

THE CORPORATION OF THE CITY OF CORNWALL

Request for Proposal 24-P09 Truth & Reconciliation Action Plan

Appendix A – Terms of Reference

1. BACKGROUND

The City of Cornwall invites Proposals from qualified consultants to develop and implement a Reconciliation and Action Plan.

In response to the Calls to Action outlined in the Final Report of the Truth and Reconciliation Commission of Canada, the City of Cornwall is taking action by procuring a consultancy to assist in the creation of strategies intended to foster reconciliation and engagement. This plan will have an internal and external focus, and will develop a framework for a short, medium and long-term strategy. Through better understanding, ongoing meaningful dialogue, and measurable actions, the goal is that the Corporation has a strong plan in place to engage, recognize and support Reconciliation and Indigenous populations in the City of Cornwall.

To ensure that the recommendations are consistent with established municipal goals, the Consultant will review and become familiar with previous relevant Reconciliation plans (Municipal, Provincial and/or Federal) studies and information, including general community information (population, demographics etc.).

2. SCOPE OF WORK

The Successful Proponent will provide consulting services to the City and undertake the development and implementation of a Reconciliation and Action Plan.

The project description and scope of work (collectively, the “Plan”) is provided in this RFP. It is the Successful Proponent’s responsibility to provide all necessary services to ensure the Plan is completed efficiently and in accordance to the City’s requirements.

The Consultant will be required to address the following scope of work, but may not be limited to:

2.1. Kick-Off Meeting and Project Orientation

The initial kick-off meeting with representatives from the City will confirm project expectations, key issues and expected outcomes.

The specific goals for the meeting will include:

- Confirm the project objectives;
- Identify key project interest holders;
- Identify other relevant prior plans and studies;
- Identify communications channels and project personnel;
- Outline a community outreach process; and
- Identify targeted project budget and schedules.

2.2. Goals and Objectives

The Consultant will work with City staff and key project interest holders to define specific goals and objectives for the Reconciliation and Action Plan. This will include a detailed description of the intended purpose of the Plan, and the identification of specific outcomes.

Key objectives must include gathering findings and setting recommendations for the City's consideration to enhance the City's ability to shape future organizational efforts and decisions so that the City can achieve the Calls to Action from the Truth and Reconciliation Commission of Canada report and positively contribute to Indigenous relations.

2.3. Project Background

To ensure that the recommendations are consistent with established municipal goals, the Consultant will review and become familiar with previous relevant Reconciliation plans (Municipal, Provincial and/or Federal) studies and information, including general community information (population, demographics etc.).

2.4. Plan Objectives

The Consultant will deliver a final report that outlines a strategic framework with optional strategies so that the City may effectively meet the Calls to Action for municipal level of government and work towards strengthening Indigenous engagement within the community.

2.5. Methodology

The methodology will involve a number of phases, including:

Phase 1 - Background Research and Comparative Review

Phase 2 - Initial Consultations with Staff, Key Interest Holders and the Public

Phase 3 - Drafting of the Plan

Phase 4 - Second Consultation- with Staff, Key Interest Holders and the Public

Phase 5 - Delivery of Draft Report

Phase 6 - Presentation to Council

2.6. Community Needs Assessment

The current and projected needs of the community for a Reconciliation and Action Plan will be evaluated. The degree to which the City meets or falls short of those needs will be evaluated. This analysis will encompass several factors, including:

- a. Reviewing the City's current communications materials, policies, procedures and strategies and making recommendations on how the City can ensure that operational decisions are made with consideration of Indigenous cultures;
- b. Identifying ways to strengthen the City's Engagement with Indigenous communities; and
- c. Recommendations for meaningful Reconciliation and Engagement opportunities.

2.7. Public Outreach and Engagement Plan

To ensure that ample opportunity is provided for input by the community and interest holders, a public process that solicits input from internal and external interest holders as well as City residents will be conducted.

- b. Departmental Meetings: Meetings with key representatives from internal departments including, but not limited to, Office of the CAO, Corporate Services, Planning, Development and Recreation, Infrastructure and Municipal Works, Paramedic Services, Human Services and Fire Services. These representatives will provide input to the process and serve as a sounding board;

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- c. Interest Holder Meetings: In addition to the input provided by the internal Departments, one on one meetings with key Interest Holder groups is key to reviewing specific aspects of the project as the Plan is being developed;
 - d. Public Meetings: Two (2) in-person public meetings will be held during the course of the project to present the findings and gather community input. One meeting will occur near the beginning of the process, to solicit input, and the second meeting will take place near the end of the process as final recommendations are being formulated;
 - e. Website Support: To encourage public input and discussion, graphic materials and written project summaries will be provided for the City to post on its website; and
 - f. Public Opinion Survey: Public opinion surveys are an effective way to reach residents of the City who cannot attend the public meetings. Manage an online survey that will be created to gather public input.

3. IMPLEMENTATION PLAN

An overall strategy for implementation of the recommended actions (short term, medium-term and long-term) will be developed by the Consultant. This will include:

- a. Action Plan: Identify responsible parties and roles and outline discreet action items and timelines for each leading to project implementation;
- b. Phasing Plan: Prioritized list of projects and actions, broken into short-term, medium-term, and long-term phases, depending on cost, complexity, readiness for implementation, and other relevant factors;
- c. Change Management and Education: Plan will incorporate Change Management tools and approaches, where applicable, to help audiences understand why this project is taking place and its methodology, and to prepare them for potential changes. The Plan

will also identify opportunities for education and awareness raising to support project outcomes and objectives.

- d. Estimated Costs: Cost estimates for recommended actionable items/improvements;
- e. Funding Sources: Identify specific potential sources for funding to make strides towards reconciliation and engagement, including eligible grant programs and other strategies; and
- f. Municipal and Cultural Programming: Summary of recommended actions, as identified during the outreach process.

4. FINAL REPORT DOCUMENT

The Consultant shall complete all of the deliverables described above. The deliverables will be assembled into a formal bound final report and furnished as a draft for review by the City. After this review, and necessary revisions will be incorporated into the draft and a final report will be issued by the Consultant. Final documents will be furnished in both hard copy and electronic formats, in quantities and specific electronic formats as desired.

Final deliverables comprising the Plan will include:

- a. Narrative Report: A final narrative report that describes the project goals, methodology, and results. The final report will be submitted to the City for adoption/acceptance. The report will include a stand-alone Executive Summary containing the main points of the full document. All material (written and print) must meet AODA and WCAG accessibility standards.
- b. Maps and Plans: Key analytical maps and drawings may be provided as presentation-size hard copy originals, as well as in electronic format. The Study Report, Maps and Plans shall also be provided in a digital, reproducible format;

5. COST, WORK PLAN AND SCHEDULE

5.1. Cost

The budget for this project has been set at \$100,000. The Proponent shall provide a detailed budget and breakdown of hours allocated to the Project, including billing rates for staff, and identify the Total Project Cost (including all relevant disbursements, professional fees, Sub-Consultant fees, H.S.T., etc.). The Consultant will be responsible for payment of all Sub-Consultants whose services are required to complete the Project, where applicable.

5.2. Work Plan and Schedule

A specific work plan and schedule for the completion of the various components of the Project in accordance with this RFP. This will include the anticipated deadline for the submission of any draft and final deliverables. An outline of the public and Interest holder engagement strategy, including the number, form and timing of meetings. As part of this Proposal, the Proponent should also identify the tools to be used to reach out and engage the public to ensure a successful Project, and in consideration of the City's Communications Plan.

In-person meetings, virtual meetings and on-line and/or in-person public open houses should be accommodated and additional opportunities for video/teleconferencing for meetings should be considered. The work plan shall account for bi-weekly status update teleconferences with the City's Project Manager and staff.

5.3. Proposed Project Schedule

Item	Date
Issue of RFP	May 15, 2024
Deadline for Questions	May 22, 2024
Deadline for Submission	June 5, 2024
Award of RFP	June 19, 2024
Project Commencement	June 24, 2024
Presentation to Council	Fall 2024

Note: although every attempt will be made to meet dates as listed, the Corporation reserves the right to modify any or all dates at its sole discretion.