



City of -- Ville de
MIRAMICHI

REQUEST FOR PROPOSALS

26-035

City of Miramichi

Municipal Strategic Plan

Prepared by:

City of Miramichi – Engineering Department

Closing Date: June 3rd, 2026 @ 11:00 a.m.

<p style="text-align: center;">REQUEST FOR PROPOSAL # 26-035</p> <p style="text-align: center;">CITY OF MIRAMICHI MUNICIPAL STRATEGIC PLAN</p> <p>The City of Miramichi invites proposals from qualified firms to coordinate and prepare a four year Municipal Strategic Plan, as per our requirements.</p> <p>The Request For Proposal Package must be obtained through the online portal at https://miramichi.bidsandtenders.ca</p> <p>Proposals will be received by the undersigned until 11:00 a.m., June 3rd, 2026.</p> <p>The City of Miramichi reserves the right to accept or reject any or all proposals.</p> <p style="text-align: right;">Rhonda Ripley City Clerk</p>	<p style="text-align: center;">DEMANDE DE SOUMISSION # 26-035</p> <p style="text-align: center;">VILLE DE MIRAMICHI PLAN STRAT ÉGIQUE MUNICIPAL</p> <p>La Ville de Miramichi invite les firmes qualifiées à soumettre des propositions pour la coordination et la préparation d'un plan stratégique municipal conformément à nos exigences.</p> <p>Le dossier de demande de propositions doit être obtenu via le portail en ligne à l'adresse https://miramichi.bidsandtenders.ca</p> <p>Les propositions seront reçues par le soussigné jusqu'au 3 juin 2026 à 11 h.</p> <p>La Ville de Miramichi se réserve le droit d'accepter ou de refuser toute proposition.</p> <p style="text-align: right;">Rhonda Ripley secrétaire municipale</p>
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INFORMATION SUMMARY

Name of Project: The City of Miramichi
Request For Proposal # 26-035
Municipal Strategic Plan

Summary Description: The City of Miramichi is seeking proposals from qualified consulting firms to provide comprehensive professional services to coordinate and prepare a municipal strategic plan for City Council.

Location of Tender Closing: The City of Miramichi – City Hall
141 Henry Street, Miramichi, NB, E1V 2N5

Time of Tender Closing: **June 3rd, 2026 @ 11:00 a.m. local time**

Name of Issuer: The City of Miramichi
141 Henry Street
Miramichi, NB, E1V 2N5

Completion Date: November 6th, 2026

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Note: These documents are a part of the agreement to be entered into between the Proponent and the City of Miramichi.

INFORMATION FOR PROPONENTS

1.0 OWNER'S CONTACT INFORMATION

ENGINEERING DEPARTMENT
CITY OF MIRAMICHI
141 HENRY STREET
MIRAMICHI, NB E1V 2N5

Phone: 506-623-2021
Email: engineering@miramichi.org

2.0 PURPOSE AND CONTENT

- 2.1 The City of Miramichi is seeking proposals from qualified consulting firms to coordinate and prepare a four (4) year strategic plan for City Council. The successful proponent will be expected to work with City Council in identifying the priorities of the municipality and prepare a Strategic Plan for Council's consideration.

3.0 INSTRUCTIONS TO PROPONENTS

- 3.1 Documentation will be issued by the Engineering Department for the City of Miramichi via electronic means, through the web portal at <https://miramichi.bidsandtenders.ca>. Proponents can preview the Bid Documents with a Preview Watermark prior to registering for the opportunity.
- 3.2 The Bid Documents are made available to Proponents only for the purpose of obtaining submissions for this Project. The Bid Documents are and shall remain the property of the City and may not be used by a Proponent for any purpose other than preparation of its bid and completion of the Project for the successful Proponent.
- 3.3 Proposals shall be irrevocable and subject to acceptance by the City for sixty (60) days following the close of proposals and shall be retained by the City.
- 3.4 Proposals must be dated and signed by an authorized signing authority of the Proponent. Upon award, the successful Proponent will be required to supply proof satisfactory to the City of the authorization of the signing authority to bind the Proponent.
- 3.5 Prices proposed shall be FOB delivered to the City. Proposal prices shall be in Canadian funds and include any freight, duty and/or customs charges where applicable. It is the responsibility of the supplier to find out from the appropriate authorities what taxes, rates and charges are applicable to this acquisition. The amount of Harmonized Sales Tax (H.S.T.) shall be included.

4.0 CORRESPONDENCE, ADDENDA, DISCREPENCIES, OMISSIONS AND CLARIFICATIONS

- 4.1 All correspondence, inquiries, instructions, etc. in connection with the work from award to completion shall be made through the City of Miramichi.

- 4.2 Addenda or Clarifications may be issued prior to the closing date. All Addenda or Clarifications will become part of the tender and contract documents. Proponents, where applicable, must include associated costs with respect to requirements of addenda or clarification.
- 4.3 It is the responsibility of the Proponent to have received all Addenda that are issued. Proponents should check online at <https://miramichi.bidsandtenders.ca> prior to submitting their bid and up until the bid closing time and date in the event additional addenda are issued.
- 4.4 If a Proponent submits prior to the bid closing time and date, and an Addendum has been issued, the Bidding System shall **WITHDRAW** the Submission and the submission status will change to an **INCOMPLETE STATUS** and submission shall be withdrawn. The Proponent can view this status change in the “MY BIDS” section of the Bidding System.
- 4.5 Proponents shall acknowledge receipt of any addenda through the Bidding System by checking a box for each Addendum and any applicable attachment.
- 4.6 The Proponent is solely responsible to:
- a) make any required adjustments to their Submission; and
 - b) acknowledge the Addenda; and
 - c) Ensure the re-submitted bid is RECEIVED by the Bidding System no later than the stated bid closing time and date.
- 4.7 Proponents finding errors, discrepancies or omissions in the Bid Documents, or having any doubt as to the meaning or intent of any part thereof shall at once submit a question through the Bidding System only by clicking on the “Submit a Question” button for this specific bid opportunity.
- 4.8 Proponents shall not rely on oral instructions, clarifications, comments or statements of any kind. Neither the City nor its consultants will be liable for, or bound by, oral representations of any type or kind whatsoever.

5.0 AMENDMENTS TO PROPOSALS

- 5.1 A submitting party may amend their submission through the online Bidding System, prior to the stated closing time and date. Bid amendments shall not be accepted in any other manner.

6.0 GENERAL

- 6.1 In the event a Proponent cannot comply with any terms, conditions, or requirements set out herein, such non-compliance must be clearly noted on the Proponents' letterhead and provided with the submission. Proponents are cautioned that such non-compliance may result in disqualification of the Proponents' submission. No allowance will be made for un-noted non-compliance of any kind by the Proponent.
- 6.2 The laws of the Province of New Brunswick shall apply to this initiative and any contract formed as a result of this initiative and the Courts of New Brunswick shall have exclusive jurisdiction over any contract formed as a result of this initiative.
- 6.3 Services performed by professionals must be licensed to do business in the Province of New Brunswick and use professional seals recognized by the Provincial governing body.
- 6.4 Proponents acknowledge the City is subject to the **New Brunswick Freedom of Information and Protection of Privacy Act**. Proponents shall clearly mark "Confidential" all information regarding trade secrets, commercial, financial, labour relations, technical or other aspects of the Proponent's submission, which in the Proponent's opinion are of a proprietary or confidential nature and are significant enough to be injurious to the Proponent should this information be provided under a request for information.
- 6.5 The City shall use all reasonable efforts to hold all information marked "Confidential" by the Proponent in strict confidence where required or permitted by law but shall not be liable for any action as contemplated pursuant to the Act.
- 6.6 If the City's response to a request under the Act is appealed to the Information and Privacy Commissioner for New Brunswick, the Proponent shall have the burden of proof pursuant to the Act. The Proponent shall be responsible for all costs related to its' confidentially requirements.
- 6.7 The City of Miramichi name, logo, crest, etc, shall not be used without the prior written consent of the City of Miramichi.

7.0 EVALUATION AND AWARD

- 7.1 The City of Miramichi intends to award a contract to the proponent whose proposal offers the best value to the City of Miramichi. However, the City of Miramichi is under no obligation to award any contract in whole or in part and the City of Miramichi reserves the right in its sole discretion to cancel this Request for Proposals process at any time before or after closing without providing reasons for such cancellation.
- 7.2 The City reserves the right to cancel this request for proposal and not award any contract in furtherance thereof in the following circumstances:
- a) Prior to the close of the request for proposal, for any reason deemed necessary by the City;
 - b) After the close of the request for proposal, there are no compliant request for proposals.

- 7.3 Any award made by the City of Miramichi shall be made in writing.
- 7.4 In the event of mathematical errors in extension of prices or other ambiguities, unit prices shall govern over total proposal prices and words shall govern over numbers.
- 7.5 In order to obtain the most advantageous offer for the City of Miramichi, the City of Miramichi reserves the right in its sole discretion:
- a) to waive irregularities and/or minor non-compliance by any proponent with the requirements of this Request for Proposals;
 - b) to request clarification and/or further information from one or more proponents after closing without becoming obligated to offer the same opportunity to all proponents; and
 - c) to enter into negotiations with one or more proponents without being obligated to negotiate with, or, offer the same opportunity to all proponents, should the City of Miramichi not receive any proposals satisfactory to the City of Miramichi.
- 7.6 Prospective proponents are advised, however, to submit a complete proposal. Any waiver, clarification or negotiation will not be considered as an opportunity for proponents to correct errors in their proposal.
- 7.7 The City of Miramichi shall not be responsible for any expenses or charges incurred by proponents in preparing or submitting a proposal nor in providing any additional information considered necessary by the City of Miramichi for evaluation of proposals.
- 7.8 The City of Miramichi reserves the right in its sole discretion to amend this Request For Proposals at any time prior to the closing date and time and proponents are cautioned to ensure they have received all addenda prior to submitting a proposal. Should the City of Miramichi issue any changes to this Request for Proposals, the City of Miramichi will endeavor to notify all proponents to whom the Request for Proposals has been issued.
- 7.9 The City of Miramichi reserves the right, in its sole discretion, to clarify any proposal after closing by seeking further information from that proponent without becoming obligated to clarify or seek further information from any other proponent. However, proponents are cautioned that any clarification sought will not be an opportunity either to correct an error or to change their proposal in any substantive manner.
- 7.10 Should the City of Miramichi not receive any proposal satisfactory to the city, the city in its sole discretion, reserves the right to negotiate a contract for the whole, or part, of the initiative with any one or more of the proponents, or any other party, without becoming obliged to offer to negotiate with all the proponents.
- 7.11 The City of Miramichi has a maximum budget for the payment of these services. Should all qualified proponents exceed the amount budgeted, the City reserves the right not to award a contract for this Request for Proposals.

7.12 The award contract to the successful Proponent shall include the terms of this REQUEST FOR PROPOSALS, together with those terms of the proponent's proposal which are not inconsistent with the City documents and which have been specifically accepted by the City.

8.0 CONTRACT

8.1 The successful proponent, shall execute a contract with the City of Miramichi. The contract shall include the terms of this REQUEST FOR PROPOSALS, together with those terms of the proponent's proposal which are not inconsistent with the City of Miramichi documents and which have been specifically accepted by the City of Miramichi and such other terms as are deemed necessary by the City of Miramichi to give full force and effect to the terms of this request for proposal.

8.2 The successful proponent may not assign or subcontract any contract or agreement resulting from this process, without the prior written consent of the City of Miramichi.

8.3 The successful proponent shall indemnify City of Miramichi, members of City Council, employees, servants and /or agents of the City of Miramichi from all damage, damages, losses, costs, claims, demands, actions, suits, or proceedings which may arise directly or indirectly as a result of the negligent or wrongful acts or omissions of the successful proponent, its employees, agents and/or servants in the performance or purported performance of any of its obligations under the contract, whether or not such claims are initiated by third parties or arise between the parties.

8.4 The successful proponent shall carry, during the term of its contract with the City of Miramichi, commercial general liability insurance with a limit of not less than \$2,000,000 inclusive per occurrence for bodily injury (including death). Such insurance shall at a minimum include coverage of broad form contractual liability and completed operations and such other types of insurance as would be carried by a prudent person performing such contract work and as the City of Miramichi may from time to time require.

All such policies of insurance shall provide that the Insurers shall give at least thirty (30) days written notice to the City of Miramichi prior to any cancellation, material changes, or amendments restricting coverage of any policy or policies.

The successful proponent must provide proof of such insurance to the City of Miramichi as a condition of the contract. Agreements for multiple years shall require the successful proponent to provide proof annually.

8.8 Notwithstanding the above, the successful proponent and the employees or personnel of the successful proponent must observe all regulations and policies of the City of Miramichi.

8.10 Force Majeure: If either the successful proponent or the City of Miramichi is unable to perform any of its obligations in this contract by reason of fire or other casualty, strike, order of a public authority, Act of God, or other cause beyond the reasonable control of such party, then such party shall be excused from such performance of the contract for the duration of such cause. In the event such inability to perform shall continue longer than 30 days, either party may terminate this agreement without further liability by giving written notice to the other party.

Proposal Submission Information

1.0 SCOPE OF SERVICES

1.1 The successful Proponent will facilitate the development of a four (4) year Strategic Plan for the City of Miramichi through engagement with City Council, senior municipal staff and third-party stakeholders. They will deliver a clear, articulate plan along with the recommendation for implementation and measurement of progress. The successful Proponent shall;

- a) Perform at a minimum one discovery session with members of City Council.
- b) Collect and review all relevant data provided to them. Perform comparative reviews of other municipalities in the Atlantic region, in addition to reviewing local market that will help guide recommendations.
- c) Development an engagement plan, to be presented and reviewed by council. Engagement plans must involve consultation with senior staff, key community stakeholders, and public outreach. Proponents shall identify stakeholders, perform engagement sessions, and coordinate public consultations. Proponents shall prepare a report summarizing findings determined through discovery and the engagement sessions
- d) Develop and present a draft strategic plan for review. Proponents shall plan for one round of feedback with the City.
- e) Prepare an executive summary (in English and French), to be presented to the public. Proponents, with aid from the City, shall engage the public for feedback.
- f) Compile feedback to finalize four-year strategic plan (in English and French).
- g) Develop a comprehensive implementation plan that outlines clear, actionable steps and key tasks required to successfully execute the strategic plan. The implementation plan must:
 - i. Define roles and responsibilities for each strategic priority and associated task, including accountability at the staff and leadership levels;
 - ii. Establish a detailed, phased timeline covering the full four-year period of the strategic plan;
 - iii. Identify required resources, dependencies, and potential risks, along with mitigation strategies;

In addition, the Proponent shall:

- iv. Design and deliver practical work planning tools and templates (e.g., detailed work plan documents, task trackers, and responsibility matrices) to support day-to-day implementation;

- v. Develop monitoring and performance measurement tools, including key performance indicators (KPIs), progress tracking frameworks, and dashboards where appropriate;
 - vi. Recommend processes and governance structures for implementation management, including regular review cycles, internal reporting protocols, and decision-making/escalation pathways;
 - vii. Provide a structured reporting framework, including templates for quarterly and annual progress reports to Council;
 - viii. Deliver an implementation workshop/session with senior staff to operationalize the plan, confirm roles and expectations, and build internal capacity to manage and sustain implementation.
- 1.2 Proponents shall be required to provide a summary of priorities discovered through the initial engagement sessions, to guide senior staff in the 2027 budget process. Work shall be scheduled accordingly to be able to provide this information by September 4th, 2026.
- 1.3 Electronic copies of all information gathered and produced over the course of the project shall be the property of, and provided to, the City of Miramichi. This includes but is not limited to background studies, reports, collected data from public consultation, drawings, images, maps, modelling and data produced in order to complete the project. These electronic documents shall be delivered to the City on a USB flash drive or an approved alternative, and the Proponent shall confirm receipt of all documents.
- 1.4 All deliverables and working documents shall be in a format which is able to be edited by the City, such as Microsoft Word or approved equivalent.
- 1.5 Final deliverables shall at a minimum be as follows:
- a) The strategic plan shall be available in three (3) digital forms:
 - i. Strategic Plan report. Long form document covering in detail the plan and its findings in its entirety.
 - ii. An Executive Summary report, intended for a high-level understanding of findings for reference by senior staff and/or council.
 - iii. Documents and visuals intended for public consumption, which include summary highlights and visuals intended for use in social media applications.
 - b) One (1) printed final report document (Full color, bound)
 - c) One (1) printed executive summary report document (Full color, bound)

2.0 PROPOSAL CONTENT

- 2.1 The Proponent shall confirm a clear understanding of the work, as described in the Scope of Work. The proposal should demonstrate that the Proponent and his or her team have recent and significant experience with this type of work. When noting examples of experience gained on similar projects, the proposal shall note which current staff members worked on that project and their respective roles. The proposal must outline all the requirements of the work and any matters related to its successful implementation. The proposal shall outline the role and duties for each member of the project team for the duration of the project. The Proponent shall not substitute project team members included in the proposal without the written permission of the City.
- 2.2 The proposed schedule shall demonstrate the Proponent's ability to complete the project in a timely manner. The Proponent shall indicate any limitations or constraints with respect to schedule, staffing, or any other aspects impacting the completion of the project in their submission.
- 2.3 Proponents shall provide sufficient information on their project team, including:
 - a) Qualifications and relevant experience of key personnel
 - b) Proponent's organizational structure
 - c) Status/availability of staff for the project
- 2.4 Proponents shall provide a summary of experience on similar projects, including client, scope of service, contract values and client contact person. Proponents are requested to limit information to six (6) recent projects.
- 2.5 Proponents shall demonstrate in their proposal an understanding of local conditions, in addition to detailing the depth of resources available to apply to the project.
- 2.6 The maximum number of pages allowed will be thirty (30), font size shall be minimum 11 point. Curriculum vitae are required from all key project staff, and shall not be included in the thirty (30) page maximum.

3.0 FEE PROPOSAL REQUIREMENTS

- 3.1 In addition to the "Technical Proposal", the Proponent will be required to include and response sheet for Cost Proposal "A" attached in the package, in their proposal package, as part of the evaluation.
- 3.2 The City will negotiate scope of services, fees and payment with the top-ranked firm. If an agreement cannot be reached with the top ranked firm, the City reserves the right to cease negotiations with the top ranked firm and begin negotiations with the second ranked firm and so on down the list until an agreement is reached. Any decision to award or not to award and signing of an agreement will be subject to City Council approval. All firms involved will be informed of the outcome after a decision has been approved by Council.

- 3.3 The City has budgeted \$ 100,000 for the creation of the Municipal Strategic Plan, including the unrecoverable portion of HST. Proponents are invited to present options within their proposal that impact overall price but remain under the funding available.
- 3.4 Proponents shall, as part of their submission, include tabulated hourly rates for each project team member to be involved with the project, in combination with estimated hours for each in table format for the various stages of the project. This information shall be used to help assess the level of effort considered for the project as a function of overall cost.
- 3.5 Proponents shall include a summarized table of costs itemizing key items such as but not limited to professional fees, travel fees, media and clerical fees for the various stages of the project followed by clearly identified totals including subtotal, calculated H.S.T. (15%), and proposal total.

4.0 PROPOSAL EVALUATION FORMAT

- 4.1 Proposals submitted by non-eligible Proponents, incomplete Proposals or Proposals which do not comply with stated requirements of this RFP, contain false information or the contents of which do not permit a full analysis, will not be considered by the City. General statements or restatements of conditions outlined in the RFP will not be considered satisfactory to the City.
- 4.2 The Proposals shall be evaluated with the intent of providing the best overall benefit and value to the City of Miramichi and shall be evaluated based on the following weighted criteria.
- 4.3 Following Proposal Evaluations, The City reserves the right to interview any or all applicants via online meeting they deem necessary in order to gather further information in order to choose a successful candidate. Not all applicants will necessarily be interviewed.
- 4.4 Proposal Evaluation results are exclusively for internal use by City of Miramichi Staff and will not be shared with proponents following evaluation. If requested, Proponents shall be provided with feedback pertaining to their specific proposal upon request.
- 4.5 Proposals shall be scored based on the criteria below and weighting:

Project Team

(Total: 20 %)

Evaluate the relevant experience of the company. Companies should demonstrate that they have established organizational policies and procedures as they apply to client communications, quality assurance and project administration protocol, etc., so as to ensure consistent and timely interaction between the Proponent and the City.

Evaluate the length and quality of experience for the person(s) named in the proposal who shall be involved in the project. Submissions should outline relevant experience, involvement and level of effort on the project and demonstrate the successful delivery of similar projects.

Experience should be relevant to the type of work outlined. Individual and team involvement with the project deliverables should also be clearly stated. Proponents should demonstrate their commitment to the project and the team's commitment to representing the best interests of the City in the delivery of the project.

References/Past Experience (Total: 35 %)

Rate the Proponent on past performance and works of a similar nature. Proponents are encouraged to summarize past works of similar scope, size, and/or nature which have been undertaken by the firm or senior members to be involved with the project. Proponents may submit documents created during past works for review.

Proponents shall be considered based on factors such as reporting, coordinating, follow-up methods, the ability to meet deliverable targets, as well as communications methods and practices.

Methodology (Total: 35 %)

This section will evaluate the approach demonstrated in the submission. Is the proposal well organized, methodical, professional, etc.? A well-thought-out proposal could be reflective of the way the project will be done.

Has the Proponent demonstrated that they are prepared to implement a comprehensive approach to the project that will reduce the possibility of compromising quality. Is there a commitment to budget? Has the project been thoughtfully assessed beyond just repeating what has been stated in the RFP? Are the particularities of the project understood?

Evaluate the Proponent's schedule for completion of the work. Does it meet the City's target dates? Is it realistic? Is there any flexibility in the Proponent's schedule in the event of project delays or advancement? Is there a commitment to delivering the project on schedule?

Price (Total: 10 %)

Proposals shall include cost to complete the work on the attached form. Pricing will be evaluated using the following formula:

$$PF = \text{Points} - \{\text{Log}(Y/L)\} * \{(L)^{0.5}\}/7.5$$

Where
PF = Project fee score
Points = Percentage points weight as defined above for Price
L = Cost of lowest proposal
Y = Cost of proposal being evaluated

RESPONSE SHEET (to be submitted by proponent – 1 page)

COST PROPOSAL "A"

Discovery and Data Collection	\$ _____
Stakeholder & Community Engagement	\$ _____
Completion of Draft Report & Presentation	\$ _____
Final Report & Implementation Plan	\$ _____
Subtotal	\$ _____
HST	\$ _____
Total	\$ _____

Proponent Name: _____

Address: _____

Telephone # _____

Contact Person: _____

Email: _____

Name (please print)

Title (please print)

Authorized signature

Date