

TERMS OF REFERENCE FOR THE DEVELOPMENT OF AN EMPLOYMENT LANDS STRATEGY

Purpose

The City of New Westminster Official Community Plan (OCP) calls for the City to continue to strengthen its economic base by diversifying and building upon its competitive strengths and to create a positive environment for business investment. This includes the identified strategic direction of ensuring there is a sufficient supply of serviced employment lands to meet future needs.

The City of New Westminster Official Community Plan (OCP) states numerous objectives for employment generation that would need to be considered in the development of a Strategy, including:

1. Create a favourable economic climate which attracts new business and promotes the City as a prime business centre in the Region.
2. Work towards achieving a well-balanced economy which provides a range of economic and employment opportunities for the community.
3. Retain and enhance existing employment opportunities.
4. Encourage employment opportunities for youth including entry level jobs in a variety of employment sectors (e.g., hospitality, service).
5. Promote investment in the community to provide new employment opportunities and diversify the economic base.

The Livable City Strategy: An Economic Development Plan for New Westminster (2008) recommends that the City strive to at least maintain its share of the (about 3%) of the total regional employment. The share has been falling, so New Westminster's challenge is to draw enough new business and jobs to keep pace with the overall pace of the regional growth.

A significant amount of this employment will need to be accommodated in industrially designated lands. The New Westminster Industrial Strategy has done a lot of work in support of the Livable City Strategy which identifies strategies to tap into potential industrial development opportunities. The Employment Land Strategy should link the recommendations of the Industrial Strategy with employment targets.

The purpose of developing an Employment Lands Strategy is to create a vision and to develop a plan to provide for and manage employment lands in the City and to ensure the provision of an adequate supply and diverse range of jobs for residents. New Westminster's population is expected to continue to grow from a population of 61,800 people in 2006 to a population of 98,000 people in 2041, and as such, it is important to ensure that job and assessment growth opportunities continue to keep pace with this population growth. The City needs to develop a longer term Employment Lands Strategy that examines New Westminster within the context of the Greater Vancouver Region. The Strategy will be aimed at keeping New Westminster competitive in terms of

being able to attract and retain business investment in the community, ensure that businesses and industries are housed in the optimal locations to implement efficient and effective employment land use policies, and to provide predictability and certainty related to the short term, mid term and long term supply for employment lands.

Goals and Objectives

1. Project Goals

- Support economic development, competitiveness and sustainable growth.

2. Project Objectives

- Assess the current and projected employment lands situation in New Westminster, examining New Westminster's potential market roles within the regional context.
- Develop a strategy that will identify, assess and manage employment areas on a short-term, mid-term and long-term basis that will position New Westminster to take advantage of its locational strengths and its other assets.
- Direct the distribution of employment uses to the appropriate locations within the City.
- Recommend strategies to strengthen the current industrial and employment designations and prevent the erosion of the employment lands base.
- Recommend strategies to ensure a balance of land to accommodate where people work, where they live, and how they travel.
- Recommend an appropriate mix of employment uses and associated locational criteria, including industrial, commercial and institutional to meet long-term market needs in a manner that will optimize New Westminster's position within the region.
- Recommend means by which New Westminster can ensure a diversified economic base that includes a range of readily available locations and sites to meet market need.
- Identify steps and actions which New Westminster would need to undertake to ensure a competitive and growing economic environment that grows the municipal tax base and provides the capacity for continued prosperity.

Scope of Project

The preparation of the Employment Lands Strategy is to be completed by a consultant team that is expected to have expertise in the areas of economics, market analysis and research, economic development, community planning, municipal infrastructure planning, financial analysis, business and community stakeholder facilitation and the proven ability to develop such a strategy.

In preparing the Employment Lands Strategy, the consultant will need to:

1. Be familiar with the New Westminster's OCP and other relevant City policies;

2. Review and analyze the economic development strategies and capabilities of the Metro Vancouver and of New Westminster's surrounding municipalities, including their land inventory, policies and pricing and to identify and analyze the implications for New Westminster;
3. Have current knowledge of federal, provincial, ports and other related strategies and policies that will have an impact on New Westminster's Employment Lands Strategy;
4. Identify a policy framework to optimize New Westminster's position within the region in terms of its share of employment, a balanced assessment base, and clear understanding of the types, characteristics and locations of land that will be required to meet New Westminster's future employment lands needs. This may include appropriate targets for the supply of various types of development ready employment lands to be available; and

The consultant will be expected to deliver an Employment Lands Strategy that will identify employment lands policies and needs to the year 2041 and beyond to meet the City's long term corporate and economic development objectives, complete with a clear work plan outlining the steps to achieve this; and to provide specific recommendations and timeframes that can be approved by New Westminster City Council for implementation.

The Employment Lands Strategy will define a 30 year economic vision for New Westminster which will:

- articulate values and a mission statement;
- set out objectives in support of the mission;
- describe an action plan in form of a strategy and related tactics to achieve each of the objectives;
- identify resource requirements; and
- define metrics by which to measure the success of the strategies and tactics on an on-going basis in relation to achieving the objectives of the overall Strategy.

The Employment Lands Strategy will build on other current City initiatives in order to identify key areas for enhancing New Westminster's business investment appeal, including:

- building a liveable healthy community;
- making efficient use of employment lands, i.e. higher intensity versus lower intensity uses, higher value/knowledge based jobs, more jobs per acre;
- creating a strong urban character and community image;
- promoting New Westminster as a premier business location;
- continuing to build a 'business friendly' environment and reputation;
- cultivating an economy of diverse and higher value jobs; and
- building a strong office base in our downtown.

The Employment Lands Strategy is to be developed in three separate, but complimentary phases.

- Phase 1 - Overview of Current Situation: This will focus on an assessment of the current situation in New Westminster and the region, to provide realistic scenarios for the direction that New Westminster could take given the predictions for the future of the regional economy.
- Phase 2 - Needs and Opportunity Analysis: Based on these predictions and scenarios identified in Phase 1 and input from the business/stakeholder community, this phase will develop preliminary recommendations for consideration by Council. This should be based on a clear understanding of the current and future employment lands supply situation and demand needs for the City to meet its objectives. This phase will also provide a market and trend analysis to identify the type of employment lands required to support the City's business sectors.
- Phase 3 - Employment Lands Strategy: This phase will provide a detailed strategy that will outline a policy framework and implementation program to implement the Employment Lands Strategy for New Westminster for a 30 year horizon, including an assessment of the required land supply, and the required policy and regulatory amendments that would be needed to implement the Employment Lands Strategy.

The scope of work for all phases includes, but is not limited to, the following:

Phase 1: Overview of Current Situation

- Identify and analyze supply related constraints. This could include environmental issues, infrastructure requirements, compatibility with surrounding land uses, fragmented ownership, etc.;
- Identify the City's current vacancy rate and employment densities for employment lands and the City's current activity rate (ratio of local employment to population);
- Identify and analyze historic absorption and demand for employment lands in the City, including location, quantity, type and size of parcel;
- Conduct a market and trend analysis to identify the types of employment opportunities in demand and to be targeted for attraction and development in the City;
- Review local/regional economic conditions likely to influence employment growth; and
- Review the historical and current economic growth trends in a geographic context.

Phase 2: Needs and Opportunity Analysis

- Identify the desired future vacancy rate and employment densities for employment lands and the desired City activity rate;
- Identify current development densities of the various types of employment lands, the expected future development densities that would facilitate development of a

- transit supportive compact urban form for employment lands and the implications on land supply;
- Identify the various industrial sectors that should be attracted to and promoted in New Westminster in order to achieve a balanced and sustained economic base;
- Identify future employment lands supply requirements to achieve the City's desired assessment balance between the residential and non-residential sectors;
- Identify future projected employment lands requirements and overall demand, based on City employment and population projections, desired activity rate and assessment balance ratio;
- Identify parcels potential sources for additions to the employment lands supply by category;
- Identify and analyze demand by geographic location in the City;
- Identify and analyze future location requirements by type of employment use, market feasibility, targeted employment sectors and new opportunities;
- Determine the location, quantity, type and timing of employment lands, including an assessment of regional and local economic and business trends to ensure that planning for employment lands reflect business location selection preferences and broader trends in the location of employment uses;
- Identify means to direct categories of land use to appropriate locations in order to maximize the City's capacity for employment generation and economic development;
- Identify and establish targets for the appropriate amount of serviced and available employment lands by type and location to be maintained in the City to meet employment targets; and

Phase 3: Employment Lands Strategy

- Establish a long-term vision for employment lands in the City;
- Establish mechanisms to direct the appropriate employment uses to the optimal locations within the City;
- Advise as to whether additional employment lands are required and, if so, what type and location of land the City requires in order to serve its target markets and employment sectors to meet its economic development objectives;
- Identify existing industrial locations where the pursuit of employment generating uses is not practical or feasible; and
- Identify and analyze any required planning policy changes, including the number of different designations, range of uses, protection of key corridors and parcels for employment uses and design considerations to promote a compact and transit supportive urban form for employment uses.

Work Plan:

At a minimum, the Consultant will be expected to:

- Budget for four meetings during the process with staff; and
- Conduct consultation with the business/community stakeholders.

Phase 1

- Initial meeting to review and discuss scope of work and proposed work plan, expectations and deliverables;
- Meet with appropriate City staff to gain an understanding of the scope and implications of City initiatives relative to the Employment Lands Strategy;
- Examine the strengths, weaknesses, opportunities and threats of New Westminster's economy;
- Collect, review and consolidate information from all relevant sources including best practices information from economic plans and strategies of other similar jurisdictions;
- Interim meeting to discuss progress of work and work to be completed;
- Prepare for and conduct an initial Council meeting to discuss process and gather input; and
- Final meeting to review Council's input and discuss and finalize Phase 1 review and discuss scope of work for Phase 2.

Phase 2

- Prepare for and conduct visioning workshop with business/community stakeholders group to discuss process and gather input
- Interim meeting to review business stakeholders input with staff working and discuss progress of work and work to be completed;
- Conduct Council Working Session to review draft recommendations with New Westminster City Council; and
- Final meeting to review, discuss and finalize Phase 2 and discuss scope of work for Phase 3.

Phase 3

- Develop draft strategy and action plan for presentation to the business/community stakeholders group;
- Conduct second stakeholders meeting to present strategies and action plan;
- Review with staff the final recommendations, strategies and actions plans;
- Present the final Employment Lands Strategy to New Westminster in a final report to New Westminster City Council.

Deliverables

The Consultant will produce an interim report at the end of each phase of the study, as well as the final Employment Lands Strategy, which will be submitted to the City in hard copy and electronic format.

The project must be concluded no later than **November 30, 2009** (estimated four-month period)

Consultation and Presentations

Consultation with the *Business/Community Stakeholder* group will be an integral element in creating the Employment Lands Strategy.

At a minimum, the Consultant will be expected to:

- participate in 4 meetings with the staff working group;
- conduct two key stakeholders meetings;
- conduct one public open house;
- conduct one Council workshop; and
- create and present a final report and present recommendations to Council.

Resource Material

- Official Community Plan
- Livable City Strategy
- Industrial Land Strategy
- New Westminster Business Database

Project Management

The Manager of Economic Development and the Planning Division of the Development Services Department will manage the project on behalf of the City of New Westminster, with support from the City Administrator and senior staff from Engineering, Parks and Recreation and Finance.

Staff will assist in the development of the Employment Lands Strategy by providing timely input and required background information to the consulting team, as required, offer feedback and advice to the consulting team, review draft and final reports and provide administrative services, including preparation and distribution of agendas, prepare minutes of meetings and contract for rental of facilities, if required, for any stakeholder meetings.

Timeframe and Budget

It is anticipated that the time frame for the development and adoption of the Employment Lands Strategy will be approximately four months. The anticipated budget is in the range of \$40,000.00.

REPORT*DEVELOPMENT SERVICES DEPARTMENT*

To: Mayor W. Wright and Members of Council in Committee of the Whole Date: December 14, 2009

From: Lisa Spitale, Director of Development Services File: 13.2590.01

Subject: Employment Lands Strategy: Choice of Consultant

RECOMMENDATION

THAT this report be received for information.

PURPOSE

This report provides Council with the result of the Request for Proposals for the Employment Land Strategy.

BACKGROUND

In June 2009, Council directed staff to undertake a review of the strategic outlook for employment lands in the City and continue with key stakeholder consultation regarding the Queensborough Community Plan. The study would look at the role of employment generating lands in ensuring an optimal employment base, a better balance between jobs and resident workers and a sustainable fiscal base for the City. This information was considered critical to the discussion around the future designation for certain parcels of land in Queensborough which are currently zoned Industrial but designated Residential in the existing Official Community Plan. Staff was directed to complete the Employment Lands Strategy and then report the findings of the above technical work to Council prior to continuing work on the draft Queensborough land use plan.

At its Committee of the Whole meeting of July 13, 2009 Council considered a staff report regarding the need for an Employment Lands Strategy and endorsed the Terms of Reference for the Employment Lands Strategy. Subsequently, an RFP was issued for the strategy and four proposals were received by the deadline of September 17, 2009.

Interviews were conducted with the two top-ranked proposals. Staff evaluating the proposals had questions regarding the proposals and proceeded to have in-depth

discussions with both top-ranked proponents. After a formal evaluation process, staff are satisfied with the proposal presented by Coriolis Consulting Corporation, lead by Jay Wollenberg, Principal. Coriolis Consulting Corporation were able to most clearly articulate the issues, challenges and opportunities that must be articulated in the Employment Lands Strategy with a budget of \$40,000. Further, considering their work on the Livable City Strategy and the Industrial Lands Strategy is was apparent that Coriolis Consulting Corporation would bring extensive experience with and knowledge of New Westminster's context into the study. As well, they have completed comparable studies elsewhere, most notably being the Economic Development Strategy for the City of Burnaby.

ANALYSIS

A supply of suitably located land appropriate for an employment generation is an important factor in the future economic prosperity and livability of New Westminster. For the purpose of this study, employment lands will include industrial lands, commercial lands and institutional lands that have an impact on employment generation (Douglas College, Royal Columbian Hospital).

The employment land supply has been impacted by a number of influences, including:

- Conversion of some industrial lands to commercial uses, leaving areas with a mixture of light and heavy industrial and commercial uses.
- The closure of major heavy industrial businesses, such as Canfor, Western Forest Products and Interfor.
- The purchase of the Canfor and Interfor by Port Metro Vancouver, and the uncertainty around the future use of these key sites.
- A changing economy in which heavy industrial uses are declining or focussed on the relatively low employment generating activities of Port logistical operations, and increase demand for light industrial uses such as small manufacturing, warehousing, research and wholesaling.
- The preference for some office development to locate in Business Parks rather than traditional commercial areas such as Regional Town Centres.

These factors have combined to result in the loss of local employment opportunities within the City of New Westminster and a concern about the longer term impact on tax revenue generating from employment uses.

The Terms of Reference proposed that the Employment Lands Strategy will comprise three phases:

- Phase 1 - Overview of Current Situation: This will focus on an assessment of the current situation in New Westminster and the region, to provide realistic scenarios for the direction that New Westminster could take given the predictions for the future of the regional economy.
- Phase 2 - Needs and Opportunity Analysis: Based on these predictions and scenarios identified in Phase 1 and input from the business/stakeholder community, this phase will develop preliminary recommendations for consideration by Council. This should be based on a clear understanding of the current and future employment lands supply situation and demand needs for the City to meet its objectives. This phase will also provide a market and trend analysis to identify the type of employment lands required to support the City's business sectors.
- Phase 3 - Employment Lands Strategy: This phase will provide a detailed strategy that will outline a policy framework and implementation program to implement the Employment Lands Strategy for New Westminster for a 30 year horizon, including an assessment of the required land supply, and the required policy and regulatory amendments that would be needed to implement the Employment Lands Strategy.

Coriolis Consulting Corporation has responded by proposing a three phase program summarized as follows (details in Appendix 1):

- Phase 1 - Current Situation, Constraints, and Opportunities: Drawing on work already completed for the Livable City Strategy, the Industrial Land Strategy, and other recent relevant work in the City, this phase will produce a summary of the key facts, trends, economic goals, constraints, and prospects that make up the current situation in New Westminster. The results will be packaged in a concise draft "Situation and Prospects" document that identifies the main trends, the main concerns, and the main questions that ought to be addressed in the Employment Lands Strategy.

A working session with the Economic Development and Development Services Departments, with invited participation from Metro Vancouver will address key questions regarding employment growth and the City's land supply.

This phase will conclude with a meeting with Council to update them on the work so far and invite their input into the definition of research tasks and their comments regarding the guidance they hope to get from the strategy.

- ***Phase 2- Research:*** Phase 2 will include the following scope:
 - A. Quantitative analysis and forecasts of future employment potential to compare existing capacity for employment growth with the estimated need for future employment capacity.
 - B. Specific analysis for parcels of land or areas that are identified during Phase 1 as raising questions about appropriate land use.
 - C. Other research/analysis topics identified during Phase 1.

- ***Phase 3 – Employment Lands Strategy:*** Preparation of a document titled “Employment Lands Issues and Options.” This document will include a summary of economic development objectives and employment trends and prospects by sector and land requirements of land use changes to meet the employment forecast. A second staff workshop to review this document and a half-day workshop with invited stakeholders will be held. Council will be asked to review the “Issues and Options” document to provide input on any major policy options. The proposed strategy will be presented to the stakeholders group at a workshop. The final Employment Lands Strategy will include identify all lands designated “employment lands” and recommend policies and objectives for employment lands, either as individual parcels or for clusters of parcels where the policies are the same. These policies and objectives will include suggested changes to zoning and the OCP.

The work will be completed by the end of March 2010.

SUSTAINABILITY IMPLICATIONS

A healthy and diverse supply of employment generating lands is essential to the sustainability of the City by providing jobs for residents close to home and supporting a sustainable property tax base.

INTERDEPARTMENTAL LIAISON

The Economic Development Manager has been involved with the RFP process and sits on the steering committee that oversees this project.

OPTIONS

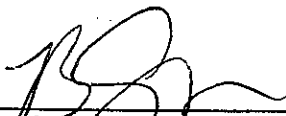
Two options are presented for Council's consideration. They are;

1. Receive this report for information; or
2. Council provide staff with other direction.

Staff recommends Option 1.

CONCLUSION

At its Committee of the Whole meeting of July 13, 2009 Council considered a staff report regarding the need for an Employment Lands Strategy and endorsed the Terms of Reference for the Employment Lands Strategy. An RFP was issued, and staff has interviewed and held discussions with two proponents. Based on the results of the interviews and discussions, staff has concluded that Coriolis Consulting Corporation should be retained to complete the Employment Lands Strategy.

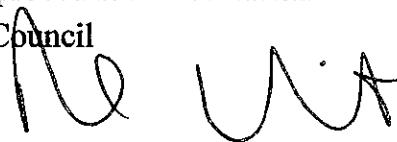


Beverly Grieve, Manager of
Planning

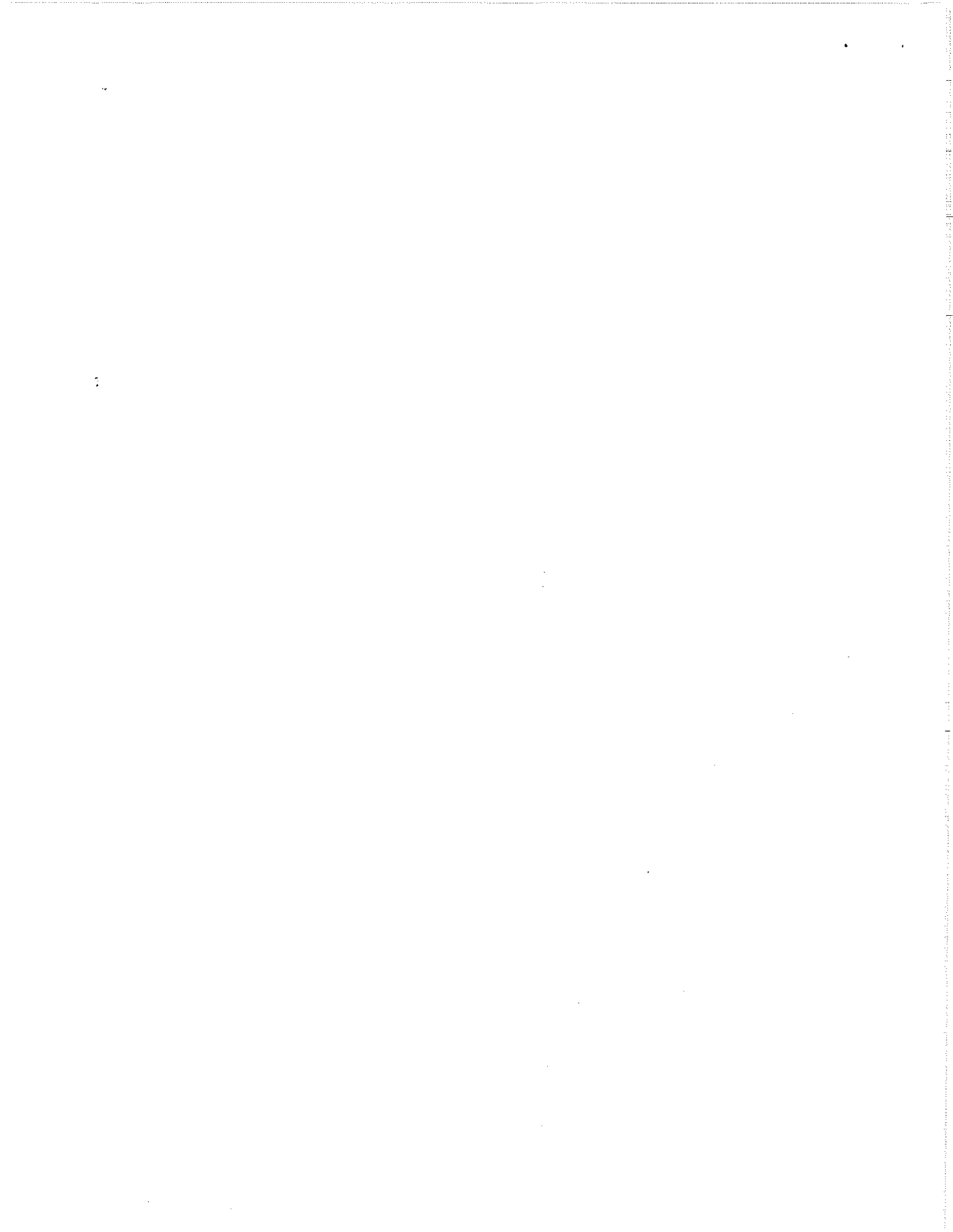


Lisa Spitale, Director of
Development Services

Approved for Presentation
to Council



Paul Daminato,
City Administrator



APPENDIX 1

**EXCERPT FROM PROPOSAL FOR
EMPLOYMENT LANDS STRATEGY BY CORIOLIS CONSULTING
CORPORATION**

2.0 Proposed Work Program

This section outlines our suggested work program. We would be happy to discuss any modifications to this work program that make it better suit the City's requirements.

2.1 Scope

New Westminster is a geographically small, almost completely urbanized municipality. In order to be able to accommodate commercial, institutional, and industrial growth in the long term (for tax base, jobs, and investment), the City must make wise use of its limited land base.

The City faces some challenging land use issues regarding its employment-accommodating lands:

- Some large heavy industrial uses have ceased operations and are not likely to come back to life. What is the best use of these heavy industrial lands?
- Some industrially-used lands have been designated for residential development, but there are differences of opinion as to whether residential or employment use is in the best long term interest of the City and the community.
- Some industrially-used land is occupied at a very low intensity of floor space and employment. There are questions about how these lands can be used more intensively and what kinds of employment they should accommodate.
- Some existing major employers in the City want the ability to expand and there is a need to ensure that land is available for them.

In order to address these questions, the City wants to commission an Employment Lands Strategy, to provide guidance on the use of lands that have the potential to accommodate employment growth.

Much of the background work needed for an Employment Lands Strategy is already in place because of other initiatives completed over the last couple of years:

- The City has a Livable City Strategy which outlines goals and prospects for economic growth in the City. This Strategy has already evaluated New Westminster's strengths and weaknesses in the major sectors of the regional economy, identified realistic prospects for future employment growth in the City, and identified specific strategies that the City can implement in order to take advantage of (and expand) its opportunities for employment growth.
- The City has a detailed Industrial Land Strategy that includes a comprehensive inventory of all industrial lands. This work includes an assessment of which lands are actually available for

development and which lands could be available for development with some investment in assembly, servicing, or coordinated development.

The City wants to build on the base of these studies to produce more specific guidelines for the use of employment lands, leading to specific OCP and zoning decisions and leading to specific activities that could increase the pace of and diversity of employment growth.

2.2 Work Program

The City's Request for Proposals has included a very detailed three phase work program for the Employment Lands Strategy.

We have reviewed the proposed work program in detail, from the unique perspective of having been the lead consultant for the Livable City Strategy and the Industrial Lands Strategy and based on our assessment of what information is really needed to address New Westminster's employment-related land use challenges. In our view, the work program outlined in the RFP includes some tasks that have already been completed as part of the Livable City Strategy or Industrial Lands Strategy and includes some very labour-intensive tasks that will consume a lot of the budget without contributing commensurately to addressing the City's challenges.

We are proposing a different work program that makes full use of work that has already been done and that limits new data gathering and analysis to strategically significant gaps or questions.

We propose a three phase approach, but we suggest a different structure for the phases:

- Phase 1: Current Situation, Constraints, and Opportunities.
- Phase 2: New Research and Analysis.
- Phase 3: Employment Lands Strategy.

The following sections outline the key task in each phase.

2.2.1 Phase 1: Current Situation, Constraints, and Opportunities

1. Drawing on work already completed for the Livable City Strategy, the Industrial Land Strategy, and other recent relevant work in the City, produce a summary of the key facts, trends, economic goals, constraints, and prospects that make up the current situation in New Westminster and its regional context including:
 - Already-articulated goals and priorities for economic growth by sector.
 - The land requirements associated with the anticipated job growth in each sector.

- The actual land currently available for employment-accommodating commercial and industrial growth, plus lands that could be available in the future.
 - Trends in the ratio of population and job growth and the job forecast that is needed to achieve the City's goals.
 - The City's advantages and disadvantages for attracting employment growth, by sector, and the realistic options for dealing with constraints.
 - The likely pace of office, commercial, and industrial development based on past trends and future prospects.
 - The current structure of the tax base compared to other municipalities.
 - Comparison of land prices (commercial, industrial) in New Westminster, Burnaby, Coquitlam, Delta and Surrey.
 - Identification of specific lands that ought to be the focus of future work on employment lands (i.e. what are the lands for which the City faces questions or challenges) and the key issues or options for these lands.
2. Package the above work in a concise draft "Situation and Prospects" document that identifies the main trends, the main concerns, and the main questions that ought to be addressed in the Employment Lands Strategy.
 3. Facilitate a working session with the Economic Development and Development Services Departments, with invited participation from Metro Vancouver, to address these questions:
 - What is the City's realistic current employment outlook by sector?
 - Is the employment outlook constrained by any factors that are within the City's power to address?
 - If the constraints are addressed, what are the prospects for additional job growth?
 - What lands are available for employment growth and what are the advantages and disadvantages of these lands?
 - What are the alternate uses for the lands in question? What are the advantages and disadvantages of these uses?
 - Is there any new information or new analysis that is needed in order to make progress on the Employment Lands Strategy?
 4. Revise and finalize the Situation and Prospects document based on the workshop.
 5. Meet with Council to update them on the work so far and invite their input into the definition of research tasks and their comments regarding the guidance they hope to get from the Employment Lands Strategy.

2.2.2 Phase 2: Research

Rather than simply start collecting and analyzing data, our plan is to focus on strategic blind spots. What important information is missing? What analysis would render valuable insights in the issues associated with an Employment Lands Strategy?

Based on the objectives of this project and discussions with New Westminister staff, we suggest the following scope for Phase 2:

- A. Quantitative analysis and forecasts of future employment potential to compare existing capacity for employment growth with the estimated need for future employment capacity.
- B. Specific analysis for parcels of land or areas that are identified during Phase 1 as raising questions about appropriate land use.
- C. Other research/analysis topics identified during Phase 1.

The following subsections provide suggested approaches for each of these three tasks.

- A. Quantitative analysis/forecasts of employment.
 1. We will analyze existing employment in New Westminister using three different sources of data:
 - First, we will use Statistics Canada employment data to analyze the current distribution of employment by sector. This data divides employment up into sectors of the economy such as primary industry, manufacturing, retail trade, and so on. The advantage of this data is that it is readily available. The disadvantage is that clusters of jobs in important sectors of the modern economy (e.g. tourism, high tech, film and television) are not separated out. High tech jobs, for example, show up in manufacturing, professional/managerial, service, and other groups.
 - Second, we will use Statistics Canada employment data to analyze current employment by occupational group. This has the advantage of distinguishing between types of jobs, such as “forestry” jobs that are in mills versus “forestry” jobs in office space (e.g. managerial, research), but it still has the disadvantage of not separating out some sectors (such as tourism or high tech) that cross sectoral boundaries.
 - Third, we will use a variety of sources (including industry association research, empirical evidence, interviews) to divide New Westminister employment up into categories that match the actual clusters of employment in sectors that reflect the real composition of the local economy, including: heavy manufacturing of wood-based product (lumber, pulp/paper), light manufacturing in non-high tech business, warehouse/distribution, tourism, film/television/new media, education, health, retail/service, business/administration/professions, high tech, and so on.

- Combining these different perspectives, we will develop a realistic and practical characterization of existing employment in New Westminster.
2. We will forecast the potential for job growth (or decline) in New Westminster, by sector and by job type, to produce an estimate of future employment by sector and by land requirement.
 3. We will translate the potential job growth into an estimate of the necessary physical capacity to accommodate these jobs, in categories such as:
 - Land for heavy industry.
 - Land for light industry.
 - Business park type employment space.
 - Urban, high-density office space.
 - Institutional space (mainly health, education).
 - Retail/service space.
 4. We will compare the forecasted land and space requirement with existing capacity to identify potential changes in land use, such as:
 - Changes in the amount of land needed for heavy industry.
 - Changes in the amount of land needed for light industry.
 - Changes in land use or density policies to accommodate office space.
 - Shifting land into or out of residential use based on employment capacity needs.
- B. Specific analysis for parcels of land or areas.

We already know that there are questions about appropriate land use in specific areas such as Braid Street, Queensborough, and Sapperton due to issues or opportunities regarding future employment opportunities relative to current use or capacity to accommodate jobs. Other areas may be identified in Phase 1. In Phase 2, for these areas of interest we will apply the general analysis in Phase 1 (and Phase 2, Task A above) to show the implications for land use in specific locations.

C. Other research/analysis topics.

We will earmark a portion of the budget to be available for other research or analysis needs identified during Phase 1 or Phase 2. We will agree with staff on the scope of such research before proceeding.

2.2.3 Phase 3: Employment Lands Strategy

1. We propose to draft a document titled "Employment Lands Issues and Options" based on the work so far. This document will include:
 - Summary of economic development objectives.
 - Employment trends and prospects by sector.
 - Land requirements or land use changes to meet the employment forecast.
 - Drawing heavily on the work in Phase 2 suggested treatment of all employment-accommodating lands in the City, presumably in categories (or options) such as:
 - a) Retain in current use.
 - b) Retain in current use with infill, redevelopment, and densification.
 - c) Change use to different kind of employment-accommodating uses.
 - d) Change to non-employment use (e.g. residential or other).
 - Suggested policies and initiatives that will lead to infill, redevelopment and densification where desired.
 - Suggested OCP and zoning changes for discussion.
2. We propose to conduct a second staff workshop to review this document. Based on input from staff, we will make revisions.
3. We will conduct a half-day workshop with invited stakeholders. Stakeholders will be given the "Employment Lands Issues and Options" document in advance. At the workshop we will give a brief overview of the work and findings so far and then facilitate working sessions on the issues raised in the document. The aim will be to build stakeholder consensus on the key issues or at least to clearly understand the reasons behind any divergences of opinion.
4. We will meet with Council to review the "Issues and Options" document, to report on the outcome of the stakeholders workshop, and to suggest the main policies and initiatives that should make up the bones of the Employment Lands Strategy. We will seek Council input on any major policy options.
5. We will produce a full draft of the Employment Lands Strategy. We propose that this document will include:
 - Identification of all lands designated "employment lands".
 - Recommended policies and objectives for employment lands, either as individual parcels or for clusters of parcels where the policies are the same. These policies and objectives will include:
 - Suggested OCP designation and zoning.

- Suggestions for target uses and densities and steps the City can take to achieve these targets.
 - Suggested direct actions that the City can take to increase the likelihood of employment-accommodating development (e.g. adjustments to property taxation, land assembly, land servicing).
 - Suggested changes to general OCP policies regarding employment lands.
 - Suggested changes to harmonize the OCP, the Livable City Strategy, the Industrial Lands Strategy, and the Employment Lands Strategy.
 - Specific recommendations regarding any particular parcels or issues for which Council must make decisions in the near future.
6. We will present this full draft to staff for review and input.
 7. We will revise the draft based on staff input and present the draft to Council.
 8. We will present the proposed Strategy to stakeholders at a presentation/workshop.
 9. We will produce the final Strategy document.