

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 27, 2014

Item 2, Report No. 2, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on May 27, 2014.

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BUILDING A DYNAMIC DOWNTOWN VAUGHAN METROPOLITAN CENTRE IMPLEMENTATION PLAN UPDATE WARD 4

The Priorities and Key Initiatives Committee recommends approval of the recommendation contained in the following report of the City Clerk, on behalf of the Vaughan Metropolitan Centre Sub-Committee, dated May 12, 2014:

Recommendation

The City Clerk, on behalf of the Vaughan Metropolitan Centre Sub-Committee, forwards the following recommendation from its meeting of April 9, 2014, for consideration:

- 1) That the recommendation contained in the following report of the Commissioner of Planning and the Executive Director, Office of the City Manager, dated April 9, 2014, be approved; and
- 2) That the presentation by the Commissioner of Planning, the Senior Planner, Development Planning and the Executive Director, Office of the City Manager, and C2, presentation material, be received.

Report of the Commissioner of Planning and the Executive Director, Office of the City Manager, dated April 9, 2014

Recommendation

The Commissioner of Planning and the Executive Director, Office of the City Manager, in consultation with the Senior Management Team, recommend:

1. That the presentation and report: 'Building a Dynamic Downtown: Vaughan Metropolitan Centre Implementation Plan Update' be received and forwarded to the Priorities & Key Initiatives Committee of Council.

Contribution to Sustainability

The Vaughan Metropolitan Centre (VMC) Implementation Plan demonstrates the City's commitment to achieving the goals and objectives outlined in Green Directions Vaughan, the City's Community Sustainability and Environmental Master Plan. Specifically, by monitoring and reporting on progress, the Implementation Plan demonstrates conformity with the guiding principles of leadership, transparency and accountability. The initiatives outlined in the Vaughan Metropolitan Centre Implementation Plan further contribute to achieving the goals and objectives of:

Goal 1: To significantly reduce our use of natural resources and the amount of waste we generate

Objective 1.2: To promote reduction of greenhouse gas emissions in the City of Vaughan

Objective 1.3: To support enhanced standards of stormwater management at the City and work with others to care for Vaughan's watersheds

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Goal 2: To ensure sustainable development and redevelopment

Objective 2.1: To achieve sustainable growth and development by completing and implementing Vaughan Tomorrow, the City's Consolidated Growth Management Strategy-2031, and by ensuring that the strategy is subject to periodic review and renewal

Objective 2.2: To develop Vaughan as a City with maximum greenspace and an urban form that supports our expected population growth

Objective 2.3: To create a City with sustainable built form

Goal 3: To ensure that Vaughan is a city that is easy to get around with a low environmental impact

Objective 3.1: To develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation

Objective 3.2: To develop and sustain a network of roads that supports efficient and accessible public and private transit

Objective 3.3: Reduce single occupant vehicle (SOV) trips by supporting active transportation, carpooling and public transit

Goal 4: To create a vibrant community where citizens, business and visitors thrive

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage

Goal 5: To be leaders in advocacy and education on sustainability issues

Objective 5.1: To share sustainable best practices and ideas between and among municipal staff and the community

Goal 6: To ensure a supportive system for the implementation of the Community Sustainability and Environmental Master Plan

Objective 6.1: To fully support the implementation of Green Directions at all levels of City operations

Economic Impact

There is no economic impact to the City as a result of the recommendation of this report.

Communications Plan

Corporate Communications is preparing a formal News Release that highlights the work completed to date and as presented to the VMC Sub-Committee of Council. In addition, this report and the presentation will be made available on the City's website.

Purpose

To provide members of the VMC Sub-Committee of Council with an update on the status of the various projects completed, currently being undertaken or planned across the various City departments since the inception of the VMC Implementation Team.

This status update is also intended to advise the VMC Sub-Committee of changes to the overall City project team structure, including the transition of the consolidated project leadership for the VMC implementation and facilitation from the Commissioner of Planning to the Executive Director, Office of the City Manager.

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Lastly, a third purpose is to update the Committee on how the VMC Project Management Team is taking shape. The VMC Senior Planner position has been filled, and the positions for the parallel project management roles in Parks Development and Development / Transportation Engineering were posted on Monday, January 13, 2014. The intent is to have the full team in place by the end of the second quarter 2014. In addition, Staff in various departments continue to support this initiative in addition to their other duties.

Background - Analysis and Options

The VMC Implementation Team was established in 2011 to facilitate high quality and timely development of the VMC. Comprised of City Staff, along with senior managers at the region, province and agencies, this team under the leadership of the Commissioner of Planning initiated a project plan to ensure that the City and region undertook or completed all necessary studies required to support major redevelopment of this scale in concert with the planned operation of the subway.

Excerpts from the project charter and scope document included the following:

“This team is necessary to achieve the City of Vaughan strategic objective of preparing and implementing a plan for the Vaughan Metropolitan Centre. This group will also help to achieve the Council adopted Secondary Plan, City, Provincial and Regional infrastructure objectives for this area, and a multitude of projects related to the successful development of the vision and objectives for the VMC” (Draft Terms of Reference, Version 8, October 18, 2011).

Project and Implementation Team Objectives:

- *“Create (and achieve) a plan to prepare City studies and advance policy discussions with the Region and City to facilitate construction of high quality buildings, a public square and a Mobility Hub at the Vaughan Metropolitan Centre by late 2015.*
- *Ensure any City and Region of York led Planning Act and Environmental Assessment (EA) Act approvals are obtained to create certainty for planned private sector investments.*
- *Facilitate coordinated responses to development applications where new approaches to the use of land are proposed including, but not limited to, plans for the Expo City site, the proposed Vaughan Metropolitan Centre subway station, York Region Rapid Transit bus terminal and surface amenities.*
- *Create a high level of communications between decision-makers and community stakeholders, and market the VMC as a destination for potential investors.*
- *Provide advice to Council or any subcommittee of Council established for the VMC.*
- *To bring a more coordinated approach to the efficient procurement and completion of studies involving various agencies and departments.”*

At the time of initiation of the VMC Implementation Team, a draft Terms of Reference (Attachment 1) was developed which listed key deliverables and emphasized the importance of employing a multi-disciplinary approach to resourcing in order to streamline the process and help achieve the ambitious goals set out for the Vaughan Metropolitan Centre.

One of the deliverables listed was the preparation of a Work Breakdown Structure / Gantt chart outlining responsibilities of City departments relative to the various deliverables. The intent of the chart is to use it as a tool to manage the timing and coordination of the many public sector framework initiatives involved in developing the VMC. Since that time the chart has been used to track and monitor progress. The chart has been updated on a monthly basis, and has been regularly circulated for internal review. Lead departments with dedicated point people have been identified for each project as a means of ensuring organization and accountability. Updates on the status of the VMC Implementation Plan have also been provided for review and discussion during several Senior Management Team Meetings and recently at a Senior Management and Directors Meeting.

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The latest version of this chart (Attachment 2) has been restructured to organize projects by priority status in order to manage a critical path of delivery for the most urgent policies, studies and initiatives needed to support implementation. This revised structure has also attempted to align City efforts with market forces driving development momentum in the downtown by ensuring that the City is strategic and responsive in its emerging policy context and development framework.

The draft Terms of Reference outlined a projected end of 2014 completion target for the original list of deliverables. The presentation to be delivered at the VMC Sub-Committee meeting is intended to provide an update on the status of those initiatives. In summary, 95% of the original deliverables are either fully completed (45%) or underway (50%). The remaining 5% are planned to be completed in 2015. As well, new studies introduced since 2011 to respond to development needs have been integrated within this VMC Implementation Plan to provide a comprehensive progress report on the overall status of the Vaughan Metropolitan Centre. Please refer to the presentation to be delivered at the VMC Sub-Committee meeting for more detailed information.

With the recent approval of the 2015 operating capital budget, staff are working towards retaining a Development Facilitator for the VMC. The Development Facilitator reporting to the Executive Director as lead, will take on an implementation leadership role in helping to attract and leverage investment to create the vibrant downtown City Council wants to achieve by working in concert with landowners, relevant agencies and Ministries of the Province, the Region, City Manager and Senior Management Team. As stated, staff will report back to a future VMC Sub-Committee on the status of this recruitment.

Relationship to Vaughan Vision 2020/Strategic Plan

This report supports the strategic initiatives outlined in the Vaughan Vision 2020 / Strategic Plan, particularly:

Service Excellence

- Lead & Promote Environmental Sustainability

Organizational Excellence:

- Ensure a High Performing Organization
- Manage Growth & Economic Well-being

Staff Excellence:

- Demonstrate Effective Leadership

Regional Implications

Collaboration with regional and provincial agencies has continued as required to support the various initiatives outlined in the VMC Implementation Plan. The region is requested to continue working with the City to implement the next phase of the VMC Implementation Plan.

Conclusion

The following points summarize the findings of the report:

- The City and VMC Implementation Team have made progress on plans for the Vaughan Metropolitan Centre as outlined in the original draft Terms of Reference;
- A considerable amount of time and resources have been spent on plans and studies that have yielded valuable information;
- City departments are continuing to collaborate, coordinate and calibrate efforts with regional and provincial agencies, stakeholder groups and the development community to oversee completion of projects in a timely manner;

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- The City has learned a great deal about the complexities involved in this scale of redevelopment over the last 2.5 years and has been refining the VMC Implementation Plan accordingly;
- To further momentum, the City has been flexible in adjusting and refining priorities to respond to market forces and development needs;
- The City has gained a greater understanding of shared responsibilities between public agencies, landowners and stakeholder groups and is better positioned to advance development in the VMC as a result;
- The VMC Implementation Plan will continue to be updated and used as a tool to track and monitor progress; and
- From 2014 onwards it is expected that the development effort will continue. In order to advance city building efforts, a development facilitation strategy is being explored by the Office of the City Manager to address implementation challenges and leverage investment in the VMC.

Along with the proposed transition in overall project leadership for the VMC implementation and facilitation reported above, and with the original terms of reference for the VMC Implementation Team reaching its original 2014 completion, a refreshed project charter and scope document will be prepared over the coming months to address key priorities and strategies for the next 3 years, beginning in 2015. This project charter update will be reviewed by Senior Management and will be reported back to the VMC Sub-Committee of Council upon completion.

Attachments

1. Draft Terms of Reference, Vaughan Metropolitan Centre Implementation Team
2. VMC Implementation Plan
3. Communication C2 – VMC Sub-Committee Meeting, April 9, 2014

Report prepared by:

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(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)