



Request for Proposals

Development of a five-year strategic plan for the Corner Brook Port Corporation

August 22, 2025

INTRODUCTION

The Corner Brook Port Corporation (CBPC) invites proposals from qualified and experienced consultants to lead a comprehensive strategic planning process. The objective is to develop a clear and actionable five-year strategic plan that will provide a roadmap for the corporation's future growth and ensure alignment between the board of directors and staff.

BACKGROUND

The Corner Brook Port Corporation is a non-profit, community-based organization responsible for the stewardship, development, and operation of the Port of Corner Brook in Newfoundland and Labrador. Our mission is to deliver high-quality ocean transportation and distribution services through strategic partnerships and leadership, positioning the Port as a key driver of regional economic growth.

For the past five years, the Corner Brook Port Corporation has undergone a remarkable transformation fueled by the launch of its international container service in 2020. Previously known primarily as a cruise port, this pivotal development propelled Corner Brook into a vibrant intermodal hub—now recognized as the province's direct link to global markets. The significant growth in throughput volumes has driven rapid workforce expansion, with our team growing by over 50%, boosted operational capacity, and sparked ambitious capital investments—positioning the Port as a powerful force ready to thrive in international trade for years to come. We are now witnessing increasing interest and more opportunities from businesses eager to operate at the Port.

Looking ahead, CBPC is pursuing infrastructure expansion—including a new berth and increased laydown space—to meet rising demand and maximize operational efficiency. To guide this next phase of development, CBPC requires a forward-looking, actionable **five-year strategic plan (2026–2031)** that aligns the board of directors, staff, and stakeholders on a unified vision for the Port's future.

PROJECT OVERVIEW

The Corner Brook Port Corporation invites proposals from qualified and experienced consultants to lead a comprehensive strategic planning process for 2026–2031. The objective is to develop a clear, actionable five-year plan that will serve as the Port's primary roadmap for growth, ensuring alignment between the board of directors, staff, and stakeholders.

The selected consultant will be responsible for assessing CBPC's current market position, operational environment, and industry trends; facilitating inclusive engagement with internal and external stakeholders to gather insights and build consensus; identifying strategic priorities, measurable goals, and performance indicators; and developing a detailed implementation roadmap with timelines, responsibilities, and evaluation measures. The resulting five-year strategic plan (2026–2031) will guide CBPC's priorities, investment decisions, and operational

focus, aligning the corporation's vision and objectives with current realities and future opportunities while positioning the Port for sustainable growth and competitive advantage.

The strategic planning process should provide a clear, shared vision, mission, and core values for 2026–2031, while identifying strategic priorities and objectives that balance infrastructure growth, operational efficiency, community engagement, and environmental stewardship. It must also establish measurable goals and performance indicators to track progress over the five-year period, align with national and provincial transportation and trade priorities, and respond to regional economic development strategies. In addition, the plan should address industry trends, market opportunities, and potential risks relevant to the 2026–2031 horizon, ensuring organizational alignment to support effective governance and execution.

SCOPE OF WORK

The successful consultant will be expected to deliver the following key activities:

- **Pre-Engagement Analysis**
 - Review existing strategic documents, operational reports, and market studies.
 - Conduct a situational analysis of the Port's operations, competitive environment, and growth opportunities.
 - Prepare pre-workshop briefing materials for the board and staff.
- **Stakeholder Engagement**
 - Design and conduct consultations, including interviews, focus groups, or surveys.
 - Facilitate engagement with key stakeholders, such as: CBPC board of directors and staff, tenants and business partners.
- **Strategic Planning Workshop(s)**
 - Facilitate structured workshops (in-person or virtual) to discuss findings, set priorities, and build consensus.
 - Ensure inclusive, transparent, and collaborative dialogue.
- **Plan Development**
 - Draft a comprehensive five-year strategic plan (2026–2031) including:
 - Updated mission, vision, and values
 - Strategic priorities and initiatives
 - Performance metrics (KPIs)
 - Implementation roadmap with responsibilities and timelines
 - Provide a visually compelling executive summary for external use.
- **Finalization & Presentation**
 - Present the draft plan to the board of directors for review and feedback.
 - Deliver final plan incorporating board feedback.
 - Provide both detailed and summary versions suitable for different audiences.

- Final Deliverables
 - A complete five-year strategic plan (2026–2031) in both print and digital formats.
 - An executive summary document for stakeholder and public engagement.
 - A performance measurement framework with clear KPIs.
 - A documented record of the stakeholder engagement process.

PROPOSED TIMELINE

Milestone	Date
RFP Issued	August 22, 2025
Proposal Submission Deadline	September 8, 2025 (4:00 PM NST)
Consultant Selection & Contract Award	September 19, 2025
Pre-Engagement Research & Stakeholder Outreach	October 2025
Strategic Planning Workshop(s)	October/November 2025
Draft Plan Submission	December 2025
Final Plan Approval & Presentation	January 2026

Note:

1. *Timeline may be adjusted based on mutual agreement.*
2. *The project is contingent on approved funding and board authorization, which may impact the project's start date.*

SUBMISSION REQUIREMENTS

Proposals must include a cover letter summarizing interest and suitability, a consultant profile highlighting qualifications and relevant experience—particularly in the marine, transportation, logistics, or port sectors—and a proposed methodology and work plan that outlines the stakeholder engagement approach. Proponents should also provide a project timeline based on the above suggested timeline, a detailed budget inclusive of all fees and expenses, names and brief biographies of key personnel who will be involved, and at least two examples of similar strategic planning projects. A minimum of two recent professional references must be included.

PREFERRED QUALIFICATIONS

The ideal consultant will have a minimum of five to seven years of strategic planning experience with public sector, marine, or transportation-related organizations, along with a proven track

record in stakeholder engagement and consensus building. Knowledge of port operations, marine logistics, and transportation trends is preferred, as are strong facilitation, analytical, and communication skills.

SELECTION PROCESS

The Corner Brook Port Corporation will evaluate all proposals based on the criteria outlined below to ensure the selection of the most qualified consultant. The evaluation will focus on consultant experience, proposed methodology, project timeline, cost-effectiveness, and approach to stakeholder engagement. Following the review, shortlisted candidates may be invited for follow-up discussions or interviews. Please note that the final award of the contract is contingent upon approval of external funding for this project.

Evaluation Category	Weight (%)
Consultant Experience	30%
Methodology & Approach	25%
Project Timeline	15%
Cost & Value for Money	20%
Stakeholder Engagement	10%

PROPOSAL DUE DATE AND DELIVERY

Proposals must be submitted electronically to epenney@cornerbrookport.com by no later than 4:00 PM NST on September 8, 2025. Proposals submitted after this deadline will not be considered. The Corporation reserves the right to request meetings with any consultant to discuss their proposal in greater detail. Such meetings will be conducted without prejudice and will not affect the final selection of the consultant.

For inquiries or clarification during the proposal period, please contact:

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