



LABRADORCITY

REQUEST FOR PROPOSALS
'TLC-11-26 Strategic Planning Consultant Services'

Closing Date: June 18th, 2026 at 3:00pm local time.

Jody Murray, Chief Administrative Officer
Town of Labrador City
317 Hudson Drive
Labrador City, NL
A2V 2K5



SECTION 1: PROJECT BACKGROUND AND FRAMEWORK

1.0 Introduction and Intent

The Town of Labrador City is inviting proposals from qualified and experienced consultants or consulting teams to provide Strategic Planning and Ongoing Governance Support Services.

The Town currently has a Strategic Plan in place that remains relatively current; however, Council has identified a need to strengthen the Plan through enhanced public and stakeholder engagement, clearer strategic priorities, and improved tools to support ongoing alignment between Council and administration throughout the Council term.

Council has approved funding in the 2026 operating budget to retain a consultant to support:

- A refreshed strategic planning process that meaningfully incorporates community input;
- The development of a clear, concise, and actionable Strategic Plan; and
- Optional or integrated governance and priority-setting supports that help maintain focus, accountability, and alignment over time.

The Town encourages innovative approaches and is open to multi-year service delivery models, provided that costs, deliverables, and performance expectations are clearly defined.

1.1 Background

Labrador City is a regional service centre in Western Labrador with a diverse population and an evolving governance environment. Council includes both experienced and newly elected members and is committed to strengthening transparency, public trust, and long-term planning practices.

Council recognizes that strategic plans are most effective when they:

- Are informed by meaningful public and stakeholder engagement;
- Are clearly linked to annual work planning and budgeting; and
- Are supported by deliberate governance practices and regular review throughout the Council term.

SECTION 2: DETAILED SCOPE OF CONSULTING SERVICES

2.0 Scope of Work

Proponents are invited to propose services that include **all required components** outlined below. Proponents may structure their submissions as a single integrated program or as clearly defined phases.

A. Strategic Planning (Required)

At a minimum, the successful proponent will be required to:

- Review the Town’s existing Strategic Plan and relevant background materials;
- Design and deliver an inclusive engagement process involving Council, staff, residents, and key stakeholders (e.g. surveys, focus groups, workshops, and/or public sessions);
- Prepare a summary of engagement findings (e.g. “What We Heard”);
- Facilitate workshops with Council and senior administration to define or refine:
 - Vision, mission, and values;
 - Strategic priorities;
 - Measurable goals, objectives, and outcomes;
- Prepare a draft Strategic Plan for review and feedback;
- Finalize and present the Strategic Plan to Council.

The Town anticipates a Strategic Plan covering **three to five years**, though proponents may recommend an appropriate planning horizon.

B. Governance and Alignment Support (Strongly Preferred)

The Town is seeking proposals that extend beyond the development of a one-time Strategic Plan and support **sustained good governance and alignment**. Proponents are encouraged to include services such as:

- Council governance orientation or refresher sessions;
- Annual or periodic priority-setting and progress review sessions;
- Mid-term strategic check-ins or refresh opportunities;
- Ongoing advisory or coaching support for Council and/or senior administration;
- Governance tools or resources that reinforce best practices over the Council term.

These services may be proposed as optional add-ons or as part of a **multi-year agreement**, provided that pricing and deliverables are clearly itemized.

C. Flexibility and Innovation

Proponents are encouraged to propose methodologies that acknowledge:

- The Town already has an existing Strategic Plan;
- The importance of public trust, role clarity, and Council–administration alignment; and
- The value of spreading effort and cost over time to support implementation, not just plan approval.

D. Multi-Year Capital Planning and Prioritization (Preferred)

The Town does not currently have a comprehensive multi-year capital plan to guide the prioritization of major capital projects (e.g., fire hall, recreation multi-plex, town hall, and other significant infrastructure investments). Proponents are strongly encouraged to include an approach to support Council and administration in developing a **high-level, multi-year capital prioritization framework** that aligns with the Strategic Plan.

At a minimum, this component may include:

- Review and consolidation of known or anticipated major capital needs and concepts;
- Development of evaluation criteria to support consistent, transparent capital prioritization (e.g., service need, risk, regulatory requirements, community benefit, affordability, timing);
- Facilitated workshops with Council and senior staff to sequence and prioritize major capital initiatives over a multi-year horizon;
- Preparation of a **high-level multi-year capital plan or roadmap** that:
 - Identifies priority projects and indicative timing;
 - Supports Council decision-making and communication;
 - Is suitable for integration with annual budgeting and longer-term financial planning.

This capital planning work is intended to be **strategic and prioritization-focused**, and is not expected to include detailed engineering designs or cost estimates beyond a high-level planning lens. Proponents may propose this work as a dedicated phase or as an integrated component of the strategic planning process.

2.1 Deliverables

Deliverables may include, but are not limited to:

- Engagement plans and tools;
- Summary of engagement findings;
- Facilitated workshops and session summaries;
- Draft and final Strategic Plan;
- Governance orientation materials or session outcomes;
- Progress review tools or frameworks;
- Optional implementation and monitoring supports.

All final reports and materials produced under this contract shall become the property of the Town of Labrador City.

2.2 Project Schedule

The Town anticipates commencing the project in Summer 2026, with a view to completing the strategic planning process in Fall 2026 to inform future planning and budgeting activities.

Proponents shall provide a proposed project schedule identifying key milestones, engagement activities, and deliverables.

Where multi-year services are proposed, proponents must clearly outline:

- Year 1 activities and deliverables;
- Subsequent year services and check-ins;
- Performance review points and renewal options, if applicable.

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 Chief Administrative Officer. Email is the preferred method of contact: council@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 Chief Administrative Officer, 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 Chief Administrative Officer 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 Chief Administrative Officer, 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 Chief Administrative Officer, 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 Chief Administrative Officer.

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 Town anticipates commencing this project in Summer **2026**, with a view to completing the strategic planning process in Fall 2026 to inform future planning and budgeting activities.

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 Chief Administrative Officer. Email is the preferred method of contact: council@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 may be required to enter a contract agreement with terms satisfactory to the town's solicitor. The Town reserves the right to enter into a **multi-year agreement**, subject to annual budget approval and satisfactory performance.

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.

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, June 18, 2026 by:

Jody Murray, Chief Administrative Officer
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.

5.1.2 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.

Proposals must include the following sections:

1. Cover Letter and Executive Summary;
2. Proponent Profile and Relevant Experience;
3. Understanding of the Assignment;
4. Proposed Methodology and Work Plan;
5. Public and Stakeholder Engagement Approach;
6. Governance and Alignment Support Model (if applicable);
7. Project Team and Roles;
8. Municipal References for comparable work;

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.

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.

5.2.4 The Cost Proposal must clearly identify:

- One-time project costs;
- Optional services and related fees;
- Multi-year pricing (if applicable), by year;
- Any anticipated disbursements.

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

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

5.5 Digital Submission Requirements

Proposals may be submitted electronically via email to cashier@labradorcity.ca. To ensure the security and confidentiality of your submission, the following requirements must be met:

- a) **File Format:**
 - Submissions must be in PDF format. Additional supporting documents may be included in commonly accessible formats (e.g., Excel, Word, or JPEG) as necessary.
- b) **Passcode Protection:**
 - All digital submissions must be passcode-protected to ensure confidentiality of respondent's bids.
 - Passcodes shall be remitted in a separate email sent to council@labradorcity.ca; this email must be received no later than within 1 hour of the closing date.
- c) **Email Subject Line:**
 - Respondents must use the following subject line format: "TLC-11-26: Strategic Planning Consultant Services - [Company Name]."
- d) **File Size:**
 - The total size of all attached files must not exceed 20MB. If your files exceed this limit, please provide a link to a secure cloud storage platform (e.g., OneDrive, Google Drive) with restricted access.
- e) **Submission Deadline:**
 - Proposals must be received by June 18th, 2026 at 3:00pm local time. Late submissions will not be considered.
- f) **Confirmation of Receipt:**
 - It is the responsibility of the respondent to confirm receipt of their submission by contacting Cashier Clerk at cashier@labradorcity.ca or 709.944.2621.

The Town of Labrador City cannot guarantee the confidentiality or security of digital submissions that are not passcode-protected. It is the sole responsibility of the respondent to ensure their proposal is adequately secured prior to submission. Proposals submitted without passcode protection may be at risk of unauthorized access.

For any technical issues or questions related to digital submission, please contact the office of the Chief Administrative Officer - council@labradorcity.ca

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	Corporate and Team Experience (Municipal/Governance):	30		
2	Proposed Methodology and Work Plan:	30		
3	Governance and Alignment Support Model:	20		
4	Cost Proposal	20		

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. = [Max Available Pts. X (total cost - lowest total cost) / 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.

In accordance with the Public Procurement Act and Regulations, a price preference of up to 10% may be applied to qualifying provincial suppliers for evaluation purposes only, in accordance with applicable trade agreement limits. Where applicable, the adjusted evaluated price will be used for scoring purposes. The price preference is applied to the submitted total cost to determine the evaluated cost for comparison only and does not alter the actual contract value.

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.

7.5 The Town reserves the right to enter into a multi-year agreement, subject to annual budget approval and satisfactory performance.