reason that BCLC deems to have a material influence on the ability of the proponent to satisfactorily provide BCLC with the goods or services under the Roster.

BCLC expects requirements and future evaluations will stay materially the same as the initial pre-qualification process. However, there may be variations depending on BCLC's requirements at that time. The basis for future pre-qualification requirements and evaluations will be at BCLC's sole discretion.

1.4 ROSTER TERM

Qualified proponents that demonstrate the ability to meet the requirements identified in this RFPQ may be included on BCLC's Roster. The initial term for proponent inclusion on BCLC's Roster may be for a period up to five (5) years, with an option to extend on an annual basis by BCLC. The total period of the Roster (initial plus any extensions) is not to exceed ten (10) years.

1.5 VENDOR SELECTION OVERVIEW PROCESS



1.6 MASTER SERVICES AGREEMENT

Any proponent selected for the Pre-Qualification List will be required to enter into mutually agreeable non-exclusive Master Agreements with BCLC. Each individual future project or service would then be executed by way of a Statement of Work ("SOW") and/or a BCLC Purchase Order ("PO"), which will set out the specifics of the project or service and will be governed by the terms and conditions of the Master Agreement.

1.7 VENDOR PERFORMANCE MANAGEMENT PROGRAM

BCLC is committed to fostering and supporting strong positive relationships with key vendors to ensure critical services are maintained and the highest value and corporate wide economic benefits are realized. As such, BCLC may conduct an annual review with the successful proponent into a Vendor Performance Management ("VPM") program that facilitates a balanced and systematic approach to vendor contract monitoring and performance analysis.

The VPM program may include developing key performance indicators (KPIs) against set criteria related to relationship quality, operational performance, strategic value, and financial value. KPIs may be measured throughout the contract term, and may include data gathering, a summary scorecard, scheduled reviews, and setting continuous improvement and strategic value targets.

1.8 RFPQ METHODOLOGY

BCLC is committed to the principles of fairness, equal access, transparency and best value in its procurement processes. We constantly review business processes for opportunities to achieve efficiencies and meet these principles.

This information is provided with the intent to clarify what we believe are significant differences in RFP methodologies that may be unfamiliar to proponents that are closely aligned with more restrictive methodology (binding RFP's, Contract "A" / Contract "B", tender calls, etc.).

BCLC has adopted a less constrictive methodology of RFP (non-binding) that allows a greater flexibility in decision making and efficiency with the bid process. For example: mandatory criteria are at a bare minimum. This eliminates the prospect of proponent disqualification due to immaterial non-compliance. Also, proponents may be requested to provide additional information at any stage of the process. Proponents may also withdraw prior to contract execution without penalty.

BCLC applies a progressive evaluation methodology (see section 1.9 Evaluation Criteria Overview) to ensure that only proponents who are evaluated as meeting a minimum standard are considered for further evaluation at the later stages of the process. Proponents who do not meet this required minimum standard will not be considered for further evaluation, including consideration of pricing. This approach is intended to increase the likelihood that any goods or service BCLC receives as a result of this process meet a minimum standard.

1.9 EVALUATION CRITERIA OVERVIEW

Marketing Communications

1.9.1	Corporate Strength (Section 3)	20%
1.9.2	Business or Technical Requirements (Section 4)	35%

Proponents will be evaluated based on meeting the above desirable criteria. Up to ten (10) highest ranked proponents who achieve a score of 33/55 (60%) or higher on the above criteria (the "Threshold") will be evaluated further. Those proponents who meet the Threshold will then be further evaluated based upon, but not limited to the following criteria.

1.9.3	Proposed Pricing (Section 11)	20%
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Following evaluation of Proposed Pricing, up to eight (8) highest ranked proponents who achieve a score of 42/75 (60%) or higher on the above criteria (the "Shortlist") will be evaluated further. Only those proponents on the Shortlist will be further evaluated based upon a Pro Forma Terms and Presentation.

1.9.4	Presentation (Section 12)	20%
1.9.5	Pro Forma Terms (Section 14)	<u>5%</u>
TOTAL		100%

Following evaluation, BCLC may select up to a maximum of eight (8) highest scored proponents to be included on the Marketing Communications Pre-Qualification Roster.

Negotiations:

BCLC intends to conduct negotiations with the top ranked proponent(s) as defined in Section 15.8 Negotiations.

Freelance

1.9.6	Reputation (Section 5)	20%
1.9.7	Business or Technical Requirements (Section 6)	35%

Proponents will be evaluated based on meeting the above desirable criteria. Up to twenty-four (24) highest ranked proponents who achieve a score of 33/55 (60%) or higher on the above criteria (the "Threshold") will be evaluated further. Those proponents who meet the Threshold will then be further evaluated based upon, but not limited to the following criteria

1.9.8	Proposed Pricing (Section 11)	20%
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Following evaluation of Proposed Pricing, up to twenty (20) highest ranked proponents who achieve a score of 42/75 (60%) or higher on the above criteria (the "Shortlist") will be evaluated further. Only those proponents on the Shortlist will be further evaluated based upon Interview and Pro Forma.

1.9.9	Interview (Section 13)	20%
1.9.10	Pro Forma Terms (Section 14)	<u>5%</u>
TOTAL		100%

Following evaluation, BCLC may select up to a maximum of eighteen (18) highest scored proponents (the "Shortlist") to be included on the Freelance Pre-Qualification Roster.

Negotiations:

BCLC intends to conduct negotiations with the top ranked proponent(s) as defined in Section 15.8 Negotiations.

Digital

1.9.11	Corporate Strength (Section 7)	20%
1.9.12	Business or Technical Requirements (Section 8)	35%

The top Proponents will be evaluated based on meeting the above desirable criteria. Up to twelve (12) highest ranked proponents who achieve a score of 33/55 (60%) or higher on the above criteria (the "Threshold") will be evaluated further. Those proponents who meet the Threshold will then be further evaluated based upon, but not limited to the following criteria.

1.9.13	Proposed Pricing (Section 11)	20%
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Following evaluation of Proposed Pricing, up to eight (8) highest ranked proponents who achieve a score of 42/75 (60%) or higher on the above criteria (the "Shortlist") will be evaluated further. Only those proponents on the Shortlist will be further evaluated based upon a Pro Forma Terms and Presentation.

1.9.14	Presentation (Section 12)	20%
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1.9.15	Pro Forma Terms (Section 14)	<u>5%</u>
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TOTAL		100%
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Following evaluation, BCLC may select up to a maximum of eight (8) highest scored proponents to be included on the Marketing Communications Pre-Qualification Roster.

Negotiations:

BCLC intends to conduct negotiations with the top ranked proponent(s) as defined in Section 15.8 Negotiations.

Media

1.9.16	Corporate Strength (Section 9)	20%
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1.9.17	Business or Technical Requirements (Section 10)	35%
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The top Proponents will be evaluated based on meeting the above desirable criteria. Up to twelve (12) highest ranked proponents who achieve a score of 33/55 (60%) or higher on the above criteria (the "Threshold") will be evaluated further. Those proponents who meet the Threshold will then be further evaluated based upon, but not limited to the following criteria.

1.9.18	Proposed Pricing (Section 11)	20%
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Following evaluation of Proposed Pricing, up to eight (8) highest ranked proponents who achieve a score of 42/75 (60%) or higher on the above criteria (the "Shortlist") will be evaluated further. Only those proponents on the Shortlist will be further evaluated based upon a Pro Forma Terms and Presentation.

1.9.19	Presentation (Section 12)	20%
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1.9.20	Pro Forma Terms (Section 14)	<u>5%</u>
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TOTAL		100%
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Following evaluation, BCLC may select up to a maximum of two (2) highest scored proponents to be included on the Marketing Communications Pre-Qualification Roster.

Negotiations:

BCLC intends to conduct negotiations with the top ranked proponent(s) as defined in Section 15.8 Negotiations.

1.10 PROPOSAL QUESTIONS, INTENTIONS AND SUBMISSIONS

1.10.1 Intent to Submit

Proponents should indicate their intent to submit a proposal via e-mail by 14:00 hours PT, April 18, 2016

1.10.2 Questions

Proponents may submit questions via e-mail until 14:00 hours PT, April 27, 2016.

1.10.3 Proposal Submissions

Proponents should submit proposals via e-mail by the closing date and time ("Closing Time") of **14:00 hours PT, May 4, 2016**.

All questions, intentions, and submissions are to be e-mailed to ebid@bclc.com and reference "RFPQ 1516-160120TH Marketing Services - CONFIDENTIAL" in the subject line.

Include the following with questions/intentions/submissions:

- Company name
- Name and title of contact person
- Phone, mobile phone, and e-mail of contact person
- Reference to the corresponding RFPQ section(s) if applicable

If this RFPQ was posted on BC Bid, it is the proponent's responsibility to regularly review BC Bid for amendments to the RFPQ that may include replies to significant proponent questions that BCLC in its discretion may post prior to Closing Time.

Proposed pricing should be submitted in a separate document file from the RFPQ response file.

References to hyperlinks or links to social media sites (e.g. LinkedIn) may not be considered by BCLC in the evaluation process and should not be used. Therefore, any information provided for evaluation should be included in your written proposal.

There is a maximum of ten megabyte ("MB") file size acceptance of any e-mail. Proponents should divide their responses into appropriate sized (smaller than 10 MB) numbered files. In the e-mail the proponent should provide the detail for each section and how many e-mails they will send.

Proposals are stored in an electronically secure and restricted environment. Proposals will not be opened until after the Closing Time has passed.

1.11 RFPQ RESPONSE FORMAT AND DEPTH

This RFPQ sets out BCLC's requirements, desired options and additional considerations. Proponents should only respond to the categories and subcategories for which they have qualified. Proponents should prepare their proposals providing a straightforward and detailed description of their ability to satisfy the requirements set out in this RFPQ. Emphasis in each proposal should be on completeness and clarity of content, and should correspond to the section numbering set out. Proposals that do not clearly address the requested requirements, do not reference the applicable section numbers, and/or exceed word or page count thresholds may be refused for evaluation purposes. Please do not include appendices or video content. All proposals should be submitted in English.

SECTION 2

2 ADMINISTRATIVE REQUIREMENTS

2.1 PROPONENT ACKNOWLEDGEMENT

Submit completed Acknowledgement (see Appendix 1).

2.2 DISCLOSURE OF ALL MATERIAL CIRCUMSTANCES

Disclose all material circumstances (Appendix 2). A material circumstance means any circumstance or relationship which may lead to an unfair advantage including but not limited to: being associated to or related to a BCLC employee or Board member of BCLC; having access to information not available to other proponents; communicating with any unauthorized person with respect to the RFPQ process; engaging in any action which constrains or limits the ability of another proponent to submit a proposal for the goods or services herein; providing a gift or benefit to a BCLC employee or Board member; or engaging in conduct that compromises or could be seen to compromise the integrity of the RFPQ process (each a "Material Circumstance").

BCLC may consider any Material Circumstance (as defined above) as disclosed in a proposal or otherwise, and BCLC may eliminate a proposal from consideration on the ground that a Material Circumstance gives rise to a conflict of interest that BCLC considers in its opinion would give rise to unfair advantage in the RFPQ process, or would otherwise prejudice the integrity of the RFPQ process.

2.3 CONFIDENTIALITY AND NON-DISCLOSURE

Regardless of any current or previous relationship or agreement(s) with British Columbia Lottery Corporation or B.C. Lottotech International Inc., the proponent has read and agrees to comply with Section 16 Confidentiality and Non-Disclosure.

2.4 DECLARATION OF SUB-CONTRACTORS

Submit completed Declaration of Sub-Contractors Form (see Appendix 3), if applicable.

2.5 GAMING POLICY ENFORCEMENT BRANCH (GPEB)

The Gaming Policy and Enforcement Branch ("GPEB") regulates all gaming in British Columbia, including regulatory oversight of BCLC. GPEB's responsibilities include registration of gaming services providers (GSP's) and gaming workers (GW's) as well as certification of gaming equipment and supplies ("Product Certification"). The purpose of GPEB registration and certification is to help ensure the gaming industry in BC meets high standards of honesty, integrity and financial responsibility. GPEB registration and certification requirements depend on the nature of the products and services provided.

GSP registration is often referred to as "corporate registration" but includes registration of a variety of legal entities including corporations, sole proprietors, partnerships and agencies that provide products and services to BCLC for which GPEB registration is required. GPEB registration for GSP's requires the disclosure of information necessary to conduct a background check of the GSP and the GSP's senior officials and employees such as a criminal background check, a credit check and verification of information regarding the GSP's structure and ownership. The costs associated with GSP GPEB registration vary greatly and are determined by GPEB.

GW's include individuals engaged by a GSP to provide products or services to BCLC on behalf of a GSP. GPEB registration for GW's requires the disclosure of information necessary to conduct a background check of the GW such as a criminal background check, a credit check and verification of employment and place of residence history. As of March 7, 2011, the cost to register an individual GW is \$45 and is valid for 3 years (the cost and term of GW registration is subject to change at any time at the discretion of GPEB and without notice to the reader).

Vendors selected to provide the products and services within the scope of this competition do not require GPEB GSP or GW registration, or Product Certification. GPEB registration and certification requirements are subject to change if the requirements mandated by GPEB change during the course of the competition or resulting contract. GPEB registration may apply to sub-contractors engaged by the vendor in providing the products or services. BCLC may require confirmation and evidence of registration.

All costs associated with GPEB registration and certification will be the responsibility of the vendor.

For further information regarding GPEB vendor registration and certification contact:

Gaming Policy and Enforcement Branch, Registration and Certification Division

Location/Courier: 3rd Floor, 910 Government St, Victoria, B.C., V8W 1X3

Mailing Address: PO Box 9202 Stn. Prov. Govt., Victoria, B.C., V8W 9J1

E-mail: Gaming.Registration@gov.bc.ca

Website: <http://www.gaming.gov.bc.ca/registration/index.htm>

2.6 COMPANY INFORMATION

For identification and information purposes only, provide the following information about your company:

- Complete legal company name and address (provide copy of certificate of incorporation)
- Primary business and length of time business established
- Number of direct employees
- Nature of the company (i.e. sole proprietorship, corporation, partnership, joint venture)
- Corporate head office and branch locations
- Primary contact for this RFPQ (name, title, phone number and e-mail)

2.7 FINANCIAL VIABILITY

State whether your company has, under the laws of province or country, in the last three (3) years been declared bankrupt or made a voluntary assignment in bankruptcy or made a proposal under any legislation relating to bankruptcy or insolvency.

Upon request by BCLC, proponent(s) will be required to provide evidence of financial viability by providing audited financial statements of the past three (3) years. If you are a subsidiary of another corporation, the financial statements of the proponent proposing to provide the services described in this RFP are to be submitted as well as the financial statements of the parent company. BCLC will endeavour to keep confidential the financial information provided to BCLC pursuant to applicable Canadian laws.

MARKETING COMMUNICATIONS

BACKGROUND

This section describes BCLC's requirements for Marketing Communications Services. Proponents qualifying to respond to this section will have significant expertise, knowledge and experience related to the following services:

- **Marketing Strategy:** Demonstrated expertise in using data and insights (business knowledge, industry and competitor information, and customer insights) to drive marketing strategy for variety of brands, products, channels, and services.
- **Creative Development:** Ability to develop creative across a variety of mediums (both traditional and digital mediums).
- **Production:** Ability to manage and execute creative assets and source suppliers as required for a variety of mediums (both traditional and digital).
- **Branding and Design:** Expertise in developing new brands, revitalizing existing brands and developing and designing identities for programs or initiatives.

BCLC has also identified some key services that require specialized capabilities:

- **Ethnic Marketing:** Expertise in developing effective strategy and creative for marketing campaigns targeting ethnic communities.
- **Experiential Marketing:** Expertise in developing marketing strategies and programs that actively invite and encourage consumers to participate in brand engagement.

SECTION 3 – MARKETING COMMUNICATIONS

All proponents qualified to respond to the Marketing Communications Services category should respond to section 3, in its entirety ("ALL"). For this section, please keep your response to no more 6 pages, single spaced, 11 point font. Proponents are asked to carefully read the question and frame their response accordingly.

3 CORPORATE STRENGTH REQUIREMENTS

3.1 ACCOUNT MANAGEMENT (ALL)

BCLC will require the successful proponent to provide a team ("Account Team") who will manage BCLC's account, and be responsible for co-ordinating all activities described in this RFP.

The Account Team should be available for meetings at BCLC's Lower Mainland office, or with other BCLC Marketing Communication Agencies when required to collaborate, and meetings could take place weekly. The Account Team should be available during BCLC business hours (8:00 am to 5:00 pm PT), as well as provide some support outside business hours to support BCLC's business operations (e.g. Big Lotto Jackpot support).

3.1.1 Provide details on the Account Team who would be working with BCLC during the term of the agreement and include:

3.1.1.a Details of their relevant experience, education and expertise and the percentage of their time you foresee can be allocated to BCLC's account;

3.1.1.b An organization chart of the Account Team assigned and the roles and responsibilities of each member; and

3.1.1.c Any experience with accounts related to gambling.

3.1.2 Describe your ideal working relationship with BCLC as it relates to the actions or steps that you will have in place to ensure deliverables are met and communications are maintained in the event of an award.

3.1.3 Describe your ability to provide all invoicing, bill payment, full verification and proof-of-performance functions as required by BCLC and general audit principles.

3.2 COMPETITIVE ADVANTAGE (ALL)

Describe the strategic and tactical advantages that differentiate your Agency from your competitors in Marketing Communication as it relates to BCLC's business. Describe this competitive advantage and how it would benefit BCLC, including but not limited to, areas of expertise, relationships, and any tools, methods and techniques used to provide the services.

3.3 COLLABORATION (ALL)

At times, BCLC may have other Marketing Communication Agencies working on a strategy that will require collaboration with the successful proponent. Describe how you would collaborate with other Marketing Communication Agencies including how you would facilitate and what process you would follow. Provide recent examples of how you have done this in the past.

3.4 STRATEGIC ALLIANCES (ALL)

BCLC recognizes the value of working in partnership with the private sector, including with marketing partners. There is an important strategic advantage in taking the values, principles and assets of the public system and aligning them with the innovation, resourcefulness and expertise of the private sector, where both organizations can benefit. BCLC is interested in strategic relationships with marketing partners that can fulfill this objective. State any experience or innovative approaches your Agency currently offers that may be of value to BCLC in the area of Strategic Alliances.

3.5 VALUE ADD (ALL)

BCLC may be interested in other value-added services or functions relevant to the scope of services described in this RFPQ. These value added services would be in addition to what is required, but would complement the services the proponents provide. State any value-added services, functions, related fee for service offerings, unique capabilities, strategic partnerships, experience or innovative ideas your company offers that may be of value to BCLC.

3.6 CLIENT BASE (ALL)

3.6.1 In the chart below, provide a list of your top, current clients along with a description of the relevant services you provide. Please indicate if the client is a national or regional client. Only include those clients who receive similar services to those described in BCLC's Marketing Communications requirements. Do not include clients who are serviced by an affiliate agency or another regional office.

Client Name	Description of Marketing Communications Services Provided	National or Regional Client
1)		
2)		
3)		
4)		
5)		
...		
10)		

3.6.2 List the accounts you have gained in the past two years and the reason(s) you were selected.

3.6.3 List the accounts you have lost or resigned in the past two years and the reason(s) for the loss or resignation.

SECTION 4 – MARKETING COMMUNICATIONS

All proponents qualified to respond to the Marketing Communications Services category should respond to sections 4.1 through 4.4, in its entirety ("ALL"). Proponents qualifying to respond to the Marketing Communications Services category should only respond to sections 4.5 through 4.8 as requested. For this section, please keep your response to no more 10 pages, single spaced, 11 point font. Proponents are asked to carefully read the question and frame their response accordingly.

4 BUSINESS AND/OR TECHNICAL REQUIREMENTS

4.1 BUSINESS & CUSTOMER UNDERSTANDING (ALL)

- 4.1.1 Describe how you will maintain a good understanding of BCLC's business and our customers.
- 4.1.2 Describe how your Agency leverages business and customer understanding to inform marketing strategy, creative development, and ensure campaign effectiveness?
- 4.1.3 Provide an example of a time when your Agency effectively used business or customer understanding to optimize or enhance a marketing program.

4.2 STRATEGIC PLANNING (ALL)

- 4.2.1 Describe your experience translating business strategy into marketing strategy and into creative.
- 4.2.2 Describe how you approach strategic marketing planning with your clients.
- 4.2.3 Provide an example of a strategic planning exercise that your Agency led that successfully supported the development of an annual marketing plan.

4.3 INNOVATION (ALL)

- 4.3.1 How does your Agency stay on top of key trends affecting the marketing landscape?
- 4.3.2 Describe the key trends affecting the marketing landscape, including what emerging trends are relevant to BCLC and why.
- 4.3.3 Describe how you see creative and design evolving over the next three years and how you would prepare for these changes.
- 4.3.4 Explain how your Agency has evolved to meet the changing needs of your clients including how you would see your Agency evolving in the future.

4.4 PERFORMANCE MANAGEMENT (ALL)

- 4.4.1 Describe how your Agency ensures optimum cost-effectiveness for its Marketing Communications Services?
- 4.4.2 Describe the process your Agency follows to evaluate the effectiveness of your work regarding:
 - 4.4.2.a Creative
 - 4.4.2.b Campaign Execution
- 4.4.3 Explain how you use data and insights to drive improvements or changes to your marketing campaigns.

- 4.4.4 Provide an example of a time when you were effective at optimizing a campaign that was not meeting business goals / objectives.

4.5 DIGITAL & TRADITIONAL CREATIVE DEVELOPMENT & PRODUCTION (AS REQUESTED)

- 4.5.1 Describe your capabilities in each of the areas listed below:
 - 4.5.1.a Developing integrated multi-media campaigns.
 - 4.5.1.b Developing creative concepts for both traditional and digital mediums.
 - 4.5.1.c Adapting and optimizing creative concepts for the best use of the medium.
 - 4.5.1.d File preparation and production for a variety of mediums, including both traditional and digital mediums.
 - 4.5.1.e Developing smart and effective digital marketing strategies to support both upper and lower funnel objectives.
 - 4.5.1.f Developing smart and effective branding strategies for new brands and/or repositioning of existing brands.
 - 4.5.1.g Developing smart and effective in-store / in-facility marketing strategies to support BCLC's bricks and mortar business.
 - 4.5.1.h Ability to support BCLC's Lotto Jackpot alert requirements with the ability to turn around creative and production under short timelines.
 - 4.5.1.i Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.
- 4.5.2 Provide a recent example (past year) of a successful multi-media campaign that combined both traditional and digital components. How did you ensure that the creative was optimized for each medium, while maintaining overall campaign integration? Provide results.
- 4.5.3 Provide one example of a campaign you have executed in the past year that demonstrates how you provide unwavering brand stewardship. Describe how your example demonstrates your capabilities and include campaign results.
- 4.5.4 Provide an example of a recent campaign that leveraged a convergent approach and was successful at driving performance in both bricks and mortar and digital channels.
- 4.5.5 Define "great creative", and provide one recent example (past year) of your best creative work including a description of the strategy and objectives.

4.6 DIGITAL-ONLY CREATIVE DEVELOPMENT & PRODUCTION (AS REQUESTED)

- 4.6.1 Describe your capabilities in each of the areas listed below:
 - 4.6.1.a Developing integrated multi-media digital campaigns.
 - 4.6.1.b Developing creative concepts for a variety of digital mediums.
 - 4.6.1.c Adapting and optimizing creative concepts developed originally for traditional mediums into digital mediums.
 - 4.6.1.d File preparation and production for a variety of digital mediums.

- 4.6.1.e Developing smart and effective digital marketing strategies to support both upper and lower funnel objectives.
- 4.6.1.f Ability to develop ad hoc creative for traditional mediums.
- 4.6.1.g Ability to support BCLC's Lotto Jackpot alert requirements with the ability to turn around creative and production under short timelines.
- 4.6.1.h Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.
- 4.6.2 Provide a recent example (past year) of a successful multi-media digital marketing campaign that combined both upper and lower funnel tactics. How did you ensure that the creative was optimized for each medium, while maintaining overall campaign integration? Provide results.
- 4.6.3 Provide one example of a campaign you have executed in the past year that demonstrates how you provide unwavering brand stewardship. Describe how your example demonstrates your capabilities and include campaign results.
- 4.6.4 Provide an example of a recent digital campaign that was effective at driving performance to bricks and mortar channels.
- 4.6.5 Define "great creative", and provide one recent example (past year) of your best creative work including a description of the strategy and objectives.
- 4.7 ETHNIC MARKETING (AS REQUESTED)
 - 4.7.1 Describe your capabilities in each of the areas listed below:
 - 4.7.1.a Developing creative and media strategies for multicultural campaigns targeted to Ethnic/multi-cultural communities.
 - 4.7.1.b Planning ethnic media campaigns across a variety of mediums. Please note: Ethnic Media buying may be executed through the Media Buying & Planning Services category.
 - 4.7.1.c Developing ethnic creative concepts for a variety of mediums (both traditional and digital).
 - 4.7.1.d File preparation and production for a variety of mediums.
 - 4.7.1.e Ensuring brand consistency and integration to other marketing campaigns.
 - 4.7.1.f Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.
 - 4.7.2 Provide an example of successful ethnic marketing program that you led that was effective at reaching a targeted customer segment. Provide results including the specific metrics used to measure success.
 - 4.7.3 Define "great creative", and provide one recent example (past year) of your best creative work as it pertains to Ethnic marketing. Include a description of the strategy and objectives.

4.8 EXPERIENTIAL MARKETING (AS REQUESTED)

- 4.8.1 Describe your capabilities in each of the areas listed below:
 - 4.8.1.a Developing smart and effective experiential marketing programs that invite and encourage consumer engagement.
 - 4.8.1.b Ensuring brand consistency and integration to other marketing programs.
 - 4.8.1.c Handling all program logistics and managing effective execution.
 - 4.8.1.d Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.
- 4.8.2 Provide an example of successful experiential marketing program that you led that was effective at generating engagement with a product, channel, or service. Provide results including the specific metrics used to measure success.
- 4.8.3 Define "great creative", and provide one recent example (past year) of your best creative work as it pertains to experiential marketing. Include a description of the strategy and objectives.

FREELANCE

BACKGROUND

For the Freelance category, BCLC requires access to Freelancers who are highly skilled in specialized areas through a direct primary contract business relationship. This category is an opportunity for individuals or small agencies to work on BCLC's business. Work assignments awarded to Freelancers will most often be tactical in nature, requiring quick turnaround times and cost-effective rates.

This section describes BCLC's requirements for Freelance Services. Proponents responding to this section will have significant expertise, knowledge and experience related to any of the following services:

- **Branding:** Expertise in developing new brands, revitalizing existing brands and developing and designing identities for programs or initiatives. Experience developing graphics standards manuals and brand identity style guides.
- **User Experience (UX):** Expertise in user-centered design methodologies. Experience in user research, information architecture, interaction design, user interface design, and usability testing.
- **Multi-media design:** Expertise in art direction, creative development, and production. Experience creating designs for a variety of mediums / file types including but not limited to: print, point-of-sale (digital and print), brochures, web and mobile assets, social media assets, and motion graphics.
- **Content Strategy:** Expertise developing content strategies for brands, products, channels, and services. Experience understanding user needs, auditing existing content, establishing goals and objectives, and formulating recommendations around priority and hierarchy of content.
- **Copywriting:** Demonstrated expertise in copywriting across a variety of mediums including but not limited to: brochures and other print materials, point-of-sale, websites, landing pages, blogs, social media, and direct marketing.
- **Direct Marketing:** Expertise in direct marketing for email, mobile, and mail deployments. Experience developing both creative assets and results-driven copy.

SECTION 5 – FREELANCE

All proponents qualified to respond to the Freelance category should respond to section 5, in its entirety ("ALL"). For this section, please keep your response to no more 4 pages, single spaced, 11 point font. Proponents are asked to carefully read the question and frame their response accordingly.

5 REPUTATION REQUIREMENTS

5.1 EXPERIENCE (ALL)

- 5.1.1 Describe your core competencies and recognized expertise in the market.
- 5.1.2 Provide the following information:
 - 5.1.2.a Number of direct employees
 - 5.1.2.b Partnerships and certifications
 - 5.1.2.c Any experience in the gambling or gaming industry

5.2 ACCOUNT MANAGEMENT (ALL)

BCLC will require the successful proponent to manage BCLC's account, related projects, and be responsible for co-ordinating all activities described in this RFP. Successful proponents should be available during BCLC business hours (8:00 am to 5:00 pm PT) and may be required to attend meetings at BCLC's Lower Mainland office.

- 5.2.1 Please provide contact information for the main point of contact on this Account.
- 5.2.2 Describe your ideal working relationship with BCLC as it relates to the actions or steps that you will have in place to ensure deliverables are met and communications are maintained in the event of an award.
- 5.2.3 Describe your ability to provide all invoicing, bill payment, full verification and proof-of-performance functions as required by BCLC and general audit principles.

5.3 COLLABORATION (ALL)

At times, BCLC may require involvement or collaboration between a number of marketing stakeholders and the successful proponent. Describe how you would collaborate with other stakeholders, including any processes you would follow. Provide a recent example of how you have done this in the past.

5.4 VALUE ADD (ALL)

BCLC may be interested in other value-added services or functions relevant to the scope of services described in this RFPQ. These value added services would be in addition to what is required, but would complement the services the proponents provide. State any value-added services, functions, related fee for service offerings, unique capabilities, strategic partnerships, experience or innovative ideas your company offers that may be of value to BCLC.

5.5 CLIENT BASE (ALL)

In the chart below, provide a list of your top, current clients along with a description of the relevant services you provide. Please indicate if the client is a national or regional client. Only include those clients who receive similar services to those described in BCLC's Freelance Services requirements. Do not include past clients who you previously serviced in former agency roles.

Client Name	Description of Freelance Services Provided	National or Regional Client
1)		
2)		
3)		
4)		
5)		

SECTION 6 – FREELANCE

6 BUSINESS AND/OR TECHNICAL REQUIREMENTS

All proponents qualified to respond to the Freelance Services category should respond to sections 6.1 through 6.4, in its entirety (“ALL”). Proponents qualifying to respond to the Freelance Services category should only respond to the relevant sections within sections 6.5 through 6.10 as requested. For this section, please keep your response to no more 10 pages, single spaced, 11 point font. Proponents are asked to carefully read the question and frame their response accordingly.

6.1 BUSINESS & CUSTOMER UNDERSTANDING (ALL)

- 6.1.1 Describe how you will maintain a good understanding of BCLC’s business and our customers.
- 6.1.2 Describe how you leverage business and customer understanding in the services you provide.

6.2 SPEED TO MARKET (ALL)

Critical to this category is the ability for Freelance proponents to turn around work in a timely manner.

- 6.2.1 Describe the desired lead time you will require in order to effectively provide your services.
- 6.2.2 Describe the process you follow in order to meet timelines and key deliverables.

6.3 INNOVATION (ALL)

- 6.3.1 Describe how you stay on top of industry trends and best practices.
- 6.3.2 Explain how you have evolved to meet the changing needs of your clients.

6.4 PERFORMANCE MANAGEMENT (ALL)

- 6.4.1 Describe how you ensure cost-effective delivery of your services.
- 6.4.2 Describe the process you follow to evaluate the effectiveness of your work.

6.5 BRANDING (AS REQUESTED)

- 6.5.1 Describe your capabilities as it relates to each of the following:
 - 6.5.1.a Developing new brands, revitalizing existing brands, and developing and designing identities for programs or initiatives.
 - 6.5.1.b Developing graphics standards manuals and brand identity style guides.
- 6.5.2 Define a “great brand”, and provide one recent example (past year) of your best branding work. Include a description of the strategy and objectives.
- 6.5.3 Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.

6.6 USER EXPERIENCE (UX) (AS REQUESTED)

- 6.6.1 Describe your capabilities as it relates to any / or as many of the following areas:
 - 6.6.1.a User Research & Usability Testing

- 6.6.1.b Information Architecture
 - 6.6.1.c Interaction Design
 - 6.6.1.d User Interface Design
- 6.6.2 Describe how you approach user-centered design.
- 6.6.3 Describe how you approach UX for desktop versus mobile experiences. Does your approach differ?
- 6.6.4 Define a “great user experience”, and provide one recent example (past year) of your best UX work. Include a description of the strategy and objectives.
- 6.6.5 Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.
- 6.7 MULTIMEDIA DESIGN (AS REQUESTED)
 - 6.7.1 Describe your capabilities as it relates to the following areas:
 - 6.7.1.a Developing creative assets for a variety of print mediums.
 - 6.7.1.b Developing creative assets for a variety of digital mediums.
 - 6.7.1.c Ensuring designs are on brand.
 - 6.7.1.d Experience developing motion graphics.
 - 6.7.1.e Adapting and optimizing creative concepts for the best use of the medium.
 - 6.7.1.f File preparation and production for a variety of mediums.
 - 6.7.2 Define “great design”, and provide one recent example (past year) of your best design work. Include a description of the strategy and objectives.
 - 6.7.3 Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.
- 6.8 CONTENT STRATEGY (AS REQUESTED)
 - 6.8.1 Describe your capabilities as it relates to
 - 6.8.1.a Developing content strategies for brands, products, channels, and services.
 - 6.8.1.b Understanding user needs and user behaviours.
 - 6.8.1.c Performing content audits.
 - 6.8.1.d Defining content strategy and making recommendations.
 - 6.8.1.e Integrating content strategy into other facets of the business for maximum impact.
 - 6.8.2 Define “great content strategy”, and provide one recent example (past year) of your best content strategy work. Include a description of the strategy and objectives.
 - 6.8.3 Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.

6.9 COPYWRITING (AS REQUESTED)

6.9.1 Describe your capabilities as it relates to:

- 6.9.1.a Copywriting for a variety of print and digital mediums.
- 6.9.1.b Copywriting in both long and short form (brochures and web copy to point-of-sale and headline copy).
- 6.9.1.c Ensuring copy is on brand and in the right tone of voice.
- 6.9.1.d Editing and proofreading.
- 6.9.1.e Incorporating keywords into digital copy to optimize SEO.
- 6.9.1.f Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.

6.9.2 Define "great copy", and provide one recent example (past year) of your best copywriting work. Include a description of the strategy and objectives.

6.10 DIRECT MAIL (AS REQUESTED)

6.10.1 Describe your capabilities as it relates to:

- 6.10.1.a Direct Marketing for email, mobile, and mail deployments.
- 6.10.1.b Developing conversion and results-focused copy, designs, and layouts for Direct Marketing activities.
- 6.10.1.c Testing and optimizing variables (copy, design, and layout) to maximize performance.

6.10.2 Define "great Direct Marketing", and provide one recent example (past year) of your best Direct Marketing work. Include a description of the strategy and objectives.

MEDIA BUYING & PLANNING

BACKGROUND

This section describes BCLC's requirements for Media Buying & Planning Services. Proponents qualified to respond to this section will have significant expertise, knowledge and experience related to these services:

- **Media Strategy:** Demonstrated expertise in using data and insights (business knowledge, industry and competitor information, media consumption, and customer insights) to drive media strategy for variety of brands, products, channels, and services.
- **Media Planning:** Ability to plan and recommend the appropriate investment in various mediums to reach business goals and objectives.
- **Media Buying:** Ability to negotiate and secure all media buys across a variety of mediums, securing a variety of premium and niche media inventory.
- **Relationship Management & Buying Power:** Proven relationships with BC and Canadian media outlets to secure the most cost-effective rates and value add for BCLC.
- **Performance Management & Campaign Optimization:** Demonstrated experience optimizing media campaigns to ensure BCLC's media plans are generating the greatest possible results.

CURRENT MEDIA USAGE

BCLC currently has a 52-week TV base buy strategy for 30 second spots. The benefit of this buy includes consistent National Lotto Game presence, better quality buys and cost efficiencies. This buy is currently used exclusively for "jackpot alerts" and branding for our Lotto games.

In addition to the 52 week media buys, BCLC layers on additional heavy-ups and spot buys in a variety of media, to support various brands and lines of business.

On average, BCLC's annual media spend is estimated between \$10 and \$15 million; however, this amount includes BCLC's national media buy that supports Big Lotto brands. National media buys are excluded from the scope of this RFPQ. Below is a typical Media Budget Allocation (based on 2015 breakdown).

Media Type	% Spend
TV	40%
Radio	18%
Print	7%
Digital	24%
Out-of-home	11%
Total	100%

SECTION 7 – MEDIA BUYING & PLANNING

All proponents qualified to respond to the Media Buying & Planning Services category should respond to section 7, in its entirety ("ALL"). For this section, please keep your response to no more 8 pages, single spaced, 11 point font. Proponents are asked to carefully read the question and frame their response accordingly.

7 CORPORATE STRENGTH REQUIREMENTS

7.1 ACCOUNT MANAGEMENT (ALL)

BCLC will require the successful proponent to provide a team ("Account Team") who will manage BCLC's account, and be responsible for co-ordinating all activities described in this RFP.

The Account Team should be available for meetings at BCLC's Lower Mainland office, or with other BCLC Marketing Communication Agencies when required to collaborate, and meetings could take place weekly. The Account Team should be available during BCLC business hours (8:00 am to 5:00 pm PT), as well as provide some support outside business hours to support BCLC's business operations (e.g. Big Lotto Jackpot support).

7.1.1 Provide details on the Account Team who would be working with BCLC during the term of the agreement and include:

7.1.1.a Details of their relevant experience, education and expertise and the percentage of their time you foresee can be allocated to BCLC's account;

7.1.1.b An organization chart of the Account Team assigned and the roles and responsibilities of each member; and

7.1.1.c Any experience with accounts related to gambling.

7.1.2 Describe your ideal working relationship with BCLC as it relates to the actions or steps that you will have in place to ensure deliverables are met and communications are maintained in the event of an award.

7.1.3 Describe your Account Team's ability to provide all buying management, invoicing, bill payment, full verification and proof-of-performance functions as required by BCLC and general audit principles.

7.2 COMPETITIVE ADVANTAGE (ALL)

Describe the strategic and tactical advantages that differentiate your Agency from your competitors in Media Buying and Planning Services category as it relates to BCLC's business. Describe this competitive advantage and how it would benefit BCLC, including but not limited to, areas of expertise, relationships, and any tools, methods and techniques used to provide the services.

7.3 COLLABORATION (ALL)

At times, BCLC may have other Marketing Communication Agencies working on a strategy that will require collaboration with the successful proponent. Describe how you would collaborate with other Marketing Communication Agencies including how you would facilitate and what process you would follow. Provide recent examples of how you have done this in the past.

7.4 STRATEGIC ALLIANCES (ALL)

BCLC recognizes the value of working in partnership with the private sector, including with marketing partners. There is an important strategic advantage in taking the values, principles and assets of the public system and aligning them with the innovation, resourcefulness and expertise of the private sector, where both organizations' can benefit. BCLC is interested in strategic relationships with marketing partners that can fulfill this objective. State any experience or innovative approaches your Agency currently offers that may be of value to BCLC in the area of Strategic Alliances.

7.5 VALUE ADD (ALL)

BCLC may be interested in other value-added services or functions relevant to the scope of services described in this RFPQ. These value added services would be in addition to what is required, but would complement the services the proponents provide.

7.5.1 State any value-added services, functions, related fee for service offerings, unique capabilities, strategic partnerships, experience or innovative ideas your company offers that may be of value to BCLC.

7.5.2 Describe the type of added value that you feel it would be possible to negotiate as part of BCLC's media campaigns and how that would be of value to BCLC. State your goals and approach to negotiating added value for BCLC.

7.6 CLIENT BASE (ALL)

7.6.1 In the chart below, provide a list of your top, current clients along with a description of the relevant services you provide. Please indicate if the client is a national or regional client. Only include those clients who receive similar services to those described in BCLC's Media Buying and Planning requirements. Do not include clients who are serviced by an affiliate agency or another regional office.

Client Name	Description of Media Buying & Planning Services Provided	National or Regional Client
1)		
2)		
3)		
4)		
5)		
...		
10)		

7.6.2 List the accounts you have gained in the past two years and the reason(s) you were selected.

7.6.3 List the accounts you have lost or resigned in the past two years and the reason(s) for the loss or resignation.

7.7 MEDIA BILLINGS & BUYING POWER (ALL)

- 7.7.1 In the chart below, indicate the number of clients in each billing range. Figures are on a per annum spend. Only include those clients who receive similar services to those described in BCLC's Media Buying & Planning requirements. Do not include clients who are serviced by an affiliate agency or another regional office.

	\$1 mil	\$1 – 4 mil	\$4 – 7 mil	\$7 – 10 mil	\$10 mil +
# of Clients					

- 7.7.2 In the chart below, classify your Agency's media billings (%) by the various media types (i.e. TV, print, radio, out-of-home, digital, etc.) and the value of the billing in each category.

	TV	Radio	Print	Out-of-Home	Digital	Other
% of Billings						
Value of Billings						

- 7.7.3 List your Agency's total media billings for the past 3 years including a projection for your current fiscal year.
- 7.7.4 Media buying clout, negotiating power, volume discounts and commissions from media companies are some of the avenues to maximize return on advertisers' investment.
- 7.7.4.a Describe the benefits that your Agency's relationships with media suppliers will provide to BCLC and provide a recent example of where a client has benefitted from your media relationships.
- 7.7.4.b Describe your ability to negotiate corporate media rates and plan and manage annual base buys, in a variety of mediums.
- 7.7.4.c Describe your ability to secure and maintain BCLC volume discounts and pricing.

SECTION 8 – MEDIA BUYING & PLANNING

All proponents qualified to respond to the Media Buying & Planning Services category should respond to sections 8.1 through 8.4, in its entirety. Proponents qualifying to respond to the Media Buying & Planning Services category should only respond to the relevant sections within sections 8.5 and 8.6 as requested. For this section, please keep your response to no more 12 pages, single spaced, 11 point font. Proponents are asked to carefully read the question and frame their response accordingly

8 BUSINESS AND/OR TECHNICAL REQUIREMENTS

8.1 BUSINESS & CUSTOMER UNDERSTANDING (ALL)

- 8.1.1 Describe how you will maintain a good understanding of BCLC's business and our customers.
- 8.1.2 Describe how your Agency leverages business and customer understanding to inform media strategy and ensure campaign effectiveness?
- 8.1.3 Provide an example of a time when your Agency effectively used business or customer understanding to optimize or enhance a media campaign.
- 8.1.4 How has the consumption of media changed over the past three years? How has this affected your media planning and buying strategies?

8.2 STRATEGIC PLANNING (ALL)

- 8.2.1 Describe your experience translating business strategy into media strategy.
- 8.2.2 Describe how you approach strategic media planning with your clients.
- 8.2.3 Provide an example of a strategic planning exercise that your Agency led that successfully supported the development of an annual media plan.

8.3 INNOVATION (ALL)

- 8.3.1 How does your Agency stay on top of key trends affecting the marketing landscape?
- 8.3.2 Describe the key trends affecting the media landscape, including what emerging trends are relevant to BCLC and why.
- 8.3.3 Describe what you envision as emerging media in the next two years and how it could be used to BCLC's advantage.
- 8.3.4 Describe how you see media buying and planning evolving over the next three years and how you would prepare for these changes.
- 8.3.5 Explain how your Agency has evolved to meet the changing needs of your clients including how you would see your Agency evolving in the future.

8.4 PERFORMANCE MANAGEMENT (ALL)

- 8.4.1 Describe how your Agency ensures optimum cost-effectiveness for its Media Buying & Planning Services?
- 8.4.2 Describe the process your Agency follows to evaluate the effectiveness of your work and your ability to deliver excellent returns to BCLC regarding:
 - 8.4.2.a Media Strategy
 - 8.4.2.b Campaign Execution

- 8.4.3 Explain how you use data and insights to drive improvements or changes to your media campaigns. What tools and/or process do you use to achieve these insights?
- 8.4.4 Provide an example of a time when you were effective at optimizing a campaign that was not meeting business goals / objectives.
- 8.5 TRADITIONAL MEDIA BUYING & PLANNING (AS REQUESTED)
 - 8.5.1 Describe your Agency's Media Buying & Planning methodology and how your Agency's approach can benefit BCLC. Does your methodology differ when buying or planning for traditional versus digital mediums.
 - 8.5.2 Describe your capabilities in each of the areas listed below:
 - 8.5.2.a Developing integrated media strategies and executional recommendations based on brand objectives, strategies, target groups, and consideration of other marketing or media activity.
 - 8.5.2.b Planning and buying media in a variety of traditional mediums (TV, radio, print, out-of-home, etc.).
 - 8.5.2.c Buying media for ethnic marketing campaigns targeted to multi-cultural communities.
 - 8.5.2.d Accessing both premium and niche media inventory.
 - 8.5.2.e Accessing national and regional media inventory.
 - 8.5.2.f Optimizing media plans based on results and performance.
 - 8.5.2.g Supporting BCLC's Lotto Jackpot alert requirements with the ability to source premium inventory with short lead times.
 - 8.5.2.h Supporting BCLC's Lotto Jackpot trafficking requirements efficiently and effectively to ensure accurate jackpot amounts are conveyed in all advertising.
 - 8.5.2.i Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.
- 8.6 DIGITAL MEDIA BUYING & PLANNING (ALL)
 - 8.6.1 Describe your Agency's Digital Media Buying & Planning methodology and how your Agency's approach can benefit BCLC.
 - 8.6.2 Describe your capabilities in the following areas:
 - 8.6.2.a Developing integrated digital media strategies and executional recommendations based on brand objectives, strategies, target groups, and consideration of other marketing / media activity.
 - 8.6.2.b Ensuring digital media plans are both integrated and complementary to traditional media plans.
 - 8.6.2.c Delivering both awareness and performance based digital media solutions.
 - 8.6.2.d Accessing both premium and niche digital inventory.
 - 8.6.2.e Accessing and optimizing programmatic media buys.

- 8.6.2.f Developing and managing paid search campaigns across multiple search engines and devices.
- 8.6.2.g Planning and managing mobile advertising campaigns.
- 8.6.2.h Planning and managing social media advertising campaigns across multiple platforms.
- 8.6.2.i Ability to integrate third-party ad-buy data with Google Analytics
- 8.6.2.j How you accurately measure and attribute performance to multiple digital touchpoints across digital campaigns
- 8.6.2.k Regularly optimizing digital media plans based on results and performance (describe frequency and cadence of campaign optimization).
- 8.6.2.l Buying digital media for multicultural campaigns targeted to ethnic communities.
- 8.6.2.m Supporting BCLC's Lotto Jackpot alert requirements with the ability to source premium inventory with short lead times.
- 8.6.2.n Supporting BCLC's Lotto Jackpot trafficking requirements efficiently and effectively to ensure accurate jackpot amounts are conveyed in all advertising.
- 8.6.2.o Understanding the complexities of a highly regulated industry and adhering to strict advertising standards.
- 8.6.3 Provide us with your point-of-view for maintaining a digital-only Media Buying and Planning Services agency or whether BCLC should attempt a centralized approach to Media Buying & Planning Services under one Media Buying & Planning Agency. What value can BCLC expect to realize with either approach?
- 8.6.4 Share your point-of-view on the use of a Data Management Platform for enhanced campaign performance. How would you go about implementing this for BCLC?

DIGITAL SERVICES

BACKGROUND

This section describes BCLC's requirements for Digital Services. BCLC is looking for highly specialized, leading digital agency partners that can help advance BCLC's digital footprint, develop digital transformation strategies and road maps, and help build internal digital experience and capabilities. Proponents responding to this section will have significant expertise, knowledge and experience related to these services.

- **User Experience (UX):** Demonstrated expertise, knowledge and experience in delivering UX services to ensure our digital properties and related services have the appropriate usability, visual presentation, and provide a positive overall experience for our players. Specific expertise is required in the following areas:
 - **Design Research:** Ethnographic studies and contextual inquiries, diary studies, persona creation, user interviews, and usability testing.
 - **User Experience Design:** Interaction design, interface design, mobile/tablet experience design, wire-framing, proto-typing, complex application design, and front-end web and application development.
 - **Customer Experience Strategy:** Experience maps, user journeys, user flows and storyboards, and experience architecture.
- **Mobile:** Demonstrated expertise, knowledge, and experience in the area of mobile usage and mobile delivery to ensure that BCLC is fully leveraging the mobile opportunity across our products, channels, and services. Provides thought leadership to develop mobile strategies and roadmaps including but not limited to: mobile applications, mobile website development, mobile optimization, and associated player messaging strategies.
- **Search Engine Optimization (SEO):** Demonstrated expertise, knowledge and experience in the area of SEO to ensure that BCLC's web properties are highly ranked amongst the top search engines. Supports the development of a dynamic SEO strategy and roadmap which includes technical support to BCLC teams for implementation and ongoing reporting and performance check-ins. It is expected that the selected partner work alongside Media Agency of Record to ensure alignment between SEO and Paid Search marketing efforts for maximum efficiencies.
- **Social Media:** Demonstrated expertise, knowledge and experience in the area of Social Media to inform BCLC's enterprise social media strategy. BCLC is not looking for agency partners to develop social media campaigns aimed at community growth or engagement. We are looking for a strategic partner who will help us critically evaluate our social media investments; determine the right social media platforms based on business objectives, target markets, and consumer behaviour; develop a relevant content strategy; and build out a robust performance framework.

Note: Not in scope for the Digital Services category is digital game development or delivery or Digital Media Buying & Planning, which will be assigned through the Media Buying & Planning category.

SECTION 9 – DIGITAL SERVICES

All proponents qualified to respond to the Digital Services category should respond to section 9, in its entirety. For this section, please keep your response to no more 6 pages, single spaced, 11 point font. Proponents are asked to carefully read the question and frame their response accordingly.

9 CORPORATE STRENGTH REQUIREMENTS

9.1 ACCOUNT MANAGEMENT (ALL)

BCLC will require the successful proponent to provide a team ("Account Team") who will manage BCLC's account, and be responsible for co-ordinating all activities described in this RFP.

The Account Team should be available for meetings at BCLC's Lower Mainland office, or with other BCLC Marketing Communication Agencies when required to collaborate, and meetings could take place weekly. The Account Team should be available during BCLC business hours (8:00 am to 5:00 pm PT), as well as provide some support outside business hours to support BCLC's business operations (e.g. Big Lotto Jackpot support).

- 9.1.1 Provide details on the Account Team who would be working with BCLC during the term of the agreement and include:
 - 9.1.1.a Details of their relevant experience, education and expertise and the percentage of their time you foresee can be allocated to BCLC's account;
 - 9.1.1.b An organization chart of the Account Team assigned and the roles and responsibilities of each member; and
 - 9.1.1.c Any experience with accounts related to gambling.
- 9.1.2 Describe your ideal working relationship with BCLC as it relates to the actions or steps that you will have in place to ensure deliverables are met and communications are maintained in the event of an award.
- 9.1.3 Describe your ability to provide all invoicing, bill payment, full verification and proof-of-performance functions as required by BCLC and general audit principles.

9.2 COMPETITIVE ADVANTAGE (ALL)

Describe the strategic and tactical advantages that differentiate your Agency from your competitors in the Digital Services category as it relates to BCLC's business. Describe this competitive advantage and how it would benefit BCLC, including but not limited to, areas of expertise, relationships, and any tools, methods and techniques used to provide the services.

9.3 COLLABORATION (ALL)

At times, BCLC may have other Marketing Agencies working on a strategy that will require collaboration with the successful proponent. Describe how you would collaborate with other Marketing Agencies including how you would facilitate and what process you would follow. Provide recent examples of how you have done this in the past.

9.4 STRATEGIC ALLIANCES (ALL)

BCLC recognizes the value of working in partnership with the private sector, including with marketing partners. There is an important strategic advantage in taking the values, principles and assets of the public system and aligning them with the innovation, resourcefulness and expertise of the private sector, where both organizations' can benefit. BCLC is interested in strategic relationships with marketing partners that can fulfill this objective. State any experience or innovative approaches your Agency currently offers that may be of value to BCLC in the area of Strategic Alliances.

9.5 VALUE ADD (ALL)

BCLC may be interested in other value-added services or functions relevant to the scope of services described in this RFPQ. These value added services would be in addition to what is required, but would complement the services the proponents provide. State any value-added services, functions, related fee for service offerings, unique capabilities, strategic partnerships, experience or innovative ideas your company offers that may be of value to BCLC.

9.6 CLIENT BASE (ALL)

9.6.1 In the chart below, provide a list of your top current clients along with a description of the relevant services you provide. Please indicate if the client is a national or regional client. Only include those clients who receive similar services to those described in BCLC's Digital Services requirements. Do not include clients who are serviced by an affiliate agency or another regional office.

Client Name	Description of Digital Services Provided	National or Regional Client
1)		
2)		
3)		
4)		
5)		
6)		
7)		
8)		
9)		
10)		

9.6.2 List the accounts you have gained in the past two years and the reason(s) you were selected.

9.6.3 List the accounts you have lost or resigned in the past two years and the reason(s) for the loss or resignation.

SECTION 10 – DIGITAL SERVICES

All proponents qualified to respond to the Digital Services category should respond to sections 10.1 through 10.5, in its entirety. Proponents qualifying to respond to the Digital Services category should only respond to the relevant sections within sections 10.6 through 10.9 as requested. For this section, please keep your response to no more 10 pages, single spaced, 11 point font. Proponents are asked to carefully read the question and frame their response accordingly.

10 BUSINESS AND/OR TECHNICAL REQUIREMENTS (ALL)

10.1 BUSINESS & CUSTOMER UNDERSTANDING (ALL)

- 10.1.1 Describe how you will maintain a good understanding of BCLC's business and our customers.
- 10.1.2 Describe how your Agency leverages business and customer understanding to inform digital strategy and ensure digital effectiveness.
- 10.1.3 Provide an example of a time when your Agency effectively used business or customer understanding to optimize or enhance a digital program.

10.2 STRATEGIC PLANNING (ALL)

- 10.2.1 Describe your experience translating business strategy into digital strategy and execution.
- 10.2.2 Describe how you approach strategic planning with your clients.
- 10.2.3 Provide an example of a strategic planning exercise that your Agency led that successfully supported the development of a digital strategy or road map.

10.3 PROJECT MANAGEMENT (ALL)

- 10.3.1 BCLC expects successful proponents to manage a variety of projects, which may include implementation, training, problem solving, issue resolution, reporting, timelines, milestones, etc. The successful proponents should also have a process in place that will enable a quick 'ramp up' of productive resources in reaction to new projects with tight timelines or a sudden timeline change to an existing project.
 - 10.3.1.a Describe your project management methodology.
 - 10.3.1.b Describe your organization's 'ramp up' process that enables you to respond quickly in providing productive resources for a new project, or for a change in a current project, to meet specified timelines.
 - 10.3.1.c How do you ensure deliverables are "high quality", on time and within budget?

10.4 INNOVATION (ALL)

- 10.4.1 How does your Agency stay on top of key trends affecting the digital landscape?
- 10.4.2 Describe the key trends affecting the digital landscape. What emerging trends are relevant to BCLC and why?
- 10.4.3 Describe how you do see digital evolving over the next three years including how you plan to prepare for these changes?

- 10.4.4 Explain how your Agency has evolved to meet the changing needs of your clients including how you would see your Agency evolving in the future.
- 10.5 PERFORMANCE MANAGEMENT (ALL)
- 10.5.1 Describe how your Agency ensures optimum cost-effectiveness for digital delivery.
- 10.5.2 Describe the process / procedures your Agency follows to evaluate the effectiveness of your clients' digital investments.
- 10.5.3 Tell us about how you use data and insights to drive improvements or changes to digital programs.
- 10.5.4 Provide an example of a time when you were effective at optimizing a digital program that was not meeting business goals / objectives?
- 10.6 USER EXPERIENCE (UX) (AS REQUESTED)
- 10.6.1 Describe your experience and understanding of UX.
- 10.6.2 Describe your capabilities in the following areas:
- 10.6.2.a Design Research: Ethnographic studies and contextual inquiries, diary studies, persona creation, user interviews, and usability testing.
- 10.6.2.b User Experience Design: Interaction design, interface design, mobile/tablet experience design, wire-framing, proto-typing, complex application design, and front-end web and application development.
- 10.6.2.c Customer Experience Strategy: Experience maps, user journeys, user flows and storyboards, and experience architecture.
- 10.6.3 Describe your company's range of methodologies in regards to UX research and design.
- 10.6.4 How is UX changing and how can BCLC best position itself for success in this area?
- 10.6.5 Describe your approach to delivering great user experiences across a variety of devices. Provide an example of a time when you have done this.
- 10.6.6 How do you leverage data and customer insights to inform user experiences?
- 10.6.7 Evaluate one of BCLC's digital properties, providing three strategic recommendations or priorities as it pertains to delivering a better user experience.
- 10.7 MOBILE (AS REQUESTED)
- 10.7.1 Describe your experience and understanding of the mobile landscape and how to effectively deliver mobile experiences.
- 10.7.2 How is the mobile landscape changing and how can BCLC best position itself for success in this space?
- 10.7.3 Describe your approach to developing an enterprise mobile strategy. Provide an example of a time when you have done this.
- 10.7.4 Describe your Agency's experience designing mobile solutions that enhance the overall customer experience? Share results.

- 10.7.5 Evaluate one of BCLC's web properties, providing three strategic recommendations or priorities as it pertains to delivering a better mobile experience.
- 10.7.6 What is your approach to mobile optimization? How do you leverage data and customer insights to inform designs, improvements, or new features or functionality?
- 10.8 SEARCH ENGINE OPTIMIZATION (AS REQUESTED)
 - 10.8.1 Describe your experience and understanding of SEO.
 - 10.8.2 How is the search landscape changing and how can BCLC best position itself for success in this space?
 - 10.8.3 Describe your approach to developing an enterprise SEO strategy. Provide an example of a time when you have done this.
 - 10.8.4 Evaluate one of BCLC's web properties from a SEO perspective, providing three strategic recommendations as areas of opportunity or improvement.
 - 10.8.5 What is your approach to working with technical teams on SEO implementation?
 - 10.8.6 Describe your experience running results-focused SEO campaigns.
 - 10.8.7 What does a good performance framework for SEO look like? What is your approach to provide ongoing reporting and performance check-ins?
- 10.9 SOCIAL MEDIA (AS REQUESTED)
 - 10.9.1 Describe your experience and understanding of the Social Media landscape.
 - 10.9.2 How is Social Media changing and how can BCLC best position itself for success in this space?
 - 10.9.3 Describe your approach to developing an enterprise Social Media strategy. Provide an example of a time when you have done this.
 - 10.9.4 Evaluate one of BCLC's social media communities and critically evaluate its performance, providing three strategic recommendations as areas of opportunity or improvement.
 - 10.9.5 What is your approach to developing a content strategy for social media?
 - 10.9.6 What does a good performance framework for social media look like? Provide an example where you have been effective and deriving business value from social media performance.

SECTION 11 – PRICING

All proponents are expected to respond to section 11, regardless of the category they have been pre-qualified for.

11 PROPOSED PRICING

Proposed pricing should be submitted in a separate file from the RFPQ response. In your pricing submission, reference the RFPQ # and name along with your company information.

Proponents are encouraged to present a best value for cost when submitting all pricing requests, while taking into consideration all of the requirements in this RFP.

When evaluating proposed pricing, BCLC may consider the total cost of ownership (TCO) associated with the product or service over its lifetime including, but not limited to, acquisition cost, staffing resources, training, installation, support, maintenance, transportation and logistics, operating costs, and disposal costs.

BCLC does not make a commitment or guarantee of any dollar value or volume of business for any proponent. In addition to the above, the proponent should include in their Pricing proposal their Goods and Services Tax, and Provincial Sales Tax registration numbers, if applicable.

11.1 HOURLY RATES

Identify below the position title and the corresponding hourly rate fees that will be charged to BCLC for each position that will be assigned to BCLC's account. Please list in descending order of seniority and include their function/responsibility. Indicate rates applicable for the five (5) year term of the contract.

Position Title (or equivalent in your Agency)	Function/Responsibilities	Hourly Rate Fee

11.2 PROPOSED PRICING

Identify below some standard services that your Agency would provide and estimated cost, based on the requirements set forth in this document. Include a brief description of the services and any assumptions that were used to calculate the estimated cost of the service.

Standard Services	Description & Assumptions	Estimated Cost

11.3 PAYMENT DISCOUNTS

BCLC prefers a Net 30 payment term and may consider accelerating payment based on early payment discounts. Indicate your payment terms, and explain any early payment discounts available to BCLC.

11.4 PRICING STRATEGIES

BCLC may be open to other pricing strategies, incentives, discounts, or other offerings that would benefit BCLC. State any proposed pricing strategies that could be of benefit to BCLC. BCLC, at its sole discretion, may or may not review or consider any such offerings that are proposed.

SECTION 12 & 13

12 PRESENTATION REQUIREMENTS – ALL BUT FREELANCE

For Marketing Communications Services, Media Buying & Planning Services, and Digital Services, BCLC will require proponents who have made the Shortlist, to deliver a 60-minute presentation.

12.1 PROPONENTS MAY BE EXPECTED TO HIGHLIGHT THE FOLLOWING:

- Introduce the Account Team and key representative(s) (working day-to-day on BCLC's account)
- Highlight agency experience and key capabilities
- Demonstrate ability to meet BCLC's business requirements
- Respond to a BCLC business challenge in the form of a case study exercise

All costs associated with the presentation will be the responsibility of the proponent.

13 INTERVIEW REQUIREMENTS – FREELANCE ONLY

For Freelance Services, BCLC will require a 30-minute interview for all proponents who have made the Shortlist.

13.1 PROPONENTS MAY BE EXPECTED TO HIGHLIGHT THE FOLLOWING:

- Introduction of key representative(s) (working day-to-day on BCLC's business)
- Highlight freelance experience and key capabilities
- Demonstrate ability to meet BCLC's business requirements
- Discussion of BCLC business challenges

All costs associated with the interview will be the responsibility of the proponent.

Presentation Location

British Columbia Lottery Corporation
2940 Virtual Way
Vancouver, BC
V5M 0A6

SECTION 14

14 PRO FORMA TERMS

14.1 PRO FORMA TERMS EXCEPTIONS AND DEVIATIONS

BCLC's engagement of the preferred proponent may be governed by an agreement substantially similar to the Pro Forma Terms attached hereto as Appendix 3.

Reference by the proponent to any existing contract between the proponent and BCLC as a proposed alternate to 14.1.1 may result in a score of zero in the evaluation criteria for this Section as recorded in Section 1.9.5, 1.9.10, 1.9.15, 1.9.20 of this RFP. Thus, BCLC strongly encourages such proponents to complete this Section.

14.1.1 To complete the Table, review the Pro Forma Terms in Appendix 3 and create a line item in the Table for each exception, deletion, addition, or other proposed deviation to the Pro Forma Terms.

Proponents denote their acceptance of a clause if there is no entry for that clause in the Table.

SECTION 15

15 RFPQ PROCESS OVERVIEW

15.1 PROPOSED SCHEDULE AND KEY MILESTONES

The schedule for proponent selection process is:

Issue of RFPQ	April 12, 2016
Intent to submit	April, 18, 2016 14:00 hours PT
Questions closed	April 27, 2016 14:00 hours PT
Closing date and time for proposal	May 4, 2016 14:00 hours PT
Proponent presentation/site visits (if applicable)	Commence June 21-27, 2016
Notification: BCLC will notify all successful and unsuccessful proponents of its selection by approximately:	Week of August 29, 2016
Timeframe for Negotiations	60 days following notification by BCLC.

Schedule and key milestone dates are subject to change at BCLC's sole discretion.

15.2 INTERPRETATION OF THE RFPQ

If a proponent is in doubt as to the intended meaning of any part of this RFPQ or finds errors, omissions, discrepancies or ambiguities, questions may be submitted and, if deemed necessary by BCLC, an Amendment to the RFPQ may be issued.

It is the proponent's responsibility to understand all aspects of the RFPQ requirements. Should any details necessary for a clear and comprehensive understanding be required, it is the proponent's responsibility to obtain clarification before submitting a Proposal.

No individual other than the designated BCLC Purchasing Contact identified on the RFPQ cover is authorized by BCLC to comment on any portion of this RFPQ or the requirements described in this RFPQ. BCLC will not be bound by, and the proponent agrees not to rely upon, any information given or statements made by persons other than the designated BCLC Purchasing Contact. Making inquiries to an unauthorized person may be deemed, to be a Material Circumstance and at BCLC's sole discretion, no further consideration may be given to that proponent's proposal. Information obtained from past communication or any source outside of this RFPQ should not be relied upon or considered relevant to this RFPQ.

15.3 AMENDMENTS

BCLC may alter or amend this RFPQ, and may issue such alterations or amendments. Information, instructions, and/or questions and answers may be incorporated by BCLC in an amendment to the RFPQ, which may be posted on BC Bid or provided to all proponents who received an invitation or submitted an Intent to Submit or a proposal.

Such amendments may contain important information, including significant changes to this RFPQ. Proponents are responsible for reviewing all amendments and confirm that all amendments issued have been read and included in the Proponents response (see Appendix 2).

15.4 RFPQ TERMINATION

BCLC may terminate the RFP process at any time and withdraw from negotiations with any or all of the proponents who have responded.

15.5 INTENT OF RFPQ

This RFPQ is **NOT** intended to result in the formation of Contract "A". The intent of this RFPQ is solely to identify those proponents capable of meeting BCLC's requirements and with whom a SOW may be negotiated.

Notwithstanding the foregoing, the provisions contained under the following headings: (i) Law; (ii) Indemnification; (iii) Release; and (iv) Confidentiality and Non-Disclosure, shall be severable from the remainder of this RFPQ and shall, together, form a binding agreement between BCLC and a proponent upon a proponent providing BCLC with either notice of its Intent to Submit or a proposal.

15.6 MODIFICATION OR WITHDRAWAL OF PROPOSAL

Any proponent may withdraw or change its proposal by giving notice to BCLC in writing.

15.7 COST OF PREPARATION OF PROPOSAL

The costs for the preparation of a proposal, demonstrations, presentations, meetings and all other costs incurred by the proponent in relation to this RFPQ shall be borne by the proponent. BCLC shall not be liable for such costs and will not reimburse the proponents under any circumstances including, without limitation, in the event of rejection of any or all of the proposals, changes or termination of the RFPQ process.

15.8 NEGOTIATIONS

Proponents are cautioned not to assume that the lowest priced proposal will result in a contract award.

Negotiations will not constitute a legally binding offer to enter into a contract on the part of BCLC or the proponent. Negotiations may include requests by BCLC for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or confirm the conclusions reached in the evaluation and may include requests by BCLC for improved pricing from the proponent.

The top ranked proponents, as established under the evaluation, will be invited to enter into contract negotiations with BCLC. BCLC intends to conduct negotiations within the Timeframe for Negotiations. Final proponent inclusion in the Pre-Qualification Roster may be determined following BCLC's receipt of Best and Final Offers and/or executing an

Agreement acceptable to BCLC. There will be no legally binding relationship created with any proponent prior to the execution of a written Agreement.

Unsatisfactory results of financial stability and/or references assessments for any Proponent may be deemed cause for discontinuing further vendor evaluation, at BCLC's sole discretion.

At any point in the Timeframe for Negotiations, BCLC may elect to unilaterally terminate one or more negotiation(s). In the event that BCLC terminates a negotiation it may initiate negotiations with the next best ranked proponent. Once the Timeframe for Negotiations lapses with a proponent, BCLC may continue or discontinue further negotiations with that particular proponent. This process shall continue until an Agreement is formalized or until there are no more proponents remaining that are eligible for negotiations.

15.9 LAW

This RFPQ process and any subsequent agreement will be governed by the laws of the Province of British Columbia and any dispute will be subject to the jurisdiction of the courts of British Columbia.

15.10 INDEMNIFICATION

The proponent shall be responsible for and shall indemnify BCLC from all claims, loss and damages that relate to or arise out of errors, omissions or negligent acts of the proponent, its employees or agents associated with this RFPQ process and all costs associated with those claims, loss and damages.

15.11 DISCLOSURE OF AWARD AND INFORMATION LEGISLATION

When BCLC finalizes a contract with the successful proponent(s), BCLC may post a public announcement on BC Bid including the location of the proponent(s), the effective date of the contract(s), and the value of the contract(s) if determined.

BCLC is subject to Freedom of Information and Protection of Privacy Act (BC) ("FIPPA"), which is access to information legislation. BCLC may be required to disclose proponent information in its custody or control. Therefore, information in proposals submitted by proponents in response to this RFPQ may be disclosed and its confidentiality cannot be guaranteed. For information on FIPPA see:

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00

BCLC is also subject to legislation which requires BCLC to publicly report the total amount paid to each supplier of goods or services during the last fiscal year.

15.12 DEBRIEFING

Upon request, and at BCLC's sole discretion, BCLC will only provide a debriefing to proponents who met or exceeded the minimum Threshold. All requests must be in writing to the BCLC Procurement Contact and must be made within thirty (30) days of notification of award. The intent of the debriefing information session is to aid the proponent in presenting a stronger proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

15.13 PUBLICITY

The proponent shall not make public anything in any manner or medium pertaining to this RFPQ without obtaining prior written permission of BCLC, which may be withheld for any reason.

15.14 RELEASE

No proponent shall have any claim against BCLC for any compensation of any kind whatsoever as a result of participating in this RFPQ. By submitting a notice of Intent to Submit or a proposal, each proponent agrees to release and waive all claims that it may have against BCLC arising out of this RFPQ.

SECTION 16

16 CONFIDENTIALITY AND NON-DISCLOSURE

Confidential information includes all non-publically available material, data, information (written, oral or otherwise), or any item in any form supplied by BCLC or derived from any information acquired by the proponent from BCLC including BCLC's RFPQ process and the proponent's proposal after the RFPQ has closed ("Confidential Information"), and;

- a) is to be used only in compliance with all requirements of BCLC concerning access to BCLC's Confidential Information, including restrictions on or suspension of access to the Confidential Information;
- b) is to be protected against any unauthorized use or disclosure by at least substantially the same security measures as the proponent uses to protect its own confidential information, but in no event less than reasonable care;
- c) is not to be disclosed to any third party at any time, except as approved in writing by BCLC;
- d) is not to be reproduced, copied or used for any purpose whatsoever other than replying to this RFPQ and the fulfilment of any subsequent agreement;
- e) is to be returned or destroyed, together with any copies thereof, when no longer needed for the purposes herein, or when a subsequent agreement terminates or upon request by BCLC; and
- f) in the event of a breach will be immediately reported to BCLC and all measures taken to mitigate the damage from such breach at proponent's expense.

Proponents are to comply with all requirements of BCLC concerning Confidential Information and failure to comply may lead to disqualification of the proponent from this competition and may impact any future business relationship.

Confidential Information shall not include information that:

- a) lawfully becomes part of public knowledge through publication or otherwise, but through no fault of the proponent;
- b) the proponent possesses at the time of the disclosure of such information and which was not acquired, directly or indirectly, from BCLC, or from any third party who was or could reasonably have been expected to be under an obligation of confidentiality; or
- c) is obligated to be produced under order of a court of competent jurisdiction or other governing authority having jurisdiction over such matters provided, however, that the proponent shall provide sufficient notice to BCLC so that appropriate actions may be taken to protect the confidentiality of the information to be disclosed.

SECTION 17

17 LIST OF APPENDICES

Appendix	File Name	Pages
1	Acknowledgement	1
2	Amendments	1
3	Pro Forma Terms	2

APPENDIX 1: ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

The Proponent agrees to the terms stated herein. The person signing this RFPQ declares that he/she is a duly authorized signing authority with the capacity to commit his/her firm/company to the provisions contained herein. Without limiting the generality of the foregoing, by signing below the Proponent specifically acknowledges that it has read, understood and agrees to the terms of 15.5 of this RFPQ (Intent of RFPQ):

Executed this _____ day of _____, 201__

Name of Authorized Representative:

Title:

Company Name:

City:

Address:

Phone Number:

Fax Number:

Email Address:

Authorized Signature:

APPENDIX 2: AMENDMENTS

AMENDMENTS

Please confirm that any amendments to this RFPQ issued on BC Bid have been read and included in Proponent response. List the Amendments included in the response (if applicable).

Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:

APPENDIX 3: PRO FORMA TERMS

Please specify acceptance of the terms listed in the Pro Forma table below. For any term that you do not accept, please provide comments and/or alternative language. These terms may be included in the resulting contract with the successful proponent.

Term	Description	Acceptance
1. CONFIDENTIALITY AND PRIVACY	<p>a) Vendor acknowledges that, in connection with the performance of this Agreement, it may have access to Confidential Information of BCLC. "Confidential Information" means any information whether in oral, written, graphic, electronic or other form, that is marked "Confidential" or "Proprietary" or which, under the circumstances, ought to be treated as confidential. For the purposes of this Agreement, Confidential Information of BCLC is deemed to include, but is not limited to, this Agreement and all information relating to BCLC's operations, sales, marketing, products, services, strategies, plans, policies, procedures, processes, finances, accounting, security, employees, customers, suppliers, and information technology and other assets. "Confidential Information" of BCLC does not include information which Vendor can demonstrate (i) was public knowledge at the time of disclosure; (ii) lawfully becomes public knowledge through no fault of Vendor, as of the date of it becoming public knowledge; (iii) Vendor possesses at the time of the disclosure and which was not acquired, directly or indirectly, from BCLC or from any third party who was or could reasonably have been expected to be under an obligation of confidentiality; or (iv) was independently developed by Vendor without the use of Confidential Information of BCLC.</p> <p>b) Except as otherwise provided in this Agreement, Vendor will hold BCLC Confidential Information in strict confidence, and will use the BCLC Confidential Information solely in connection with the performance of Vendor's obligations under this Agreement. Vendor will take at least the same measures as it uses to protect its own Confidential Information and in no event less than reasonable efforts, to prevent the loss, damage, unauthorized modification or destruction of BCLC Confidential Information.</p> <p>c) Vendor will not disclose any BCLC Confidential Information without BCLC's prior written consent, provided that Vendor may disclose BCLC Confidential Information (i) to its employees, subcontractors and agents who need to know such Confidential Information for the purposes of carrying out Vendor's obligations under this Agreement and have signed a written agreement with Vendor containing confidentiality obligations no less restrictive than those contained herein; and (ii) which Vendor is required to disclose under applicable law, regulation, or order of a court of competent jurisdiction or other governing authority having jurisdiction, provided that Vendor will, unless prohibited by the foregoing, provide sufficient notice to BCLC so that appropriate actions may be taken to protect the confidentiality of the information to be disclosed.</p> <p>d) Vendor acknowledges and agrees any unauthorized use or disclosure of BCLC Confidential Information by its employees, subcontractors, agents or representatives, will constitute a breach of this Agreement by Vendor. Vendor will promptly notify BCLC if Vendor becomes aware of any unauthorized use or disclosure of any BCLC Confidential Information.</p> <p>e) As between the parties, BCLC Confidential Information will remain the property of BCLC. Vendor will not acquire any express or implied rights, title or interest in the BCLC Confidential Information.</p> <p>f) Following the end of the term of the Agreement or at such earlier time as BCLC may request, Vendor will either return or, if so directed by BCLC in writing, permanently destroy BCLC Confidential Information. Following return or destruction, Vendor will, if requested by BCLC, confirm such return or destruction in writing.</p> <p>g) Vendor will comply with the terms of the privacy protection schedule</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>

	<p>attached hereto.</p> <p>h) Vendor acknowledges that its breach of this Article would cause irreparable harm or injury to BCLC for which damages at law may be an inadequate remedy. Therefore, in the event of an actual or threatened breach of this Article by Vendor, BCLC may apply to a court of competent jurisdiction for an order restraining Vendor from breaching, and requiring it to comply with, its obligations in this Article. Vendor hereby waives all defenses to the strict enforcement thereof by BCLC.</p>	
COMMENTS/DEVIATIONS		
2. PUBLICITY	<p>Vendor will not refer to or use the name of BCLC or its marks in connection with any marketing, promotion, advertising, publicity, or publication, or similar activity without the prior written consent of BCLC.</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
COMMENTS/DEVIATIONS		
3. REGULATORY MATTERS	<p>Vendor will maintain at all times during the term, at its own expense, all approvals, permits, licenses, certifications, registrations and other regulatory consents or permissions of Vendor and its personnel, including employees and subcontractors, that may be necessary for the fulfilment of this Agreement ("Regulatory Consents"). Without limiting the generality of the foregoing, Vendor will ensure that Vendor and its personnel are properly registered with the Gaming Policy and Enforcement Branch ("GPEB"), if and when required.</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
COMMENTS/DEVIATIONS		
4. GOVERNING LAW AND VENUE	<p>This Agreement will be governed by the laws of the Province of British Columbia and the federal laws of Canada applicable therein, without reference to any choice of law or conflict of law principles. The parties hereby irrevocably and unconditionally attorn to the exclusive jurisdiction of the courts of the Province of British Columbia and all courts competent to hear appeals therefrom.</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
COMMENTS/DEVIATIONS		
5. ASSIGNMENT	<p>Vendor may not assign all or any part of this Agreement without the express prior written consent of BCLC, which consent may be withheld for any reason.</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
COMMENTS/DEVIATIONS		

PRIVACY PROTECTION SCHEDULE

1. Definitions
 - (a) In this Schedule,
 - (i) "access" means disclosure by the provision of access;
 - (ii) "Act" means the Freedom of Information and Protection of Privacy Act (British Columbia), as amended from time to time;
 - (iii) "contact information" means information to enable an individual at a place of business to be contacted and includes the name, position name or title, business telephone number, business address, business email or business fax number of the individual;
 - (iv) "personal information" means recorded information about an identifiable individual, other than contact information, collected or created by Consultant as a result of the Agreement or any previous agreement between BCLC and Consultant dealing with the same subject matter as the Agreement but excluding any such information that, if this Schedule did not apply to it, would not be under the "control of a public body" within the meaning of the Act.
2. Purpose
 - (a) The purpose of this Schedule is to:
 - (i) enable BCLC to comply with its statutory obligations under the Act with respect to personal information; and
 - (ii) ensure that, as a service provider, Consultant is aware of and complies with its statutory obligations under the Act with respect to personal information.
3. Collection of personal information
 - (a) Unless the Agreement otherwise specifies or BCLC otherwise directs in writing, Consultant may only collect or create personal information that is necessary for the performance of Consultant's obligations, or the exercise of Consultant's rights, under the Agreement.
 - (b) Unless the Agreement otherwise specifies or BCLC otherwise directs in writing, Consultant must collect personal information directly from the individual the information is about.
 - (c) Unless the Agreement otherwise specifies or BCLC otherwise directs in writing, Consultant must tell an individual from whom Consultant collects personal information:
 - (i) the purpose for collecting it;
 - (ii) the legal authority for collecting it; and
 - (iii) the title, business address and business telephone number of the person designated by BCLC to answer questions about Consultant's collection of personal information.
4. Accuracy of personal information
 - (a) Consultant must make every reasonable effort to ensure the accuracy and completeness of any personal information to be used by Consultant or BCLC to make a decision that directly affects the individual the information is about.
5. Requests for access to personal information
 - (a) If Consultant receives a request for access to personal information from a person other than BCLC, Consultant must promptly advise the person to make the request to BCLC unless the Agreement expressly requires Consultant to provide such access and, if BCLC has advised Consultant of the name or title and contact information of an official of BCLC to whom such requests are to be made, Consultant must also promptly provide that official's name or title and contact information to the person making the request.
6. Correction of personal information
 - (a) Within 5 business days of receiving a written direction from BCLC to correct or annotate any personal information, Consultant must annotate or correct the information in accordance with the direction.
 - (b) When issuing a written direction under section 8, BCLC must advise Consultant of the date the correction request to which the direction relates was received by BCLC in order that Consultant may comply with section 10.
 - (c) Within 5 business days of correcting or annotating any personal information under section 8, Consultant must provide the corrected or annotated information to any party to whom, within one year prior to the date the correction request was made to BCLC, Consultant disclosed the information being corrected or annotated.
 - (d) If Consultant receives a request for correction of personal information from a person other than BCLC, Consultant must promptly advise the person to make the request to BCLC and, if BCLC has advised Consultant of the name or title and contact information of an official of BCLC to whom such requests are to be made, Consultant must also promptly provide that official's name or title and contact information to the person making the request.
7. Protection of personal information
 - (a) Consultant must protect personal information by making reasonable security arrangements against such risks as unauthorized access, collection, use, disclosure or disposal, including any expressly set out in the Agreement.
8. Storage and access to personal information
 - (a) Unless BCLC otherwise directs in writing, Consultant must not store personal information outside Canada or permit access to personal information from outside Canada.
9. Retention of personal information
 - (a) Unless the Agreement otherwise specifies, Consultant must retain personal information until directed by BCLC in writing to dispose of it or deliver it as specified in the direction.
10. Use of personal information
 - (a) Unless BCLC otherwise directs in writing, Consultant may only use personal information if that use is for the performance of Consultant's obligations, or the exercise of Consultant's rights, under the Agreement.
11. Disclosure of personal information
 - (a) Unless BCLC otherwise directs in writing, Consultant may only disclose personal information inside Canada to any person other than BCLC if the disclosure is for the performance of Consultant's obligations, or the exercise of Consultant's rights, under the Agreement.
 - (b) Unless the Agreement otherwise specifies or BCLC otherwise directs in writing, Consultant must not disclose personal information outside Canada.
12. Notice of foreign demands for disclosure
 - (a) In addition to any obligation Consultant may have to provide the notification contemplated by section 30.2 of the Act, if in relation to personal information in its custody or under its control Consultant:
 - (i) receives a foreign demand for disclosure;
 - (ii) receives a request to disclose, produce or provide access that Consultant knows or has reason to suspect is for the purpose of responding to a foreign demand for disclosure; or
 - (iii) has reason to suspect that an unauthorized disclosure of personal information has occurred in response to a foreign demand for disclosureConsultant must immediately notify BCLC and, in so doing, provide the information described in section 30.2(3) of the Act. In this section, the phrases "foreign demand for disclosure" and "unauthorized disclosure of personal information" will bear the same meanings as in section 30.2 of the Act.
13. Notice of unauthorized disclosure
 - (a) In addition to any obligation Consultant may have to provide the notification contemplated by section 30.5 of the Act, if Consultant knows that there has been an unauthorized disclosure of personal information in its custody or under its control, Consultant must immediately notify BCLC. In this section, the phrase "unauthorized disclosure of personal information" will bear the same meaning as in section 30.5 of the Act.
14. Inspection of personal information
 - (a) In addition to any other rights of inspection BCLC may have under the Agreement or under statute, BCLC may, at any reasonable time and on reasonable notice to Consultant, enter on Consultant's premises to inspect any personal information in the possession of Consultant or any of Consultant's information management policies or practices relevant to its management of personal information or its compliance with this Schedule and Consultant must permit, and provide reasonable assistance to, any such inspection.
15. Compliance with the Act and BCLC's Information Security requirements
 - (a) Consultant must in relation to personal information comply with:
 - (i) the requirements of the Act applicable to Consultant as a service provider, including any applicable order of the commissioner under the Act;
 - (ii) BCLC's information security requirements in respect of the personal information as may be provided to Consultant from time-to-time; and
 - (iii) any direction given by BCLC under this Schedule.
 - (b) Consultant acknowledges that it is familiar with the requirements of the Act governing personal information that are applicable to it as a service provider.
16. Notice of non-compliance
 - (a) If for any reason Consultant does not comply, or anticipates that it will be unable to comply, with a provision in this Schedule in any respect, Consultant must promptly notify BCLC of the particulars of the non-compliance or anticipated non-compliance and what steps it proposes to take to address, or prevent recurrence of, the non-compliance or anticipated non-compliance.
17. Termination of Agreement
 - (a) In addition to any other rights of termination which BCLC may have under the Agreement or otherwise at law, BCLC may, subject to any provisions in the Agreement establishing mandatory cure periods for defaults by Consultant, terminate the Agreement by giving written notice of such termination to Consultant, upon any failure of Consultant to comply with this Schedule in a material respect.
18. Interpretation
 - (a) In this Schedule, references to sections by number are to sections of this Schedule unless otherwise specified in this Schedule.
 - (b) Any reference to "Consultant" in this Schedule includes any sub-contractors or agent retained by Consultant to perform obligations under the Agreement and Consultant must ensure that any such sub-contractors and agents comply with this Schedule.
 - (c) The obligations of Consultant in this Schedule will survive the termination of the Agreement.
 - (d) If a provision of the Agreement (including any direction given by BCLC under this Schedule) conflicts with a requirement of the Act or an applicable order of the commissioner under the Act, the conflicting provision of the Agreement (or direction) will be inoperative to the extent of the conflict.

SCOPE OF WORK - Play It Forward 2.0 Campaign Development

SCOPE OF WORK - Play It Forward 2.0 Campaign Development

Date modified:

3/15/2018

[illegible]

BCLC

SCOPE OF WORK - Play it Forward - Summary

123W
ONE TWENTY THREE WEST

Date modified: June 21, 2018

All costs are estimated. Should the scope of the project increase, we will revise the scope of work accordingly. Once we finalize list of deliverables and final requirements, this estimate will be revised accordingly.

Phase	AGENCY FEES	EST. HARD COSTS	OVERALL TOTAL
Phase 2: Music in the Park Assets	\$ 3,605.00	\$ 229.00	\$ 3,834.00
Phase 3a: Internal Office Screen (x3 designs, x1 size each)	\$ 2,045.00	-	\$ 2,045.00
Phase 3b: T-Shirt Design (x2 designs, x1 size each)	\$ 1,892.50	BCLC	\$ 1,892.50
Phase 3c: Buttons Design (x4 designs, x1 size each)	\$ 2,262.50	BCLC	\$ 2,262.50
Phase 3d: Elevator Vinyl (x1 design, x2 sizes)	\$ 3,985.00	BCLC	\$ 3,985.00
Phase 3e: Business Cards (x2 designs)	\$ 2,107.50	BCLC	\$ 2,107.50
Phase 3f: Event Tent Panel (x1 design, x1 size)	\$ 3,392.50	BCLC	\$ 3,392.50
Phase 4a: Video Production (3x videos, :30 sec + :15 sec for social)	\$ 64,110.00	\$ 160,774.00	\$ 224,884.00
Phase 4b: Video bumper (x1)	\$ 2,552.50	\$ 2,500.00	\$ 5,052.50
Phase 4c: City-Specific Production	Detailed Below	STATION PROD.	\$ 43,620.00
Phase 4c-a: Kelowna Creative - Print, Social, Radio	\$ 4,940.00	-	
Phase 4c-b: Kamloops Creative - Print, Social, Radio	\$ 4,940.00	-	
Phase 4c-c: Terrace Creative - Print, Social, Radio	\$ 4,940.00	-	
Phase 4c-d: Langley Creative - Print, Social	\$ 4,100.00	-	
Phase 4c-e: Courtenay Creative - Print, Social, Radio	\$ 4,940.00	-	
Phase 4c-f: Nanaimo Creative - Print, Social, Radio	\$ 4,940.00	-	
Phase 4c-g: Victoria Creative - Print, Social, Radio	\$ 4,940.00	-	
Phase 4c-h: Port Alberni Creative - Print, Social, Radio	\$ 4,940.00	-	
Phase 4c-i: Prince George Creative - Print, Social, Radio	\$ 4,940.00	-	
Estimate for Production	\$ 129,572.50	\$ 163,503.00	\$ 293,075.50

*Note that hard costs do NOT include costs for stock photography or illustration. Once concepts have been finalized, final hard costs will be provided

*For items without production costs (T-Shirt, Buttons, Elevator Vinyl, Business Cards, Event Assets, Print), assumes that BCLC will be managing production and estimates for those pieces.

* No radio script

SCOPE OF WORK - Play it Forward - Music in the Park

All costs are estimated. Should the scope of the project increase, we will revise the scope of work accordingly. Once we finalize list of deliverables and final requirements, this estimate will be revised accordingly.

DESCRIPTION	VP	ACCOUNT MGR.	GROUP STGT DIR.	CREATIVE DIR.	COPYWRITER	ART DIRECTOR	PRODUCER	STUDIO ARTIST	OVERALL TOTAL
123W BREAKDOWNS OF TIME BY PROJECT									
Music in the Park Event Assets - Agency Time	\$ 21								
Task Deliverable: Includes time to develop the concepts for the music in the Park and Midsummer Jam creative.									
Development of creative									
Revisions (1)									
Studio production of assets									
Note: Assumes BCLC to manage print production of assets. Does not include hard costs for printing.									
Total:	\$ -	\$ 560.00	\$ -	\$ 330.00	\$ -	\$ 1,680.00	\$ -	\$ 1,035.00	\$ 3,605.00
Total Value of Time:	\$ -	\$ 560.00	\$ -	\$ 330.00	\$ -	\$ 1,680.00	\$ -	\$ 1,035.00	\$ 3,605.00
Music in the Park Event Assets - Hard Costs									
Costs for stock photography used in creative.									
Total Cost								\$ 225.00	
TOTAL	\$ 21	\$ 4	\$ 0	\$ 2	\$ 0	\$ 12	\$ 0	\$ 9	\$ 27.00
HOURLY RATE	\$ -	\$ 560.00	\$ -	\$ 330.00	\$ -	\$ 1,680.00	\$ -	\$ 1,035.00	\$ 3,605.00
TOTAL VALUE OF TIME	\$ -	\$ 560.00	\$ -	\$ 330.00	\$ -	\$ 1,680.00	\$ -	\$ 1,035.00	\$ 3,605.00

123W

LINE TWENTY THREE : 0.5%

PLEASE SEE COMMENTS, SUBJECT TO APPROVAL AND PROJECT INCREASE, THE FIRST THREE (3) COLUMNS OF THIS DOCUMENT ARE THE PROPERTY OF THE COMPANY AND ARE NOT TO BE REPRODUCED OR COPIED WITHOUT WRITTEN PERMISSION.											
DESCRIPTION	VP	ACCOUNT MGR.	GROUP STYD DIRL	CREATIVE DIRL	COPYWRITER	ART DIRECTOR/ DESIGNER	PRODUCER	STUDIO ARTIST	PROOF READER	OVERALL TOTAL	
123W BREAKDOWNS OF TIME BY PROJECT											
Internal Office Screen - Agency Fees	\$ 21										
Task Deliverables: Includes time to develop creative for the Internal Office Screen. Assumes developing 3x static concepts based on approved concept. Does not include development of new concepts, but variations on the approved concept.											
Design											
Studio production including one (1) round of revisions											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:											
Hourly Rate	\$	- \$	400.00 \$	- \$	- \$	70.00 \$	840.00 \$	140.00 \$	575.00 \$	- \$	2,045.00 \$
Total Value of Time:	\$ 21										
Task Deliverables: Agency time to develop two (2) t-shirt designs based on approved concept. Does not include time to source printer/supplier for shirts but for 123w to ship final creative files to printer. BCLG to be responsible for managing print production of t-shirts. If 123w is required to scope printers, an additional estimate may be supplied.											
Production											
Studio production											
Revisions (1 round)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:											
Hourly Rate	\$	- \$	400.00 \$	- \$	- \$	140.00 \$	400.00 \$	280.00 \$	575.00 \$	57.50 \$	1,892.50 \$
Total Value of Time:	\$ 21										
Buttons - Agency Fees											
Task Deliverables: Agency time to develop two (2) button designs based on approved concept. Does not include time to source printer/supplier for buttons but for 123w to ship final creative files to printer. BCLG to be responsible for managing production of buttons. If 123w is required to scope printers, an additional estimate may be supplied.											
Production											
Studio production											
Revisions (1 round)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:											
Hourly Rate	\$	- \$	400.00 \$	- \$	- \$	140.00 \$	400.00 \$	400.00 \$	605.00 \$	57.50 \$	2,595.50 \$
Total Value of Time:	\$ 21										
Elevator Vinyl - Agency Fees											
Task Deliverables: Agency time to develop the creative for the elevator elevators. Based on using same concept for each elevation, with slight alterations based on size of the board. Does not include time to develop new creative. BCLG to manage outsourcing of printing and installation. Additional estimates may be supplied.											
Development of final creative to spec											
Studio Production including one (1) round of revisions											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:											
Hourly Rate	\$	- \$	900.00 \$	- \$	485.00 \$	400.00 \$	840.00 \$	580.00 \$	575.00 \$	115.00 \$	3,985.00 \$
Total Value of Time:	\$ 21										
Business Cards - Agency Fees											
Task Deliverables: Based on approved concept, includes agency time to develop business card template. Includes building out one (1) front template with contact information and two (2) back templates with unique creative. BCLG to manage outsourcing final, print-ready cards with specific contact details. If 123w is required to scope printers, an additional estimate may be supplied.											
Updates to card backs											
Studio production including one (1) rounds of revisions											
Revisions (1 round)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:											
Hourly Rate	\$	- \$	400.00 \$	- \$	185.00 \$	140.00 \$	840.00 \$	140.00 \$	345.00 \$	57.50 \$	2,107.50 \$
Total Value of Time:											

BCLC
SCOPE OF WORK - Play it Forward - General Assets

123W
 ONE TWENTY THREE

Date modified: June 6, 2018
 All costs are estimated. Should the scope of the project increase, we will revise the scope of work accordingly. Once we finalize list of deliverables and final requirements, this estimate will be revised accordingly.

DESCRIPTION	VP	ACCOUNT MGR.	GROUP STDY DIR.	CREATIVE DIR.	COPYWRITER	ART DIRECTOR/DESIGNER	PRODUCER	STUDIO ARTIST	PROOF READER	OVERALL TOTAL
123W BREAKDOWNS OF TIME BY PROJECT										
Event Tent - Agency Fees										
Task Deliverable: Includes agency time to design tent panels for BCLC and Play it Forward related events. Based on designs from current concepts. Based on BCLC managing print production. If 123w is required to scope printers, an additional estimate may be supplied.										
Development of tent panels										
Revisions (2 rounds)										
Studio production										
NOTE: Does not include costs for final photography. Does not include hard costs for illustration, tent scanning, etc.										
Total:										
Hourly Rate	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total Value of Time	\$ -	\$ 840.00	\$ -	\$ 577.50	\$ 140.00	\$ 980.00	\$ 200.00	\$ 480.00	\$ 115.00	\$ 3,392.50
TOTAL										
HOURLY RATE	\$									
TOTAL VALUE OF TIME	\$ -	\$ 3,500.00	\$ -	\$ 1,237.50	\$ 1,050.00	\$ 4,340.00	\$ 1,820.00	\$ 3,335.00	\$ 402.50	\$ 15,685.00

SCOPE OF WORK - Play it Forward - City-based assets

All costs are estimated. Should the scope of the project increase, we will revise the scope of work accordingly. Once we finalize list of deliverables and final requirements, this estimate will be revised accordingly.

WZL

[illegible]

BCLC

SCOPE OF WORK - Play it Forward - City-based assets

Date modified: June 6, 2018

723W

ONE TWENTY THREE WEEK

All costs are estimated. Should the scope of the project increase, we will revise the scope of work accordingly. Once we finalize list of deliverables and final requirements, this estimate will be revised accordingly.

DESCRIPTION	VP	ACCOUNT MGR.	GROUP STY DIR.	CREATIVE DIR.	COPYWRITER	ART DIRECTOR	PRODUCER	STUDIO ARTIST	PROOF READER	OVERALL TOTAL
123W BREAKDOWNS OF TIME BY PROJECT										
Task Deliverable: Includes time to develop one (1) Print Ad concept at 2x sizes, one (1) Social ad concept at 1x size and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.										
Creative development										
Revisions (2 rounds)										
Studio production (2x print ad, 1x social ad)										
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.										
Hourly Rate										
Total Value of Times	\$ -	\$ 980.00	\$ -	\$ 165.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00
Kamloops Creative										
Task Deliverable: Includes time to develop one (1) Print Ad concept at 2x sizes, one (1) Social ad concept at 1x size and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.										
Creative development										
Revisions (2 rounds)										
Studio production (2x print ad, 1x social ad)										
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.										
Hourly Rate										
Total Value of Times	\$ -	\$ 980.00	\$ -	\$ 165.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00
Temiskaming Creative										
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.										
Creative development										
Revisions (2 rounds)										
Studio production (2x print ad, 1x social ad)										
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.										
Hourly Rate										
Total Value of Times	\$ -	\$ 980.00	\$ -	\$ 165.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00
Lumley Creative										
Task Deliverable: Includes time to develop one (1) Print Ad and one (1) Social ad based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.										
Creative development										
Revisions (2 rounds)										
Studio production (2x print ad, 1x social ad)										
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.										
Hourly Rate										
Total Value of Times	\$ -	\$ 980.00	\$ -	\$ 165.00	\$ 420.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,100.00
Courtenay Creative										
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.										
Creative development										
Revisions (2 rounds)										
Studio production (2x print ad, 1x social ad)										
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.										
Hourly Rate										
Total Value of Times	\$ -	\$ 980.00	\$ -	\$ 165.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00
Nanaimo Creative										
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.										
Creative development										
Revisions (2 rounds)										
Studio production (2x print ad, 1x social ad)										
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.										
Hourly Rate										
Total Value of Times	\$ -	\$ 980.00	\$ -	\$ 165.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00

BCLC

SCOPE OF WORK - Play it Forward - City-based assets

Date modified: June 6, 2018

All costs are estimated. Should the scope of the project increase, we will revise the scope of work accordingly. Once we finalize list of deliverables and final requirements, this estimate will be revised accordingly.

All costs are estimated. Should the scope of the project increase, the fees for any of the scope of work recorded here, which are intended to be an estimate only, will also increase accordingly.											
DESCRIPTION	VP	ACCOUNT MGR.	GROUP STDY DIR.	CREATIVE DIR.	COPYWRITER	ART DIRECTOR	PRODUCER	STUDIO ARTIST	PROOF READER	OVERALL TOTAL	
123W BREAKDOWNS OF TIME BY PROJECT											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Victoria Creative											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Port Alberni Creative											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Prince George Creative											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											
Task Deliverable: Includes time to develop one (1) Print Ad, one (1) Social ad and one (1) Radio Script based on approved concept and provided story. Does not include 123w managing the production of the radio script. Does not include hard costs for stock photography, font licensing, etc.	\$ 21										
Creative development											
Revisions (2 rounds)											
Studio production (2x print ad, 1x social ad)											
NOTE: Does not include costs for stock photography. Does not include hard costs for illustration, font licensing, etc.											
Total:	\$ -	\$ 980.00	\$ -	\$ 185.00	\$ 1,280.00	\$ 1,960.00	\$ -	\$ 575.00	\$ -	\$ 4,940.00	
Total Value of Time:											
Hourly Rate											

BCLC

SCOPE OF WORK - Play it Forward - Community Impact Report Design

123W
ONE TWENTY THREE WOOD

Date modified: June 6, 2018

All costs are estimated. Should the scope of the project increase, we will revise the scope of work accordingly. Once we finalize list of deliverables and final requirements, this estimate will be revised accordingly.

DESCRIPTION	VP	ACCOUNT MGR.	GROUP STGY DIR.	CREATIVE DIR.	COPYWRITER	ART DIRECTOR	PRODUCER	STUDIO ARTIST	PROOF READER	OVERALL TOTAL
123W BREAKDOWNS OF TIME BY PROJECT										
Community Impact Report - Design										
Task Deliverable: Includes agency time to design the Community Impact Reports, based on a tri-fold pamphlet with BCLC provided content. Includes designing five (5) covers for the different territories and developing standard infographic template to use across each pamphlet. Includes time to add different, city-specific information to the infographic template. Includes time to design the infographic for stock photography. Once creative concept has been approved, stock photography costs will be provided.										
Revisions (2)										
Studio production of thirty-two (32) reports, includes approximately 20 minutes of a designer and producer oversight per piece.										
Working with BCLC-supplied printers to determine production abilities										
Note: Assumes BCLC to manage print-production of assets. Does not include hard costs for printing.										
Total:	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Hourly Rate	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total Value of Time	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

\$ 21

21,390.00

BCLC SOW

SCOPE OF WORK - Kamloops + Port Alberni Video Production SOW

Date modified: Aug 22, 2018

All costs are estimated. Should the scope of the project increase, we will revise the scope of work accordingly.

DESCRIPTION	J. LONGWORTH VP	ACCOUNT MGR	B. COLLINS WRITER CD	WRITER	R. SWEETMAN ART DIRECT. CD	ART DIRECTOR	PRODUCER	OVERALL TOTAL
123W BREAKDOWNS OF TIME BY PROJECT								
OPTION A: 123w develops basic brief + script only								
Task Deliverable: Includes time for 123w to develop two (2) scripts for Kamloops and Port Alberni based on supplied stories from BCLC. Includes time to develop rough storyboards based on those scripts and develop a basic style guide and brief for BCLC's supplied videographer. Includes time for 123w to provide feedback on two (2) rounds of edits to the final spot. Does not include agency time for editing sessions and overall management of production/post-production. Assumes BCLC will manage videographer, post-production, and rounds of feedback. Does not include time for 123w to source and receive quotes from production companies. Does not include any hard costs. Assumes BCLC will be responsible for managing any talent (i.e. the Mayor) and receiving filming approvals.								
Script and storyboard development for Kamloops and Port Alberni video	\$ 21							
Presentation of script and storyboard (1)								
Revisions (2 rounds)								
Development of videographer brief								
Phone call or in-person brief with videographer								
Review and provide feedback on two (2) rounds of edits								
Total:								
Hourly Rate	\$ 165.00	\$ 1,610.00	\$ 742.50	\$ 2,100.00	\$ 825.00	\$ 3,010.00	\$ -	\$ 8,452.50
Total Value of Time:								
OPTION B: 123w to work with BCLC's supplied vendors								
Task Deliverable: Includes time for 123w to develop two (2) scripts for Kamloops and Port Alberni. Includes time to develop rough storyboards based on those scripts. Includes time for 123w to work with BCLC's provided videographer and post-production team to develop final script, storyboard, work with the editor to final cut. Does not include time for 123w to manage the sourcing and quoting of production teams (including videographer/post-production). Assumes working with BCLC's supplied vendors. Assumes BCLC and supplied production vendors will manage any location permits, talent requirements, etc. Does not include time for 123w to be on set for the actual shoot days. If 123w is required at shoot days, additional travel time and hard costs will be required.								
Script and storyboard development for Kamloops and Port Alberni video	\$ 21							
Presentation of script and storyboard (1)								
Revisions (2 rounds)								
Pre-production meetings with videographer (2) including prep								
Post-production (includes time for in-house edit sessions, audio sessions for VO/music, etc).								
Total:								
Hourly Rate	\$ 330.00	\$ 2,310.00	\$ 1,237.50	\$ 2,940.00	\$ 990.00	\$ 4,270.00	\$ -	\$ 12,077.50
Total Value of Time:								

BCLC SOW

SCOPE OF WORK - Kamloops + Port Alberni Video Production SOW

Date modified: Aug 22, 2018

All costs are estimated. Should the scope of the project increase, we will revise the scope of work accordingly.

DESCRIPTION	J. LONGWORTH VP	ACCOUNT MGR	B. COLLINS WRITER CD	WRITER	R. SWEETMAN ART DIRECT. CD	ART DIRECTOR	PRODUCER	OVERALL TOTAL
123W BREAKDOWNS OF TIME BY PROJECT								
<p>OPTION C: 123w to manage full production including sourcing videographer/post production Task Deliverable: Includes time for 123w to develop two (2) scripts for Kamloops and Port Alberni. Includes time to develop rough storyboards based on those scripts. Includes time to source potential videographers and post-production houses. Based on 123w managing and overseeing shoot. Assumes that BCLC will start conversations with city officials and potential talent if required (i.e. Mayors, city officials, program heads, etc). Includes time for 123w to travel to Kamloops and Port Alberni for shoot.</p> <p>INCLUDES ESTIMATED HARD COSTS ONLY. IF THIS DIRECTION IS CHOSEN, COSTS TO BE CONFIRMED.</p> <p>Script and storyboard development for Kamloops and Port Alberni video</p> <p>Presentation of script and storyboard (1)</p> <p>Revisions (2 rounds)</p> <p>Pre-production including sourcing production partners, finalizing scripts, working with BCLC to organize talent, securing locations, etc.</p> <p>Shoot (including travel)</p> <p>Post-production</p> <p>ESTIMATED HARD COSTS: Please note that this is a rough estimate of potential hard costs including: full production costs (including pre, post and shoot), hotels, flights, etc, as required.</p>	\$	\$	\$	\$	\$	\$	\$	\$
Total:	\$ 660.00	\$ 5,670.00	\$ 1,072.50	\$ 7,280.00	\$ 990.00	\$ 8,750.00	\$ 4,200.00	\$ 44,022.50
Hourly Rate								
Total Value of Time:								

JOY FACTORY FILMS INC.

348 Tranquille Road
Kamloops, BC
V2B 3G6
RT 81336 8867

Statement of Work

Summary

Proposal for BCLC - Sept 19th, 2018
TRU Training & Technology Centre Training Videos
Valid Until September 23rd, 2018
Estimated Cost: \$1250-\$2500 + GST

THIS AGREEMENT includes the attached additional terms and conditions and is entered into on Sept 19th, 2018

Between:

Joy Factory Films Inc. ("Joy Factory")

And:

BCLC ("Customer")

Description of Final Product

Joy Factory will create and deliver to Customer a final completed video cut, after completion of all edits (as described below), the specifics of which are as follows:

This will be an interview style commercial with a range of demographics, filmed on location in Kamloops at Riverside Park and along Schubert Drive as stated in the Creative Brief delivered from 123West on September 17th, 2018.

(the "Final Product")

Services and Production Details

Towards creating the Final Product, Joy Factory will:

- Provide filming, editing;
- Coordinate required third party licenses on behalf of Customer necessary to complete the Final Product (subject to Customer obligations below); and
- Any other services reasonably agreed upon as necessary to create and deliver the Final Product.

Joy Factory will shoot video at 30fps if the Final Product is intended for television and 24fps if the Final Product is intended for internet or promotional use only.

Joy Factory will deliver to Customer a rough cut, at which point Customer may request two sets of edits. Joy Factory will then create a fine cut, to which Customer may request one further set of edits.

If Customer requests any further changes or additional filming after Joy Factory has delivered the Final Product, such changes may be subject to further fees based on Joy Factory's hourly rates as set out below.

Customer will Provide:

Dates and times for recording, list of presenters to mic, approval of final videos

Timeline

Filming late September 2018; Editing Fall 2018

Delivery of Final Product

Joy Factory will deliver the Final Product to Customer in an agreed upon electronic format. Customer may obtain the Final Product by providing Joy Factory with a suitable hard drive for transfer. Joy Factory is not responsible for any loss of the Final Product where such loss is a result of a corrupted hard drive belonging to the Customer.

Fees

Joy Factory proposes the following options/estimates to the Customer (estimates in brackets):

Filming Rate: \$125/hr + GST (2-4hrs)

Hourly Editing Rate: \$250/hr + GST (4-8hrs)

Total Estimates: Minimum \$1250, Maximum \$2500 + GST

Terms of Payment

Customer will pay 50% of the above estimated fee to reserve Joy Factory's services.

Customer will pay the remaining balance of the final fee as calculated by Joy Factory upon delivery of the Final Product. As set out above, any changes requested by Customer post-delivery will incur further fees based on the hourly rate.

Payments are due 30 days from date of invoice. Any late payments are subject to a penalty of 1.5% per week.

Early Termination

If Customer cancels Joy Factory's services prior to delivery of the Final Product, Customer will, within 30 days of such termination, pay Joy Factory in accordance with the above hourly rates for those hours that Joy Factory worked on the Final Product before such early termination.

If, prior to delivery of the Final Product, any footage necessary for completion of the Final Product is damaged or lost by Joy Factory's fault, Joy Factory may, at its option, either perform an equivalent reshoot of the footage at Joy Factory's expense, or provide a refund to Customer of any fees paid by Customer to that point. Joy Factory will not be liable to Customer for any further expenses.

AGREED TO BY THE PARTIES' AUTHORIZED REPRESENTATIVES AS FOLLOWS:

s 22

Customer signature:

Print name: M. WILSON

Date: 9/19/18

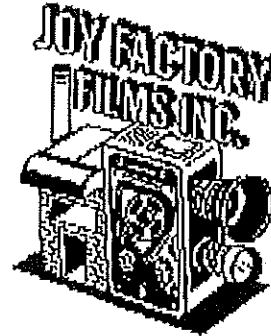
The signature above confirms that I have read and understood this Agreement, including the attached Additional Terms and Conditions.

s 22

Joy Factory signature: _____

Print name: NATHAN FROESE, OWNER

Date: 9/20/18



ADDITIONAL TERMS AND CONDITIONS

1. Right to Final Product

Joy Factory transfers and assigns to Customer all ownership in all elements and intellectual property of the Final Product created by Joy Factory exclusively for Customer. However, such transfer and assignment DOES NOT constitute a waiver of Joy Factory's moral rights in the Final Product. For clarity, and without limiting the preceding sentence:

- Customer may not modify, change, alter, distort or mutilate the Final Product without the written consent of Joy Factory;
- Joy Factory asserts its right to be identified as the author of the Final Product; and
- Customer will use, and will cause any third party to use, the Final Product only for its intended use.

2. Joy Factory Content

Joy Factory holds all right, title and interest in all footage filmed by Joy Factory for the purpose of creating the Final Product, other stock footage filmed outside of the Customer's project, and any other Joy Factory content (collectively, "Joy Factory Content") and nothing in this agreement constitutes a transfer or assignment to Customer any element of the Joy Factory Content or any intellectual property of Joy Factory Content.

Upon any Joy Factory Content being embedded or incorporated into the Final Product and to the extent that it remains so embedded or incorporated, Joy Factory grants Customer a perpetual, irrevocable, royalty-free, worldwide license to exercise in respect of that Joy Factory Content the right to use and distribute that Joy Factory Content only as necessary to use and distribute the Final Product as intended.

3. Customer Content

The parties acknowledge that Customer may provide Joy Factory with Customer's content to be embedded or incorporated into the Final Product ("Customer Content"). Customer grants Joy Factory a worldwide right to use, host, store, service, reproduce, modify, create derivative works, communicate, and publish all

Customer Content only as is necessary to enable Joy Factory to create the Final Product.

Customer retains all title and ownership of any Intellectual Property rights it holds in Customer Content. Customer is responsible for ensuring that it has all of the necessary rights in any Customer Content and that all Customer Content does not infringe on the rights of any copyright owners, violate any applicable laws or violate the terms of any license or agreement. Customer will be fully responsible for, and will save, harmless and indemnify Joy Factory against, all claims, liabilities and demands with respect to any such infringement or violation. As provided by any applicable law, Joy Factory reserves the right to remove or refuse to incorporate into the Final Product any Customer Content alleged to infringe on the Intellectual Property rights of any third party.

4. Storage of Raw Footage

Any footage filmed by Joy Factory for the purpose of creating the Final Product ("Raw Footage") will be stored by Joy Factory for a minimum of one year after delivery of the Final Product. Within this storage period, such Raw Footage may be obtained by Customer or a third party (the latter only upon Customer's written consent); however, Joy Factory has no obligation to provide further editing services during this period. Notwithstanding, paragraph 2 above, if Customer obtains such Raw Footage per this paragraph 4, then Joy Factory will transfer and assign to Customer all ownership in all elements and intellectual property of such Raw Footage, subject to the same terms and conditions set out in paragraph 1 above.

One year after delivery of the Final Product, Joy Factory may dispose of any such Raw Footage, unless otherwise agreed upon by the parties (any such alternative arrangements may be subject to further fees).

5. Third Party Agreements

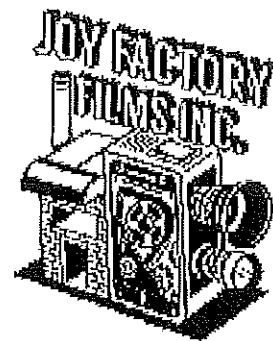
The parties acknowledge that services provided by Joy Factory may include coordination of contracts, licenses or other agreements between Customer and third parties ("Third-Party Contracts"). Customer will be solely responsible for compliance with Third-Party Contracts; such compliance may include, among other things, using the Final Product only for its intended use. Customer will be fully responsible for, and will save harmless and indemnify Joy Factory against, all claims, liabilities and demands with respect to any Customer breach of a Third-Party Contract.

6. Confidential Information.

Joy Factory acknowledges that any proprietary or confidential materials expressly designated as confidential that are provided to Joy Factory by Customer during the term of this Agreement ("Customer Confidential Information") are valuable assets of Customer. Joy Factory will take reasonable steps to ensure that the Customer Confidential Information is not used or disclosed except as expressly permitted by Customer. Joy Factory will not permit any unaffiliated third party access to, in any manner, the Customer Confidential Information, except as expressly permitted by Customer. Customer Confidential Information does not include information that consists of ideas, concepts, know-how or techniques relating to the creation, enhancement or customization of the Final Product.

7. Relationship of the Parties

The relationship of the parties under this agreement is that of independent contractors only. This agreement will not be interpreted or construed to create a joint venture, partnership, or employment relationship between the parties or to impose any liability attributable to such a relationship upon either party.





MEDIA PURCHASE AUTHORIZATION

This authorizes MediaCom to purchase the following advertising campaign:

PA/PD Reference:
DATE: 19-Jun
REVISION DATE:

ADVERTISER: BC LOTTERIES
PRODUCT: CORPORATE TRADITIONAL
CAMPAIGN: Fall Awareness Campaign
CAMPAIGN CODE: S 21
TARGET:

PLAN/COSTING DATE: 19-Jun
CAMPAIGN PERIOD:
Start Date: Sept 10, 2018
End Date: Nov 25, 2018

PLANNED EXPENDITURES (\$)

MEDIUM and DETAILS:	DETAILS	Dates	Net Media	Fees	Total Dollars
TV					
Vancouver/ Victoria	:30 Conventional News	Sept 10, 2018 - Sept 23, 2018	S 21		
Kamloops					
Kelowna	:30 Conventional TV	Sept 24, 2018 - Oct 28, 2018			
Total Media Expenditure					\$ 319,592

* Please note that the above quoted costs do not include any applicable taxes *

Terms and Conditions

The Advertiser agrees to pay MediaCom directly for the above media expenditure.
MediaCom will render invoices to the Advertiser according to letter of agreement.

S 21

Signed for and On behalf of:

Name/Title:

Signature:

Date:

BCLC

M. WILSON, SVP MGR
S 22 CORP MKT

19-Jun 2018

Privacy of Information

Each party hereby agrees to comply with all applicable Canadian privacy laws and regulations, including but not limited to the Personal Information Protection and Electronic Documents Act (Canada). The Advertiser agrees that where applicable, it shall inform and obtain the consent of its customers to the anonymous and aggregated collection and use of each such customer's personal data and information by third parties.

Please forward one copy of signed authorization to MediaCom and retain a second copy for your files



MEDIA PURCHASE AUTHORIZATION

This authorizes MediaCom to purchase the following advertising campaign:

PA/PO Reference:	
DATE:	19-Jun
REVISION DATE:	19-Jun

ADVERTISER: BC LOTTERIES
PRODUCT: CORPORATE SOCIAL
CAMPAIGN: F19 Local Market Events
CAMPAIGN CODE: S 21
TARGET:

PLAN/COSTING DATE: 23-May
CAMPAIGN PERIOD:
Start Date: 6/4/2018
End Date: 2/24/2019

PLANNED EXPENDITURES (\$)

MEDIUM and DETAILS:	DETAILS	Dates	Net Media	Fees	Total Dollars
SOCIAL:					
PRINCE RUPERT	60% Reach Goal / 36K Imps				
VERNON	60% Reach Goal / 165K Imps				
KELOWNA	50% Reach / 228K Imps				
VICTORIA	50% Reach / 660K Imps				
KAMLOOPS	50% reach / 228K Imps				
TERRACE	50% Reach / 39K Imps				
LANGLEY	50% Reach / 228K Imps	June 4, 2018 - Feb 17, 2019	S 21		
COURTNEY	50% Reach / 117K Imps				
NANAIMO	50% Reach / 237K Imps				
PORT ALBERNI	50% reach / 48K Imps				
SURREY	50% reach / 580K Imps				
ABBOTSFORD	50% reach / 220K Imps				
MISSION	50% reach / 60K Imps				
PRINCE GEORGE	50% Reach / 186K Imps				
Total Media Expenditure					\$ 44,536.10

* Please note that the above quoted costs do not include any applicable taxes *

Terms and Conditions

The Advertiser agrees to pay MediaCom directly for the above media expenditure. MediaCom will render invoices to the Advertiser according to letter of agreement.

Signed for and On
behalf of:

BCLC

Name/Title:

M. WILSON, SNR MGR
S 22 *REP MGT*

Signature:

(Signature)

Date:

28-May 2018

Privacy of Information

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S 21



People first, better results

MEDIA PURCHASE AUTHORIZATION

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PA/PO Reference:
DATE: 19-Jun
REVISION DATE: 19-Jun

ADVERTISER: BC LOTTERIES
PRODUCT: CORPORATE TRADITIONAL
CAMPAIGN: F19 Local Market Events
CAMPAIGN CODE: S 21
TARGET:

PLAN/COSTING DATE: 23-May
CAMPAIGN PERIOD:
Start Date: 6/4/2018
End Date: 2/24/2019

PLANNED EXPENDITURES (\$)

MEDIUM and DETAILS:	DETAILS	Dates	Net Media	Fees	Total Dollars
RADIO:					
PRINCE RUPERT	30 spots/wk				
VERNON	24 spots/wk				
KELOWNA	20-30 spots/stn/wk				
VICTORIA	19-44 spots/stn/wk				
KAMLOOPS	13-24 spots/stn/wk				
TERRACE	25-30 spots/wk				
COURTNEY	30 spots /wk				
NANAIMO	30 spots/stn/wk				
PORT ALBERNI	30 spots/wk				
ABBOTSFORD	20 spots/wk/stn				
PRINCE GEORGE	14 -30 spots/wk /stn				
		June 4, 2018 - Feb 17, 2019	S 21		
Total Media Expenditure					\$ 54,357.11

* Please note that the above quoted costs do not include any applicable taxes *

Terms and Conditions

The Advertiser agrees to pay MediaCom directly for the above media expenditure.
MediaCom will render invoices to the Advertiser according to letter of agreement.

Signed for and On
behalf of:

Name/Title:

Signature:

Date:

BCLC

M. WILSON, SR MGR
S 22
CORP MGT

28-May 2018

Privacy of Information

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People first, better results

MEDIA PURCHASE AUTHORIZATION

This authorizes MediaCom to purchase the following advertising campaign:

PA/PO Reference:

DATE:

19-Jun

REVISION DATE:

ADVERTISER: BC LOTTERIES
PRODUCT: CORPORATE TRADITIONAL
CAMPAIGN: F19 Local Market Events
CAMPAIGN CODE: S 21
TARGET:

PLAN/COSTING DATE: 23-May

CAMPAIGN PERIOD:

Start Date: 6/4/2018

End Date: 2/24/2019

PLANNED EXPENDITURES (\$)

MEDIUM and DETAILS:	DETAILS	Dates	Net Media	Fees	Total Dollars
NEWSPAPER:					
PRINCE RUPERT	1 insertion per week				
VERNON	2 insertions per week				
KELOWNA	2 insertions per week				
VICTORIA	2 insertions per week				
KAMLOOPS	2 insertions per week				
TERRACE	1 insertion per week				
LANGLEY	2 insertions per week				
COURTNEY	2 insertions per week				
NANAIMO	2 insertions per week				
PORT ALBERNI	1 insertion per week				
SURREY	2 insertions per week				
ABBOTSFORD	2 insertions per week				
MISSION	1 insertion per week				
PRINCE GEORGE	1 insertion per week				
Total Media Expenditure		June 4, 2018 - Feb 17, 2019	S 21		\$ 96,654.01

* Please note that the above quoted costs do not include any applicable taxes *

Terms and Conditions

The Advertiser agrees to pay MediaCom directly for the above media expenditure.
MediaCom will render Invoices to the Advertiser according to letter of agreement.

S 21

Signed for and On
behalf of:

Name/Title:

S 22

Signature:

Date:

28-May 2018

Privacy of Information

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MEDIA PURCHASE AUTHORIZATION

This authorizes MediaCom to purchase the following advertising campaign:

PA/PO Reference:
DATE: 19-Jun
REVISION DATE:

ADVERTISER: BC LOTTERIES
PRODUCT: CORPORATE SOCIAL/DIGITAL/SEARCH
CAMPAIGN: Fall Awareness Campaign
CAMPAIGN CODE: S 21
TARGET:

PLAN/COSTING DATE: 19-Jun
CAMPAIGN PERIOD:
Start Date: 7/2/2018
End Date: 12/30/2019

PLANNED EXPENDITURES (\$)

MEDIUM and DETAILS:	DETAILS	Dates	Net Media	Fees	Total Dollars
BC PAID SEARCH	Media	July 2, 2018 - Dec 30, 2018	S 21		
Total Media Expenditure					\$ 2,682

* Please note that the above quoted costs do not include any applicable taxes *

Terms and Conditions

The Advertiser agrees to pay MediaCom directly for the above media expenditure.
MediaCom will render invoices to the Advertiser according to letter of agreement.

S 21

Signed for and On behalf of:

BCLC

Name/Title:

S 22
M. WILSON JR. MGR
CORP MKT

Signature:

Date:

19-Jun 2018

Privacy of Information

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MEDIA PURCHASE AUTHORIZATION

This authorizes MediaCom to purchase the following advertising campaign:

PA/PO Reference:
DATE: 19-Jun
REVISION DATE:

ADVERTISER: BC LOTTERIES
PRODUCT: CORPORATE SOCIAL/DIGITAL
CAMPAIGN: Fall Awareness Campaign
CAMPAIGN CODE: S 21
TARGET:

PLAN/COSTING DATE: 19-Jun
CAMPAIGN PERIOD:
Start Date: Sept 10, 2018
End Date: Nov 25, 2018

PLANNED EXPENDITURES (\$)

MEDIUM and DETAILS:	DETAILS	Dates	Net Media	Fees	Total Dollars
BC SOCIAL	Media S 21	Sept 10, 2018 - Nov 18, 2018	S 21		
ONLINE VIDEO	Media S 21	Sept 10, 2018 - Nov 18, 2018			
Total Media Expenditure					\$ 163,922

* Please note that the above quoted costs do not include any applicable taxes *

Terms and Conditions

The Advertiser agrees to pay MediaCom directly for the above media expenditure.
MediaCom will render Invoices to the Advertiser according to letter of agreement.

S 21

Signed for and On behalf of:

BCLC

Name/Title:

M. WILSON, SNR MGR
S 22 C&P MKT.

Signature:

[Signature]

Date:

19-Jun 2018

Privacy of Information

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