



Request for Proposals

Comprehensive Market Analysis – Corner Brook Port Corporation

October 8, 2025

I. INTRODUCTION

The Corner Brook Port Corporation (CBPC) invites proposals from qualified and experienced consultants to undertake a comprehensive market analysis of the Port of Corner Brook. The objective of this project is to evaluate current and potential market opportunities, assess industry trends, and provide CBPC with actionable insights to inform decision-making and future business development strategies.

II. 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.

Since the launch of its international container service in 2020, the Port has undergone a remarkable transformation. 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, 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. This growth has also attracted increasing interest from businesses eager to operate at the Port.

Looking ahead, CBPC is pursuing infrastructure expansion—including a possible second berth and increased laydown space—to meet rising demand and maximize operational efficiency. To guide these initiatives, CBPC requires an in-depth market analysis to better understand emerging opportunities, competitive positioning, and potential sectors for growth. The findings from this study will help shape future strategic priorities and ensure the Port continues to play a central role in driving economic development for the region.

III. PROJECT OVERVIEW

The purpose of this project is to conduct a comprehensive market analysis of the Port of Corner Brook to support informed decision-making, business development, and long-term growth. The selected consultant will provide CBPC with a clear understanding of:

- A. Current market conditions and trends in ocean transportation, logistics, and related industries.
- B. The Port’s competitive position within Newfoundland and Labrador, Atlantic Canada, and international markets.

- C. Opportunities for business diversification, including but not limited to cargo, container, bulk, project cargo, and cruise sectors.
- D. Potential new customer segments, partnerships, and value-added services that could enhance revenue generation.
- E. Market risks, challenges, and barriers to growth that may impact the Port's future development.

The overall objective is to deliver an actionable report that identifies priority markets and opportunities, providing CBPC with the insights needed to make strategic investment and operational decisions.

IV. SCOPE OF WORK

The consultant will be expected to complete, at a minimum, the following tasks:

A. Data Collection and Review

Analyze relevant trade, shipping, and economic data at the provincial, regional, and international levels. Review existing CBPC business lines, operations, and market performance. Benchmark against comparable ports to identify best practices and competitive positioning.

B. Stakeholder Engagement

Conduct interviews or consultations with key stakeholders, including port users, shipping lines, logistics providers, industry associations, government agencies, and regional businesses. Gather insights on market perceptions, service needs, and emerging opportunities. CBPC and the consultant will jointly determine the final list and number of key stakeholders. The Port welcomes the consultant's recommendations on the most effective approach to stakeholder engagement (e.g., in-person, virtual, or hybrid).

C. Market Opportunity Assessment

Identify and evaluate potential growth areas across different business lines (e.g., container, bulk, project cargo, cruise, warehousing/logistics, and value-added services). Assess the Port's ability to meet demand in these areas given existing and planned infrastructure. Identify potential new tenants or business partnerships that align with CBPC's mission and capacity.

D. Risk and Challenge Analysis

Evaluate key challenges, barriers to entry, and competitive threats. Consider infrastructure, regulatory, environmental, and market-related constraints that may affect growth.

E. Strategic Recommendations

Provide a clear, prioritized set of recommendations on market development opportunities. Identify short, medium, and long-term opportunities that CBPC can pursue. Suggest actionable next steps, including potential partnerships, marketing strategies, or infrastructure investments.

F. Final Report and Presentation

Deliver a comprehensive market analysis report that includes data findings, opportunity assessments, and strategic recommendations. Present the findings to the CBPC Board of Directors and/or senior staff.

V. DELIVERABLES

The consultant will be responsible for providing the following deliverables:

- A. Project Kick-Off Meeting: Meeting (virtual or in-person) with CBPC staff to confirm objectives, methodology, timelines, and stakeholder engagement approach.

Deliverable: Finalized project work plan and schedule.

- B. Interim Progress Report / Market Scan: Preliminary findings based on data review and initial stakeholder engagement. Identification of key trends, potential market opportunities, and areas requiring deeper analysis.

Deliverable: Written interim report and progress meeting with CBPC.

- C. Draft Market Analysis Report: Comprehensive draft report covering all elements of the scope of work, including opportunity assessments, risks, and preliminary recommendations.

Deliverable: Draft report submitted to CBPC for review and feedback.

- D. Final Market Analysis Report: Incorporates CBPC's feedback and presents a clear set of actionable recommendations, prioritized short, medium, and long-term opportunities, and suggested next steps.

Deliverable: Final written report (including executive summary, detailed findings, and appendices with data).

- E. Presentation to CBPC Board of Directors and/or Senior Staff: Consultant will deliver a presentation summarizing key findings and recommendations and respond to questions.

Deliverable: PowerPoint presentation and meeting facilitation.

VI. TIMELINE

CBPC anticipates that this project will take a maximum of 3–4 months to complete from the date of contract award. However, the timeline is flexible and may be adjusted in consultation with the successful proponent.

CBPC is open to schedules proposed by consultants, provided they demonstrate a clear path to delivering a high-quality final report in a reasonable timeframe.

VII. PROPOSAL REQUIREMENTS AND FORMAT

All proposals shall be a **maximum of 10 pages** (excluding cover page, cover letter, table of contents and resumes) and include the following minimum information:

A. Description of Organization, Management, and Team Members

- Provide a brief description of the consultant firm or team and a work plan that identifies the personnel assigned to each task.
- Clearly identify who will serve as the project manager and the day-to-day contact for the project.
- CBPC expects continuity in staffing and anticipates working with the same project manager throughout the duration of the project.

B. Organization Qualifications

- Provide an overview of the firm's qualifications, highlighting relevant experience and capabilities related to market analysis, feasibility studies, and/or port, transportation, or logistics sectors.
- Include examples of previous work of similar size and scope, demonstrating ability to deliver actionable recommendations.
- If subconsultants will be used, clearly describe their specific roles, responsibilities, and contributions to the project team.

C. References, Related Experience, and Examples of Work

- Provide at least two client references for relevant projects, including contact information.
- For each reference, specify:
 - Client and project location
 - Type of work conducted and project outcomes or implementation results
 - Examples of reports, analyses, or other deliverables that demonstrate comparable work

D. Proposed Methodology and Approach

- Describe the approach to completing the market analysis, including methods for data collection, stakeholder engagement, benchmarking, and opportunity assessment.

- Demonstrate understanding of CBPC’s objectives and how the approach will produce actionable insights.

E. Work Plan and Project Schedule

- Provide a detailed work plan outlining tasks, key milestones, and deliverable dates.
- Include a flexible project timeline consistent with the anticipated 3–4 month duration, with allowances for feedback and review cycles.

F. Budget Proposal

- Provide a detailed budget including professional fees, expenses, and applicable taxes. Ensure the total project cost is within the expected range of \$40,000–\$50,000.

VIII. SELECTION PROCESS

A. Qualifications

All proposals received by the due date will be evaluated by the Corner Brook Port Corporation (CBPC). Only information submitted in response to this RFP, or provided in any subsequent interview, will be evaluated. CBPC will assess each proposal in several critical areas. At its discretion, CBPC may request additional information or invite selected proponents to an interview to further assess qualifications and assist in the final selection process.

B. Selection Criteria

CBPC will select the most qualified proposal based on the factors outlined below. Responses to the RFP should address the qualities and indicators listed for each criterion.

| Criteria | Description | Weight (%) |
|--|---|------------|
| Ability of the Firm to Carry Out and Manage the Proposed Project | Assessment of the firm’s experience conducting market analyses, feasibility studies, or comparable research projects in transportation, logistics, or port sectors. Includes responsiveness to client needs, adherence to timelines, and demonstrated success in delivering actionable recommendations. | 30% |
| Capabilities of the Consultant Team Members | Evaluation of the qualifications, experience, and expertise of the individual(s) assigned to the project. Includes relevant professional, technical, and educational credentials, and experience on similar projects. | 25% |

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|---|--|-----|
| Understanding of the Project and Proposed Methodology | Assessment of the proponent’s understanding of CBPC’s objectives and the appropriateness and clarity of the proposed methodology. Includes approach to stakeholder engagement, data collection, and providing actionable insights. | 20% |
| Willingness to Comply with Agreement Terms | Alignment with CBPC’s required contract terms, including ownership of deliverables, confidentiality, and other conditions. | 10% |
| Cost Proposal | Budget proposal within the expected range (\$40,000–\$50,000) and demonstration of value for money. | 15% |

Total: 100%

C. Proposed Selection and Project Schedule

- RFP Posted: Wednesday, October 8, 2025
- Proposal Due Date: October 22, 2025, by 9 :00 a.m. (NDT)
- Selection Interviews (if required): October 22-24, 2025
- Award of Agreement: By end of October 2025
- Project Start Date: Following award of Agreement
- Anticipated Project Duration: Approximately 3–4 months from start date (timeline flexible as proposed by the consultant)

D. Award of Contract

It is anticipated that the award of an agreement for services will be made by CBPC shortly after the proposal due date, with notice to proceed issued immediately thereafter.

IX. PROPOSAL DUE DATE AND DELIVERY

Proposals shall be submitted in electronic format (PDF) to the Marketing Coordinator of CBPC at epenney@cornerbrookport.com by 9:00 a.m. (NDT) on Wednesday October 22, 2025. It is the proponent’s responsibility to clearly identify the RFP name in the email subject line: “RFP – Market Analysis for the Corner Brook Port Corporation.”

X. CONDITIONS OF REQUEST

- General Conditions: The Port reserves the right to cancel or reject all or a portion or portions of the request for proposal without notice. Further, the Port makes no representations that

any agreement will be awarded to any organization submitting a proposal. The Port reserves the right to reject any and all proposals submitted in response to this request or any addenda thereto. The Port also reserves the right to reject any subconsultant or individual working on a consultant team and to replace the subconsultant or individual with a mutually acceptable replacement. Any changes to the proposal requirements will be made by written addendum.

- B. **Liability of Costs and Responsibility:** The Port shall not be liable for any costs incurred in response to this request for proposals. All costs shall be borne by the person or organization responding to the request. The person or organization responding to the request shall hold the Port harmless from any and all liability, claim or expense whatsoever incurred by or on behalf of that person or organization. All submitted material becomes the property of the CBPC. The selected lead consultant will be required to assume responsibility for all services offered in the proposal whether or not they possess them within their organization. The selected lead consultant will be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the contract.
- C. **Validity:** The proponent agrees to be bound by its proposal for a period of sixty (60) days commencing October 22, 2025, during which time the Port may request clarification or correction of the proposal for the purpose of evaluation. Amendments or clarifications shall not affect the remainder of the proposal, but only that portion so amended or clarified.
- D. **Agreement for Professional Services:** An agreement for Professional Services should be provided as part of the Submission. CBPC reserves the right to negotiate the terms and conditions contained in the Agreement for Professional Services. Failure to reach a satisfactory Agreement for Professional Services can be the basis for the Port disqualifying a proponent. The consultant agreement will not be executed by the Port without first being signed by the proponent.
- E. **Oral and Written Explanations:** The Port will not be bound by oral explanations or instructions given at any time during the review process or after the award. Oral explanations given during the review process and after award become binding when confirmed in writing by the CEO of CBPC.
- F. **Proponent's Representative:** The person signing the proposal must be a legal representative of the firm authorized to bind the firm to an agreement in the event of the award.
- G. **Insurance:** General Liability, Automobile, Professional Liability, and other insurances are required in the amount required under standard licensing requirements.

For further information regarding this Request for Proposals contact:

Email Penney, Marketing Coordinator
epenney@cornerbrookport.com
709-634-6600