

Request for Proposals

Autonomous Vehicle Innovation Network– Skills and Talent Strategy (July 2020)



1. Organization Description

OCE, established in 1987, is a leading not-for-profit organization that works with industry, academia and government. OCE focuses on ensuring that the people of Ontario reap the personal and economic benefits of leading-edge research underway at our publicly funded universities, colleges and research hospitals - research that can be transformed into technologies and services that enhance quality of life and help build a globally competitive, job-creating economy in Ontario.

Specifically, OCE supports the commercialization of academic intellectual property (IP), industry-academic collaborations and the development and adoption of emerging technologies. This includes overseeing the execution of advanced technology platforms that will equip Ontario companies to compete in a competitive global digital economy.

We also support and invest in early-stage projects where the probability of commercial success and investment return on innovation are substantial. OCE's strong expertise in de-risking innovation helps attract private investors and other funders to new ventures, bolstering their success. We contribute as well to the development and retention of talent to ensure that industry has access to personnel with the most advanced skills and knowledge and that highly trained personnel find opportunities to apply their expertise in Ontario.

OCE manages Ontario's Autonomous Vehicle Innovation Network (AVIN) initiative on behalf of the Government of Ontario. AVIN builds upon Ontario's position as a world-leading automotive manufacturing and supply jurisdiction in addition to the large cluster of information and communication technology companies operating in the province. Ontario's high-quality post-secondary institutions, first class talent, innovative small and medium sized enterprises and infrastructure to support entrepreneurship ensure that the province is uniquely positioned to capture the economic opportunity of the connected and automated vehicle (C/AV) and mobility technology space and lead the global mobility transformation.

Through resources such as research and development (R&D) funding, talent development, technology acceleration, business and technical supports, and demonstration grounds, AVIN provides a competitive advantage to Ontario-based C/AV and mobility companies – allowing Ontario to reinforce its position as a North American leader in transformative automotive technologies, as well as transportation and infrastructure systems.

AVIN is supported by the Ontario Ministry of Economic Development, Job Creation and Trade (MEDJCT) and the Ontario Ministry of Transportation (MTO).



2. Objectives

Ontario is currently uniquely positioned as a world-leading jurisdiction in the automotive manufacturing and innovation mobility ecosystem. The automotive sector is a key driver of Ontario's economy contributing to 2.4% of Ontario's overall GDP. Ontario's automotive industry was ranked as North America's top auto producing region in 2017 and is the place where five of the top automakers – FCA, Ford, GM, Honda, and Toyota – produce more than 2.3 million vehicles per year. It is also a place where more than 700 automotive part manufacturers as well as more than 500 tool, die, and mold makers operate to produce high-quality automotive parts and components. Additionally, Ontario is the second largest IT region in North America after Silicon Valley with more than 20,000 IT companies, 46 colleges and universities, and 40,000 yearly graduates in fields of Science, Technology, Engineering, and Mathematics (STEM). The industry supports over 100,000 direct jobs in addition to thousands of spinoff jobs because of its integrated supply chain approach which has resulted in a thriving and growing automotive and mobility ecosystem in Ontario.

The automotive industry is facing unprecedented transformation due to ongoing technological disruptions. This has presented both opportunities and challenges. These disruptions are of major consequence for the sector's talent pool. The skills required by the next generation of workers in the automotive and mobility sector will be drastically different than those required today, leading to a skills gap which, if unaddressed, can decelerate Ontario's rapid growth in the ecosystem.

To support the future of the sector, and to strengthen and diversify the next generation talent pipeline and build capacity within all regions of Ontario, AVIN is developing a skills and talent strategy for the automotive and mobility sector. The aim of this project is to outline the opportunities and tactics to equip the sector's workforce and the future generation of talent with the skills, knowledge and training to support the sector's evolution and to reinforce Ontario's competitive advantage as a world leading automotive and mobility jurisdiction.

AVIN is calling on interested and qualified consultants and service providers to submit a proposal to assist with this objective. The project consists of three key components outlined in Section 3.

3. Key Components and requirements

1. Primary and Secondary Research:

- a. To build the foundation of the strategy, the proponent will support primary and secondary research to outline the current state and future state of the sector's workforce in Ontario, as well as identify future skills, trends and developments for advanced technologies (both technical and non-technical skills). Research should address and focus on specific segments of the automotive and mobility sector as identified by the proponent in collaboration with OCE. The analysis should reference and explore relevant case studies where possible, while identifying best practices and areas of improvement from other jurisdictions.



- b. Building upon the project's primary research, the proponent will support the development and deployment of a comprehensive industry survey to measure key metrics as a basis to measure existing capacity in Ontario's automotive and mobility ecosystem, and to project future demand in the context of anticipated transformations in the sector.

2. Strategy and Insight Development:

- a. The proponent will leverage research findings to support in the development of marketing and digital assets (e.g. videos), reports and whitepapers, promotional pieces, and other related content featuring insights and thought leadership on the future of skills and talent for the sector and on relevant developments on Ontario.
- b. Leveraging key findings from primary and secondary research in addition to other project inputs, the proponent will support the development of a strategy for the whole automotive and mobility sector, which includes (i) a strategy, including tactics to address opportunities, gaps, as well as anticipated and evolving needs in the skilled labour force (ii) a skills inventory delineating current skill competencies and (iii) a fulsome report outlining research findings, presenting detailed information on tactics relating to the strategy, sector insights, actionable next steps to support the evolving skills and training needs in the sector, and other key information relating to the strategy. Areas of focus for the strategy should include, but are not limited to:
 - Define current talent capabilities and needs for the future (both quantitatively and qualitatively)
 - Delineate opportunities and mechanisms to support curriculum enhancements and/or the development of new sector specific degrees, programs or certifications to develop the next generation of talent, grow the pipeline of highly skilled workers, and support industry to access the necessary skills & knowledge
 - Explore formalized technical education pathways for up-skilling and re-skilling, and identify opportunities to integrate flexible workforce development platforms to help industry meet talent and skills development needs
 - Explore strategies to attract and retain quality talent, and promote technical careers in Ontario, with a focus on diversity and inclusion in underrepresented groups in trades and STEM (i.e. women, Indigenous peoples, visible minorities, persons with disabilities, LGBTQ2+ community)
 - Outline additional opportunities to support industry access to talent, while providing students/recent graduates opportunities to gain real-world, hands-on experience
 - Explore opportunities for engagement of primary and secondary students including volunteer, mentorship, internship or ambassadorship opportunities
 - Identify, leverage, and forge partnerships and identify pilot opportunities to engage industry and to strengthen ongoing collaboration between industry, post-secondary institutions, government, and other stakeholders from within Ontario as well as across jurisdictions
 - Identify mechanisms to for ongoing measurement and monitoring of Ontario's talent capacity



3. Interactive Tool:

- a. Leveraging primary and secondary research in addition to other project inputs, the proponent will support the development of an interactive, multi-user platform as a tool for industry to navigate Ontario’s ecosystem and to provide a visualization to accompany the roadmap. The development of the platform may include a new build and/or development and integration of various components into an existing tool. This platform would include but is not limited to:
 - o Navigating pathways to training/upskilling based on current skills and required future skills
 - o Navigating career pathways based on current experience/skills and future roles
 - o A skills assessment tool to identify gaps & opportunities
 - o Connecting to training/education opportunities & tools for specific skills
 - o Potential to connect to career opportunities in the sector
 - o Any other functionalities that may support the objectives of the strategy

The proponent will support user testing prior to launch, and will support the development of marketing materials and digital assets to accompany its launch and promote its usage.

4. Timeline

The contractor will work with the internal project team to finalize the work plan and confirm the timeline.

Component 1	Completion of primary and secondary research, the industry survey, and presentation of key findings	October 9, 2020
Component 2	Development of insight and thought leadership reports and content for promotion	Monthly pieces between October 1, 2020 and March 31, 2021
	Completion of a draft strategy, skills inventory and report	January 29, 2021
	Completion of a final strategy, skills inventory and report	March 12, 2021
Component 3	Launch of interactive tool to support the strategy	March 26, 2021

The proponent(s) must identify the overall approach to the project, work details, and schedule to complete the required project tasks.



5. Bidding Requirements

- a. **Financial.** Daily rate for the project including any estimated expenses is to be provided.
- b. **Proposal.** Descriptions of the approach and methodology. Detailed timelines and deliverables are to be provided.
- c. **Service Level.** Delivery of milestones on time and of a quality acceptable to OCE.
- d. **Expertise.** CV and brief overview of relevant experience and qualifications of project team is to be provided.
- e. **Terms and Conditions.**
 - Any information provided by OCE either in this RFP or in subsequent verbal or written communications shall be considered confidential and for express use in the preparation of this proposal.
 - All proposals submitted become the property of OCE and are to be received and held in confidence.
 - All data collected and all resulting reports and publications prepared by the successful bidder will be the exclusive property of OCE.
 - This RFP does not create an employment relationship. Individuals performing services required by the contract are not employees of OCE.
 - Any changes to scope of services and associated costs following execution of contract must be submitted in writing and are subject to approval by OCE.
 - Travel and travel reimbursement are not authorized for this acquisition.
 - The successful bidder will be paid upon submission of proper invoices to OCE at the prices stipulated on the contract.
 - Invoices will contain the contract number and reference number.
- f. **Conflict of Interest.** Arms-Length relationship or disclosure of potential conflict of interest is required.
- g. **References.** References with details of work completed are to be provided.
- h. **Evaluation Criteria.** Proposals will be evaluated on the basis of:

Skills and Expertise (40%)

- Understanding of the project objectives and context.
- Qualifications and expertise.
- Relevant experience and references in research, value chain analysis, strategy development, and/or platform development, preferably in automotive, technology and mobility sectors.

Methodology (40%)

- Proposed approach and methodology to the project.
- How well does the proposal address RFP requirements.
- Management and organization of the assignment.
- Commitment to assignment timelines, deadline, and overall terms and conditions.

Cost (20%)



- i. **Submission Format.** Proposals are to be submitted in free form electronically in Word and PDF format. Please have proposals named as “Company Name Submission_AVIN_Skills and Talent Strategy RFP_DD- MM-YYYY”. The receipt will be confirmed via e-mail.
- j. **Contact.** Please submit proposals to Majiro Efevwerha at majiro.efevwerha@oce-ontario.org. For additional information or questions, kindly contact Shane. Please note that any responses may be shared with all potential bidders.
- k. **Bidding Process and Schedule.** The application deadline is **Monday August 10, 2020 by 9:00am EDT**. Short-listed candidates may be invited for an interview. Final selection is expected to be done by **Tuesday August 18, 2020**. We reserve the right not to award the contract to any of those submitting proposals, and we may seek further responses.