



Request for Proposal #RFP- 2009-03

Title: Next Generation Manufacturing Strategy & Action Plan

Date Issued: Wednesday August 26, 2009

Deadline for Submission: Thursday September 10, 2009 at 4:00 p.m.

Deliver to:

**Burlington Economic Development Corporation
414 Locust Street, Suite 203
Burlington, ON
L7S 1T7**

TERMS OF REFERENCE

PROPOSAL INVITATION

Burlington Economic Development Corporation (BEDC) is collaborating with manufacturers to map a vision for the future of the manufacturing sector in Burlington. The **2010 Next Generation Manufacturing Strategy** will assist local manufacturers to navigate an uncertain economic climate and position firms to take full advantage of new opportunities presented by next generation manufacturing models.

The **2010 Next Generation Manufacturing Strategy** is designed to provide a profile of manufacturing in Burlington today. Building on this foundation, the project team will collaborate with businesses to review and identify manufacturing workforce needs: explore innovative business models and best practices; and recommend a strategic roadmap for the future. The resulting strategy will be supported by an **Action Plan** that focuses on generating opportunities for improved collaboration between businesses and facilitating rapid adoption of new business methods. Our goal for this project is to create momentum for positive change.

BEDC seeks a qualified consultant, with in-depth experience in leading-edge economic development and manufacturing, to work in partnership with BEDC to define and execute project deliverables for the **2010 Next Generation Manufacturing Strategy & Action Plan**.

This project is jointly funded by BEDC and the Ontario Labour Market Partnership program, administered by the Ministry of Training, Colleges and Universities, Government of Ontario.

BACKGROUND

Today's economy is witness to a global paradigm shift. In the past five years, record job losses have occurred throughout Canada. Ontario, as Canada's manufacturing heartland, with its high number of traditional manufacturing companies has been severely affected by economic dislocation that has contributed to weakening in employment and production. The Ontario Government has recognized the unique position of Greater Toronto and Hamilton (which includes Burlington) – two urban manufacturing centres hard hit by the decline of traditional industries.

In parallel to the declines experienced by some traditional manufacturers, Burlington has also seen the emergence of an advanced manufacturing industry. This highly sophisticated sector employs new manufacturing techniques that combine information technology, microelectronics, customized product design and enhanced process development. Advance manufacturing companies are characterized by their active investments in research, innovation, technology and engineering directed at productivity improvement.

Manufacturing in Burlington is at a cross-road. What is clear is that the future growth and health of the whole manufacturing sector will require an open mindset and innovative methods as the global economy adjusts to new ways of doing business. Local manufacturers concur. James Peters, President of Hadrian Manufacturing, states: *“We all need to find new ways of doing business to ensure not only our own business success but for the future economic prosperity of the City of Burlington and Province of Ontario”*.

Ten years from now, the Burlington economy will not be the same as it is today. The global economy is undergoing fundamental changes that will alter the structure of regional economies and how business is conducted. While no-one can predict with certainty what the New Global Economy will look like, there are some trends that show promise in influencing its direction. Collaboration, within and between companies, will become more important as companies seek to innovate and respond. The need for manufacturers to continually improve productivity and output quality as a competitive advantage will require an increasing fusion across sectors and work disciplines. The integration of production and support services will continue as companies need to respond to customer wants and needs. These trends imply an increasing demand for individuals that work in, support and direct increasingly complex and international operations.

Times of unprecedented change are also times of great opportunity. Harnessing new manufacturing growth potential through innovation is the focus of the **2010 Next Generation Manufacturing Strategy & Action Plan**.

ABOUT BEDC

BEDC is a non-profit corporation that promotes economic development on behalf of the City of Burlington, by creating a positive business environment that encourages new investment, supports Burlington’s local business infrastructure, and facilitates opportunities for local growth and prosperity. The BEDC Board of Directors has recognized the importance of assisting the manufacturers to transform themselves so that they and we, as a community, are well positioned to take full advantage of new economic potential.

It is clear from our discussions with the BEDC Board of Directors, particularly from those members who lead manufacturing operations, along with other companies in the City, the Chamber of Commerce, DeGroot, Mohawk and the Centre for Training and Skills Development that we all share the same concern with respect to the future of manufacturing in Burlington.....

Everyone that I have talked to is quite supportive, and even excited, that we are proposing to undertake the Next Generation Manufacturing initiative. I believe that the positive response is driven by a number of factors. There is a sense of urgency that we need to act now and that delay may result in even deeper declines in sector output and employment. There is an appreciation that BEDC and our industry partners are willing to step up to take on the challenge in a positive and proactive way. Finally, there is a realization that old responses to the economic cycles will not be sufficient and that that we need to be looking for new ways of doing business and preparing our companies and work force to meet the challenging times before us.

*Mark Gregory
Chair, Education & Workforce Development Task Force &
Managing Partner – Locomotion PR & Communications*

PROJECT OBJECTIVES

The objective of this project is to build a vision for the future of the manufacturing sector in Burlington that reflects:

- **Diversity:** Sustaining a strong and diverse business base composed of companies that produce high value goods and services; are innovative, productive and environmental leaders within their fields. We envision a Burlington that is :
 - Connected to the global economy and leads its peers in productivity and innovation.
 - Characterized by its diversity of economic activities and an economic portfolio of companies engaged in high value/high growth activities.
- **Collaboration:** A key characteristic of the emerging new economy is the fusion of activities within and between companies in the global marketplace. This century, success in building a strong and diverse local economy will be influenced by how well companies collaborate with each other globally with respect to incorporating innovation, creativity, product development, productivity, managerial excellence, and flexibility into their operations.
- **Innovation:** Manufacturers face constant competition in order to retain or increase market share. Innovation offers both traditional and advanced manufacturers new ways of working and new technologies that enable them to respond rapidly and cost-effectively to customer demand. Innovation in manufacturing can include: product innovation; innovative processes and equipment (new IT driven technologies); and, use of green technologies.
- **Quality & Productivity:** Burlington will have one of the strongest performing economies in Southern Ontario making it a preferred location for foreign investment, new business investment for the existing economic base and a talented workforce. Burlington expects to:
 - Lead job creation in the Region by exceeding growth projections adding 10,000 new jobs by 2018.
 - Be recognized for the rapid growth of its financial services, business services, medical services and information technology sectors.
 - Increase employment in the targeted sectors by 25% over the next ten years.
 - Maintain its manufacturing employment base while increasing its productivity and output by 10% to 15%.

PROJECT SCOPE & DELIVERABLES:

The goal of the **2010 Next Generation Manufacturing Strategy & Action Plan** is to create a vision for the future of the manufacturing sector in Burlington and momentum for change by collaborating with manufacturers to identify new business models for the manufacturing sector, both traditional and emerging firms; investigate short and long-term workforce requirements; develop an action plan to support the economic growth of this sector in the community; and identify specific projects that will assist the sector to engage in next generation business practices.

As a key component of this work, BEDC intends to hire private sector consultant(s) to prepare a background (“think piece”) report that identifies economic conditions and trends affecting the future of manufacturing and lays a practical foundation for the 2010 Next Generation Manufacturing Strategy & Action Plan. The finished report is expected to address the following strategic questions:

- **What is the future of manufacturing in Burlington? For both traditional and advanced manufacturing?**
- **What are the key factors that are influencing this future?**
- **What are the critical success factors?**
 - **At the firm level**
 - **At the workforce level**
- **What are other successful manufacturers doing right?**
 - **Innovative practices**
 - **Practical results and lessons**

Within this context, the Consultant will be expected to:

The New Manufacturing Workforce:

Identify strategies to prepare the manufacturing sector to meet future skill requirements and prevent skill shortages in the future manufacturing sector.

Next Generation Manufacturing Business Practices:

Identify opportunities for building synergies between collaborative networks (post-secondary and research institutions); identify linkages to the existing business base and collaborative project opportunities; and outline synergies with the new manufacturing workforce and Innovation components, where appropriate.

Innovation in Manufacturing:

Identify opportunities to encourage innovation and new product development; new ways of working for the manufacturing sector (i.e. flexible manufacturing); including identifying and assessing possible solutions.

Consultation with Industry:

The Consultant is expected to be an active participant in BEDC’s consultation and communication with manufacturers, through:

➤ **BEDC Job Fair**

As a key part of this project, the Consultant will enrich the scheduled BEDC Fall job fair by presenting a 15-20 minute seminar utilizing information generated early in the project to inform manufacturers and job seekers about emerging business models and trends, and how to position themselves to prepare for, and benefit from, the evolving economy.

➤ **Manufacturing Industry Roundtable**

The Consultant will be expected to participate in a one-day Industry Roundtable (to be arranged by BEDC) to be held in late October to solicit the views of approximately 40 industry participants.

➤ **Company Interviews**

Where appropriate, the Consultant will participate in interviews with manufacturing firms in Burlington (to be arranged by BEDC) and will assist in preparing a brief introduction to the project and interview questions.

In addition to the above, the consultant will be responsible for the following:

- Conduct an initial meeting with BEDC to discuss the plan for the **2010 Next Generation Manufacturing Strategy & Action Plan**
- Participate in meetings and consult with BEDC, at each stage of development; and,
- Act as a coach and peer reviewer for the final version of the **2010 Next Generation Manufacturing Strategy & Action Plan.**

MANUFACTURING PROFILE:

A Profile of Manufacturing in Burlington is now being undertaken by Focus Business Consulting (FBC). The manufacturing industry profile which has been developed by FCB includes:

- Production of profiles on the local economy; manufacturing and the key service sectors
- Updating information on Burlington's economy and local competitive advantages
- Identifying and profiling key sectors of the economy
- Identifying multi-national firms and headquarters in the city
- Researching trends affecting sectors.

This profile and research is expected to inform the work of the Consultant on the 2010 Next Generation Manufacturing project.

PROJECT TEAM

The successful Consultant will work with BEDC to develop the **2010 Next Generation Manufacturing Strategy & Action Plan.**

The project team will provide background information, guidance and direction. Kyle Benham, Executive Director at BEDC is the consultant's first point of contact. Antoinette Wells is the Project Manager.

Any responsibilities of BEDC beyond what is described in this section should be identified in the consultant's proposal.

PROJECT TIMING

The following anticipated timing and dates are subject to change:

DESCRIPTION	DATE
RFP Issue	August 26, 2009
Proposal due date	September 10, 2009
Evaluation of Proposals	September 14, 2009
Interviews with Short-listed Proponents	September 17, 2009
Award of Contract	September 18, 2009
Contract Start Date	September 18, 2009
Initial Meeting(s) Presentation with Staff	September 23, 2009
Presentation to Job Fair	September 24, 2009
Contract Expiry Date or Project Completion Date	November 27, 2009

Consultants are asked to confirm that the above timetable is achievable and will result in a successfully developed plan.

PROPOSAL CONTENT REQUIREMENTS

All proposals must include the following:

1. Your understanding of our needs
2. Proposed work plan and schedule
3. Fees including disbursement and taxes
4. Description of project lead and team members experience in related projects, in particular work for other economic development organizations or municipalities, roles and time spent on the project
5. Include the names of three (3) References for economic development organizations or municipalities for which you have developed a strategic plan, or which you feel applies to this project.
6. Mandatory forms:
 - Pricing Summary
 - Proposal Submission Form
 - Personnel Allocation and Fee Structure.

PRICING

A total of \$34,000 (exclusive of taxes) has been allocated toward the **2010 Next Generation Manufacturing Strategy & Action Plan** including the implementation of deliverables noted above.

The consultant's fee should be based on the following:

- Performance and demonstration to BEDC that the fees the consultant invoiced is proportional to the work performed at the time of the submission of the invoice.
- BEDC staff will be the sole judges as to the performance and progress of work performed. Payment will be for such services accordingly when invoiced by the consultant. An amount of 10% of the total value of the consulting contract will be held back (if necessary) pending completion.

Submissions should provide a full breakdown of costs, aligned with the project objectives and deliverables.

CONSULTANT SELECTION CRITERIA

The selection of a consultant will be based on the following criteria:

- Completeness & quality of proposal in addressing the "Terms of Reference".
- Feasibility of the proposed methodology, process and timelines/schedule.
- Experience, knowledge and competency of the principal consultant and identified project associates.
- Cost and value of services proposed.
- Resources and capabilities.

SUBMISSION DEADLINE

Six copies of your organization's proposal are to be submitted no later than:

Thursday September 10, 2009 at 4:00 p.m.

Attention: Antoinette Wells

Re: BEDC 2010 Next Generation Manufacturing Strategy & Action Plan.

Burlington Economic Development Corporation

414 Locust St, Suite 203

Burlington L7S 1T7

wellst@burlington.ca

Tel: 905.332.9415 Ext. 7265

(Located on the 2nd floor of the downtown municipal parking structure, just north of Lakeshore Road, and one block west of Brant Street)

PRICING SUMMARY

SECTION A (Mandatory to complete)

Provide the overall fee for your services below, (not including disbursements):

Sub Total	\$ _____
G.S.T. 5%	\$ _____
P.S.T. 8%	\$ _____
*Total	\$ _____

Note – A more detailed breakdown of the fees by work stage/activity including person hours allocated per stage/activity, will be required as part of your proposal.

SECTION B (Optional Alternative - not necessarily aligned with the Terms of Reference, but another way to fulfil our requirements)

Provide the overall fee for your services below, (not including disbursements):

Sub Total	\$ _____
G.S.T. 5%	\$ _____
P.S.T. 8%	\$ _____
*Total	\$ _____

Note – A more detailed breakdown of the fees by work stage/activity including person hours allocated per stage/activity, will be required as part of your proposal.

SECTION C

Disbursements (estimated upset price)

Sub Total	\$ _____
G.S.T. 5%	\$ _____
P.S.T. 8%	\$ _____
*Total	\$ _____

PROPOSAL SUBMISSION FORM

PROPOSAL SUBMITTED BY:

Company Name:

Signature of Authorized Officer:

Street Address:

Name & Title (Print):

Town/ City, Province:

Name & Title of Contact Person:

Postal Code:

Telephone Number:

PERSONNEL ALLOCATION AND FEE STRUCTURE

(if applicable, e.g. Consulting Services)

(This form is to be completed and submitted with proposal. Attach additional pages if needed)

Name of Person(s) to be Assigned	Title & Role	Rate per Diem	Hourly Rate	# of Hours Allocated	Extended Value
Sub-Total			\$		

Indicate the number of hours that each individual will work in the column provided.
 If additional services are requested, the preceding per diem and per hour rates will apply.

SUB-CONTRACTORS/THIRD PARTY VENDORS, IF ANY

This form is to be completed and submitted with proposal. Attach additional pages if needed.)

Name of Company and Person(s) to be Assigned	Title & Role	Rate per Diem	Hourly Rate	# of Hours Allocated	Extended Value
Sub-Total			\$		

Indicate the number of hours that each individual will work in the column provided.
 These subcontractors and third party vendors are not to be replaced without informing BEDC beforehand and receiving written approval to do so.