

VAUGHAN METROPOLITAN CENTRE SUB-COMMITTEE – APRIL 16, 2015**VAUGHAN METROPOLITAN CENTRE IMPLEMENTATION PLAN AND REFRESHED GOVERNANCE MODEL UPDATE****Recommendation**

The Executive Director, in consultation with the Interim City Manager, and Senior Management Team recommends;

1. THAT the presentation on the VMC Implementation Plan and Governance Model as presented be adopted.

Contribution to Sustainability

Green Directions Vaughan embraces a *Sustainability First* principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations.

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

Goal 2: To ensure sustainable development and redevelopment

Objective 2.1: To achieve sustainable growth and development by completing an 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

The costs associated with the External Development Facilitator have been previously approved in the 2014 budget through Capital Project RFP14-115.

Communications Plan

An electronic copy in a PDF format will be posted to the City's website.

Purpose

To provide members of the VMC Sub-Committee 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 Plan and facilitation from the Commissioner of Planning to the Executive Director, Office of the City Manager.

Background - Analysis and Options

At the Vaughan Metropolitan Centre (VMC) Sub-Committee meeting on April 9, 2014 the report and presentation entitled "Building a Dynamic Downtown: Vaughan Metropolitan Centre Implementation Plan Update" was received by members of Sub-Committee. This report and corresponding presentation provided an update on the status of completed projects and those currently being undertaken by City departments since the inception of the VMC Implementation Plan in 2011. The status update also outlined staff's aspiration to review the City's VMC Implementation Team structure to support "a consolidated project leadership from the Commissioner of Planning to the Executive Director, Office of the City Manager, and to address the changing development context of the VMC.

Since the establishment and near completion of the original VMC Terms of Reference the City has made considerable progress in its plans for the VMC. Major engineering, planning and policy efforts required to lay the foundation for development and provide a comprehensive framework for growth are in progress or have been completed to work in concert with the planned

opening of the subway. Staff continue to update the VMC Implementation Plan and calibrate updates to reflect development activities.

Through this first phase of foundational work, the City experienced lessons learned which inform a greater understanding of the challenges that lay ahead in establishing the VMC as a successful, vibrant downtown for the entire City of Vaughan. Although great strides have been made by the City with its stakeholders over the last three years, the next phase in creating a downtown as a distinct place will require a renewed strategy that looks ahead to phases of development beyond the 2016 horizon.

Accordingly, the next steps in VMC development must address the complexity and interrelationship of multi-disciplinary projects and the need for a strong internal management team to successfully manage this ongoing initiative.

Investing in a dedicated multi-disciplinary team approach

In addition to transitioning the lead for the VMC from the Commissioner of Planning to the Executive Director in the Office of the City Manager, Council has invested in the recruitment of a dedicated VMC Project Management Team to support the coordination of initiatives for the downtown. Committed staff with a VMC project focus is a valuable resource to assist the City in streamlining staff operations and coordinating initiatives to fulfill the vision for the downtown in a timely manner. The City has recruited VMC Project Managers in Development Planning, Parks Development, and Engineering and most recently was successful in recruiting a development lawyer.

Additionally, Live Work Learn Play, an external Development Facilitator, has been retained to take on an implementation and advisory role in helping to attract and leverage investment in order to create the vibrant downtown City Council wants to achieve. Live Work Learn Play has completed the first assignment which was a strategic reconnaissance to understand the work done to date, begin stakeholder engagement, and provide a collaborative vision for the VMC moving forward.

As a key resource and point of contact, the Development Facilitator will work closely with landowners, relevant agencies and Ministries of the Province, the Region, City Manager and Senior Management Team, reporting directly to the Executive Director. In order to align priorities and streamline the many concurrent consultant engagement processes, Live Work Learn Play have established a Working Group to connect all parties in a coordinated and organized fashion.

The first stage of the 2011 VMC Implementation Plan laid the foundation to support and align projects with the significant transit investment in the downtown. With major infrastructure projects under construction, the City must now transition to the next goal setting the stage to ensure the timely growth of the VMC and address the changing nature of VMC projects and subsequent development challenges. The planning and development process is evolving and as such the City must evolve in how we choose to adapt to a new set of challenges.

Staff have researched how emerging challenges can be addressed to improve upon current processes

Staff had informally heard from VMC landowners that they thought a more collaborative approach to development applications and communication inside the City would be beneficial. This was not seen as a negative comment to what has happened to date, as building a downtown is a once in a lifetime project and therefore, a measured amount of learning is expected for both landowner/developer groups and the City.

Staff began researching how other government organizations accomplish priority project goal setting and associated project management structures to support projects that may appear

similar in size or nature to the VMC. A collection of municipalities were contacted as part of the case study analysis. Through this review, it was found that fellow municipalities are also looking to innovate and are adapting their current organizational practices to streamline the multi-disciplinary team structures and reflect the evolving phases of completion of their downtowns.

These selected municipalities were asked to provide details as to how their organization manages the development of their downtown, including:

- The current staff team structure in place to facilitate project management
- The established lines of communication between staff and council, staff and external parties
- Meeting schedule(s) for staff and senior management teams
- Departmental responsibilities for overseeing project development and implementation
- The level of departmental collaboration
- Perceived challenges and opportunities for the municipality in establishing an effective implementation team structure

Through these conversations, several key themes emerged that support strategic and dedicated downtown implementation team structures, including:

- 1) The need to define a **clear vision** and shared goals for the development of the downtown including key projects and objectives. Municipalities defined a clear vision through cross-departmental visioning sessions that were facilitated by a lead department to coordinate staff efforts and support project management efficiencies.
- 2) The need for the organization to establish a **“backbone” group** to lead and facilitate discussion, cross departmental collaboration, short and long term visioning and project management. A backbone team has a regular meeting schedule, established lines of communication and is responsible for overseeing both the short and long term facilitation of projects associated with the development of the downtown. The City of Brampton is currently undergoing a re-visioning exercise that will result in the establishment of an Office of the Downtown that will act as the backbone group to manage and facilitate projects associated with the downtown.
- 3) The definition of a **regular meeting schedule** and careful review of who should be at the table, including identification of key stakeholders, internal and external to the organization.
- 4) Recognition that maintaining an effective team structure and project management approach is an **evolving process**. Municipalities that were a part of the case study analysis periodically reviewed the effectiveness of their organizational team structures, their vision for the downtown and the content of projects. Reviewing processes helped to improve their current team structure and downtown management as the goals for the downtown change in scope over time.

Moving Forward

The development of the VMC continues to be one of Council's highest priority for the City because;

- 25,000 new residents
- A minimum of 11,500 jobs
- Intensification of City
- Greater Toronto Area's only true mobility hub
- Increased Property Tax Revenue
- Moving Vaughan from a collection of communities to a City

Therefore, the City must ensure the right steps are taken to continue to deliver projects and initiatives that support a successful downtown in the near-term (2018) and for the next 30 years.

A Refined Governance Model Is Now In Place

Staff have begun to implement the findings from the municipal case study analysis and establish improved ways of communicating with staff and stakeholders. Implementing a renewed VMC project management structure required re-thinking our current organizational processes, including a review of current staff communication procedures used to facilitate VMC projects (meeting schedules, email communication and cross-departmental communication) to ensure the most effective coordination of downtown initiatives.

As part of this VMC refresh plan, changes include a revised team and meeting structure and a centralized IT solution to improve staff engagement and streamline operational efficiencies.

In considering the changes listed above it was important that the City's Senior Management Team (SMT) be fully engaged. Multiple presentations and discussion with SMT assisted staff to better understand the challenges facing the City's commissions. Each commission offered important perspectives to developing a successful downtown implementation model.

The refreshed vision for the VMC Project Implementation Plan over the next phase of development is intended to align departmental expertise and interests to enable effective project management and collaborations in the VMC which will provide our development community a more efficient and effective process for working with the City.

Roles and Responsibilities: Decision-Making, Leadership, Strategic Advice, Coordination, Activation, Collaboration

Development issues and projects in the VMC require specialized and overlapping input from multiple City departments. The multi-dimensional nature of VMC projects requires the Implementation Team structure to provide departmental expertise in a highly coordinated manner.

In recognition of this, the refreshed VMC team structure is founded on four key pillars of support.

Decision-Making:

Council provides the decision-making authority to deliver direction on VMC related matters as one of Council's highest priorities in order to protect the public interest and steer the growth and development of Vaughan into the future.

Leadership and Strategic Advice:

Strategic leadership is provided by a Senior Advisory Team (SAT) who align priorities, direct resourcing and make collective recommendations on VMC related matters to the Senior Management Team.

The Senior Management Team provide visible leadership, active support and demonstrated commitment to assess and continually improve the Vaughan Metropolitan Centre as directed by Council. Roles and responsibilities include:

- Bi-weekly VMC schedule
- Establish the core goals for the VMC
- Guidance on major strategic initiatives and direction setting to catalyze the VMC as a strategic priority project set by Council
- Support innovation and operational efficiency
- Major projects presented at the SMT level via VMC Lead.

2.6

- Ensure SMT 'buy-in' and understand VMC in relation to ongoing and new Corporation priorities
- Ready project to go to SAT for discussion
- Commissioner responsible for identifying the VMC project/need to their respective SAT Member

The Strategic Advisory Team will work on topics of strategic importance determined by the Development Process and advise Senior Management of proposed action and direction needed to solve development related issue. Roles and responsibilities include:

- Bi-monthly meetings / priority meetings as needed
- Champion the strategic planning process
- Be objective and take a corporate-wide view of issues being discussed
- Be effective communicators taking responsibility for communicating VMC information into their respective commissions and to the extended SAT team members
- Read meeting material before attending the meetings to ensure that the committee can have full and informed discussion of agenda items
- Comment on draft documents via email outside of the meetings
- Participate in consultation events/activities that relate to the VMC
- Responsible for communicating VMC information into their respective commissions and to the extended SAT seeking advice
- Provide valuable input and technical assistance to form decision notes for SMT review
- Ensure that each commission has an internal structure/format to receive and share updates, suited to their departmental needs
- Provide strategic advice on issues raised by VMC Project Management Team and Development Activation Group
- Escalate issues and decision making priorities to their respective commissioner
- Identify resourcing required to VMC Project Management Team to help inform SMT discussion.
- Coordinate with External Stakeholders and Agencies to capitalize on well established relationships
- Promote streamlined collaborations and information sharing between Departments

Coordination and Activation:

A core Project Management Team and Development Activation Group ensure close coordination and streamlined delivery of VMC projects and development applications.

The VMC Project Management Team facilitates administrative, management, and procedural details so that the VMC Strategic Advisory Team can focus its attention on decisions related to policy, strategic planning, and development and implementation. Roles and responsibilities include:

- Meets weekly and as needed
- Dedicated VMC team, internal resource and leads in respective commission
- Identify Projects, Information, Work
- Flag Issues, Define Priorities and Prepare Status Updates
- Keeper of Project GANTT (VMC Implementation Plan)
- Manage City-initiated VMC projects and studies, in connection with VMC Development Activation Group
- Regular coordination and communication with direct Manager/s in respective Departments
- Create high-level resource expectations in consultation with individual SAT Members
- Coordinate with team members in various City Departments that provide support for VMC related studies, issues and projects
- Create Moving Forward E-Newsletter

2.7

- Prepare agenda updates for monthly discussion with SAT
- Maintain SharePoint database
- Work closely with Stakeholders, Consultants and Landowners to coordinate and implement VMC projects

The VMC Development Activation Group works closely with Stakeholders, Consultants and Landowners to move projects through the approval process in a streamlined and consistent approach. Roles and responsibilities include:

- Bi-monthly meetings / priority meetings as needed
- Key points of contact within each commission that work collaboratively to ensure fast-tracked coordination of VMC projects and timely review of development applications
- Work closely with VMC Project Management Team to Flag Issues, Define Priorities and Prepare Status Updates
- Align efforts, share information and ensure that each Department's needs are considered
- Regular coordination and communication with direct Manager/s in respective Departments
- Coordinate with team members in various City Departments that provide support for VMC development applications and projects
- Provide consistent team presence at all VMC related PAC meetings
- Work closely with Stakeholders, Consultants and Landowners to move projects through the approval process quickly

Collaboration:

Building a downtown is an ambitious goal. Collaboration with broader staff and external stakeholders holding key areas of expertise and talent will be an important factor in ensuring the success of the VMC. Engagement of other team members will occur as needed through the process to support particular projects or issues.

In addition to the core groups noted above, extended versions of each group with additional members who meet quarterly will ensure that communication of VMC related matters is seamless within each Commission and across departments. These groups will be provided with regular updates on the status of the VMC Implementation Plan and will be engaged in the process through the VMC Sub Committee Meetings.

Communication is a key objective of the refreshed governance model. In support of this, a bimonthly newsletter, Moving Forward, has been established to provide Council and Senior Leadership with regular updates. As well, a dedicated and consolidated VMC website has been created to ensure that all VMC related news and materials is easily accessible to staff, landowners, stakeholders and members of the public.

Relationship to Vaughan Vision 2020/Strategic Plan

In consideration of the strategic priorities related to Vaughan Vision 20|20, the report will provide:

STRATEGIC GOALS:

Service Excellence – Providing service excellence to citizens.
Management Excellence

STRATEGIC OBJECTIVES:

Plan and Manage Growth & Economic Vitality.

Regional Implications

Not Applicable

Conclusion

Staff have created a refreshed implementation team structure and governance model to support the VMC consolidated project leadership from the Commissioner of Planning to the Executive Director, Office of the City Manager as the downtown moves from policy and infrastructure to development.

The creation of a downtown requires regular review as the development context evolves between development phases. This renewed strategy looks beyond the 2016 horizon and outlines the why a strong internal management team to successfully manage this ongoing initiative allowing the City to build the downtown that is envisioned for its citizens and the future generations of Vaughan.

Attachments

Not Applicable

Report prepared by:

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Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Tim Simmonds', with a large, stylized loop at the end.

Tim Simmonds
Executive Director, Office of the City Manager