



RFP 26-014 - Strategic Planning Services

Closing Date: Thursday, May 14, 2026 2:30 PM

Addendum # 1 – Vendor Questions and Answers

Question 1:

Given the engagement activities described in the RFP (kickoff, workshops, focus groups, etc.), is the City open to maximizing participation and managing scheduling, or does the City expect all facilitation to be on-site in Mount Pearl?

Answer 1:

Yes, the city is open to a balance of the approach to facilitation, with the exception of any proposed workshops with Council, which would be best planned for in-person delivery.

Question 2:

Does the City have a desired format or template for the final Strategic Plan document (e.g., printed report, digital-first layout, accessible PDF, plain-text HTML)? Are there any branding guidelines or accessibility standards the document must meet?

Answer 2:

The document will be primarily viewed online and should be developed in accordance with recognized digital accessibility standards. It should also be formatted to ensure it remains accessible and readable in print.

Question 3:

Who from the City's administration will be the primary point of contact and day-to-day liaison for the consultant team? What level of staff time will be available to support logistics, data gathering, and review cycles?

Answer 3:

The city's Chief Administrative Officer will be the executive sponsor for the project, supported by the City Clerk and Executive Assistant to the CAO and Council.

Question 4:

Could the City describe its tolerance for strategies that require significant reallocation of existing resources versus strategies that primarily align with current service levels and budgets? Is there an appetite for ambitious, transformational goals, or a preference for practical, incremental improvement?

Answer 4:

The City of Mount Pearl is a progressive community, who is not afraid to think differently about the delivery of municipal services. While the city has an appetite for transformation, it would not be at the expense of core service delivery.

Question 5:

Has the City undertaken any recent resident satisfaction or priority-setting surveys whose results could inform the environmental scan, or is new primary research expected to fill that gap?

Answer 5:

The city has not undertaken a comprehensive resident satisfaction survey. Resident engagement recommendations should be included in the proposal, based on the recommendations of the proponent. The city's public engagement has been aligned to specific project delivery in recent years, including: 1) budget; 2) recreation; 3) trails; 4) municipal plan; and 5) transportation.

Question 6:

Will the City provide access to existing contact lists, communication channels, or previous engagement participant networks to support outreach, or would the consultant be expected to build participation from scratch?

Answer 6:

The city has an engagement platform (Hey Mount Pearl) that can be used to solicit feedback. In addition, the city's social media channels, and contacts from community groups will be made available, as necessary.

Question 7:

For community and stakeholder engagement, does the City have a preferred balance between broad public input and deeper consultation with targeted groups (e.g., business associations, community organizations, youth)? Is there a minimum level of public reach the City considers essential?

Answer 7:

The City values a balanced approach to community and stakeholder engagement. Broad public input is important to ensure the full community is represented, particularly voices that are not typically engaged or may face barriers to participation. At the same time, deeper, more targeted consultation will be important for engaging specific stakeholder groups such as community organizations, business groups, and youth, whose perspectives and expertise can provide more detailed insight. While the City does not prescribe a minimum level of public reach, it considers broad and inclusive engagement essential, supported by targeted outreach where deeper discussion and feedback are needed.

Question 8:

What is the approximate size and composition of the 'senior leadership and management' group expected to take part in dedicated workshops or interviews? Could you also clarify whether engagement with this group is envisioned as one combined session or multiple streamed conversations?

Answer 8:

The City's Senior Leadership Team includes the CAO and four department heads, while the broader management team is made up of approximately 15–20 managers and supervisors. The City is seeking best practice recommendations on how to effectively engage both groups. Full involvement from the Senior Leadership Team is expected, with consultation from the broader group to support the process.

Question 9:

Can you describe the anticipated approval path for key deliverables (e.g., draft plan, final plan)? For example, will endorsement be required by the CAO, a committee of Council, or full Council at specific stages?

Answer 9:

All drafts will require CAO approval prior to being submitted to Council. It is anticipated that Council will be given the opportunity to review the draft and provide feedback before finalization.

Question 10:

Beyond the identified Project Authority (CAO), will there be a steering committee or working group to guide day-to-day decisions? If so, who would typically sit on it, and how frequently might they meet?

Answer 10:

There is no steering committee or working group in place. It is anticipated that all day to day decisions will be facilitated by the CAO and City Clerk. Any issues or decision points requiring Council consideration may be addressed at Council's bi weekly meetings.

Question 11:

To ensure we propose an approach that is appropriately scoped and aligned with your expectations, could you please confirm what is the budget range for this mandate? This will help us tailor a solution that delivers the greatest value within your parameters.

Additionally, could you clarify your preference regarding travel expenses—should they be included in the proposed fees or presented separately?

Thank you in advance

Answer 11:

The City will not release a budget for this work. Any anticipated travel expenses, including details such as the number of individuals and frequency of travel, should be clearly identified, along with the proposed approach to billing. Travel related costs should be itemized separately from the fees associated with the strategic plan.

Question 12:

For the 'Implementation and Reporting Framework,' does the City envision an annual reporting cycle to Council, a dashboard-style progress tracker, or a lighter quarterly checkpoint? Should performance measures align with any existing corporate KPIs?

Answer 12:

The implementation and reporting framework is expected to be a recommendation from the proponent, guided by best practices, and should align to the objectives and actions identified in the plan.

Question 13:

Beyond the current 'Building Tomorrow' Strategic Plan, which key corporate documents or datasets (e.g., recent resident surveys, financial forecasts, master plans, service delivery reviews) will be made available during Phase 1? Can any be shared in advance of the project kickoff?

Answer 13:

Once a proponent has been selected, the city will share any public engagement conducted on the city's engagement platform (Hey Mount Pearl), and survey results from recent engagement, including: 1) budget; 2) recreation; 3) trails; 4) municipal plan; and 5) transportation.

Question 14:

We note the City is open to a balanced facilitation approach, with Council workshops best in-person. Beyond that preference:

- Is there a minimum number of in-person touchpoints the City expects, regardless of format?
- Are there any venue, IT, or accessibility constraints we should design around for on-site components?
- Would the City like us to propose the split of virtual vs. in-person, or do you have a preferred ratio in mind?

Answer 14:

The city is requesting a recommendation from the proponents on number of touchpoints. At a minimum, the Council engagement session is preferred to be in person. There are no known accessibility, venue, or IT constraints. There is no required ratio of face to face vs. virtual sessions. A recommendation is preferred.

Question 15:

My question is related to the - outline of a minimum of three examples of similar projects, including scope, objective, budget and outcomes- If the organization name and budget are confidential, is this ok? As the client does not want this released

Answer 15:

While our preference would be for complete information, you may submit what you are able. The City will consider it accordingly.

End of Addendum # 1