



COQUITLAM PUBLIC LIBRARY

REQUEST FOR PROPOSAL

Strategic Planning

RFP #2026-01

Issue Date: March 2, 2026

RFP CONTACT

All enquiries must be made in writing and the enquiries regarding the RFP must be addressed to:

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PART 1: INVITATION AND SUBMISSION INSTRUCTIONS

1.1 STATEMENT OF NEED

The intent of this RFP is to secure the services of a strategic planning vendor to assist the Coquitlam Public Library (CPL) Board in refreshing the current CPL Strategic Plan 2023-2026 for the next period of 2027-2031. The ideal firm or consultant will be one whose approach or framework will awaken and animate the creativity and innovativeness of the individual and at the same time, harness the power of collective intelligence. While primarily focussed on the strategic goals, there may be need to refresh the Mission, Vision, and Values as well.

There are certain minimum requirements that must be adhered to, outlined in the Deliverables (Section A, Appendix A: RFP Particulars). Providing these minimum requirements can be met, CPL actively encourages innovative approaches and solutions that enhance strategic planning and the rollout of the board-ratified plan.

1.2 TERMINOLOGY

Throughout this RFP, terminology is used as follows:

- “Contract” means the written agreement or purchase order resulting from this Request for Proposal awarded to and/or executed by Coquitlam Public Library and the successful Proponent;
- “Contractor” means the successful Proponent to this Request for Proposal who enters into a written Contract with Coquitlam Public Library for the provision of the services;
- “CPL” means Coquitlam Public Library;
- “Material”, “Materials”, “Supplies” shall, unless otherwise specified, mean anything and everything other than persons or the Contractor’s equipment which is manufactured, processed, or transported to the site, or existing on the site, and incorporated into the services;
- “must”, “mandatory” or “required” means a requirement that must be met in order for a Proposal to receive consideration;
- “Proponent” means a party, a company or an individual, that has obtained a copy of this Request for Proposal and submits, or intends to submit, a Proposal in response to this “Request for Proposal”;
- “Proposal” means the submission by the Proponent in response to this RFP;
- “RFP” means Request for Proposal;
- “Services”, “Work” means that all that is required to provide all that is necessary for Strategic Planning as outlined in this RFP, and shall include but not be limited by provision of all equipment, transportation, and any necessary supplies, tools or other sub-services;
- “shall”, “will”, or “should” means a requirement having a significant degree of importance to the objectives of the Request for Proposal; and
- “Sub-contractor” means a sub-contractor having a contract with the successful Proponent to this Request for Proposal for the performance of any part of the work;
- “Work” means the goods, all services and deliverables to be provided by the Contractor, and as described in this RFP.

1.3 BACKGROUND

Throughout its existence, Coquitlam Public Library has held a strong reputation for commitment to the community. We have achieved this by providing many services to our customers and meeting the changing needs of a diverse and growing community.

The Library serves the residents of the City of Coquitlam, whose population is estimated to be 175,000, in two branches and with a mobile library (the Library Link). A third physical branch is currently being planned. CPL provides collections in multiple formats including books, DVDs, lendable technology, and video games. CPL provides a number of online services, mainly through the website and other platforms. The Library serves a wide demographic and provides specific services for children, teens, newcomers, English language learners, foreign language speakers and print disabled. CPL also serves many members in the communities of Port Moody and Port Coquitlam. CPL is a member of Interlink, a federation of libraries in the Lower Mainland and works with other libraries in the Province on a number of services, such as reciprocal borrowing and Interlibrary Loans.

The Library welcomes approximately 900,000 visitors every year, spread across two main physical locations as well as a third mobile branch, the Library Link.

CPL's 2019-2022 and 2023-2026 Strategic Goals can be found in Appendix B.

1.4 MANDATORY REQUIREMENTS

The following items are mandatory requirements for this RFP:

Name:	Type:	# of Files	Requirement
Appendix C: Pricing Form (Maximum \$45,000 CAD excl GST)	PDF	1	Mandatory
Appendix D: Responses	PDF	1	Mandatory
Appendix E: Submission Form	PDF	1	Mandatory

Any submission that does not meet all 3 mandatory requirements will not be considered.

1.5 RFP TIMETABLE

Issue Date of RFP	March 2, 2026
Deadline for Questions	March 11, 2026
Deadline for Issuing Addenda	March 12, 2026
Submission Deadline	23:59:59 March 29, 2026
Anticipated ranking of proponents	April 10, 2026
Anticipated signing of contract	April 17, 2026
Anticipated Execution of Agreement	May 1, 2026

The RFP timetable is tentative only, and may be changed by CPL at any time.

1.6 SUBMISSION OF PROPOSALS

RFP responses must be submitted electronically in the English language.

Proponents must submit their responses in **digital PDF format only** with a covering Email to: Ryan Jamieson, rjamieson@coqlibrary.ca

The filename will be in the following format: “RFP#2026-01–Strategic Planning-Vendor Name”. Only emailed responses will be considered.

The deadline for Proponent submissions is **23:59 PST, March 29, 2026**. Late responses or responses dropped off at branch or received by fax or mail will not be considered.

Amendments to a Proposal may be submitted via email, at any time prior to the submission deadline.

A signature confirming the Proponent’s intent to be bound to the Proponent’s Proposal is mandatory. Submissions shall include the Proponent’s name, the authorized signatory’s name and contact details, including address, Email, and telephone number. CPL reserves the right to contact the Proponent to seek clarification, information or answer questions pertaining to the Proponent’s RFP submission.

Proponent enquiries must only be directed to:
 Ryan Jamieson
rjamieson@coqlibrary.ca

Information obtained otherwise is not official. CPL shall not be bound or responsible for any explanation, clarification, answers or comments, informal, or otherwise, that have not been incorporated into an addendum to the RFP and posted on BC BID.

All costs with the preparation and submission of a Proposal will be borne solely by the Proponent.

PART 2: EVALUATION, NEGOTIATION, AND AWARD

CPL will conduct the evaluation of proposals and negotiations in the following stages:

2.1 STAGE I – MANDATORY SUBMISSION REVIEW

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. If a proposal fails to satisfy all of the mandatory submission requirements, the proposal will be rejected. The mandatory submission requirements are set out in **1.4 Mandatory Requirements**.

2.2 STAGE II - PRICING

Stage II will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the Price Evaluation Method (Appendix C). The evaluation of price will only be undertaken should it be under the mandatory pricing requirement. Proposals that do not meet this mandatory criteria will not be evaluated further.

In the event that a proponent's pricing appears to be abnormally low in relation to the Deliverables, CPL may require the proponent to provide a detailed explanation of the pricing information to account for the low level of price and confirm that all requirements in respect of the Deliverables have been taken into account. If the proponent is unable to satisfactorily account for the abnormally low pricing, CPL may reject the proposal. CPL may also reject any proposal that contains unbalanced pricing. Pricing may be considered unbalanced where nominal or significantly understated prices are proposed for some elements of the Deliverables and inflated prices are proposed for other elements of the Deliverables. Unbalanced pricing includes, but is not limited to, "front-loaded" pricing which contains inflated pricing for Deliverables to be provided or completed at the beginning of the contract, offset by understated pricing for Deliverables to be provided or completed later in the contract.

2.3 STAGE III - EVALUATION

CPL will evaluate each qualified proposal on the basis of the non-price rated criteria as requested in Appendix D: Responses.

2.4 STAGE IV – RANKING, INTERVIEWS AND CONTRACT NEGOTIATIONS

2.4.1 Ranking of Proponents and Interviews

After the completion of Stage III, all scores from Stage II and Stage III will be added together and the proponents will be initially ranked based on their total scores.

The proponents with the highest ranked proposals, provided all mandatory requirements and minimum scores are met, to a maximum of three (3) proponents, will each be invited to attend an interview, limited to proponents with scores within five (5) points of the total score of the top-ranked proposal. If no other proponent is within five (5) points of the top-ranked proponent, CPL will enter into direct contract negotiations with the top-ranked proponent to finalize an agreement.

Proponents invited to an interview will be provided with adequate advance notice. The interviews will be conducted using online meeting technology mutually agreed by both parties. CPL may ask a standard set of questions of each proponent invited during their interview as well as any other questions for clarification or verification purposes.

Interviews will be evaluated and weighted as set out in Evaluation Criteria and, subject to passing all minimum scores for this stage, if any, added to the written proposal total scores to determine final scores and final ranking. CPL also reserves the right to re-visit and adjust prior scores from Stage II based on any information gathered during the interviews.

The top-ranked proponent will receive a written invitation to enter into a final round of negotiations to finalize the agreement with CPL. In the event of a tie, the selected proponent will be the proponent with the highest score on the non-price rated criteria.

2.4.2 Evaluation Criteria

The following table sets out the categories, weightings and minimum thresholds of the evaluation for the RFP. Proponents who do not meet the *minimum threshold will not proceed to the reference checks or interview portion of the evaluation. It is anticipated that CPL will interview up to the three (3) highest evaluated proponents meeting the minimum threshold and within 5 points of the top-ranked proponent.

#	Evaluation Category	Weighting (points)	Minimum Threshold
i.	Appendix C: Pricing	20	15
ii.	Appendix D: Expertise, Qualifications, Experience	30	20
iii.	Appendix D: Scope and Deliverables	20	16
iv.	Appendix D: Timelines and Milestones	10	8
	Subtotal i-iv	80	
v.	Appendix D: References	15	10
vi.	Interview	5	n/a
	Subtotal v-vi	20	
	Total Points	100	

2.4.3 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into a contract on the part of the CPL or the proponent and there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. The terms and conditions found in the RFP Particulars (Appendix A) are to form the basis for commencing negotiations between the CPL and the selected proponent. Negotiations may include requests by the CPL for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by CPL for improved pricing or performance terms from the proponent.

2.4.4 Failure to Enter into Agreement

If the parties cannot conclude negotiations and finalize the agreement for the Deliverables within the Contract Negotiation Period, CPL may discontinue negotiations with the top-ranked proponent and may invite the next-best-ranked proponent to enter into negotiations. This process will continue until an agreement is finalized, until there are no more proponents remaining that are eligible for negotiations or until CPL elects to cancel the RFP process.

2.4.5 Notification of Negotiation Status

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent.

PART 3: TERMS & CONDITIONS OF THE RFP PROCESS

3.1: GENERAL INFORMATION AND INSTRUCTIONS

3.1.1. Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

A proponent who submits conditions, variations, or contingent statements either as part of its proposal or after receiving notice of selection, may be disqualified.

3.1.2 Proposals in English

All proposals are to be in English only.

3.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the proponent's proposal but not attached will not be considered to form part of its proposal.

3.1.4 Past Performance

In the evaluation process, CPL may consider the proponent's past performance or conduct on previous contracts with CPL or other institutions.

3.1.5 Information in RFP Only an Estimate

CPL and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only, and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

3.1.7 Proposal to be Retained by CPL

CPL will not return the proposal or any accompanying documentation submitted by a proponent.

3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

CPL makes no guarantee of the value or volume of work to be assigned to the successful proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. CPL may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

3.2 COMMUNICATION AFTER ISSUANCE OF RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information in writing to the contact listed above on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. CPL is under no obligation to provide additional information, and CPL is not responsible for any information provided by or obtained from any source other than the RFP Contact or the bidding system. It is the responsibility of the proponent to seek clarification from the RFP Contact on any matter it considers to be unclear. CPL is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

3.2.2 All New Information to Proponents by Way of Addenda

This RFP may be amended only by addendum in accordance with this section. If CPL, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addendum. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by CPL.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If CPL determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, CPL may extend the Submission Deadline for a reasonable period of time.

3.2.4 Verify, Clarify, and Supplement

When evaluating proposals, CPL may request further information from the proponent or third parties in order to verify, clarify or supplement the information provided in the proponent's proposal. CPL may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

3.3 NOTIFICATION AND DEBRIEFING

3.3.1 Notification to Other Proponents

Once an agreement is executed by CPL and a proponent, the other proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

3.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within thirty (30) days of such notification. The RFP Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at CPL's location or by way of conference call or another remote meeting format as prescribed by CPL.

3.3.3 Procurement Protest Procedure

Any proponent with concerns about the RFP process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with applicable procurement protest procedures. The written notice must contain:

- a clear statement as to which procurement the proponent wishes to challenge;
- a clear explanation of the proponent's concerns with the procurement, including specifics as to why it disagrees with the procurement process or its outcome; and
- the proponent's contact details, including name, telephone number and email address.

CPL will send an initial response to acknowledge receipt of the proponent's notice and indicate the date by which CPL will provide the proponent with a formal response.

3.4 CONFLICT OF INTEREST AND PROHIBITED CONDUCT

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- a) In relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to:
 - i. having or having access to confidential information of CPL in the preparation of its proposal that is not available to other proponents;
 - ii. having been involved in the development of the RFP, including having provided advice or assistance in the development of the RFP;
 - iii. receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the RFP;
 - iv. communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process); or
 - v. engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair;
- b) In relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
 - i. could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
 - ii. could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

3.4.2 Disqualification for Conflict of Interest

CPL may disqualify a proponent for any conduct, situation, or circumstances, determined by CPL, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of CPL may be precluded from participating in the RFP process in instances where CPL has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

3.4.3 Disqualification for Prohibited Conduct

CPL may disqualify a proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if CPL determines that the proponent has engaged in any conduct prohibited by this RFP.

3.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict-of-Interest declaration set out in the Submission Form (Appendix E).

3.4.5 Proponent Not to Communicate with Media

Proponents must not at any time directly or indirectly communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying

Proponents must not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful proponent(s).

3.4.7 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of CPL; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

3.4.8 Supplier Suspension

CPL may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including but not limited to the following:

- a) illegal or unethical conduct as described above;
- b) the refusal of the supplier to honour its submitted pricing or other commitments;
- c) engaging in litigious conduct, bringing frivolous or vexatious claims in connection with the Client's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or
- d) any conduct, situation, or circumstance determined by CPL, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, CPL will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by CPL in making its final decision.

3.5 CONFIDENTIAL INFORMATION

3.5.1 Confidential Information of CPL

All information provided by or obtained from CPL in any form in connection with this RFP either before or after the issuance of this RFP

- a) is the sole property of CPL and must be treated as confidential;
- b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables;
- c) must not be disclosed without prior written authorization from CPL; and
- d) must be returned by the proponent to CPL immediately upon the request of CPL.

3.5.2 Confidential Information of Proponent

Proponents should be aware that CPL is a “public body” subject to the Freedom of Information and Protection of Privacy Act (British Columbia) (“FOIPPA”) and that all material submitted by the proponent will be subject to FOIPPA. A proponent should clearly identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by CPL. The confidentiality of such information will be maintained by CPL, except as otherwise required by law or by order of a court or tribunal or body with jurisdiction to make such an order. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by CPL to advise or assist with the RFP process, including the evaluation of proposals.

Each proponent is responsible for compliance with laws (including FOIPPA) applicable to the collection, use and disclosure of personal information. By submitting a proposal containing personal information (including resumes) the proponent will be deemed to represent to CPL that the proponent has obtained the consent of the applicable individual(s), including the authorization to the indirect collection and use of personal information by CPL for the purposes of this RFP and the associated procurement process. Copies of the obtained authorizations need not be submitted with the proposal, but CPL reserves the right to require proof of such authorization and to reject a proposal if such authorization is not provided as required by applicable law.

The proponent must retain signed authorizations for at least one year. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact. For more information on the application of the Act, go to https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/96165_00

3.6 PROCUREMENT PROCESS NON-BINDING

3.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

- a) this RFP will not give rise to any Contract A–based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- b) neither the proponent nor CPL will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract or failure to honour a proposal submitted in response to this RFP.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and CPL by this RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

3.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of CPL to enter into an agreement for the Deliverables.

3.6.4 Cancellation

CPL may cancel or amend the RFP process without liability at any time.

3.7 GOVERNING LAW AND INTERPRETATION

These Terms and Conditions of the RFP Process (Part 3):

- a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- b) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- c) are to be governed by and construed in accordance with the laws of the province of British Columbia and the federal laws of Canada applicable therein.

APPENDIX A: RFP PARTICULARS

A. SCOPE OF THE SERVICES

This process will need to include facilitated group meetings with the Board strategic planning committee, full CPL Board, CPL's leadership team, CPL's staff group, City partners and the community to create a set of strategic goals that are supported by CPL's mission, work with CPL's values, and support CPL's vision.

The deliverable for this project is a written report that includes:

- A 5-year strategic plan that is written in plain language
- Consultation with all stakeholder groups identified by the successful proponent in consultation with Library Leadership Team and Board representatives
- An explanation of how the strategic plan was developed, in addition to the strength and weaknesses of each goal
- Recommendations for how the strategic plan (and each goal individually) can be positioned and messaged / marketed both internally and externally

B. PROJECT TIMELINE

The key dates of this project are:

- Start of Project: May 2026
- Draft Report & Plan: October 2026
- Final Report & Plan: November 2026

This timeline allows for the CPL Board to approve and adopt the refreshed Strategic Plan for the beginning of 2027.

C. MATERIAL DISCLOSURES

The following information is provided to ensure that all proponents have a clear and consistent understanding of the context, constraints, and expectations associated with this opportunity. These disclosures are considered material in that they may reasonably influence a proponent's approach, methodology, level of effort, or pricing.

1. Organizational Context
 - CPL's current strategic plan is approaching the end of its lifecycle and will be replaced through this project.
 - Staff capacity to support the project is limited; availability for workshops, interviews, and review cycles will need to be scheduled in advance.
2. Scope and Engagement Expectations
 - The project is expected to include meaningful engagement with key stakeholder groups, including staff, leadership, the Board, City partners and the community.
 - Proponents should assume a combination of virtual and in-person engagement unless otherwise specified.
 - The organization will provide reasonable access to existing documents, data, and reports relevant to the strategic planning process.
3. Constraints
 - The project must be completed within the timeline specified in this RFP.

- CPL's internal data systems may have limitations that affect the availability or granularity of certain metrics.
4. Known Risks and Dependencies
 - CPL staff may be undertaking operational initiatives that could affect scheduling or availability.
 - Municipal elections and summer schedules may impact other stakeholder schedules or availability
 5. Prior Work and Potential Conflicts
 - No external consultant has been engaged to pre-develop or pre-scope this strategic planning project.
 - No vendor has been given access to information not contained in this RFP.
 - Internal staff contributed to the development of this RFP; no external party participated in drafting or advising on its content.
 6. Data, Privacy, and Access
 - CPL will provide access to relevant internal documents, subject to privacy and confidentiality requirements.
 - Some data sets may require anonymization or may not be available in a consolidated format.
 - Proponents must comply with all applicable privacy legislation and organizational policies.

D. PRICING

Pricing must include the pricing information that complies with the instructions set out in Appendix C. The maximum pricing (excluding value adds and call-outs) is \$45,000 CAD excluding GST.

APPENDIX B: PREVIOUS STRATEGIC PLAN ITEMS

MISSION VISION AND VALUES

CPL’S current (2022-2026) Mission, Vision, and Values are as follows:

Mission: We nurture joy in discovery by providing inviting, innovative spaces and services that promote learning and knowledge and engage all of Coquitlam's diverse communities.

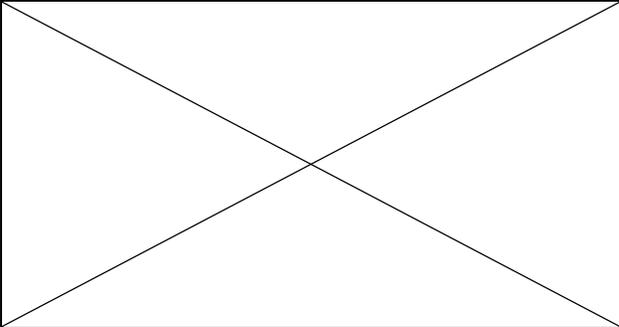
Vision: We are leaders In Information, Innovative and Inspirational services, Inclusive atmosphere, and community engagement.

Values:

- Openness: To Ideas, to difference, to possibility
- Inclusion: Everyone Is welcome, and everyone Is accepted
- Respect: For each other, for our community, and for the environment that sustains us
- Curiosity: We are always asking: What would happen? How could It be better? What If...?
- Love of Learning: Creating and maintaining spaces and practices that encourage excitement about learning

STRATEGIC GOALS

2019-2022 STRATEGIC GOALS	2023-2026 STRATEGIC GOALS
<p>EXCELLENCE IN GOVERNANCE AND SERVICE (Develop a culture of governance and service excellence)</p> <ul style="list-style-type: none"> • Develop a positive staff culture • Define and achieve service excellence • Define and achieve governance excellence • Invest in staff learning 	<p>INCLUSIVITY (Foster equity, diversity, and inclusion to create accessible learning for all)</p> <ul style="list-style-type: none"> • Continue our commitment to providing a welcoming, safe, and inclusive environment at the library • Cultivate our ability to provide inclusive learning experiences • Align service offerings and our collections to reflect the diversity of the communities we serve
<p>ENGAGING WITH THE FUTURE (Empower our community to navigate future-focused critical skills and ideas)</p> <ul style="list-style-type: none"> • Engage the public in community conversations around public policy, critical thinking, and knowledge sharing to prepare for the future • Enhance digital Inclusion in our community by offering programs related to digital literacy, future technology skills, and making technology accessible • Develop a community technology centre 	<p>TEAM WELLBEING & CULTURE (Empower the library team for success, and support a positive workplace culture)</p> <ul style="list-style-type: none"> • Nurture a culture of collaboration, transparency, and open sharing across the team • Continue to engage in and support team growth and learning • Support team wellbeing and our ability to excel in our work

<p>STRENGTHENING COMMUNITY CONNECTIONS (Expand the development and awareness of services, programs, and partnerships that connect the community)</p> <ul style="list-style-type: none"> • Develop and deepen community partnerships • Raise awareness of Coquitlam Public Library through a broad range of marketing efforts 	<p>PARTNERSHIPS & ENGAGEMENT (Expand reciprocal relationships with key partners and cultivate a deeper connection to the broader community)</p> <ul style="list-style-type: none"> • Deepen relationships to increase collaboration, reciprocity, alignment, and community-based service offerings • Diversify partnerships to build more relationships that represent the makeup of the community and can support inclusive programming • Increase community awareness of the diversity of the library’s services
<p>LIBRARY EVERYWHERE (Our Library reaches all community members through an online presence, physical space, and mobile service)</p> <ul style="list-style-type: none"> • Take the Library out into the community • Improve online presence for Coquitlam Public Library 	<p>TRUTH & RECONCILIATION (Champion truth, healing, and reconciliation through services, programming, and practices.)</p> <ul style="list-style-type: none"> • Seek out authentic partnerships with Indigenous communities and other community groups • Engage in education and training to ensure we are equipped to support reconciliation efforts at the library • Increase awareness of, and programming opportunities, surrounding reconciliation
	<p>LEADING INTO THE FUTURE (Engage in future-focused planning to meet the evolving needs of our community)</p> <ul style="list-style-type: none"> • Assess and prioritize current and potential services based on data and community-informed input • Advocate for service expansion to respond to increased density • Enhance digital inclusion in our community

Value Add Element A	Click or tap here to enter text.	\$ Click or tap here to enter text.
Value Add Element B	Click or tap here to enter text.	\$ Click or tap here to enter text.
Value Add Element C	Click or tap here to enter text.	\$ Click or tap here to enter text.
Value Add Element D	Click or tap here to enter text.	\$ Click or tap here to enter text.
(Add lines as required)		

APPENDIX D: RESPONSES

SECTION A: LEGAL AND STRUCTURE

LEGAL STATUS:			
(check as appropriate)	<input type="checkbox"/> INCORPORATED	<input type="checkbox"/> REGISTERED	<input type="checkbox"/> PRIVATE
Coquitlam Business License No. (if available)	Worksafe Number	Number of Employees	Years in Business
Organizational Structure of the Company			
Fill in the chart below, or attach an organizational chart			
Title	Duties	Additional information / explanation	

SECTION B: EXPERTISE, QUALIFICATIONS, EXPERIENCE

<i>This section is worth 30 points (minimum score of 20 in the section is required)</i>
Describe your company’s experience leading multi-year strategic planning processes for public-sector, non-profit, or community serving organizations. Include the scale of past projects, the types of deliverables produced, and the outcomes achieved.
Click or tap here to enter text.
Explain your company’s experience supporting governance boards in strategic decision-making, visioning, or priority-setting. Describe how you balance board-level direction with operational realities and staff engagement.
Click or tap here to enter text.
Provide examples of your company’s experience designing and facilitating engagement processes involving diverse internal and external stakeholders. Describe the tools, methods, or approaches you use to ensure inclusive, meaningful participation.
Click or tap here to enter text.
Describe your company’s experience working with organizations operating in mid-sized cities or rapidly growing urban environments. Explain how your understanding of local context, demographics, and community dynamics informs your planning approach.
Click or tap here to enter text.

Provide examples of past projects where your approach successfully awakened creativity, innovation, or collective intelligence within a team, board, or community. Describe the frameworks or facilitation techniques used and the results achieved.

Click or tap here to enter text.

Identify the key personnel who will be assigned to this project and describe their relevant qualifications, experience, and roles. Highlight any specialized expertise in strategic planning, facilitation, organizational development, or public sector consulting.

Click or tap here to enter text.

SECTION C: SCOPE AND DELIVERABLES

This section is worth 20 points (minimum score of 16 in the section is required)

Describe your methodology for developing a 5 year strategic plan written in plain language. Explain how you would ensure clarity, accessibility, and alignment with CPL's identity.

Click or tap here to enter text.

Explain your process for developing strategic goals, including how you assess and articulate the strengths and weaknesses of each goal. Describe how you ensure goals are evidence-informed, actionable, and measurable.

Click or tap here to enter text.

Describe how you will develop recommendations for positioning, messaging, and communicating each strategic goal to internal and external audiences. Include any frameworks, tools, or communication strategies you typically use.

Click or tap here to enter text.

Describe the structure, format, and components of the final written report you will deliver. Explain how you ensure clarity, usability, and alignment with the expectations outlined in this RFP.

Click or tap here to enter text.

SECTION D: TIMELINES AND MILESTONES

This section is worth 10 points (minimum score of 8 in the section is required)

Provide a detailed project schedule that demonstrates how your team will meet the required milestones:

- Project Start: May 2026
- Draft Strategic Plan: October 2026

- Final Strategic Plan and Final Report: November 2026

Describe the sequencing of activities, anticipated engagement timelines, and any critical dependencies. Explain how your team ensures timely delivery on projects with fixed timelines.

Click or tap here to enter text.

Describe any risks that could affect your ability to meet the required timeline and the strategies your team will use to mitigate those risks. Explain how you maintain project momentum and ensure on-time delivery when working with multiple stakeholder groups.

Click or tap here to enter text.

SECTION E: VALUE-ADDED SERVICES & INNOVATION

Describe any value-added or innovative approaches that could enhance the planning process, improve engagement quality, reduce costs, or enhance customer or staff experience.

SECTION F: REFERENCES

Proponents will provide three (3) references of recent experience conducting similar or related work to developing multi-year strategic plans.

Reference #1

Business Name (and address): Click or tap here to enter text.			
Contact:	Click or tap here to enter text.	Title:	Click or tap here to enter text.
Phone:	Click or tap here to enter text.	Email:	Click or tap here to enter text.

Reference #2

Business Name (and address): Click or tap here to enter text.			
Contact:	Click or tap here to enter text.	Title:	Click or tap here to enter text.
Phone:	Click or tap here to enter text.	Email:	Click or tap here to enter text.

Reference #3

Business Name (and address): Click or tap here to enter text.			
Contact:	Click or tap here to enter text.	Title:	Click or tap here to enter text.
Phone:	Click or tap here to enter text.	Email:	Click or tap here to enter text.

APPENDIX E: SUBMISSION FORM

1. Proponent Information

Please fill out the following form, naming one person to be the proponent's contact for the RFP process and for any clarifications or communication that might be necessary.	
Full Legal Name of Proponent:	
Any other relevant name under which Proponent carries on business:	
Street Address:	
Province/State:	
Postal Code/Zip Code:	
Phone Number:	
Company Website (if any):	
Proponent Contact Name & Title:	
Proponent Contact Phone:	
Proponent Contact Email:	

2. Acknowledgment of Non-Binding Procurement Process

The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any good or service will be created between CPL and the proponent unless and until CPL and the proponent execute a written agreement for the Deliverables.

3. Ability to Provide Deliverables

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.

4. Non-Binding Pricing

The proponent has submitted its pricing in accordance with the instructions in the RFP. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

5. Addenda

The proponent is deemed to have read and taken into account all addenda issued by CPL prior to the Deadline for Issuing Addenda.

6. Communication with Competitors

For the purposes of this RFP, the word "competitor" includes any individual or organization, other than the proponent, whether or not related to or affiliated with the proponent, who could potentially submit a response to this RFP.

Unless specifically disclosed below under Disclosure of Communications with Competitors, the proponent declares that:

- (a) it has prepared its proposal independently from, and without consultation, communication, agreement or arrangement with any competitor, including, but not limited to, consultation, communication, agreement or arrangement regarding:
 - (i) prices;
 - (ii) methods, factors or formulas used to calculate prices;
 - (iii) the quality, quantity, specifications or delivery particulars of the Deliverables;
 - (iv) the intention or decision to submit, or not to submit, a proposal; or
 - (v) the submission of a proposal which does not meet the mandatory technical requirements or specifications of the RFP; and
- (b) it has not disclosed details of its proposal to any competitor and it will not disclose details of its proposal to any competitor prior to the notification of the outcome of the procurement process.

Disclosure of Communications with Competitors

If the proponent has communicated or intends to communicate with one or more competitors about this RFP or its proposal, the proponent discloses below the names of those competitors and the nature of, and reasons for, such communications:

Click or tap here to enter text.

7. No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

8. Conflict of Interest

The proponent must declare all potential Conflicts of Interest, as defined in section 3.4.1 of the RFP. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; **AND** (b) were employees of CPL within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

Click or tap here to enter text.

9. Mandatory Requirements

Mandatory Requirements (Appendix C, Appendix D, Appendix E) have been reviewed and are met by the proponent's proposed solution.

The maximum total price (excluding value adds and GST) is no more than \$45,000.00 CAD.

10. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by CPL to the advisers retained by CPL to advise or assist with the RFP process, including with respect to the evaluation of this proposal.

Signature of Proponent Representative

Name of Proponent Representative

Title of Proponent Representative

Date

I have the authority to bind the proponent.

APPENDIX F: GENERAL CONDITIONS

A. OWNERSHIP OF RESPONSES

All documents submitted to CPL become the property of CPL.

CPL is subject to the provisions of the Freedom of Information and Protection of Privacy Act. As a result, while Section 21 of that Act does offer some protection for third party business interests, CPL cannot guarantee that any information provided CPL can be held in confidence. To the extent that is it legally able to do so CPL may, but will not be obligated to, hold in confidence any information specifically identified by the Proponent as being confidential.

B. CONFIDENTIALITY OF INFORMATION

Information pertaining to Coquitlam Public Library obtained by the Proponent as a result of participation in this RFP is confidential and must not be disclosed without written authorization from Coquitlam Public Library.

C. INDEMNITY

The Proponent hereby agrees to indemnify and save harmless CPL, its officers, employees, elected officials and agents against all claims, demands, losses, costs, damages, actions, suits or proceedings by whomever made, brought or prosecuted and in any manner based upon, arising out, related to, occasioned by or attributable to the negligent acts, errors or omissions of, or breach of this agreement by, the proponent, its servants, agents or sub-contractors, in providing the services and performing the work of the Contract, excepting always liability arising solely out of the negligent act or omission of CPL.

D. REGISTRATION WITH WORKSAFEBC

The Proponent and any approved sub-consultants must be registered with WorkSafeBC, in which case WorkSafeBC coverage must be maintained for the duration of the Contract. Prior to receiving any payment, the Proponent may be required to submit a WorkSafeBC Clearance Letter indicating that all assessments have been paid. The Proponent shall abide by all provisions of the Workers Compensation Act of British Columbia and must sign a safety agreement in the form provided by CPL.