



REQUEST FOR PROPOSAL

26-014

Municipal Strategic Planning Services

Issued: April 30, 2026

Closing: May 14, 2026, 2:30 PM, Newfoundland Time

The City of Mount Pearl
3 Centennial Street
Mount Pearl
NL A1N 1G4



REQUEST FOR PROPOSAL
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1.0 REQUIREMENT

The City of Mount Pearl is seeking proposals from qualified consulting firms to support the development of its next Corporate Strategic Plan, covering the period 2027–2031. The intent is to engage an experienced firm to design, facilitate, and document a strategic planning process that is practical, focused, and meaningful for Council, staff, and the community.

2.0 PROJECT AUTHORITY

The services provided will be subject to review and acceptance by the city's Chief Administration Officer.

3.0 INQUIRIES

Should further information about the RFP be required please use the 'Submit Question' feature on the City's Bids & Tenders Page:

<https://mountpearl.bidsandtenders.ca/Module/Tenders/en/Home/BidsHomepage>

The City will assume no responsibility for oral instructions or suggestions. Should the Proponent find discrepancies in, or omissions from the specifications, or should the Proponent be in doubt as to their meaning, the Proponent shall notify the City as instructed above, who may if necessary, post written addenda to this RFP.

4.0 CONTENT OF SUBMISSION

Proposals must not exceed twenty (20) single sided pages in 12-point font. Any documentation exceeding 20 pages will not be considered.

5.0 SUBMISSION OF PROPOSALS

Proposals to be submitted online using the City's 'Bids & Tenders page

<https://mountpearl.bidsandtenders.ca/Module/Tenders/en/Home/BidsHomepage> . Proposals are to be submitted up to the date and time specified on the cover page, and the Bids & Tenders platform.

Proposals will not be accepted using any other means, including hard copy, e-mail, or facsimile.

Late proposals will not be accepted. Any submission received at the designated location after the required time and date specified for receipt shall be considered late and non-responsive, will not be evaluated and will be returned unopened.

Proposals will be opened immediately after tender closing date and time at City Hall, 3 Centennial Street, Mount Pearl, NL A1N 1G4.

6.0 GENERAL INSTRUCTIONS

- 6.1 In the unexpected event that the City is closed earlier than normal, prior to the scheduled deadline, or for the full day, the closing date for proposals will be extended to the next business day for the City at the same time as listed originally.
- 6.2 Written inquiries and requests for clarification shall be accepted up to seven (7) working days prior to the closing time, unless otherwise specified in the instructions. Inquiries and requests for clarification received after this date shall not be addressed.
- 6.3 Verbal responses shall not be binding on either party.
- 6.4 To ensure consistency and quality in the information provided to proponents, the City of Mount Pearl shall provide, by way of amendment to this Request for Proposals, in the form of an addendum to all proponents who have registered to receive amendments, any relevant information with respect to the RFP inquiries received in writing without revealing the source of those inquiries. Proponents are cautioned that it is their responsibility to ensure that they receive all information relevant to this RFP. The Owner shall not be responsible for Proponents who fail to inform themselves regarding the scope and nature of the work.
- 6.5 The City of Mount Pearl (Owner) will not defray any expenses incurred by proponents in the preparation and submission of their proposals.
- 6.6 The City will not necessarily accept any proposal.
- 6.7 Every interpretation of, or addition to, the RFP document to be considered a valid part of the RFP document will be issued in the form of a written addendum. No addendums will be issued less than four (4) working days prior to the closing date of the RFP.
- 6.8 Where there is a question of general interpretation of the RFP document, the decision of the city's Chief Administration Officer shall be final and binding.
- 6.9 The documentation submitted in response to this Request for Proposals, as well as any correspondence or additional information provided to the City by proponents, in connection with this RFP, shall become the City record, and thus will be deemed subject to the Access to Information and Protection of Privacy Act, 2015.
- 6.10 In their submission, bidders are encouraged to identify any scientific, technical, commercial, etc. information of confidential nature disclosure of which could reasonably cause them harm. The financial value of the contract will be publicly released as a part of the award notification. In this Request for Proposal, the following terms will be defined as follows:

- “RFP” means the Request for Proposal, including all Appendices and Addenda issued hereafter by the City of Mount Pearl;
 - “Proponent” means the “Supplier”, “Consultant”, “Vendor” or “Bidder”, who submits a Proposal under the RFP;
 - “Subcontractor” or “Sub-Consultant” refers to any individual or firm to whom a Proponent intends to delegate all or part of the execution of the services, to be provided under the Agreement;
 - “Successful Proponent” means the Proponent, if any, whose Proposal is accepted by the City of Mount Pearl.
- 6.11 The law applicable to this agreement shall be the law in force in the Province of Newfoundland and Labrador. In responding to this RFP, Proponents warrant their compliance with all appropriate Municipal, Provincial and Federal regulations, laws and orders. Proponents must agree to indemnify the City and its employees if they fail to comply, and the City reserves the right to cancel any agreement arising from this RFP if the Proponent fails to comply with the above.
- 6.12 The successful Proponent shall agree to indemnify the City, its officers and employees against any damage caused to the City as a result of any negligence or unlawful acts of the Proponent or its employees. Similarly, the successful Proponent shall agree to indemnify the City, its officers and employees against any claims or costs initiated by third parties as a result of any negligence or wrongful acts of the Proponent or its employees.
- 6.13 All information provided by the City is offered in good faith. The City is not liable for any errors in this RFP or in supplier proposals.
- 6.14 The RFP document may not be used for any purpose other than the submission of a proposal. All proposals submitted, as a result of this RFP will be held in confidence. The recipient of these documents shall not disclose to anyone, other than their employees directly connected with responding to this RFP, any confidential information provided by the City.
- 6.15 The City Reserves the Right to:
- reject any or all offers and discontinue this RFP process without obligation or liability to any potential Vendor;
 - reject any proposal in its sole and absolute discretion for any reason whatsoever;
 - reject any proposal that contains any irregularity, informality, or non-conformance with these instructions in any proposal received by the City;
 - cancel this RFP at any time and may decide to issue a new RFP;
 - award a contract on the basis of initial offers received, without discussions or requests for best and final offers;

7.0 SCOPE OF WORK

7.1 Project Background

The City of Mount Pearl, hereinafter referred to as the City, is located adjacent to the City of St. John's, the capital of the province of Newfoundland and Labrador. The City was initially incorporated as the Town of Mount Pearl/Glendale on January 11, 1955, and was incorporated as a city of July 21, 1988, making it the province's third city. The City has grown from an official population of 1,979 (StatsCan 1956) to 22,477 (StatsCan 2021). The city is located within the Northeast Avalon Region of the province, which has a population of 212,579 (StatsCan 2021).

The City of Mount Pearl's 2023-2027 Strategic Plan "Building Tomorrow" has identified industry growth as a key component of its economic development strategy, supporting new business growth and business investment including foreign investment.

7.2 Project Description

The successful consultant will support the City in developing a strategic plan that builds on and refines the current Strategic Plan, which concludes at the end of 2026. The new plan will establish a clear and compelling vision, supported by defined strategic priorities, goals, and actions, and will provide practical direction to guide decision-making and resource allocation. The process and final plan will be grounded in meaningful engagement with Council, staff, and the broader community, clearly demonstrating value and accountability to residents and stakeholders. The final document will be written in plain language and designed to be practical, accessible, and easily implemented across the organization.

The primary objectives of this project are to:

- Establish a clear and shared long-term vision for the municipality
- Identify a limited number of strategic priorities and outcomes
- Define actionable goals, initiatives, and performance measures
- Ensure alignment between Council direction, administrative capacity, and community expectations
- Produce a plan that is practical, understandable, and ready to implement

7.3 Deliverables/Requirements

The consultant will be responsible for the following phases and activities.

Phase 1: Project Initiation and Planning

- Confirm project governance, decision making structure, roles, and responsibilities
- Review relevant background materials (existing strategic plan, key corporate documents, financial context)
- Conduct a project kickoff meeting with Council, the CAO and senior leadership
- Develop a detailed project plan, timelines, and engagement strategy

Deliverables may include:

- Project workplan with milestones
- Engagement and communications approach

Phase 2: Research and Engagement

- Conduct an environmental scan and context review (internal and external)
- Design and facilitate engagement with:
 - Council
 - Senior leadership and management
 - Municipal staff
 - Community stakeholders and the general public
- Summarize key themes, risks, opportunities, and areas of alignment

Engagement methods may include workshops, focus groups, interviews, surveys, or other appropriate tools, to be proposed by the consultant.

Deliverables may include:

- “What We Heard” or engagement summary
- Key findings and thematic analysis

Phase 3: Strategy Development and Action Planning

- Facilitate strategic discussions and priority setting sessions with Council and leadership
- Develop a strategic framework including:
 - Vision and guiding principles
 - Strategic priority areas
 - Goals, outcomes, and high level actions
- Assess and ensure actions are determined in alignment with organizational capacity, financial realities, and implementation considerations
- Identify performance measures and accountability mechanisms

Deliverables may include:

- Draft Strategic Plan for review and feedback

Phase 4: Final Plan, Approval, and Implementation Framework

- Refine and finalize the Strategic Plan based on feedback from Council and administration
- Develop a high-level implementation, monitoring, and reporting framework
- Prepare summary and communication materials for internal and public use

Final Deliverables may include:

- Final Strategic Plan (plain language, designed document)
- Executive or public summary (e.g., one page overview)
- Implementation and reporting framework

7.4 Timeline

ACTION	DEADLINE*
Deadline to submit proposals	May 14 th , 2026
Award	June 23, 2026
Completion of and deadline to submit deliverables	December 1 st . 2026

* Dates may be subject to change

8.0 SELECTION

8.1 Evaluation Criteria

In responding to this proposal, each proponent shall include at a minimum each of the listed submission requirements. Failure to do so may result in disqualification from the evaluation procedure.

CRITERIA	POINTS
Vendor Background	30
<ul style="list-style-type: none"> • Identification of project team including qualifications and experiences with similar projects • Outline a minimum of three examples of similar projects including scope, objective, budget and outcomes. • Demonstrated experience: <ul style="list-style-type: none"> ○ Delivering municipal or public-sector strategic plans ○ Strong facilitation and engagement expertise ○ Ability to translate complex input into clear, actionable strategy ○ Familiarity with municipal governance and operations 	

Methodology	30
<ul style="list-style-type: none"> Proposed methodology and processes to achieve goals as presented in this RFP, including clear identification of services with any optional services or non-compliance noted Identification of major issues, challenges, and risks associated with the deliverables Description of the vendor's approach to project management as it relates to this project Project Schedule (key milestones, decision dates, progress meetings, delivery) 	
Innovation	5
<ul style="list-style-type: none"> Innovative approaches to project execution, community engagement, general research, etc. 	
Cost	35
<ul style="list-style-type: none"> Vendors must fully describe how the overall cost is calculated. Cost proposals will be evaluated using a median-based scoring approach. All compliant submissions will be used to calculate a median total price. The proposal closest to the median will receive the highest score for the cost criterion, with points decreasing proportionally as pricing varies further from the median. This approach assesses pricing for overall reasonableness and value, rather than lowest cost alone. 	
Total	100

8.2 Award

Evaluation and award of contract for this request for proposals will be done in accordance with the *Public Procurement Act (2018)*, its regulations, policies and any and all subsequent amendments. This document and the proposal shall be attached to and form part of the contract.