

Request for Proposal to Provide Services Ontario Municipal Labour Market Analysis

**PROPOSAL SUBMISSION DEADLINE @ 2:00 P.M. ET
ON FRIDAY, MARCH 13, 2026.**

1. Background

1.1 About AMO

The Association of Municipalities of Ontario (AMO) helps Ontario's 444 municipalities work together to achieve shared goals and meet common challenges. AMO engages in a variety of activities to support its mandate: develop policy positions and reports on issues of general interest to municipal governments; conduct ongoing liaison and advocacy with the provincial government (both elected officials and public administrators); inform and educate governments, the media, and the public on municipal issues; market innovative and beneficial services to the municipal sectors; and maintain a resource centre on issues of municipal interest.

1.2 Ontario's municipal sector

There are 444 municipalities in Ontario. They can be villages, cities, towns, regions, and counties. Each municipality is governed by a local council. As a sector, municipal governments invest over \$65 billion in important public services and infrastructure each year.

Municipal governments touch the day-to-day life of every Ontario resident. Municipal governments provide essential services like ambulances, roads and utilities infrastructure, parks and recreation, public transit, garbage and recycling collection, libraries, and affordable housing. Each of Ontario's municipalities is also an employer, with staff who provide services and support the governance and administration functions. Collectively, Ontario's municipalities employ over 235,000 people in dozens of job roles such as: paramedics, personal support workers, social workers, nurses, librarians, childcare workers, maintenance workers, engineers, planners, accountants, and legislative and elections administrators.

1.3 AMO's Municipal Workforce Development Project

While Ontario's municipal governments offer good jobs with competitive compensation and benefits and the opportunity to make a positive difference in local communities, many municipalities are struggling to attract and retain the workforce they need. In 2022, AMO launched its [Municipal Workforce Development Project](#) to identify and implement actions it can take alongside its partners to support municipalities with their workforce challenges. Municipal governments care deeply about their communities and know they need the human resources to deliver services for their residents.

Over the course of 2023 and 2024, AMO conducted research and engagement to develop a roadmap of actions it will take to support municipalities with employee attraction and retention. This work was guided by an Advisory Group comprised of senior municipal administrators, municipal staff associations, post-secondary associations, and representatives from OMERS (the municipal defined benefit pension plan administrator) and CUPE (the labour union representing the largest number of municipal workers).

2. Purpose and project objectives

2.1 Purpose

AMO is seeking a qualified and experienced firm to undertake a comprehensive assessment of Ontario's municipal labour market.

The successful proponent will conduct a quantitative labour market analysis and forecast of occupations related to municipal service delivery across Ontario. Ideally, this analysis will be informed by the broader context of national and provincial economic policies and initiatives that may influence long-term municipal workforce needs and/or availability.

The analysis will be used by AMO to inform policy and advocacy, sector-wide workforce recruitment and retention initiatives, and support municipal members, partner associations, and post-secondary partners with applications for provincial and federal funding.

2.2 Key Project Deliverables

- Identify municipal occupations facing the greatest recruitment and retention challenges and forecast multi-year workforce demand for priority occupations
- Advise and model assumptions (where possible) in post-secondary program enrollment and completion, demographic trends, and provincial and federal policy goals that may impact labour market supply and demand
- Provide segmented analysis of findings by Ontario's regions (Northern, Eastern, GTA, Southwestern).
- Deliver a detailed insights report of the above and a public-facing summary report.

3. Scope of services required

3.1 Planning and project management

- Develop a detailed project workplan, including key milestones, timelines, and review points
- Create a project governance and communication approach, including regular check-ins with AMO staff.
- Identify and confirm data sources, analytical assumptions and potential limitations at the outset of the project
- Coordinate inputs and feedback from AMO staff as required

3.2 Labour market data collection and analysis

- Utilize one or more appropriate, reputable, and verifiable data sources and create a rationale for the selection.
- Apply forecasting and scenario-based techniques, as deemed appropriate, to assess future workforce pressures.
- Integrate findings from existing AMO research and engagement activities, if appropriate

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- Ensure approach, analysis, and deployment of findings reflect the diversity of municipal contexts across Ontario

3.3 Timeframe

The work should begin as soon as is practical. Ideal delivery of final materials is late Summer 2026.

3.4 Budget

AMO has an initial budget allocation set for \$100,000.00, excluding HST, for project planning and management, labour market research and analysis, and forecasting and reporting. Proposals should clearly provide a methodology for the calculation of fees for the services proposed, including a detailed breakdown of costs by project phase and major activity areas (e.g., project management, data analysis, modelling and forecasting, and synthesis and reporting).

4. Proposal submission requirements and selection criteria

4.1 General

Any questions and responses to this invitation should be addressed to William Gardiner, Program Administrator and submitted to WGardiner@amo.on.ca. Questions received by February 27, 2026 4:00 pm ET will have their answers posted to: <https://www.amo.on.ca/about-us/request-proposals-rfp> by March 6, 2026.

The deadline for submission of proposal is **Friday, March 13, 2026, 2 p.m. ET**. Proposals received after the deadline will not be considered. All proposals should be submitted in PDF format only. All inquiries and proposals must be in English.

The firm is required to treat this selection process in the strictest of confidence. Except for use in the preparation of proposals, information concerning AMO cannot be used or disclosed in any way without prior written approval. If, in the submission of proposals, the proposing firm specifies that certain information is proprietary, AMO will use its best efforts to keep such information confidential.

AMO is not liable for any costs incurred by any firm that responds to the invitation in the design, preparation, or submission of a proposal or any aspect of the selection process.

AMO reserves the right to contact any person or organization cited in a proposal and to take any steps necessary to fully assess the reputation and credibility of the proposing firm, without seeking the authorization of the proposing firm.

4.2 Proposal content and selection criteria

Proposals should include the following information:

- A summary of the firm's experience conducting labour market, workforce, or economic analysis, particularly for public-sector or municipal clients
- A description of the proposed approach and methodology, including data sources, analytical techniques, and forecasting methods
- Identification of the proposed project team, including roles, qualifications, and relevant experience
- Examples of comparable projects completed within the past five years, including at least

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- two client references
- A proposed project schedule outlining key phases and milestones
- A detailed fee proposal, including a breakdown of costs by project phase

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

- Demonstrated understanding of workforce and labour market issues
- Strength and suitability of the proposed methodological approach
- Experience and qualifications of the proposed project team
- Demonstrated ability to manage complex analytical projects and communicate findings clearly
- Ability to deliver the work within the proposed budget and timeline
- Overall value for money

Submissions will be scored according to below point system:

Selection Criteria	Points
Company profile, project team experience and qualifications in providing labour market analysis, workforce forecasting, or related analytical services for public-sector or non-profit clients, including past and current clients and references.	25
Demonstrated internal capacity to manage the full scope of services required including analysis, forecasting, and reporting (please note where your firm may use contracted services or external expertise).	15
Proposed approach and methodology to project planning, development, and synthesis of findings, including the ability to provide clear, relevant insights and recommendations.	30
Demonstrated understanding of Ontario's municipal sector and labour market context, including regional variation and workforce challenges facing municipalities.	10
Fees/cost structure, including overall value for money and alignment with project budget.	20

4.3 Key Dates

- RFP issued: February 6, 2026
- Questions/clarifications due for response: February 27, 2026, 4:00 pm ET
- Responses to questions posted: March 6, 2026
- Full RFP submissions due: Friday, March 13, 2026, 2:00 pm ET.
- Evaluation and interviews (if required at AMO's discretion) to be scheduled

4.4 Rights Reserved by AMO

- Accept or reject any proposal in whole or in part.
- Request supplementary written information or in-person meeting in relation to the proposal.
- Waive formalities and accept proposals which substantially comply with the requirements of this RFP.
- Verify with any Proponent or 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

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- to AMO or the highest overall score.
- Cancel this RFP process at any stage without award and issue a new RFP for the same or similar goods and services.
- Discuss with any Proponent different or additional terms to those contemplated in this RFP or in any proponent's proposal.
- 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 a successful proponent will be governed by the laws of Ontario
- 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 the AMO organization provided the successful proponent with an express waiver in writing.