



Request for Proposal #RFP- 2009-02

Title: Investment Attraction Strategy for Burlington

Date Issued: Monday June 8, 2009

Deadline for Submission: Monday June 29, 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 planning to increase its investment attraction presence in the global marketplace, expanding the reach of the Burlington brand and communicating our attraction message to a wider, targeted, business audience.

To assist with this, BEDC is currently seeking a qualified consultant with experience in economic development and investment attraction to work in partnership with BEDC to define and execute project deliverables for their 2009 Investment Attraction Strategy.

This project is jointly funded by BEDC and the ICCI program, administered by the Department of Foreign Affairs & International Trade.

BEDC is a non-profit corporation, providing the economic development function for the City of Burlington, responsible for attracting new investment, retaining existing business, and expanding local companies. Our Board of Directors has recognized the need to increase our marketing presence in strategic investment marketing, to ensure the ongoing marketing message of Burlington as a strong strategic business location.

BACKGROUND

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. Times of unprecedented change are also times of great opportunity.

A key characteristic of the emerging new economy is the fusion of activities within and between companies in the global marketplace. In 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.

One of Burlington's key economic strengths is the diversity of the existing sector base. This allows the community to potentially service multiple international markets. The research and development of a comprehensive Investment Attraction Strategy for Burlington aligns itself to Foreign Direct Investment (FDI) attraction, business retention and expansion (BR&E) projects, and to targeting proactive sectors.

Burlington: Targeting Proactive Sectors

Locally, Burlington has a range of sectors who call the city home. The growth sectors include:

- Advanced manufacturing – electronic components, visual information systems, applied designs.
- Financial and business services – asset management, credit unions, insurance, contact centres.
- ICT – software development, mobile gaming, technical support.

- Medical Services – pharmaceutical, environmental testing and medical support.

Building upon Burlington's Retention & Expansion Program

For the last 5 years, BEDC has proactively initiated, developed and established a corporate calling program that engages the local business community. This involves a comprehensive interview with a member of a company's Senior Management Team to gauge information on the current trends and economic forecast for the community.

We have gathered preliminary intelligence on company markets, industry trends, future growth opportunities, current and future workforce needs, and exporting activities.

From interviews with over 350 companies, we know the following:

- Some 60 companies have foreign-owned parents: mainly US or European
- 75% plan to introduce new products/ services in the next 2 years – often by adding new product mandates and business lines.
- 40% of manufacturing firms already have connections to international markets through export activities.
- The percentage of exporting firms is expected to grow to 50% in ten years.

The data collected to date will be a starting point to determine investment opportunities (warm leads from existing international firms and relationships), to mine potential supply chain opportunities, and target niche growth sector development.

STRATEGY OBJECTIVES

Burlington has the opportunity to capture direct foreign investment as one means of shaping our high performance economy. A value added economic base will support individual company success, create a dynamic business environment (producing leading goods and services) and, strengthen the community to provide its residents with an enviable quality of life.

The FDI Strategy will be instrumental in assisting us to achieve the following goals and objectives:

- Burlington will maintain confidence in its economic future and potential during uncertain times and seek opportunities to enhance its economic position and stimulate new growth by taking advantage of emerging global opportunities.
- 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%
- 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.

PROJECT SCOPE & DELIVERABLES

To ensure that we meet the project scope and deliverables, it is BEDC's intention to hire private sector consultants to assist in the analysis, opportunity assessment and strategy development components of this project. The Investment Attraction Strategy will allow BEDC to work in partnership with the local business community to communicate, advocate and promote our local investment opportunities.

The deliverables of such an investment attraction program include:

- Work in collaboration with Focus Business Consulting who are currently conducting a Local Economy, Sector and Multi-national firm analysis, including
 - 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.
- Opportunity Analysis
 - Sector roundtables
 - Identifying sector niches
 - MFN and HQ company interviews
 - Identify business line opportunities
 - Identify supply-chain opportunities
- Strategy Development & Action Plan
 - Prioritize short and medium term opportunities and target specific firms
 - Identify specific strategies for sector niches and/ or group of firms
 - Develop an 18-month action plan, including key follow-up projects/ initiatives.

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 Investment Attraction strategy
- Participate in meetings and consult with BEDC, at each stage of development
- Provide a critical path for launch of the strategy by December 2009.

PROJECT TEAM

The successful company will work with BEDC to develop the Investment Attraction Strategy.

The project team will provide background information, guidance and direction. Kyle Benham, Executive Director at BEDC is the consultant's first point of contact. 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	June 8, 2009
Proposal due date	June 29, 2009
Evaluation of Proposals	July 1-3, 2009
Interviews with Short-listed Proponents	July 8-9, 2009
Award of Contract	July 21, 2009
Contract Start Date	August 3, 2009
Meeting(s) Presentation with Staff	Monthly: August - December 2009
Contract Expiry Date or Project Completion Date	December 31, 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 \$45,000 has been allocated toward the Investment Attraction Strategy and 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

Five copies of your organization’s proposal are to be submitted no later than:

Monday June 29, 2009 at 4:00 p.m. to

Attention: Ian Cameron

Re: BEDC Investment Attraction Proposal

Burlington Economic Development Corporation

414 Locust St, Suite 203

Burlington L7S 1T7

cameroni@burlington.ca

Tel: 905.332.9415 Ext.7254

(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.