



Request For Proposals: AMO Indigenous Action Plan

JUNE 2024

Association of Municipalities of Ontario (AMO)

Issuing Date: June 4, 2024

Closing Date: June 28, 2024

Issued by: Association of Municipalities of Ontario (AMO)

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PROFILE

Context for this Request for Proposals

The Association of Municipalities of Ontario (AMO) is issuing this request for proposals (RFP) for consultancy services to develop an organizational Indigenous Action Plan (IAP).

AMO is a not-for profit organization whose membership is the majority of Ontario's 444 municipalities. We represent the councils who govern the municipal corporations.

In 2023, the AMO Executive Committee approved the development of an organizational IAP. This work should be consistent and in support of the recommendations, findings and strategies outlined in the Calls to Action of the Truth and Reconciliation Commission of Canada, The National Inquiry into Missing and Murdered Indigenous Women and Girls, and the United Nations Declaration on the Rights of Indigenous Peoples.

The intention of the IAP is to be both internally and externally focused. This means, that AMO will integrate an Indigenous lens into the work of its Centres. The IAP will provide a deeper and more comprehensive understanding into Indigenous matters for AMO as an organization.

At the same time, AMO's IAP will be instrumental in AMO supporting its members in collaboration and relationship building with Indigenous communities and partners.

AMO's IAP

Following are highlights of what AMO is looking for in its IAP:

- Vision
- Guiding principles
- Internal actions, including:
 - A commitment supported by insight and process advice on bringing an “Indigenous lens” to decisions across AMO's Policy Task Forces and Centre's work.
- External actions, including:
 - A set of initial **policy and program** actions to improve municipal-Indigenous relationships and service delivery to Indigenous people living in municipalities.
 - **Relationship building** supports through insight, strategies, tools, and programs for AMO to support its members on Indigenous-municipal relationships, including products or events to increase member knowledge.
 - Guidance on how best to support AMO members in advancing Indigenous rights through the many reports, findings, and strategies such as: the Calls to Action of the Truth and Reconciliation Commission of Canada, The National Inquiry into Missing and Murdered Indigenous Women and Girls, United Nations Declaration on the Rights of Indigenous Peoples, Indigenous organizational findings, and strategies as examples and relevant to municipalities.
- Across internal and external actions, advising:
 - How and when to appropriately incorporate traditional Indigenous knowledge into AMO activities.
 - On initiatives and projects where AMO support would benefit Indigenous members'

organizations and communities.

- A high-level process and timeframe for reviewing and evolving actions.

In addition, the following objectives are to be considered:

- **Recognition:** Organization-wide recognition of generational trauma and historical, ongoing impact of colonialism on Indigenous communities.
- **Process:** Ongoing understanding that the process of creating the Action Plan is meaningful and an important element of success.
- **Relationship:** Improve relationships with Indigenous communities, organizations, and leaders, including urban Indigenous communities.
- **Learning:** Organizational commitment to the hard work of learning, unlearning, and long-term relationship building required to make sustained and lasting progress.
- **Action:** Create actionable steps for AMO and its members to advance reconciliation.
- **Internal focus**—AMO's organizational opportunities to advance reconciliation (e.g., recruitment).
- **How we work**—ongoing Indigenous community involvement in AMO's work. There should be guidance to help AMO to operate in a way that respects Indigenous rights and interests.
- **Supporting AMO members**—providing AMO members with ongoing tools, resources, and education to advance reconciliation in their communities with urban Indigenous communities and Treaty partners.
- **Outcomes-based and measurable:** The actions proposed in the IAP are focused on improved outcomes for Indigenous communities, organizations, Treaty partners, AMO, and municipalities. Includes a plan for tracking AMO's progress and reporting back on the implementation of the actions.

AMO's IAP will be evergreen and evolving.

Your proposal should reflect how your services will support the development and implementation of an AMO IAP as highlighted in the above points.

Organizational Overview

AMO is the most influential municipal public policy and advocacy organization in the province. We play a critical role in the policy and democratic landscape in Ontario.

AMO works to make municipal governments stronger and more effective. AMO is a membership-based organization that represents municipal councils in Ontario. With AMO's leadership, Ontario's 444 municipalities work together to achieve shared goals and meet common challenges.

Through our policy development, business services, conferences, and education programs, AMO provides municipal councils and officials with tools to succeed, and programs to help maximize the effective use of scarce resources.

Context

Now in its 125th year, AMO is a non-partisan organization whose founders saw the value in the impact of a common municipal voice. As indicated, our members are municipal governments, specifically, municipal councils.

Our mission is to support and enhance strong and effective municipal government in Ontario and to

promote the value of the municipal order of government as vital and essential component of Canada's political system as well as the social and economic sustainability of Ontario.

Governance Structure

AMO is governed by a 43-member board providing equitable provincial representation through six caucuses:

1. Rural Municipalities
2. Northern Municipalities
3. Small Urban Municipalities
4. Large Urban Municipalities
5. Regional and Single-tier Governments
6. County Governments

In addition, the Board includes a: President, Secretary-Treasurer, Past President, and Past Secretary-Treasurer. In addition to those four Executive positions, AMO's Executive Committee also includes the chairs of the six caucuses. AMO Board is elected by the membership every two years.

At a high level, AMO's key activities include:

- Undertaking policy development and analysis as basis for advocacy with province and outreach to other organizations.
- Utilizing a task force approach by topic/issue, which involves officials from member municipalities with different expertise as needed; this extends our reach with members and increases organizational capacity and access to expertise.
- Meeting monthly with members of Provincial Cabinet on specific matters (through our legislated Memorandum of Understanding); opportunity to influence government policy before it goes to Cabinet.
- Informing and educating elected officials through annual conferences, symposiums, webinars, and educational workshops.
- Developing and marketing innovative and beneficial services to the municipal sector.
- Communication systems for timely conveyance of information; weekly AMO Watch File.

AMO's Indigenous Advisory Council

Background and context

The AMO Board of Directors is committed to improving Indigenous-municipal relations.

In 2017, AMO created an Indigenous Relations Task Force to advise the AMO Board on municipal issues, policy matters, and advocacy possibilities related to municipal engagement with Indigenous communities. As part of its work, the Task Force made progress in enhancing municipal-Indigenous relationships through initiatives such as the development of municipal tools on Truth and Reconciliation Calls to Action, templates to support agreements with neighbouring First Nations communities, an ongoing relationship with the Ontario Federation of Indigenous Friendship Centres (OFIFC) formalized through an MOU, and a more recent relationship has also been formalized with the Ontario Native Women's Association (ONWA) also through an MOU.

In early 2023, AMO undertook a comprehensive review of its task force process and concluded that a more comprehensive, organization-wide approach to Indigenous relations, and Truth and

Reconciliation was needed.

In April 2023, the AMO Executive Committee approved the development of an Indigenous Advisory Council (IAC) to support AMO in its commitment to build better, healthy, and sustainable relationships with Indigenous communities in Ontario.

The AMO Board acknowledges the trauma and historical and ongoing impacts of colonialism on Indigenous communities. AMO understands that as an organization it must work to acknowledge and help rectify this history by building healthy and sustainable relationships with Indigenous communities in Ontario, including Indigenous people living in urban or rural centers. This includes acknowledgment of truth and work to advancing the inherent rights of Indigenous peoples.

The AMO Board recognizes that this commitment and work requires guidance and council. This guidance and council will be sought through the AMO IAC. The IAC will be instrumental in the development and implementation of AMO's IAP.

The IAC involves AMO working with Indigenous leaders, organizations, and partners across the sector to map and guide its actions.

Internal

AMO's Enterprise Centre builds strategic relationships with partners where there is shared value – the partner succeeds in achieving business goals while AMO maximizes benefits to members. The Enterprise Centre is led by Judy Dezell.

AMO's Finance and Operations Centre is responsible for managing AMO and AMO-related organizations' accounting, financial systems, risk management, information technology, human resources, website management, information systems and data management. Information is disseminated to the AMO membership and the public-at-large using our websites and other electronic tools by leveraging our membership database and other tools. The Finance and Operations Centre is led by Afshin Majidi.

AMO's Membership Centre supports AMO's membership through the development and delivery of events and educational workshops. The Membership Centre also oversees the management and delivery of the Canada Community-Building Fund (CCBF) to Ontario's municipalities. The Membership team leads several AMO Board initiatives including increasing diversity on municipal councils, enhancing understanding and engagement in municipal governance, and examining challenges with understanding and approaches to local democracy through the Healthy Democracy Project. The Membership Centre is led by Petra Wolfbeiss.

AMO's Policy Centre conducts research, government relations, policy analysis, and advocacy to ensure that provincial policies and programs respect municipal authority and objectives. This Centre acts as a bridge between Ontario municipalities and the provincial government. The team collaborates with ministries on policy issues, legislation, program design, and representing municipal interests. Internally, they work with task forces to develop policy recommendations and conduct research, while also leading advocacy efforts through events and campaigns. The Policy Centre is led by Lindsay Jones.

ORGANIZATIONAL STRUCTURE



SCOPE OF WORK

As indicated, AMO is seeking services to support it in its growth as a leading political and municipal organization on Indigenous–municipal collaboration and relationship building. AMO’s IAP will represent an essential commitment from the organization to its staff and membership as well as to Ontario’s Indigenous communities and organizations.

The IAP is intended to affect positive change for AMO as an organization specific to perspectives and the development of policy, training, member supports, events and all other services.

The successful firm will work with AMO staff on all aspects of the development and undertaking of the IAP. Firm representatives will also be required to connect with representatives of AMO’s Indigenous Advisory Council for guidance, insight, and instruction on engagement. A key element of work will be the development and implementation of an engagement plan to ensure that broad and diverse Indigenous perspectives are sought and inform this work. It is anticipated that a significant amount of external consultation, including individual meetings, focus groups and other, will be required.

AMO anticipates that desk research will be required including analysis of how AMO and its members can implement recommendations of the United Nations Declaration on the Rights of Indigenous Peoples, the Truth, and Reconciliation Commission, and the Report on Murdered and Missing Indigenous Women and Girls. It will also include the identification of existing Ontario or other relevant municipal-Indigenous best practices and strategies.

As a Board directed initiative, the IAP will require review and approval by the Board of Directors. The successful firm will be required to develop a presentation on the proposed IAP and recommendations.

The IAP will be a comprehensive document clearly articulating recommendations for AMO's internal actions, actions to support members, and actions to move forward and ensure AMO's IAP is evergreen and evolving.

AMO's IAP will provide an effective and meaningful approach to supporting AMO's membership in building, improving, and evolving Indigenous-municipal relationships.

Request For Proposal Considerations

All responses to this Request for Proposal (RFP) will be treated in a confidential manner.

All expenses associated with proposals are the responsibility of the respondent (consultancy firm). This RFP is not an offer to enter into an agreement with any party but rather, it is a request to receive proposals from respondents interested in providing the service specified herein. AMO reserves the right to reject any proposal, in whole or part, and/or to enter into agreements to provide services with any party.

This process may include follow-up meetings for exploration and clarification on submissions.

In addition to factors outlined above, in your submission, you will need to consider and demonstrate your approach to the following:

- **Research:** Your research approach and how you will conduct research that will be relevant to the context of AMO as an organization and its membership. This can include multi-jurisdictional, actions by comparable membership associations and other. Findings will be summarized.
- **Engagement:** What will be your engagement strategy? What insight and information will you be seeking through the strategy? Who are the key audience and stakeholders that will need to be engaged? Findings will be summarized.
- **IAP:** Demonstrate how your research and engagement strategies will be developed into a clear, concise, and actionable IAP for AMO.

Include your approach and timelines for the above.

Scope and Specification

Your RFP should include:

Part A:

- Project scope and summary of anticipated timeline for work to complete.
- Approach to work, project management and engagement (staff and stakeholder, etc.).
- Identification of key staff and role to lead and oversee the project.
- Past project summaries with references (3).

Part B:

- Cost summary of project including suggested payment schedule linked to deliverables.

Deliverables:

Deliverable	Deadline
Project Workplan	July 2024
Research Findings report	September 2024
Engagement Plan	September 2024
Engagement summary report	December 2025
Final Indigenous Action Plan	March 2025

AMO values and relies on the working relationships with our consultants. Key to the success and relevancy of AMO's IAP will be our relationship with the successful firm.

Regular meetings and updates will be required.

As a not-for-profit, member-based organization, costs are an important consideration to AMO.

Key Dates

- Request for RFP issued: June 4
- Questions/Clarifications must be received no later than 4:00 p.m. – June 10.
- Full RFP submissions due – June 28
- Evaluation and recommendation period including interviews if necessary – July 2-5
- Bidding companies notified of results – July 12

Project Timelines

Date RFP Issued: June 4, 2024

Submission Due Date: June 28, 2024

- Email submissions to membershipRFP@amo.on.ca.
- Submissions should include two files—one file for Part A and one file for Part B outlined above (include page #)
- Note: only electronic submissions will be accepted.

Submission Length: up to 15 pages

Project Start Date: July 22, 2024

Project End Date: March 2025

Questions:

- Questions to be received no later than 4:00 p.m. EST June 10 via email at: membershipRFP@amo.on.ca.
- AMO will consolidate all questions and answers in one document that will be circulated to proponents and posted on AMO’s website by 4:00 p.m. EST June 14.
- Proponents must confirm receipt of RFP question and answer document in their submission.

Selection Criteria

Selection of a firm will be based on, but not necessarily limited to, the following:

- Ability to provide expert advice and opinion on matters pertaining to the research and engagement required to develop relationships and create an IAP.
- Relevant communication and strategic planning experience and expertise related to creation of an IAP product and presentation.
- Ability to provide competitive fees for the type of services required.
- Ability to support the boards of governance based not-for-profit.
- Ability to provide quality service and be responsive in dealing with AMO staff throughout the year.

Scoring

Submissions will be scored in a two-phase evaluation:

- Phase one scores Part A of the submission.
- Phase two scores Part B of the submission—price evaluation.

In order for vendors to proceed to price evaluation, proponents must achieve a minimum score of 60 out of 75 for Part A of their submission.

The successful submission will be selected based on the combined score from initial overall scoring and then onto Parts A and B if successful.

Minimum Qualifications	Pass/Fail
Research, Engagement and Deliverable Requirements	Pass/Fail
Pricing Proposal	rate 1 - 10
Management Proposal	rate 1 - 10
Technical Response Requirements (tools)	rate 1 - 10

Point Rated Criteria	Points
Part A	
Organizational profile, experience, and qualifications	15
Team experience with Indigenous Action Plans, municipal governments, and Indigenous stakeholders	15
Approach to research and recommendations development	20
Approach to engagement	20
Approach to project management and working with AMO staff	5
Part B	
Cost summary of project	25

Evaluation Committee Composition

An evaluation committee comprised of qualified individuals will be established to review proposals received in response to this RFP.

Evaluation Process:

1. **Written Proposal Review:** All proposals will be reviewed independently by each committee member against the established evaluation criteria outlined in this RFP.
2. **Shortlisting:** Based on the individual reviews, the committee will convene to shortlist proposals that meet the technical and qualitative requirements outlined in the RFP. Committee members will meet to establish a consensus score for Part A of each submission.

Confidentiality

All documents and information obtained by proponents in connection with this Request for Proposal are the exclusive property of AMO and therefore must be treated in strict confidence and not be used for any purpose other than to respond to this Request for Proposal and to fulfill the obligations of any contract, which may be subsequently awarded.

As well, information contained in this Request for Proposal, or acquired by the proponent in further negotiations, either in writing, orally, or through observation relative to the operation of AMO organizations, is considered strictly confidential. Except for use in the preparation of proposals, information concerning AMO organizations cannot be used or disclosed in any way without prior written approval.

Rights and Reserved by AMO

- Request written clarification or the submission of supplementary written information or in person meeting in relation to the clarification request from any Proponent and incorporate a Proponent's response to that request for clarification into the Proponent's Proposal
- Adjust a Proponent's scoring or reject a Proponent's Proposal on the basis of information provided by a proponent pursuant to AMO exercising its clarification rights under this RFP process and other relevant information that arises during this RFP process.
- Waive formalities and accept Proposals which substantially comply with the requirements of this

RFP.

- Verify with any Proponent or with a third party any information set out in a Proposal.
- Disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information.
- Select any Proponent other than the proponent whose proposal reflects the lowest cost to AMO or the highest overall score.
- Cancel this RFP process at any stage without award.
- Cancel this RFP process at any stage and issue a new RFP for the same or similar goods and services.
- Accept any proposal in whole or in part.
- Discuss with any Proponent different or additional terms to those contemplated in this RFP or in any proponent's proposal.
- If a single Proposal is received:
 - reject the Proposal of the sole Proponent and cancel this RFP process or
 - enter into direct negotiations with the sole Proponent.
- Reject any or all Proposals in its absolute discretion.
- Negotiate in respect of any term or condition proposed by the Proponent in its Proposal, whether a business or legal term or condition or otherwise
- And these reserved rights are in addition to any other express rights or any other rights which may be implied in the circumstances.

Other Terms and Conditions

- Any contracts with successful proponent will be governed by the laws of Ontario.
- Scope of services may be refined during negotiation of the contracts.
- AMO is not to be considered an employer to the successful proponent nor to such proponent's personnel or staff for any work or services.
- The proponent agrees to avoid any conflict of interest in the performance of its contractual obligations, disclose to AMO without delay any actual or potential conflict of interest that may arise, and comply with the requirements imposed by AMO to resolve the conflict of interest. AMO organizations may immediately terminate the agreement, upon giving written notice to the proponent, if in the reasonable opinion of AMO organizations; it is not possible to resolve the Proponent's conflict of interest.
- No act or omission by AMO organizations will be construed by the Successful Proponent as a renunciation or waiver of any rights or recourses for any breach by the successful proponent of its obligations set out in this RFP and in the Contract, unless AMO organization provided the successful proponent with an express waiver in writing.

Contact and Communication

This RFP document acts as a guide for interested companies for the submission process. AMO will manage the process and will also collect and evaluate all RFP responses. We will be responsible for all communications regarding the RFP, as well as ensuring that all the required information for the RFP is received.