

COMMITTEE OF THE WHOLE – JUNE 16, 2008

EMPLOYMENT SECTORS STRATEGY STUDY APPROVAL OF TERMS OF REFERENCE DIRECTION TO PROCEED WITH THE REQUEST FOR PROPOSAL

Recommendation

The City Manager recommends that:

1. The draft Terms of Reference for the preparation of the City of Vaughan Employment Sectors Strategy Study, forming Attachment No. 1 to this report be approved;
2. A Request for Proposal be issued for the retention of consulting services to prepare the City of Vaughan Employment Sectors Strategy Study, based on the Terms of Reference set out in this report, subject to final review by staff;

Economic Impact

This study was included in the 2008 Capital Budget as part of the *Vaughan Tomorrow*, growth management program (Project No. ET-3005-08). The upset budget is \$110,000.00, exclusive of the 3% administration fee.

Communication Plan

A stakeholder consultation plan will be one of the study requirements. It is intended that the consultation process for the Employment Sectors Strategy Study be coordinated with the *Vaughan Tomorrow* program, particularly the Official Plan Review.

Purpose

The purpose of this report is to obtain:

- Approval of the draft Terms of Reference for the preparation of the City's Employment Sectors Strategy Study as outlined in this report; and
- Direction to issue a Request for Proposals for consulting services for the preparation of the City's Employment Sector Strategy Study, based on the draft Terms of Reference subject to final review by staff.

Background – Analysis and Options

a) Background

On August 31, 1994 Council adopted OPA No. 450. OPA No. 450 is the City's Employment Area Growth and Management Plan, which regulates land use and development in Vaughan's employment areas. OPA No. 450 was approved by the OMB on June 29, 1995.

There have been minor changes to the extent of the City's employment lands, as designated in the Vaughan Official Plan, since 1995. However, there has not been a review of the overall OPA No. 450 policy regime. The policies of OPA No. 450 were developed in response to the conditions of the early 1990's. Today, Vaughan and its businesses and industries are facing new challenges and the current plan needs to be updated.

The Employment Sectors Strategy Study was identified as an integral part of the *Vaughan Tomorrow* growth management program. The ESS is intended to provide the basis for developing contemporary policies and strategies that will ensure that the city's employment areas remain competitive, providing jobs, a balanced assessment base and sustainable long-term growth.

The Employment Sectors Strategy will be supporting the Official Plan Review. It will provide the guidance necessary to update the City's existing employment area official plan polices. The findings of the ESS will contribute to the development of planning policies and standards for:

- Employment Areas currently designated under OPA No. 450;
- New Employment Areas, including those located in the Vaughan Enterprise Zone, which are now subject to an "Urban" designation by Regional Official Plan Amendment No. 19. (approved October 22, 2001) The redesignation of the ROPA No. 19 area by the City, to permit employment uses, has been delayed, pending the identification of the Highway No. 427 alignment by way of an Individual Environmental Assessment, which is being undertaken by the Ministry of Transportation;
- Areas where there may be major office development, such as the Vaughan Corporate Centre and the OPA No. 620 area (Steeles Avenue – between Jane and Keele Streets).

It is noted that this study will not specifically address retail uses that support the residential community. This will be the subject of a separate study, which will deal specifically with retail uses.

The results of the Employment Sector Strategy Study will also contribute to the updating of the City's Economic Development Strategy. Like OPA No. 450, it has its origins in the early 1990's and requires review. Revising and updating the Economic Development Strategy is an objective of *Vaughan Vision 2020*.

b) Highlights of the Terms of Reference: Employment Sectors Strategy Study

The following section highlights the main elements of the draft Terms of Reference for the preparation of the Employment Sectors Strategy. The full text forms Attachment No. 1

Purpose of the Study

To develop an Employment Sectors Strategy, as a component of the *Vaughan Consolidated Growth Management Strategy – 2031 (Vaughan Tomorrow program)*, to inform the preparation of the City's new Official Plan and the updating of the City's Economic Development Strategy.

Goals and Objectives

The Employment Sector Strategy shall be prepared with regard to the following goals and objectives:

- a) To establish Vaughan as the destination of choice for business investment in the Greater Toronto Area;
- b) To analyze Vaughan's current conditions and the changing economic regime to establish the City's strengths, weaknesses, opportunities and threats;
- c) To provide the City with forward-looking policies designed to foster consistent and sustainable economic growth and development to the year 2031;

- d) To identify the economic sectors that will represent the growth opportunities, best attuned to the attributes of the City of Vaughan as an integral part of the GTA, over the next 25-years;
- e) To attract investment from new and existing businesses and industries, in such sectors, that will respond to and thrive under the economic conditions that will be experienced by the Greater Toronto Area and the City of Vaughan during the first quarter of the 21st Century;
- f) To identify new or “breakout” employment sectors or businesses that may add a new and enduring dimension to the City's employment base and develop supportive policies;
- g) To support growth and investment that contributes to the liveability of the City, by providing for development that is aesthetically pleasing and exhibits environmental best practices;
- h) To ensure that the City's tax base continues to maintain or enhance the current balance between residential and business uses;
- i) To support employment growth that meets the needs and qualifications of Vaughan's residents to minimize commuting and improve the live-work relationship;

Scope

The Employment Sectors Strategy will result in policies that will apply to all employment areas in the City of Vaughan, including the Vaughan Corporate Centre and the OPA No. 620 Area, and will be premised on a time horizon out to 2031, while identifying shorter term priorities and policies.

The Employment Sectors Strategy Study Requirements

The study should include the following components:

- a) Undertake an analysis of the economic or market forces shaping the economies of Canada, the Province of Ontario and their implications for the economies of the GTA and Vaughan, in particular, in the immediate term (five to ten years) and reaching out to 2031.
- b) Develop a profile of the City's current employment structure reviewing: historical and current economic sector mix; ownership/leadership capacity; level of innovation; business/product life cycles and expansion capacity.
- c) Prepare a SWOT analysis of the City's current employment structure and its future, based on the emerging trends identified above and giving consideration to:
 - Changing demographic and workforce characteristics;
 - The trend toward a knowledge-based, service economy;
 - Ability of Vaughan to meet the locational and infrastructure requirements of new and emerging industries;
 - Land use and development economics;
 - Vaughan's competitive capacity or ability to compete for private sector investment;
 - Municipal planning policies.

- d) Prepare an analysis of Vaughan's economic role within the broader region giving consideration to:
- Reviewing employment policy initiatives being undertaken by various municipalities in Ontario, e.g. Mississauga, Brampton, Markham, Richmond Hill, Kitchener-Waterloo, etc.;
 - The importance of Vaughan's employment lands to accommodating future growth in the Toronto Region; and
 - Vaughan's role in achieving the objectives of the Province's Places to Grow policies.
- e) Identify the employment sectors that Vaughan should be targeting over the next ten years in order to facilitate:
- The attraction of new businesses and sectors that will be attuned to the emerging market forces and Vaughan's competitive advantages;
 - Will result in well-paying, long-term employment;
 - Optimization of the planned investments in rapid transit;
 - Provide sustainable long-term growth;
 - Create a balanced assessment base;
 - Provide for opportunities for Vaughan residents to be employed locally; and
 - Attract businesses and industry sectors which can be developed and operated in the context of high aesthetic and environmental standards.

Consideration needs to be given to the retention of existing businesses and industries, which are economically viable, have strong future prospects and are complementary to the emerging directions for the employment area.

- f) Identify special situations that the City may be able to take advantage of, such as:
- Emerging or existing industry clusters;
 - Transformational opportunities which may take the City's employment sector in new directions, such as:
 - The Vaughan Corporate Centre;
 - The OPA No. 620 area;
 - The potential role that office uses may play in shaping the employment structure of the city and the locational and the built form characteristics that will be needed to attract these uses;
 - The potential impact of senior government (provincial or federal) investment in the city including a new hospital (Vaughan Health Campus of Care) as an incubator for related or complementary businesses and services;
 - The potential for business-government-educational partnerships or arrangements with York University and other post-secondary institutions;
 - Opportunities for building on the knowledge, experience and entrepreneurial skills of the city's residents, businesses and institutions (e.g. ethno-cultural communities and the creative/cultural sectors) to attract new investment;
 - The role of the tourism sector (including business travel), taking advantage of attributes like the Vaughan Mills Mall, Canada's Wonderland, the McMichael Canadian Art Collection, the Kortright Centre and natural features such as the Oak Ridges Moraine and the Provincial Greenbelt;
 - The opportunity for the application of sustainability principles and the creation of "green" employment areas.

These or other such opportunities may require specific policy support to reach their full potential.

- g) Recommend strategic policy measures that Vaughan should be undertaking to ensure that the city can attract and maintain businesses and industries that will prosper in the long term. Such measures may be implemented through:
- City's Official Plan or Zoning documents, resulting in new policies and standards to maintain or enhance Vaughan's competitive position;
 - Incorporation into the City's Economic Development Strategy;
 - Additional infrastructure investment;
 - Incentive programs, consistent with provincial legislation, which the City may apply to attract such strategic employment sectors.

The consultant will be responsible for policy recommendations, in a form which may be adapted for implementation by others.

- h) Recommend a monitoring program and benchmarks.

The Consultant

Given the nature of the project it is recognized that some Proposals may originate with multi-firm consulting teams. Therefore, the "Consultant" may be an individual firm or a team, which includes any combination of individuals, firms, companies or corporations party to the Proposal.

The successful consultant will be required to bring multi-disciplinary expertise and experience to the project. Such expertise will be expected in the following areas:

- Economic Development;
- Market Analysis particularly as it respects Employment Uses;
- Real Estate and Land Use Economics;
- Site Evaluation and Selection;
- Land Use Planning and Development;
- Public Consultation; and
- Emerging innovations in Sustainable Development as may apply to employment uses or areas.

The Consultation Process

Effective consultation will be important to the success of this initiative. Therefore, in the Proposal, the consultant will recommend a plan for a consultation process that will:

- Engage Council, the City departments and other stakeholders;
- Make linkages to other related growth management initiatives, like the Official Plan review; and
- Identify the preferred methods for obtaining such input.

The ESS consultant will be expected to work in cooperation with the *Vaughan Tomorrow* consultation program. This may include joint meetings or other processes, conducted in concert with related elements of the Growth Management Strategy. Close cooperation will be expected with the Official Plan Review process. The details of the consultation process will be established in the finalized work plan.

Timing

The targeted completion of the study is approximately twelve (12) months from the date of Council's ratification of the selection of the recommended consultant. Submission of the final Employment Sectors Strategy will be expected in September 2009.

Relationship to Vaughan Vision 2020

The preparation of the Employment Sectors Strategy Study is consistent with the City's objectives for planning and managing growth and economic vitality by responding to the following policies:

- Complete and implement the Growth Management Strategy;
- Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031;
- Prepare and employment area plan for the Vaughan Enterprise Zone and employment lands; and
- Revise and update the Economic Development Strategy.

Conclusion

The Employment Sectors Strategy Study will be a key component of the *Vaughan Tomorrow* growth management program. It will support the Official Plan Review by providing the basis for new land use and development policies that will apply to the City's employment areas. The current official plan policies (OPA No. 450) were founded in the conditions of the early 1990's. It is clear that new challenges will be shaping the future of the City's economy and that an update of the OPA No. 450 policies is warranted to ensure that Vaughan's employment areas remain competitive for the long-term. Proceeding in conjunction with the Official Plan review will allow for a comprehensive policy development process. The results of the Employment Sector Strategy Study will also contribute to the updating of the City's Economic Development Strategy. Like OPA No. 450, it has its origins in the early 1990's and requires review. Revising and updating the Economic Development Strategy is an objective of Vaughan Vision 2020.

Therefore, it is recommended that the City issue a Request for Proposals to undertake the Employment Sectors Strategy Study, based on the draft Terms of Reference in this report, subject to final staff review.

Attachments

1. Draft Terms of Reference for the Employment Sectors Strategy Study

Report prepared by:

Shirley Kam, Manager of Economic Development, ext. 8874
Roy McQuillin, Manager of Corporate Policy, ext. 8211

Respectfully submitted,

Michael DeAngelis
City Manager

1. INTRODUCTION

The City of Vaughan is soliciting proposals from qualified consultants to assist it in the preparation of the "Employment Sectors Strategy Study" (the ESS). The ESS will be a component of the "Vaughan Consolidated Growth Management Strategy – 2031" (the "Vaughan Tomorrow" program), which will guide the city's growth and development to the year 2031. The ESS will contribute to the Official Plan Review by providing recommendations for new planning policies and standards to replace Vaughan's current Employment Area Growth and Management Plan (OPA No. 450: Approved 1995). In addition, the ESS will form the basis for a revision to the City's Economic Development Strategy.

2. BACKGROUND

2.1 CONTEXT

Located in the south western portion of York Region and bordering the Region of Peel on the west and the City of Toronto on the south, Vaughan is one of Canada's fastest growing cities. The current population is 245,000 and preliminary projections from the Region of York indicate that the number of residents will increase to approximately 430,000 by 2031. In addition to its rapidly growing population, Vaughan is home to a well-diversified and expanding employment sector featuring approximately 9000 businesses and 155,000 employees (2006). The city has the largest supply of "greenfield" designated employment lands in the Greater Toronto Area and it is projected that the number of employees will increase to approximately 278,000 by 2031. According to the 2006 Census of Canada, Vaughan led all Canadian municipalities in percentage job growth with a 22.2% increase between 2001 and 2006.

Vaughan is well-positioned to continue as one of the premier growth engines for the Greater Toronto Area. This will be supported by substantial investments in new infrastructure. Planning for several major transportation projects is currently underway. When completed, the new infrastructure will have major impacts on the structure and functioning of the city.

The projects include:

- The Highway No. 427 extension from Highway 7 to the vicinity of the CP Rail Intermodal Yard;
- The Spadina Subway extension from Downsview Station to the Vaughan Corporate Centre (Highway 7 – Jane Street);
- The Yonge Street Subway extension from Finch Station to Richmond Hill Centre (Highway 7 – Yonge Street);

- The York Region Rapid Transit Plan for Bus Rapid Transit Service in the Highway 7 Corridor, linking the Vaughan, Richmond Hill and Markham Regional Centres; and
- Various improvements to the GO Rail System, including upgraded service on the Bradford Line and a new Station at Concord and Highway 7 and the potential initiation of service to Bolton on CP Rail's MacTier Subdivision, through Woodbridge and Nashville/Kleinburg.

It is expected that these projects will be completed no later than 2015-16. These investments will allow the City to build on its existing attributes, while offering the opportunity to attract a more diverse range of businesses and industries. The next decade promises to be transformational and it is critical that the City's policies and plans be positioned to achieve the maximum benefit.

The City's current Employment Area policies (OPA No. 450) and the Economic Development Strategy are based on the conditions of the early 1990's. It is clear that the City will need to deal with the new forces that will be shaping the future of our economy. The "at par" dollar, rising energy costs, the decline in manufacturing, the switch to a service-oriented knowledge-based economy, the importance of the "creative class", the rise of China and India and the concern over the environment and climate change will all play a role in determining how we anticipate and plan for the future.

The City of Vaughan will be addressing its future on the basis of the Vaughan Consolidated Growth Management Strategy – 2031 (the *Vaughan Tomorrow* program).

2.2 ORIGINS OF THE VAUGHAN TOMORROW PROGRAM

In early 2005 the Province issued updated population and employment forecasts to 2031 for single tier cities and Regional Municipalities as part of the preparation of the draft *Places to Grow, Growth Plan for the Greater Golden Horseshoe (The Growth Outlook for the Greater Golden Horseshoe: Hemson Consulting Ltd., January, 2005)*. It projected that the Region of York's population would grow from the previously projected 1,280,000 in 2026 to 1,500,000 in 2031; and employment would increase from the 2026 projection of 696,000 to 780,000 by 2031.

As a result of the updated forecasts and the new policy initiatives emerging from the Province, the Region of York initiated a review of its Growth Management Plan. This process entails the updating of its Official Plan and a number of its supporting master plans including: *The Transportation Master Plan*; the *Water Master Plan*; the *Sewer Master Plan*; the *Human Services Strategy* and the *Fiscal Impact Study*. Part of this exercise will result in the assignment of the additional 2031 population and employment to the local municipalities. The initial projections were presented to the York Region Planning and Economic Development Committee on April 4, 2007 (*Planning for Tomorrow, Part 1: York Region Population and Employment Forecasts*). The 2031 projections for the City of Vaughan cited in 2.1 originate with this report.

2.3 THE COMPONENTS OF VAUGHAN TOMORROW

The new population and employment projections for 2031, the provincial infrastructure initiatives, the new provincial land use policies (e.g. Greenbelt Act) and the Region of York's Growth Management update, prompted the City to initiate a growth management review. As noted, the Region will be allocating the Province's 2031 population and employment projections to the local municipalities. From Vaughan's perspective, this will be a highly significant milestone in the life of the municipality as it is expected that the additional growth will take the City to full build-out by 2031.

The Vaughan Consolidated Growth Management Strategy – 2031 (*Vaughan Tomorrow*) is composed of four main elements, including:

Vaughan Vision 2020:

- The City's updated strategic plan;
- Will provide high level guidance outlining the corporation's strategic goals;
- Will include strategic initiatives like the growth management strategy, which will be aligned to the organizational strategic goals;
- The strategic initiatives will be implemented as part of the departmental business plans, which outline the annual departmental strategic objectives.

Vaughan Vision 2020 was approved in December of 2007. Included in the Strategic Plan was direction to complete and implement the Growth Management Strategy; conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031; prepare an employment area plan for the Vaughan Enterprise Zone and employment lands; and revise and update the Economic Development Strategy.

The Environmental Master Plan:

- Provides an overall environmental/sustainability ethic for the City;
- Will contain overarching environmental policies and guidelines to be applied in the development of the Official Plan, the various master plans and the departmental plans;
- Helps fulfill the requirement for an Integrated Community Sustainability Plan required by the Federal Gas Tax Transfer Agreement.

The preparation of the Environmental Master Plan is underway and its completion is now anticipated for November of 2008.

The Official Plan Review:

- Represents the new Official Plan under the *Planning Act*, which will regulate land use and development;
- Will contain goals, objectives and policies to manage and direct physical change and the effects on the social, economic and natural environments;
- Must be in conformity with the Regional Official Plan and Provincial Plans (e.g. "Places to Grow");

- Will provide guidance as to how the City develops to 2031, subject to statutory five year reviews.

The Official Plan review has commenced. Adoption of the amendment is anticipated in 2010, with the initial draft of the document being available for review in the first quarter of 2010.

The Master Plans:

- Provide major municipal functions with a vision and plan for the delivery of services and infrastructure (e.g. transportation, water and sewers, parks and recreation);
- Inform the preparation of the official plan and other master plans as necessary and ultimately assist in the implementation of the official plan;
- Support planned growth for a timeframe appropriate to that service;
- Will be prepared when appropriate as determined by need and information availability.

2.4 The Employment Sectors Strategy is one of the Master Plans. It will provide the guidance necessary to update the City's existing employment area official plan policies. The new policies will cover the employment areas designated under OPA No. 450. They will also apply to the new employment areas, including those located in the Vaughan Enterprise Zone, which are now subject to an "Urban" designation by Regional Official Plan Amendment No. 19. (approved October 22, 2001) The redesignation of the ROPA No. 19 area by the City, to permit employment uses, has been delayed, pending the identification of the Highway No. 427 alignment by way of an Individual Environmental Assessment, which is being undertaken by the Ministry of Transportation. The results of the Employment Sector Strategy Study will also contribute to the updating of the City's Economic Development Strategy.

To ensure that the recommendations of the Employment Sectors Strategy Study can be incorporated into the draft Official Plan document, the study will need to be finalized no later than September 2009.

2.5 RELATED STUDIES

Two separate but related studies will be carried out by the City concurrently with this assignment. The first is the Employment Land Needs Study based on the population and employment forecasts of the Region of York. The second is the Commercial Land Use Review which analyses the City's long term requirements for commercial space, and its spatial allocation across the City.

In planning for the City's future employment base and developing a policy framework to guide future decision-making, there is clearly a need for a coordinated and integrated approach which will be reflected in the new Official Plan. To ensure that this coordination/integration occurs seamlessly throughout the planning process, the consultants engaged in all three studies will be required to interact and, together with the Official Plan Core Team, produce results which are complementary and supportive of the City's future

plans. Proponents should ensure that this important aspect is reflected in their proposals.

3. THE STUDY

3.1 PURPOSE

To develop an Employment Sectors Strategy, as a component of the Vaughan Consolidated Growth Management Strategy – 2031 (*Vaughan Tomorrow* program), to inform the preparation of the City's new Official Plan and the updating of the City's Economic Development Strategy.

3.2 GOALS AND OBJECTIVES

The Employment Sector Strategy shall be prepared with regard to the following goals and objectives:

- a) To establish Vaughan as the destination of choice for business investment in the Greater Toronto Area;
- b) To analyze Vaughan's current conditions and the changing economic regime to establish the City's strengths, weaknesses, opportunities and threats;
- c) To provide the City with forward-looking policies designed to foster consistent and sustainable economic growth and development to the year 2031;
- d) To identify the economic sectors that will represent the growth opportunities, best attuned to the attributes of the City of Vaughan, as an integral part of the GTA, over the next 25-years;
- e) To attract investment from new and existing businesses and industries, in such sectors, that will respond to and thrive under the economic conditions that will be experienced by the Greater Toronto Area and the City of Vaughan during the first quarter of the 21st Century;
- f) To identify new or "breakout" employment sectors or businesses that may add a new and enduring dimension to the City's employment base and develop supportive policies;
- g) To support growth and investment that contributes to the livability of the City, by providing for development that is aesthetically pleasing and exhibits environmental best practices;
- h) To ensure that the City's tax base continues to maintain or enhance the current balance between residential and business uses;
- i) To support employment growth that meets the needs and qualifications of Vaughan's residents to minimize commuting and improve the live-work relationship;

3.3 SCOPE

The Employment Sectors Strategy will result in policies that will apply to all employment areas in the City of Vaughan, including the Vaughan Corporate Centre and the OPA No. 620 Area, and will be premised on a time horizon out to 2031, while identifying shorter term priorities and policies.

3.4 EMPLOYMENT SECTOR STRATEGY STUDY REQUIREMENTS

The study should include the following components:

- a) Undertake an analysis of the economic or market forces shaping the economies of Canada, Province of Ontario and their implications for the economies of the GTA and Vaughan, in particular, in the immediate term (five to ten years) and reaching out to 2031.
- b) Develop a profile of the City's current employment structure reviewing: historical and current economic sector mix; ownership/leadership capacity; level of innovation; business/product life cycles and expansion capacity.
- c) Prepare a SWOT analysis of the City's current employment structure and its future, based on the emerging trends identified above and giving consideration to:
 - Changing demographic and workforce characteristics;
 - The trend toward a knowledge-based, service economy;
 - Ability of Vaughan to meet the locational and infrastructure requirements of new and emerging industries;
 - Land use and development economics;
 - Vaughan's competitive capacity or ability to compete for private sector investment;
 - Municipal planning policies.
- d) Prepare an analysis of Vaughan's economic role within the broader region giving consideration to:
 - Reviewing employment policy initiatives being undertaken by various municipalities in Ontario, e.g. Mississauga, Brampton, Markham, Richmond Hill, Kitchener-Waterloo, etc.;
 - The importance of Vaughan's employment lands to accommodating future growth in the Toronto Region; and
 - Vaughan's role in achieving the objectives of the Province's Places to Grow policies.
- e) Identify the employment sectors that Vaughan should be targeting over the next ten years in order to facilitate:
 - The attraction of new businesses and sectors that will be attuned to the emerging market forces and Vaughan's competitive advantages;
 - Will result in well-paying, long-term employment;
 - Optimization of the planned investments in rapid transit;

- Provide sustainable long-term growth;
- Create a balanced assessment base;
- Provide for opportunities for Vaughan residents to be employed locally; and
- Attract businesses and industry sectors which can be developed and operated in the context of high aesthetic and environmental standards.

In regards to the targeted sectors, the analysis should also:

- Provide an estimate of the area of land required to support such sectors;
- Identify their locational characteristics and potential location within the city; and
- The type of site plan/built form typically required by the subject sectors.

Consideration needs to be given to the retention of existing businesses and industries, which are economically viable, have strong future prospects and are complementary to the emerging directions for the employment area.

f) Identify special situations that the City may be able to take advantage of, such as:

- Emerging or existing industry clusters;
- Transformational opportunities which may take the City's employment sector in new directions, such as:
 - The Vaughan Corporate Centre;
 - The OPA No. 620 area;
- The potential role that office uses may play in shaping the employment structure of the city and the locational and the built form characteristics that will be needed to attract these uses;
- The potential impact of senior government (provincial or federal) investment in the city including a new hospital (Vaughan Health Campus of Care) as an incubator for related or complementary businesses and services;
- The potential for business-government-educational partnerships or arrangements with York University and other post-secondary institutions;
- Opportunities for building on the knowledge, experience and entrepreneurial skills of the city's residents, businesses and institutions (e.g. ethno-cultural communities and the creative/cultural sectors) to attract new investment;
- The role of the tourism sector (including business travel), taking advantage of attributes like the Vaughan Mills Mall, Canada's Wonderland, the McMichael Canadian Art Collection, the Kortright Centre and natural features such as the Oak Ridges Moraine and the Provincial Greenbelt;
- The opportunity for the application of sustainability principles and the creation of "green" employment areas.

These or other such opportunities may require specific policy support to reach their full potential.

g) Recommend strategic policy measures that Vaughan should be undertaking to ensure that the city can attract and maintain businesses and industries that will prosper in the long term. Such measures may be implemented through:

- City's Official Plan or Zoning documents, resulting in new policies and standards to maintain or enhance Vaughan's competitive position;
- Incorporation into the City's Economic Development Strategy;
- Additional infrastructure investment;
- Incentive programs, consistent with provincial legislation, which the City may apply to attract such strategic employment sectors.

The consultant will be responsible for policy recommendations, in a form which may be adapted for implementation by others.

h) Recommend a monitoring program and benchmarks.

3.5 THE STUDY PROCESS

The ESS will involve four major stages of work over a one-year time frame to commence in the Summer of 2008, which will conclude with the final approval of the ESS in the Summer of 2009.

Stage 1

- a) Focus on research, data collection and preparation of a background paper on the employment base;
- b) Initiation of stakeholder consultations – nature of consultations to be proposed by the consultant and approved by the City prior to commencement;
- c) Develop discussion points for participants which stimulate thinking on a wide array of issues;
- d) Details of the process to be worked out with the core team of consultants, in coordination with the consulting team working on the Official Plan Review.

Stage 2

- a) Prepare presentations of initial findings;
- b) Verify what was heard from stakeholders and participants;
- c) Prepare SWOT analysis.

Stage 3

- a) Develop key target sectors;
- b) Identify special opportunities which may require policy support;
- c) Draft recommendations for strategic policy measures;

- d) Obtain stakeholder and participant buy-in or consensus.

Stage 4

- a) Draft the ESS;
b) Presentation of draft ESS to stakeholders and participants, including the Senior Management Team and Council;
c) Adoption of ESS by Council;
d) Publish and communicate the ESS

3.6 DELIVERABLES

The following deliverables will be required:

- a) The draft Employment Sectors Strategies report shall be submitted on the following basis:
- 30 cerlox bound copies;
 - 1 unbound print ready copy;
 - 5 CD's (.PDF) of the final document and any related graphics or maps in City-compatible software (Word, PowerPoint or Excel)

- b) The final Employment Sectors Strategy report shall be submitted on the following basis:

The final report shall be submitted on the following basis:

- 30 cerlox bound copies;
- 1 unbound print ready copy;
- 10 CD's (.PDF) of the final document and any related graphics or maps in City-compatible software (Word, PowerPoint or Excel)

- c) Presentation Materials

The City shall be provided with 1 hard copy print and a CD (in a City-compatible format) of all presentation materials (e.g. Maps, PowerPoint and handouts) used in the stakeholder consultation process and in presentations to Council.

All maps and graphic materials shall also be provided in high-resolution PDF.

- d) Web Content

The Consultant will be required to provide all presentation materials a web-ready format for loading on the City's Growth Management (Vaughan Tomorrow) Website. Such information shall be submitted using a standard design (logo etc.) to be provided by the City.

4. PROJECT ADMINISTRATION

The study will be administered by a Project Coordinator(s) and a Project Team, which will be made up of staff representatives from various City of Vaughan departments and external agencies as requested by the City. The Project Coordinator(s) will be responsible for day-to-day contacts and operations. The Project Coordinator(s) and the Project Team will perform the following functions:

- Conduct of the consultant selection process;
- Making recommendations to Senior Management:
 - On consultant selection;
 - Final approval of the work plan;
 - The approval of the Employment Sectors Strategy.
- Project oversight;
- Provision of departmental information and support to the consultant as it respects their individual mandates;
- Attending meetings with the consultant to hear status updates and to provide input on policy development;
- Review and comment on draft versions of the Employment Sectors Strategy.

The Project Team is expected to include representation from the following departments and agencies:

- City of Vaughan: Economic and Technology Development; Corporate Policy; Policy Planning; Development Planning.
- Region of York: Economic Development; Long Range and Strategic Planning

5 THE CONSULTANT

Given the nature of the assignment it is recognized that some Proposals may originate with multi-firm consulting teams. Therefore, the term “Consultant” in the Terms of Reference also means “Consulting Team” and includes any combination of individuals, firms, companies or corporations party to the Proposal.

The consultant will appoint a senior professional in the Lead Firm as the Consultant Team Leader, who will be the City’s main contact and who will be responsible for the coordination of all consulting resources retained under the accepted Proposal. The Consultant Team Leader and Lead Firm will be responsible for invoicing the City and the disbursement of fees to the sub-consultants. Any changes or substitutions to the consulting team, subsequent to the submission of the Proposal, will require the written approval of the City of Vaughan.

6 QUALIFICATIONS

The successful consultant will be required to bring multi-disciplinary expertise and experience to the project. Such expertise will be expected in the following areas:

- Economic Development;
- Market Analysis particularly as it respects Employment Uses;
- Real Estate and Land Use Economics;

- Site Evaluation and Selection;
- Land Use Planning and Development;
- Public Consultation; and
- Emerging innovations in Sustainable Development as may apply to employment uses or areas.

7 THE CONSULTATION PROCESS

Effective consultation will be important to the success of this initiative. Therefore, in the Proposal, the consultant will recommend a plan for a consultation process that will:

- Engage Council, the affected city departments and other stakeholders;
- Make linkages to other related growth management initiatives, like the Official Plan review; and
- Identify the preferred methods for obtaining such input.

It is expected that the process will include the following elements:

- Meetings with the Project Coordinator(s) and the Project Team and Presentations to Senior Management/Council/Committees of Council at main milestones;
- Meetings with the Official Plan Review Working Group, which is made up of staff and the OP Review consulting team will also be required. Such meetings are to be expected at six-week intervals or at major milestones.
- A Stakeholder Consultation Process: In accordance with the approved work plan. Consultation will be necessary with the following parties:
 - Council;
 - City Staff/Departments;
 - External Agencies;
 - The Business Community.

The ESS consultant team will be expected to work in cooperation with the Vaughan Tomorrow consultation program. This may include joint meetings or other processes, conducted in concert with related elements of the Growth Management Strategy. Close cooperation will be expected with the Official Plan Review process. The details of the consultation process will be established in the finalized work plan, which is referenced in Section 3.11 "Timing".

The consultant shall be responsible for the scheduling of meetings and the preparation of agendas, presentation materials and meeting minutes. Prior to the scheduling of meetings the consultant shall confer with the Project Coordinator.

8 TIMING

The targeted completion of the study is approximately twelve (12) months from the date of Council's ratification of the selection of the recommended consultant. Submission of the final Employment Sectors Strategy will be expected in September 2009.

Prior to commencing work on the project, the consultant will submit for the approval of the Project Team a finalized work plan, which will assign dates to the completion of various milestone tasks on the timeline. No chargeable work shall commence prior to the approval of the finalized work plan and the City of Vaughan shall not be responsible for any costs associated with its finalization.

9 CONTENT OF PROPOSALS

The consultant will be retained on the basis of a written proposal and, if necessary, interviews held by the Project Team or a sub-committee thereof. Selected Proponents may be short listed for interviews.

The written Proposal shall contain the following information:

- Members of the consulting team, including their qualifications and experience;
- Identification of the Consultant Team Leader;
- An explanation of the approach and methodology to be used and research to be undertaken to achieve the project's goals and objectives, as outlined in the Request for Proposal;
- A Council/staff/public/stakeholder consultation strategy;
- A comprehensive work plan/project schedule, including timelines, milestones, meetings and key dates, which fulfill the requirements of the Terms of Reference;
- An upset cost for the completion of the project, which includes a breakdown of the **hourly** rates attributable to each of the Consultant Team members and the **hourly** time commitment by task, for each of the participants; and all other costs and related disbursements;
- Documentation of related experience;
- A list of three (3) client references in respect of projects similar to the one described in the Terms of Reference, preferably in a municipal environment.
- In the proposal the consultant shall indicate the number and type of projects it is currently undertaking which may represent a professional conflict with the conduct of this study. **Refer to Item 28 Document I "Conflict of Interest"**.

In addition to the Original, ten (10) bound copies of the Proposal, in an 8 1/2" X 11" format plus one (1) unbound print ready copy shall be submitted. The maximum length of the Proposal shall be fifteen (15) pages, exclusive of resumes, references and documentation relating to project experience.

10 EVALUATION CRITERIA

The Proposal will be evaluated on the basis of the following criteria:76

Qualifications and Experience: 50%

- Capability of the Consultant Team Leader;
- Degree of Participation of senior staff;
- Qualifications and expertise of the team members;
- Skills consistent with the needs of the project;
- Experience in similar studies;

- Level of public sector experience;
- Experience in multi-disciplinary teams;
- Demonstrated success in public/stakeholder consultation; and the quality of the proposed consultation plan.

Quality of the Proposal: 20%

- Complete and comprehensive submission;
- Demonstrated understanding of the project requirements;
- Organization and clarity of presentation;
- Introduction of innovative ideas and concepts;
- Skill in communicating the project plan and innovative ideas and concepts.

Project Management: 25%

- Work program and scheduling of major milestones and meetings;
- Timelines consistent with study requirements;
- Approach to reporting and invoicing;
- Monitoring of budget;
- Ability to commit to the timing objectives for the completion of the study;

Financial: 5%

- Proposal Fee;

11 SHORT-LIST DISCUSSIONS/INTERVIEWS/PRESENTATIONS REQUIREMENT

The City may create a short list of Proponents based on the evaluation results. The Short listed Proponents may be further evaluated on a score of 25.

The City reserves the right to incorporate discussions/interviews/presentations (the "Interview") into the Proposal evaluation process at the short-list stage. The City, at its sole discretion, may interview short-listed Proponents and may ask them to make a short formal presentation to the City. (Presenters will be required to supply their own presentation equipment and materials.)

The Interview will serve as the mechanism for further evaluation of Proposals of short-listed Proponents at an in-depth and more detailed level in order to establish the finalist for Preferred Proponent status. The further detailed evaluation will take into account, discussions, presentations and clarifications with/by short-listed Proponents and analyses by the City, together with such other considerations as the City, in its sole discretions, deems necessary to complete its assessment of the short-listed proposed solutions. Bonus points to a maximum of **25 points** will be awarded in addition to the score obtained through the Evaluation Criteria.

Short-listed Proponents must be prepared to answer questions on their Proposals and shall cooperate with the City with respect to Interview scheduling and any other requirements imposed by the City.

The City reserves the right to limit interviews to a number of the top scoring Proponents as determined by the City regardless of the number of Proponents who qualified for the short list and the scoring point spread thereof.

The City reserves the right to augment the short list at any time.

12 NEGOTIATIONS

On completion of the evaluation process, vendor negotiations will be undertaken to refine the details of the contract for all portions of the proposed services described in this Request for Proposals. Negotiations may take the form of adding, deleting or modifying requirements.

Assuming mutually acceptable terms and conditions can be negotiated a contract will be signed with the selected Proponent. In the event of default or failure to arrive at mutually acceptable terms and conditions, the City may accept another Proposal or seek new Proposals, or carry out this service in any other way deemed appropriate.

13 BEST AND FINAL OFFERS

Proponents are reminded that since this is a Request for Proposal a best and final offer may be requested, but this would be considered only with the short-listed proponents, if used at all. Proponents are encouraged to provide their best offer initially and shall not rely on oral presentations or best and final offers.

14 DISBURSEMENT OF FEES

The successful Proponent will be required to submit a payment schedule prior to commencing the project. The payment schedule shall be subject to the approval of the Project Coordinator(s).

Invoices will be required to contain the following minimum information:

- Description and explanation of work undertaken in each invoice time period;
- Personnel employed and hours expended by the hourly rate;
- Disbursements;
- Total Fee for each invoice;
- Budget expended to-date and remaining budget.
- 10% hold back applicable to all invoices.

The 10% hold back shall be reimbursed on the final approval of the Employment Sectors Strategy by Vaughan Council.

15 BUDGET

The budget for this study is anticipated to be in the range of \$100,000.00 to \$110,000, which shall include all applicable taxes. This includes all of the work undertaken by the consultant, including consultation, all meetings with staff and other consultants retained by the City as part of the preparation of the Growth Management Strategy (*Vaughan Tomorrow*). This budget also includes production of the deliverables required by this Terms of Reference.

The Consultant shall not exceed the budget or undertake any work that would cause the budget to be exceeded without written permission from the City of

Vaughan. Such permission shall be required for any phase or component of the study, as set out in the approved work plan.

16 CONTEXTUAL AND BACKGROUND INFORMATION

The following documents are provided for the information of the proponents in the preparation of the proposal. It is considered to be background to assist in developing an understanding of the origin of the project and the context within which the City of Vaughan is currently working. Items not originating with the City of Vaughan do not necessarily have the approval or endorsement of the City of Vaughan. It is the responsibility of the proponent to verify all facts contained in the attached documents. The information cited below is not considered to be comprehensive in respect of the issues the City will be facing and the background to the project. (Please refer Document VIII Appendices.)

- “The Vaughan Consolidated Growth Management Strategy – 2031, Work Plan Approval and Direction to Proceed”: Vaughan Council, February 12, 2007;
- “Preparation of New Vaughan Official Plan”: Vaughan Council, May 7, 2007;
- “Transportation Studies and Environmental Assessments in the City of Vaughan – 2006”: Map, City of Vaughan;
- “Planning for Tomorrow, Part 1, York Region Population and Employment Forecasts”: Region of York Council, April 19, 2007;
- “Planning for Tomorrow, Part 2, 2031 York Region Land Requirements”: Region of York Council, April 19, 2007.