



LABRADORCITY

REQUEST FOR PROPOSALS 'Strategic Planning Consultant Services'

Closing Date: July 29, 2022 at 3:00pm local time.

Kim Conway, Town Clerk
Town of Labrador City
317 Hudson Drive
Labrador City, NL
A2V 2K5



SECTION 1: PROJECT BACKGROUND AND FRAMEWORK

1.0 Project Background

The Town of Labrador City is inviting proposals from consultants to develop a three-year strategic plan.

The strategic plan shall serve as a guiding document for senior staff and Council. The goal is to develop a concise, visually appealing document that articulates the community's vision and priorities over a three-year horizon.

The key outcomes of the Plan are to:

- Provide a clear vision for the organization, its mission, core values and guiding principles that will inform strategic initiatives and actions.
- Develop a concise, visually appealing strategic planning document that articulates the Town's strategic directives.
- Broadly identify priorities for capital planning and infrastructure renewal.

Recognizing the logistical challenges of travelling to the region and securing accommodations, the Town is amenable to the remote execution of the enclosed scope of work.

1.1 Timeline

Time is of the essence for completion of this project. The Town anticipates a condensed internal & external consultation process. It is the Town's goal to have the project completed with all final submittals received by **November 15, 2022**.

Timeline is subject to change; however, the following schedule is the intended schedule:

- Contract Award – August 12, 2022
- Project kickoff – August 15, 2022
- Background research & public engagement – August 15 – September 15, 2022
- Internal stakeholder meetings – September 15-20, 2022
- Initial draft submission – October 15, 2022, 2022
- Final Strategic Plan Report – November 15, 2022

1.2 Critical Path

The following action list and critical path outlines in general terms the steps and major milestones considered to be necessary to meet the goals of the contract:

1. Project initiation.
2. Background document review.
3. An abbreviated public engagement programme.
4. Condensed internal stakeholder consultations over a 2-3 day working session

5. Synthesis and development of a strategic plan & programme for implementation & ongoing reporting.
6. Public presentation & feedback.
7. Final revisions and report preparation.
8. Final report submission.

1.3 Public Engagement

Due to time constraints, consultants shall facilitate an abbreviated online/digital public involvement and engagement activity. Ingenuity in completing an effective engagement programme shall be paramount component of the project.

1.4 Project Framework

The project will be led by Craig Purves, Director of Planning & Development. Broad oversight for the project will be provided through a Steering Committee made up of key members of the management team as well as Council.

The Town will provide communication resources to work with the proponent's team for the development and delivery of a communications strategy for the public engagement component of the project including external communications; such as website, social media, print materials and media relations.

1.5 Previous Studies/Related Reports

For this project, the municipality has already undertaken the following tasks:

- Plan BIG (2015).
- Town of Labrador City Municipal Plan & Development Regulations (2018-2028).
- Labrador West Parks & Trails Master Plan (2018).
- Town of Labrador City audit financial statements (2021).

These reports shall be made available to the successful proponent.

SECTION 2: DETAILED SCOPE OF CONSULTING SERVICES

The Town requires consulting services along the following themes:

- Strategic planning
- Meeting facilitation & reporting
- Focus group moderation
- Public engagement

In addition, the proponent is expected to have expertise in:

- Graphic illustration and document production
- Writing and communication
- Financial analysis

The proponent will be required to undertake, but will not be limited to, the following tasks:

a) STAKEHOLDER CONSULTATION

The consultant will facilitate a community visioning process. This process will consist of public outreach, internal stakeholder group sessions, outreach forums, online survey(s), social media and other forums appropriate for outreach and public input.

b) BACKGROUND REVIEW

Review current information available including planning documents, parks & trail master planning documents, relevant budgetary information, and other related documents.

c) SITUATIONAL ANALYSIS

Conduct a situational analysis of the organization, including a high level of community assets & infrastructure and community desire for renewal and reinvestment. Identify and assess the strengths, weaknesses, opportunities, and threats of the organization.

d) VISIONING & DOCUMENT FORMATION

Facilitate the formation of a community vision, organizational values, and mission statement for the Town of Labrador City. Direct the development of goals and objectives that support the vision, values, and mission of the organization.

e) PERFORMANCE MANAGEMENT

Develop a series of performance metrics – key indicators and outcomes that can serve as the basis for performance measures of the organization. Identify potential strategic initiatives with outcomes that support community growth, collaboration, improvement, and revitalization.

Facilitate the development of a process to keep Council & senior staff involved and engaged in a continual strategic planning process.

Develop a system to measure the effectiveness of activities in meeting the objectives of the comprehensive strategic plan. Ensure that measures are linked to the overall vision, mission and goals of the town as a whole.

2.1 Deliverable

The result of these efforts shall be formation of a three-year strategic planning document for the Town of Labrador City. The document shall articulate the strategic priorities of the organization in a concise, visually compelling, and easily understandable format.

2.2 Deliverable Form

Electronic copies of all information (reports, drawings, and calculations; e.g., spreadsheets, computer model data files, etc.) shall be provided to the Town's project manager on a USB flash drive. All reports are to be provided electronically, each as a single PDF file as well as original working file(s).

Drawings, spreadsheets, written word, computer models, etc. shall be provided as software files in a format compatible with the Town's software and version.

2.3 Project Management

The proponent shall designate a project manager in their proposal. All coordination for services with the Town and the successful proponent shall be the responsibility of the project manager. The project manager shall ensure that any substitutions in team personnel are approved by the Town project manager.

SECTION 3: GENERAL INSTRUCTIONS

3.1 Instructions and the Terms of Reference

- (a) All proposals are to be submitted in accordance with the Request for Proposals (RFP).
- (b) All proposals are to be submitted in sealed, plainly marked envelopes. Proposals sent by facsimile or email will not be accepted.
- (c) Additional information or clarifications of any of the instructions or information contained herein may be obtained from office of the Town Clerk. Email is the preferred method of contact: townclerk@labradorcity.ca
- (d) Any proponent or proponents finding any discrepancy in or omission from the proposal, in doubt as to their meaning, or feeling that the proposal is discriminatory, shall notify at once the Director of Planning Development, Town of Labrador City in writing within 5 days of the scheduled opening of proposals.

Exceptions as taken in no way obligate the Town to change the proposal. The Town Clerk will notify all respondents in writing, by addendum duly issued, of any interpretations made of proposal instructions.

(e) The Town will assume no responsibility for oral instructions or suggestion. All official correspondence in regard to the proposal should be directed to and will be issued by the Town Clerk, Town of Labrador City.

(f) All proposals must be signed by an authorized signatory of the Proponent.

(g) The Town reserve the right to make additional copies of proposal for internal use or for any other purpose as may be required.

(h) Proponents will be advised of the results after an evaluation of all proposals is complete and a successful proponent is determined.

3.2 Reservations

(a) The Town reserve the right to reject or accept any or all proposals or parts of proposals, when in reasoned judgment, the public interest will be served thereby.

(b) The Town may waive formalities or technicalities in proposals as the interest of the Town require.

(c) The Town may waive minor differences in the proposal provided these differences do not violate the proposal intent.

3.3 Modifications/Addenda

The Town may, at any time prior to the closing date and time, issue additional information, clarifications or sole responsibility to ensure they have received all addenda prior to submitting their Proposal.

3.4 Proponents Expenses

Proponents are solely responsible for their own expenses in preparing, delivering or presenting a proposal and for subsequent negotiations with the Town, if any.

3.5 Exceptions

The submission of a proposal shall be considered an agreement to all the terms and conditions provided herein and in the various proposal documents, unless specifically noted otherwise in the proposal.

3.6 Currency and Taxes

Prices are to be quoted:

- In Canadian dollars;
- Exclusive of HST.

3.7 Compliance with Laws

The proponent will give all the notices and obtain all the licenses and permits required to perform the work, if any. The proponent will comply with all laws applicable to the work or performance of the contract.

3.8 Period of Submission Validity

Unless otherwise specified, all formal proposals submitted shall be irrevocable for 90 calendar days following proposal closing date, unless the respondent(s), upon request of the Town Clerk, agrees to an extension.

3.9 Disputes

In cases of dispute as to whether or not an item or service quoted or delivered meets proposal requirements, the decision of the Town, or authorized representatives, shall be final and binding on all parties.

3.10 Grounds for Disqualification

The proponent shall direct all questions regarding this RFP or the project to the Director of Planning & Development.

Any attempt on the part of the Proponent or any of its employees, agent, contractors or representatives to contact any of the following persons with respect to this RFP or the project may lead to disqualification:

- (a) any Town of Labrador City councillor
- (b) any Town of Labrador City staff member

4.0 ADMINISTRATION

4.1 General

Time is of the essence in the contract resulting from this proposal. The time period for completion of the plan is November 15, 2022.

4.2 Clarification

Each proponent must completely satisfy themselves as to the exact nature and existing conditions of the requirements and for the extent and quality of work to be performed. Failure to do so will not relieve the successful proponent of their obligation to carry out the provisions of the contract. Questions must be directed in writing to the Town Clerk. Email is the preferred method of contact: townclerk@labradorcity.ca

4.3 Proponent's Qualification

- (a) No contract will be awarded except to responsible proponents capable of providing the services contemplated.
- (b) Proponents must be primarily engaged in providing the services as outlined in the Request for Proposals.
- (c) Proponents must have a comprehensive understanding of the scope of services listed in this Request for Proposal. Understanding and previous experience in all aspects of similar projects is essential criteria in the qualifying process.
- (d) Proponents shall have a proven record of having provided the services contemplated.
- (e) The proponent's personnel and management to be utilized in this service requirement shall be knowledgeable in their areas of expertise.
- (f) The Town reserve the right to check all references furnished and consider the responses received in determining the award of this proposal.
- (g) The Town reserve the right to contact or meet with any individual proponent. The Town are not obliged to meet with any or all proponents.

4.4 Indemnity

This is an invitation for proposals and not a tender call. The Town do not intend to nor do they assume or owe any contractual or other duties or obligations as a result of the issuance of this Request for Proposals (RFP), the preparation or in any discussion with the Town on any other basis whatsoever arising out of this RFP. Without limiting the generality of the foregoing and for certainty, no contract is formed by the submission of a proposal in response to this RFP.

The Town shall have no liability as a result of issuance of this RFP. No proponent shall have any claim against the Town for any compensation of any kind whatsoever as a result of participating in this RFP process, including without limitation any claim for costs of proposal preparation or

participation in discussion, or for any loss of anticipated profits, whether based in contract including fundamental breach, tort, breach of any duty or any other cause of action whatsoever.

In its sole and absolute discretion, and without limiting the generality of the Town discretion under this RFP, the Town may modify or amend this RFP including the timeline, requirements, scope of work, or any other terms, whether material or not, and may cancel, suspend, or reissue this RFP.

4.5 Exceptions

The proponent shall furnish a statement on company letterhead clearly identifying and giving complete description of all exceptions to the terms, conditions, and specifications of the RFP. Failure to furnish the statement will indicate that the proponent agrees to meet all requirements of the Request for Proposal and that if a contract is awarded, the successful proponent for this RFP agrees to enter into an agreement with the Town which binds the proponent to all terms and conditions and deliverables as stated in this document and its appendices.

4.6 Integration

All proposals received shall become the property of the Town. This Request for Proposal document, the proponent's response to this solicitation, and subsequent purchase order(s) to the successful proposal contain the entire understanding between parties, and any additions or modifications hereto may only be made in writing executed by both parties.

4.7 No assignment of Contract

The proponent shall not assign the contract, or any portion thereof, except upon the written approval of the Town.

4.8 Public Information/Proprietary Information

The Town are subject to the provisions of the *Access to Information and Protection of Privacy Act*. Section 27 of the Act excludes the disclosure of information that would be harmful to the business interest of a third party and any disclosure by the Town would be subject to that provision.

4.9 Contract Agreement

The selected proponent will be required to enter a contract agreement with terms satisfactory to the town's solicitor.

4.10 Intellectual Property Rights

The Town will be the owner of the intellectual property rights, including patent, copyright, trademark, industrial design and trade secrets in any deliverable product or product developed through this contract.

4.11 Confidentiality

The selected proponent agrees not to release or in any way cause to release any confidential information that pertains to the Town unless they have been specifically approved to do so in writing.

4.12 Added Value

The Town are interested in maximizing the value of expenditures at it relates to achieving additional value that would further benefit the Town and their operation, as well as its community of citizens. As such, bidders are encouraged to consider, develop and propose added value concepts, programs, components and the like that would further enhance the proposed services contemplated.

Added Value propositions carry an assigned weight as detailed in the rating schedule of Section 6.2. Costing for Added Value propositions must be detailed as a separate work package, as per the requirements of Section 5.2.2.

SECTION 5: PROPOSAL SUBMISSION

The submission of a proposal on this service will be considered as a representation that the proponent has carefully investigated all conditions which may affect or may, at some future date, affect the performance of the services covered by the proposal, the entire area to be serviced, and other contract documents and that the proponent is fully informed concerning the conditions to be encountered, quality and quantity of work to be performed and materials to be furnished; also, that the proponent is familiar with all Federal and Provincial laws, all codes and ordinances of the Town of Labrador City which in any way affect the procurement of the work or persons engaged or employed in the work.

In responding to this RFP, each proponent shall, include, as a minimum, a Technical Proposal and a Cost Proposal. The proposal is not complete unless it contains a Technical Proposal which addresses the requirements described herein, and a Cost Proposal that details all costs for the proposed services, including travel and per diem expenses.

Sealed Proposals will be received no later than 3:00pm, July 29, 2022 by:

Kim Conway, Town Clerk
Town of Labrador City, NL
317 Hudson Drive

A2V 2K5

5.1 Submission Requirements

The Proposal shall include the following as a minimum; failure to do so may be cause for rejection of the proposal:

5.1.1 General Information

Using the form identified in this document as 'Appendix A - General Information', the proponent shall provide the name of the firm, Office address, telephone number, email address, and facsimile number.

Proponents shall provide a one (1) to two (2) page executive summary of their proposal. Proponents shall provide a one (1) to two (2) page corporate resume detailing the proponent firm/partnership's credentials and experience specific to the scope of work detailed in the RFP.

Proponents shall provide an organisational chart detailing the structure of the project team specific to the scope of work, by position.

5.1.2 Team Composition and Experience

5.1.2.1 Proponents shall provide, in detail, their credentials related to the scope of work and any information which documents successful and reliable experience in past contracts, especially those contracts related to the requirements of this Request for Proposal.

5.1.2.2 A one (1) page resume detailing qualifications and previous work assignments related to this Request for Proposal for each person who will perform the services required. These credentials may be subject to verification.

In the event there would be a change in the persons named and assigned to perform the services under the contract, the proponent shall be required to submit, for approval to the Town, the credentials and resumes of the persons the proponent proposes to perform the services under the contract.

5.1.2.3 Proponents shall provide a list of three (3) applicable client contacts who have contracted for services offered by the proponent which is considered identical or similar to the requirements of this Request for Proposal. The list should include the following information:

1. Company Name and Address
2. Contracting Officer and Telephone Number
3. Technical Representative and Telephone Number, and
4. A brief, written description of the specific services provided including the year, proponent contract value and final proponent contract value.

Client contacts which include Town of Labrador staff are not desired and will not be considered.

5.1.3 Understanding of Needs and Technical Solution

Proponents shall provide a demonstrated understanding of the subject matter, including, but not limited to, the scope of work as well as the approach that will be taken to accomplish the services related to this RFP document, as well as an indication of possible challenges and solutions not directly referenced in the Request for Proposals document.

5.1.4 Project Management Methodology

An organizational chart clearly identifying team roles and primary contact will be provided (in the case of multi-disciplinary Joint Ventures, the lead firm will be identified.) A Work Breakdown Structure indicating each team member's responsibility and contribution in both days and as a percentage of the total work should be included.

A description of Proponents Quality Assurance methods and practices should be included.

The proposal shall also indicate the number, frequency and method (i.e. in person, web conference, teleconference, etc.) of the anticipated meetings.

5.1.5 Other

Additional brief facts concerning your organization which you feel are critical in evaluating your proposal.

5.2 Cost Proposal

5.2.1 The Cost Proposal shall include a single page duly signed stating the proponent's firm fixed total price for this service as outlined in the Request for Proposal.

5.2.2 Proponents should include within the Cost Proposal on a separate page or pages, a detailed listing of the tasks and activities with a breakdown into work packages, details of all individual costs of the proposed services, and total costs.

5.2.3 The total cost shall represent the maximum payment for the project. Price data should include fixed price, estimated hours of work by key staff and individual hourly cost for staff. Included in that cost will be one presentation to senior management and to the Council.

The consultant's presentation team shall consist of key individuals who have carried out the work and arrived at the recommendations.

Include and identify expenses and HST separately. Price may not be the determining factor for award. The Town may negotiate a final offer with the selected proponent.

5.3 Document Size Restrictions

Elaborate brochures or voluminous examples are neither required nor desired. Your proposal should not be more than 25 typed pages maximum, Times New Roman 12 point font pitch.

5.4 Number of Proposals to be Submitted

Four (4) bound copies, one (1) unbound and duly signed and one (1) in digital format on flash drive of each proposal both technical and price components are to be submitted.

6.0 METHOD OF AWARD

The evaluation process will be carried out by an evaluating committee who will establish the ranking of all the consultants and produce a short list. The short-listed consultants may be invited to make a brief presentation. The results of the above process will be brought to the appropriate staffing level with a recommendation from the evaluating committee to award.

6.1 Evaluation Process

Each Proposal will be evaluated using the following process:

Stage 1: Verify each bid's compliance to the Mandatory Criteria below, and disqualify any bids that fail to meet these.

Stage 2: For bids that pass the Mandatory Criteria, evaluate, and score each one, using the Desirable Criteria and weights.

Stage 1 - Mandatory Criteria

The proposal must meet all of the following mandatory criteria and clearly demonstrate that these are met in a substantially unaltered form. If the proposal fails to meet any one of these criteria, it will receive no further consideration during the evaluation process and be deemed non-compliant.

1. The proposal must clearly demonstrate the proponent's experience and ability to fulfill the service requirements identified.
2. All Cost Proposals must be submitted in Canadian dollars (CDN) exclusive of all taxes.
3. The Proposal must demonstrate the proponent's full understanding of the RFP.

Stage 2

All proposals which pass Stage 1 - Mandatory Criteria will be evaluated and ranked against the weighted Proposal Evaluation Criteria listed in Section 7.2. Proponents are reminded that the

proposal is the main document used in the evaluation and that the Proponent shall insure all information required to make the decision is included.

Proposals shall be evaluated on the basis of the criteria and weighting as outlined in the Rating Schedule below. In terms of relative importance, criteria are given an Assigned Weight (Column A). The criteria are rated according to the following degree of satisfaction and this rating (i.e., the unit points awarded) is placed in Column B.

Poor 1--3 Points

Fair 4--6 Points

Good 7--8 Points

Excellent 9--10 Points

Each unit Assigned Weight (Column A) is multiplied by the appropriate degree of satisfaction (Unit Points Awarded, Column B) to yield the Total Points (Column A x B). The Total score (i.e., the sum of the column 'Total Points') represents the overall degree of satisfaction. The recommendation will normally be to award the contract to the Consultant having the highest Total score. Each rating shall be considered confidential.

The Town reserve the right to evaluate proposals on any criteria it deems appropriate and may not necessarily rely on the criteria outlined in this document.

6.2 Rating Schedule

Item		Assigned Weight (A)	Unit Points Awarded (B)	Total Points (A x B)
1	Project team and Firm – Personnel to be assigned or made available to the project	15		
2	Location of Project Team and Firm	5		
3	Methodology, and understand of project in proposed approach	30		
4	Relevant experience of team and firm	15		
5	Project schedule; demonstrated ability to meet timelines	15		
6	Fees and expenses	15		
7	Quality and appearance of proposal	5		

8	Added value (bonus)	10		
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To assist in the evaluation of the Responses, the evaluation committee may, but is not required to:

- ☐ Contact the proponent's clients/customers relevant to the proposal to verify any and all information regarding a proponent and rely on and consider any relevant information from such cited references in the evaluation of responses.
- ☐ Conduct and background investigations that it considers necessary in the course of the evaluation process and consider any relevant information resulting in the evaluation of Responses.

The evaluation committee will only seek clarification from a proponent if the requested information is ambiguous or missing and if such clarification does not offer the proponent the opportunity to improve the competitive position of its response. To the extent possible, requests made by the Evaluation Team will be sent from the email addresses of the RFP Contacts.

The Town reserve the right to deduct points from the Technical Proposal evaluation based on assessment of risk as follows:

- ☐ Low risk - exceptions or omissions to RFP terms and conditions and/or format indicate no risk or low risk to successful completion of project: (-0) to (-5) points
- ☐ Medium risk - exceptions or omissions to RFP terms and conditions and/or format indicate a risk to successful completion of project that can be mitigated using the Town resources: (-5) to (-25) points
- ☐ High risk - exceptions or omissions to RFP terms and conditions and/or format indicate a risk to successful completion of project that can be mitigated but will require significant Town resources: (-26) to (-50) points
- ☐ Unacceptable risk - exceptions or omissions to RFP terms and conditions and/or format indicate a high probability of project failure: (-50) to (-100) points

6.3 Cost Proposal Evaluation

Unless otherwise stated in this document or its addenda, the proposal with the lowest cost shall receive the maximum points allowed. All other proposals shall receive a cost score based on their cost relationship to the lowest. The points for the financial evaluation will be allocated as follows. The total cost of each technically responsive bid will be calculated as shown in the Evaluation of Price. The lowest total cost will achieve maximum available points. All other proposals will be prorated using the lowest cost bid and the following formula:

Max Available Pts. $[\text{Max Available Pts.} \times (\text{total cost} - \text{lowest total cost}) / \text{lowest total cost}]$

Note: If the result is a negative number, the score assigned will be '0'.

Example: Two technically compliant bids are received and the maximum available points equal 30:

Bid 1: \$100,000

Bid 2: \$130,000

Bid 1 being the lowest, would achieve a score of 30 points

Bid 2 would achieve a score of 21 points, calculated as follows:

$$30 - [30 \times (\$130,000 - \$100,000) / \$100,000] = 21 \text{ points}$$

The value of the contract for this project shall be inclusive of applicable HST.

7.0 AWARD OF PROPOSALS

7.1 The Town reserve the right to modify the terms, or cancel, or reissue the Request for Proposals at any time at its sole discretion.

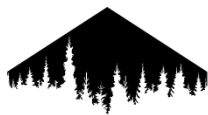
7.2 This Request for Proposal should not be construed as a contract to purchase goods or services.

Although proposals will be assessed in light of the evaluation criteria, the Town are not bound to accept the lowest priced or highest scoring proposal or any proposal. The Town reserve the right to reject any or all proposals and to award the contract in its entirety, or in part, whichever, in its opinion, best serves the interests of the municipality.

7.3 Subsequent to the submissions of proposals, interviews may be conducted with some of the proponents, but there will be no obligation to receive further information, whether written or oral from any proponent.

7.4 The Town will not be obligated in any manner to any proponent until a written contract has been duly executed. Any damages arising out of a breach by the Town, including damages for any implied duty at law, are limited to the actual costs of preparing the proposal. Neither acceptance of a proposal, nor execution of a contract, will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any statute, regulation or by-law.

APPENDIX A – GENERAL INFORMATION



LABRADORCITY

REQUEST FOR PROPOSALS
'Strategic Planning Consultant'

Company/Name: _____

Project Manager/Contact Person: _____

Mailing Address: _____

Telephone/ Fax: _____

Email: _____

Business Registration Profile: _____

Cost proposal (Summary)

Bid amount: _____

HST: _____

Total: _____

Witnessed by

Signing Officer

Signing Officer

Date

Sealed proposals clearly marked as to contents to be submitted to:

Town Clerk
Town of Labrador City
P.O. Box 280
317 Hudson Drive
Labrador City, NL
A2V 2K5

Closing Date: 3:00 pm local time, Labrador City, July 29, 2022

Submissions received after the closing date will not be considered.

Submissions must be in accordance with the instructions disclosed in the 'Request for Proposals' document.