

City of Coquitlam

Request for Proposals

RFP No. 25-030

Consulting Services for
Festivals & Events Strategy

TABLE OF CONTENTS

- 1. KEY DATES.....3**
- 2. RFP REQUIREMENTS, GUIDELINES, AND TERMS & CONDITIONS3**
- 3. DEFINITIONS.....4**
- 4. INTRODUCTION5**
 - 4.1. Acknowledgement.....5
 - 4.2. Background5
 - 4.3. Purpose.....5
 - 4.4. Start Time5
 - 4.5. Sub-Consultants.....5
 - 4.6. Requested Departures5
 - 4.7. Evaluation Criteria5
- 5. PROJECT SPECIFIC CONDITIONS8**
 - 5.1. Intellectual Property Rights8
- 6. SCOPE OF SERVICES8**
 - 6.1. Background8
 - 6.2. Scope of Work8
 - 6.3. Documents10
 - 6.4. Project Organization and Management.....10
 - 6.5. Fee Schedule and Cost of Services.....10

Appendix A – Report to Council: Proposed Scope and Process - Festivals and Events Strategy

[PROPOSAL SUBMISSION FORM](#)

1. KEY DATES

RFP Issue Date	Wednesday, April 16, 2025
Deadline for Questions	2:00 PM (local time) Friday, May 2, 2025
Deadline for Issuing Addenda	Monday, May 5, 2025
Submission Deadline	2:00 PM (local time) Wednesday, May 7, 2025

2. RFP REQUIREMENTS, GUIDELINES, AND TERMS & CONDITIONS

All applicable requirements and guidelines for this RFP, are available on the City's website: [City Purchasing Information](#).

To be eligible for the award, the City requires only the **successful Proponent** to have the following in place *before* providing any Goods or Services. The requirements that apply to this RFP, listed in order of precedence are:

- a) Instructions to Proponents
- b) City Standard Terms and Conditions - Consulting and Professional Services
- c) Commercial General Liability (CGL) insurance with \$5M coverage on the City's Certificate of Insurance - Consultant Form
- d) A City of Coquitlam or Tri Cities Intermunicipal Business License is required for any Contractor performing Work within the City or if their office is located within the City, excluding delivery-only services.

These items are not required as part of this RFP Proposal but will be required prior to entering into an agreement with the City for Services with the successful Proponent.

3. DEFINITIONS

“Agreement” “Contract” means the contract for services or City Purchase Order that will be issued to formalize with the successful Proponent through the negotiation process with the City incorporating the information contained in this RFP, the City’s [Standard Terms and Conditions - Consulting and Professional Services](#) published on the City’s website, the accepted Proposal, addenda and any subsequent clarifications, correspondence, the totality of which will constitute the Contract.

“City” “Owner” means City of Coquitlam;

“Consultant” means the person(s) firm(s) or corporation(s) appointed by the City to carry out all duties, obligations, work and services outlined in this Request for Proposals and all associated documentation, which may also include mutually agreed revisions subsequent to submission of a Proposal. Both “Consultant” and “Proponent” are complementary in terms of duties, obligations and responsibilities contemplated at the Request for Proposals stage, through evaluation process, execution and performance of the services and works.

“Evaluation Team” means the team appointed by the City;

“Price” means the amount that will be paid by the City to the Consultant for delivery and acceptance of goods and Services;

“Project Manager” means the City staff member appointed to coordinate the work;

“Proponent” means responder to this Request for Proposals;

“Proposal” means the submission by the Proponent;

“Request for Proposals” “RFP” shall mean and include the complete set of documents, specifications and addenda incorporated herein, and included in this Request for Proposals;

“Services” “Work” “Works” means and includes the provision by the successful Proponent of all services, duties, and expectations as further described in this RFP. This will also mean the whole of the work, tools, materials, labour, equipment, travel, and all that is required to be done, furnished and performed by the Consultant;

“Shall” “Must” “Will” “Mandatory” means a requirement that must be met;

“Supply” “Provide” shall mean supply and pay for and provide and pay for.

4. INTRODUCTION

4.1. Acknowledgement

The City acknowledges with gratitude and respect that the name Coquitlam was derived from the hə́hǵəmińəh́ (HUN-kuh-MEE-num) word kʷikwə́łəm (kwee-KWET-lum) meaning “Red Fish Up the River”. The City is honoured to be located on the kʷikwə́łəm traditional and ancestral lands, including those parts that were historically shared with the ǵícə́y (kat-zee), and other Coast Salish Peoples.

4.2. Background

Coquitlam is the largest of the Tri-Cities with approximately 150,000 residents. The Tri-Cities cover approximately 208 square kilometers and are situated east of Burnaby, 25km to the east of Vancouver, stretching all the way to the Fraser and Pitt Rivers to the east. This part of the region is expected to grow to approximately 359,000 by 2041. The Tri-Cities are experiencing tremendous change, not only in population growth but also in demographics, culture, and in specific neighborhoods. [Learn more](#) about the City of Coquitlam.

4.3. Purpose

The purpose of this RFP is to select professional, qualified and experienced firms to provide consulting services related to **Festivals & Events Strategy**.

4.4. Start Time

Estimated start time for the project is: **Estimated Start: June 2, 2025**

4.5. Sub-Consultants

The use of sub-Consultants is acceptable providing they are fully identified in the Proposal and understand the conditions of this document will apply to all Consultants named. Joint submissions must identify a prime Proponent who assumes responsibility for the Proposal as well as for the professional standards, actions and performance for all Proponents, if awarded the work.

4.6. Requested Departures

The Proponent acknowledges that the departures requested in the Proposal Submission Form will not form part of the Contract unless and until the City specifically consents in writing to any of them. The City may not consider any departures not stated in the Proponent's Proposal Submission

4.7. Evaluation Criteria

The City uses Microsoft Word to aid the transfer of Proponents information to an evaluation document. Proposal Submission Form responses should provide direct answers or a concise summary of attachments. If attachments are required, ensure to provide a summary for each question then direct the City to the appropriate section within the attachments.

Lower scores may be recorded if Proposal Submission Forms are:

- Not in Microsoft Word
- Only answering questions with "see section x in attached document".

Proposals will be evaluated to determine the Proposal that is most advantageous to the City, using the following criteria. This list is not intended to be exhaustive and is not ranked in order of preference or priority.

Evaluation Criteria of each proposal will be determined in accordance with the following:

Proposal Evaluation Summary	Maximum Points to be Awarded
Corporate	40
Sustainable Benefits and Social Responsibility	10
Technical	30
Financial	20
Total	100

The criteria for evaluation of the Proposals may include, but is not limited to:

Corporate

- Project Understanding - Comprehensive understanding of the project objectives, outcomes and vision; major issues and opportunities presented in the Proposal;
- Project Team - description and role of Consultant team members and any sub-Consultants; Experience and Qualifications of team members;
- Corporate Experience and References - provide examples of similar successful projects, project dates, client names and contact information, description of team members role in each project;
- Value Added Benefits to the City - Describe your competitive advantage, value added services and benefits that would be provided to the City.

Sustainable Benefits and Social Responsibility

- Sustainable benefits
- Reconciliation
- Social Responsibility

Technical

- Proposed methodology, work plan and approach, including breakdown of tasks necessary to complete the project;
- Outline experience in developing festival and event strategies.
- Describe methods for compiling and assessing community and City-led events.
- Explain your approach to analyzing large vs. smaller summer concerts.

- Provide a plan for stakeholder engagement and identifying community-preferred events.
- Outline your benchmarking process against similar municipalities.
- Availability and time schedule;
- Presentations

Financial

- Price Schedule - Fee matrix with hourly rates and charges by level of effort (hours) associated to task and total lump sum fee including disbursements (exclude GST);

The City reserves the right to check references on other projects even if they are not specifically listed. Information obtained from references will be confidential and will not be disclosed to any Proponents.

The evaluation team will review the Proposals and rank them based on the evaluation criteria outlined above. The City reserves the right to consider other criteria that may become evident during the evaluation process to obtain best value. Proposals will be evaluated in comparison to others.

The Evaluation Committee may, at its discretion, request clarifications or additional information from a Proponent with respect to any Proposal, and the Evaluation Committee may make such requests to only selected Proponents. The Evaluation Committee may consider such clarifications or additional information in evaluating a Proposal. The City may at its discretion, interview one or more Proponents or request demonstrations, clarifications or additional information from a Proponent with respect to any Proposal. The City may use that information to score the evaluation.

The City reserves the right to waive formalities in, accept or reject any or all Proposals, cancel this RFP, or accept the Proposal deemed most favourable in the interest of the City.

The evaluation will be confidential and no prices or scores will be released to any of the Proponents.

By submission of a Proposal, Proponents agree the City may disclose the name of the Proponent and value of the awarded Contract.

Where only one Proposal is received, the City may reject such and re-issue the RFP on a selected basis.

5. PROJECT SPECIFIC CONDITIONS

5.1. Intellectual Property Rights

The Contract establishes the City as the owner of the “Instruments of Service” in connection with this Project specifically the immediate plans, data sets, models, graphics, spreadsheets, etc. and other materials requested and provided as defined as deliverables under this RFP.

6. SCOPE OF SERVICES

6.1. Background

The City of Coquitlam recognizes the significant role that festivals and events play in fostering a vibrant, inclusive, and connected community. These events enhance the City's cultural identity, support local businesses, attract visitors, and contribute to Coquitlam's economic vitality and tourism sector.

City-led events such as Canada Day in Coquitlam and the Summer Concert Series are integral to fostering civic pride and strengthening community connections, with record-breaking attendance in recent years. Additionally, a diverse range of community-led events, delivered by non-profit organizations and cultural groups, highlight Coquitlam's rich cultural heritage and social diversity.

Since the realignment of the Festivals and Events portfolio within the City's Economic Development Division in January 2024, the City has been focused on leveraging festivals and events as strategic economic and tourism drivers. This shift has underscored the need for a long-term strategy and vision that addresses challenges in the current events landscape — including fluctuating attendance levels, increasing costs, resource constraints, data collection gaps, and a growing reliance on City funding by event organizers.

The City is seeking to develop a comprehensive Festivals and Events Strategy to guide future planning, delivery, and evaluation of festivals and events in Coquitlam. The strategy will aim to ensure sustainable growth of the City's events portfolio, maximize economic and social benefits, and strengthen Coquitlam's reputation as a premier destination for festivals and events within Metro Vancouver.

6.2. Scope of Work

Scope of work includes but not limited to:

- a) Assessment of Current Landscape
 - Compile an inventory of community-led and City-led festivals and events, evaluating strengths, gaps, and economic and cultural impacts
 - Analyze large-scale events (e.g., summer concerts) versus smaller-scale events, identifying unmet needs, seasonal gaps, and new event opportunities

- b) Stakeholder and Community Engagement
 - Plan and execute targeted engagement activities (e.g., workshops, focus groups, surveys) to gather input from residents, businesses, event organizers, cultural groups, and tourism partners
 - Assess community preferences to identify event types and programming that most resonate with residents and visitors
 - Collaborate with internal City departments, businesses, cultural groups, and residents to ensure the strategy reflects community values and priorities
- c) Research and Trend Analysis
 - Benchmark the City's event offerings against comparable municipalities, with consideration for success factors, delivery models, staffing, policies, and emerging trends
 - Define target audiences based on demographic data, event trends, and tourism profiles
- d) Goal Setting and Impact Measurement
 - Establish strategic goals for economic development, tourism growth, community engagement, and cultural enrichment
 - Develop an evaluation framework with key performance indicators tracking event success and alignment with City objectives
- e) Recommendations for New or Enhanced Events
 - Identify opportunities for new festivals or enhancements to existing events, based on research and community input
 - Define criteria for evaluating and hosting events that align with City infrastructure capacity, community interest, and target audiences
- f) Partnership and Funding Model Development
 - Identify potential partners (e.g., businesses, sponsors, tourism stakeholders) and recommend collaboration frameworks
 - Review current City budget and funding models (e.g., Signature Events, Spirit Grants) and propose sustainable alternatives such as sponsorships, grants, and new funding mechanisms
- g) Infrastructure and Logistics Review
 - Assess existing City infrastructure and venues (e.g., Town Centre Park, Blue Mountain Park, Glen Park) for event suitability, capacity and right-sizing of events
 - Recommend infrastructure improvements to support a range of event types and sizes
 - Conduct a comparative review of event planning and management practices across similar municipalities
- h) Draft and Final Strategy Development

- Prepare a Draft Strategy incorporating market analysis, community input, research findings, and an implementation framework for stakeholder review
- Incorporate feedback to deliver a Final Strategy with actionable recommendations, a partnership framework, and a performance evaluation plan

i) Presentation

- Prepare and present a summary of findings, recommendations, and the implementation plan to City staff and relevant interest-holders

6.3. Documents

The Consultant will provide original documents and transfer final digital files to the City. The Format of the digital files will be compatible with the City's versions of MS Suite and PDF's. Digital file transfer is to be electronically through the City's file transfer portal and email to City staff.

6.4. Project Organization and Management

The Consultant will work with staff from the City, including regular in-person and/or virtual update meetings. It is intended that the Consultant will work collaboratively with the Project Lead and other City staff, as required, throughout the process.

The Consultant will be responsible for recording all meeting minutes, including significant proceedings and decisions, identifying 'action by' parties, and will reproduce and distribute copies of minutes within two (2) working days after each meeting. The Consultant will transmit the meeting minutes to meeting participants including those who were not in attendance.

The Consultant will lead and otherwise be responsible for all elements of the Services, including reporting at key milestones, timely communications with the City's Project Lead on emerging project issues, and maintaining complete documentation (i.e. minutes, presentations) from internal and external meetings.

The Consultant lead must receive written approval from the Project Lead for any task or personnel reassignments on the Consultant team.

6.5. Fee Schedule and Cost of Services

- a) Proponents to submit with their Proposal, a **Schedule of Effort and Fees**, for all of the Services outlining level of effort by each team member, including hourly rates and total lump sum pricing. The hourly rates will be used to value additional services if required. The fee schedule should show the maximum upset limits that the Consulting Team will not exceed unless the City's Project Manager requests additional services which are beyond the Scope of Services as outlined in this RFP.
- b) The Proponent shall include in the fee schedule all sub Consultant fees and all Consulting Team disbursements.

- c) The Proponent shall indicate any additional 'Optional Services' or costs not accounted for in the fee schedule as part of the proposal submission.
- d) The successful Consultant will not be able to claim any additional cost as a result of changes to the Schedule or order of works. This condition shall be in effect for the duration of the project.

The Consulting Services Price Total will form the budget for the full scope of the Services, including all details and deliverables specified in this RFP.

The Price total includes business administration services, disbursements, costs, charges, expenses, of any sort (excluding GST) for the Consultant to complete the Project to the City's standards in accordance with the work schedule provided in this RFP.



PROPOSAL SUBMISSION FORM

RFP No. 25-030

Festivals & Events Strategy

Proposals will be received as per the date and time specified in the [Key Dates Section](#) of the RFP

INSTRUCTIONS FOR PROPOSAL SUBMISSION

Proposal submissions are to be returned in Microsoft Word and any other supporting documents to be consolidated into one PDF file and uploaded through QFile, the City's file transfer service accessed at website: qfile.coquitlam.ca/bid

1. In the "Subject Field" enter: RFP Number and Name

2. Add files and "Send Files"

(Ensure your web browser remains open until you receive 2 emails from QFile to confirm upload is complete.)

Proponents are responsible to allow ample time to complete the Proposal Submission process. If assistance is required phone 604-927-3037.

Legal Name of Company	
Contact Person and Title	
Business Address	
Telephone	
Email Address	

1. DEPARTURES AND AWARD

a) CONTRACT - I/We have reviewed the City's [Standard Terms and Conditions - Consulting and Professional Services \(PDF\)](#) and would be prepared to enter into in an agreement that incorporates the City's Stand Terms and Conditions, amended by the following departures (list, if any):

Section	Requested Departure(s) / Alternative(s)

b) SERVICES - I/We have reviewed the Scope of Services as described in this RFP and are prepared to meet those requirements, amended by the following departures and additions (list, if any):

Requirements – Requested Departure(s) / Alternate(s) / Addition(s)

2. CORPORATE

a) CAPABILITIES, CAPACITY AND RESOURCES - Proponents to provide information on the following (use the spaces provided and/or attach additional pages, if necessary):

i. Structure of the Proponent, background, how many years they have been in business and organizational history (e.g. mission, vision, corporate directions, years in business, etc.):

ii. Provide a detailed narrative as to the Proponent’s understanding of the project objectives, outcomes and vision:

iii. Proponent is to state any value added benefits and activities they can provide in delivering the Services. Provide details:

iv. Proponent is describe their capabilities, resources and capacities, as relevant to the Services requested in the RFP: This includes their capacity to take on this project in regards to other work the Proponent may have ongoing:
v. Expalin previous experience you have in developing strategy and policy for local government bodies or the tourism sector?

b) REFERENCES – Proponent shall be competent and capable of performing the Services requested and successfully delivered service contracts of similar size, scope and complexity. The City reserves the right to contact any person(s), agency(ies) or firm(s) not listed as part of an independent review (use the spaces provided and/or attach additional	
Reference No. 1	
Description of Contract	
Size and Scope	
Work Performed	
Start Date	
End Date	
Contract Value	
Project completed on budget	
Project completed on schedule	
Reference Information	Company
	Name:
	Phone Number and Email:
Reference No. 2	
Description of Contract	
Size and Scope	
Work Performed	
Start Date	
End Date	
Contract Value	
Project completed on budget	
Project completed on schedule	
Reference Information	Company
	Name:
	Phone Number and Email:

Reference No. 3	
Description of Contract	
Size and Scope	
Work Performed	
Start Date	
End Date	
Contract Value	
Project completed on budget	
Project completed on schedule	
Reference Information	Company
	Name:
	Phone Number and Email:

c) SUB-CONSULTANTS - The following Sub-Consultants will be utilized in provision of the Services and will comply with all the terms and conditions of this RFP. No changes, additions or deletions are to be made to these subConsultants without the City's written

Sub-Consultants No. 1	
Legal Name	
Trade/Services Performed	
Background and Experience	
Qualifications	
Contact Information	Name:
	Phone Number:
	Email Address:

d) KEY PERSONNEL – Proponent proposes the following key personnel for the Services stated in the RFP. No changes, additions or deletions are to be made to these Key Personnel without the City's written approval. (Add rows as needed). Please include resumes as an Attachment to this Submission, at a maximum of 2 pages per resume.

LINE ITEM	NAME	TITLE/POSITION	EXPERIENCE AND QUALIFICATIONS	YEARS WITH YOUR ORGANIZATION
i.				
ii.				
iii.				
iv.				
v.				

(use the spaces provided and/or attach additional pages, if necessary)

3. SUSTAINABLE BENEFITS AND SOCIAL RESPONSIBILITY

I. Describe all initiatives, policies, programs and product choices that illustrate your firm's efforts towards sustainable practices and environment responsibility in providing the services that would benefit the City
II. What policies does your organization have for hiring apprentices, indigenous peoples, recent immigrants, veterans, young people, women, people with disabilities and any other groups:
III. What policies does your organization have for the procurement of goods and services from local small and medium sized business or social enterprises or Indigenous owned businesses:
IV. What policies does your organization have to support reconciliation with indigenous peoples:

4. TECHNICAL

a) APPROACH and METHODOLOGY - Summarize the key features of your Proposal and the Technical Approach to be used. Provide a brief description the various components required for successful completion of the work.
I. Approach - Describe your approach to compiling an inventory of community-led festivals and events. How will you assess their strengths, gaps, and impacts? How would you analyze City-led events? What methodology would you use to identify gaps and opportunities for new events?:
II. Engagement – Outline your plan for engaging stakeholders (e.g., residents, businesses, event organizers). What tools and techniques will you use? How will you ensure the engagement process captures diverse perspectives and identifies events

that resonate with the community? What techniques would you use to ensure the event strategy reflects the City's community values and needs? How will you engage City departments and other stakeholders to foster collaboration?

III. Research and Trend Analysis - Provide examples of how you have conducted benchmarking studies for other municipalities or organizations. How will you define and segment target audiences for the City's events strategy?:

IV. Partnership Development - How would you identify potential partners or sponsors for events? What strategies would you propose for creating mutually beneficial partnership models?.

V. Infrastructure and Logistics Review - How will you assess the City's current infrastructure and venues for hosting events? What is your approach to determining the ideal event sizes and types for a municipality? Have you conducted comparative analyses of event management practices for other organizations? If so, describe your process..

VI. Key Performance Indicators (KPI) – How will you identify and approach the development of KPI's that will provide framework for consistent measurement of attendance, marketing reach and economic impact on local business.

5. FINANCIAL

a) SCHEDULE OF FEES AND EFFORT - The fee schedule shall show an appropriate level of hours/effort for each of the project components, broken down by the Proponent’s team member(s) assigned to each component. The fee schedule shall show the maximum upset limits that the ‘Consulting Team’ will not exceed unless the City Project Manager requests additional services which are beyond the Scope of Services as outlined in this RFP. Proponent is to include any additional “Optional Services” or costs not accounted for in the fee schedule as part of the Proposal submission. The successful Proponent will not be able to claim any additional cost as a result of changes to the schedule or order of works or for project delays.

ITEM NO.	TASK/DELIVERABLE	Indicate Assigned Staff, Number of Hours, and Rate/Hour			TOTAL PRICE (LUMP
1.					\$
2.					\$
3.					\$
4.					\$
5.					\$
6.					\$
Total					\$

Attention Purchasing Manager:

- 6. **I/We, the undersigned duly authorized representative of the Proponent**, having received and carefully reviewed all of the Proposal documents, including the RFP and any issued addenda posted on the City’s website, and having full knowledge of the Site, and having fully informed ourselves as to the intent, difficulties, facilities and local conditions connected to performing the Services; submit this Proposal in response to the RFP.
- 7. **I I/We** agree to the rules of participation outlined in the **Instructions to Proponents** (per section 2 of RFP) and should our Proposal be selected, agree to the City’s **Standard Terms and Conditions - Consulting and Professional Services** (per Section 2 of RFP) and will accept the City’s Contract as defined within this RFP document.
- 8. **I/We acknowledge** receipt of the following Addenda related to this Request for Proposals and have incorporated the information received in preparing this Proposal.

Addendum No.	Date Issued

This Proposal is submitted this ___ day of _____, 20____.

I/We have the authority to sign on behalf of the Proponent and have duly read all documents.

Legal Name of Company	
Signature(s) of Authorized Signatory(ies)	1.
	2.
Print Name(s) and Position(s) of Authorized Signatory(ies)	1.
	2.