

C	2
COMMUNICATION	
VMC -	APR 16/15
ITEM -	2

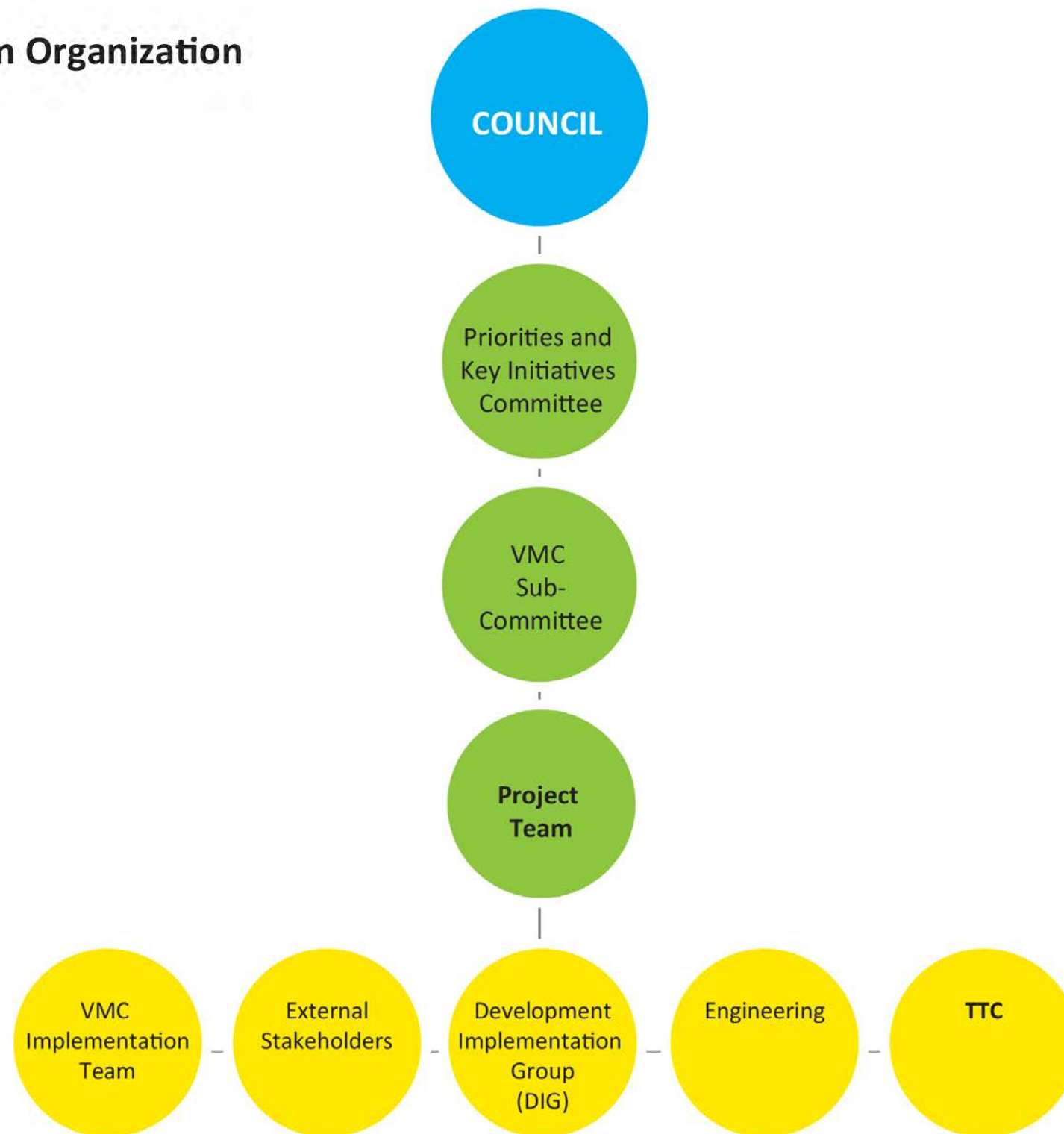


VMC Refresh GOVERNANCE

April 16, 2015

VMC Project Team Organization

current



Combining “top-down” and “bottom-up” innovation

- Defining roles and ways of working
- Defining decision lines and commitments
- Defining key responsibilities
- Making decisions on budgets
- Orchestrating, balancing and prioritizing activities across Commissions
- Establishing management routines regarding communications and decisions

COUNCIL

Leadership Team

Project Management Team

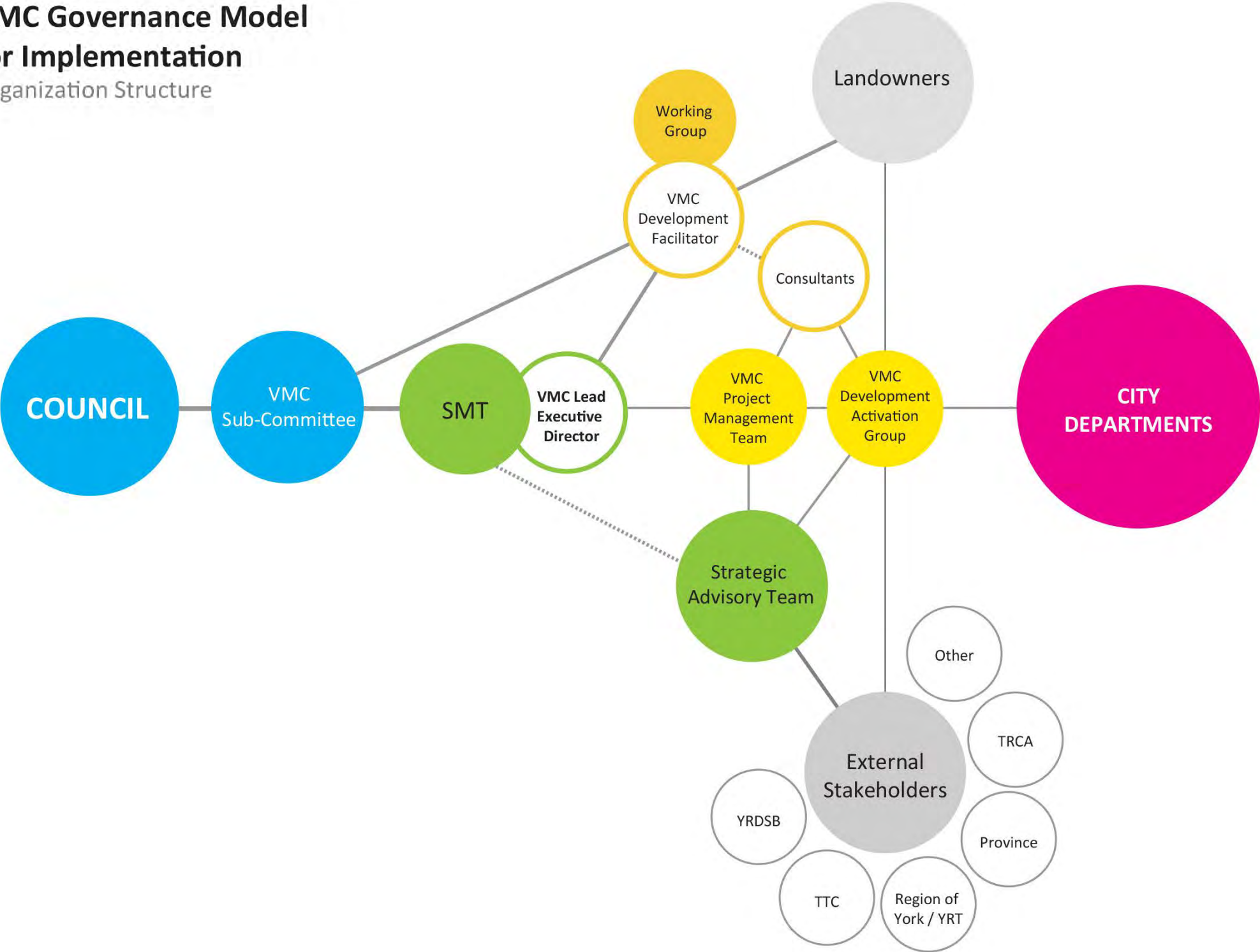
City of Vaughan

Pillars of Leadership



COUNCIL	Leadership Team	Project Management Team	City of Vaughan
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VMC Governance Model
for Implementation
Organization Structure



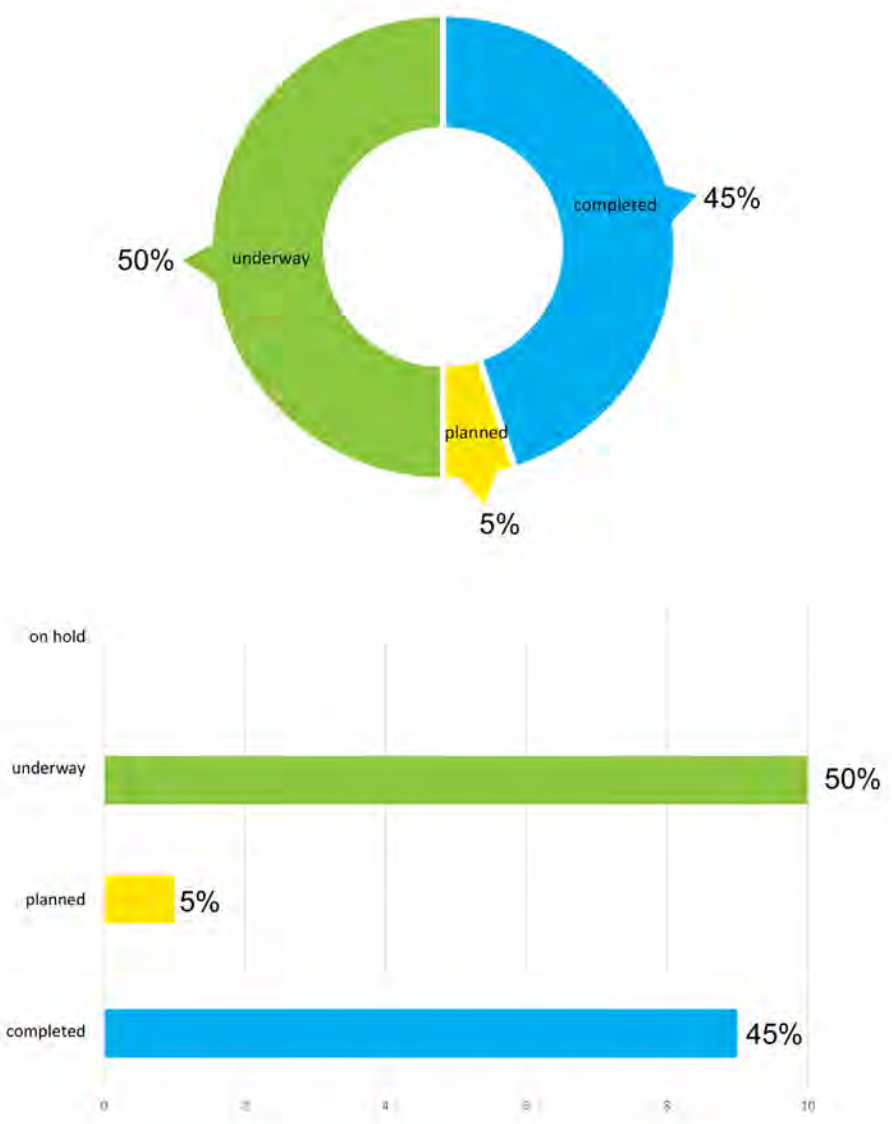
PROJECT NAME

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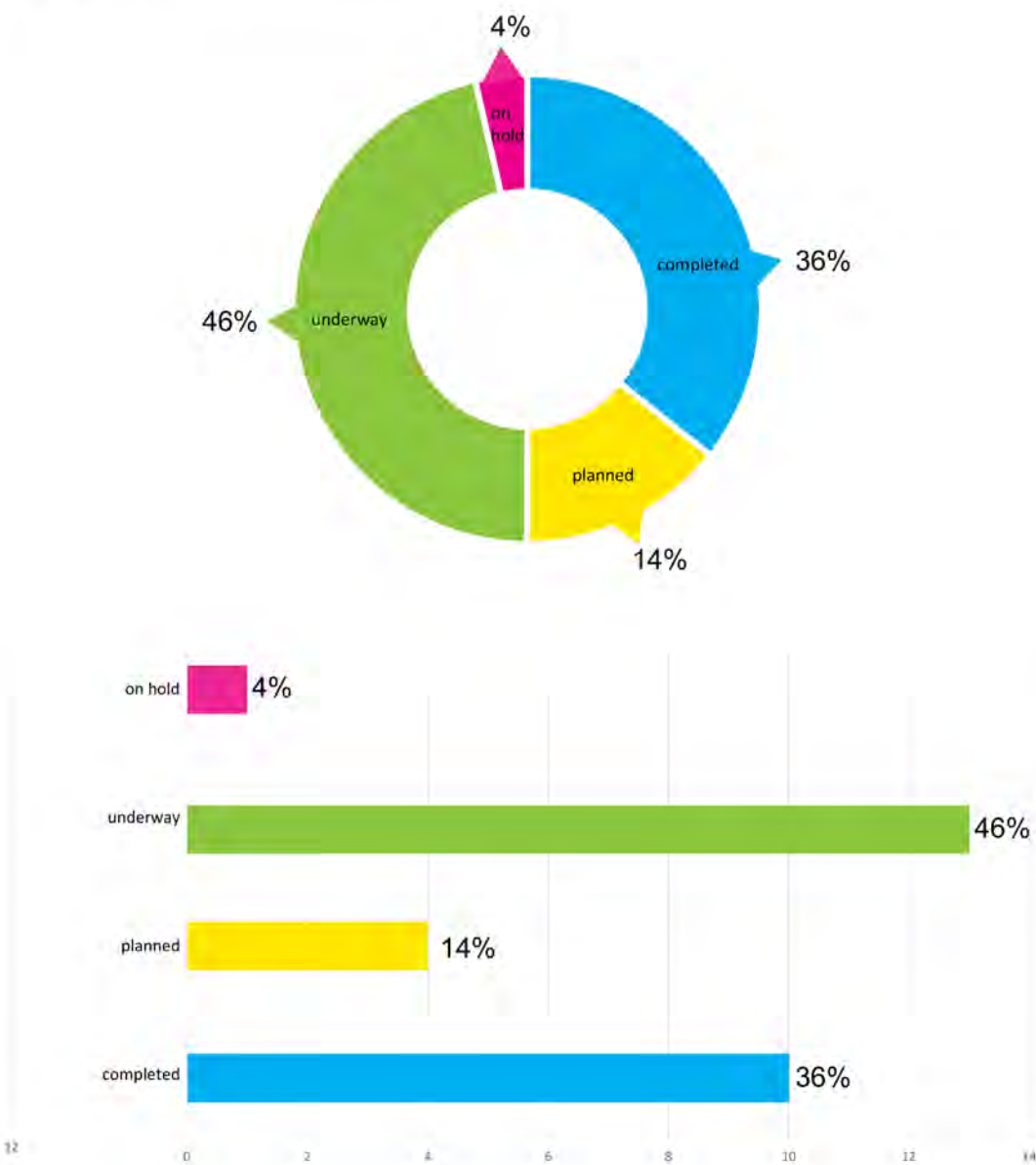
VMC PROJECTS STATUS

2011-2015

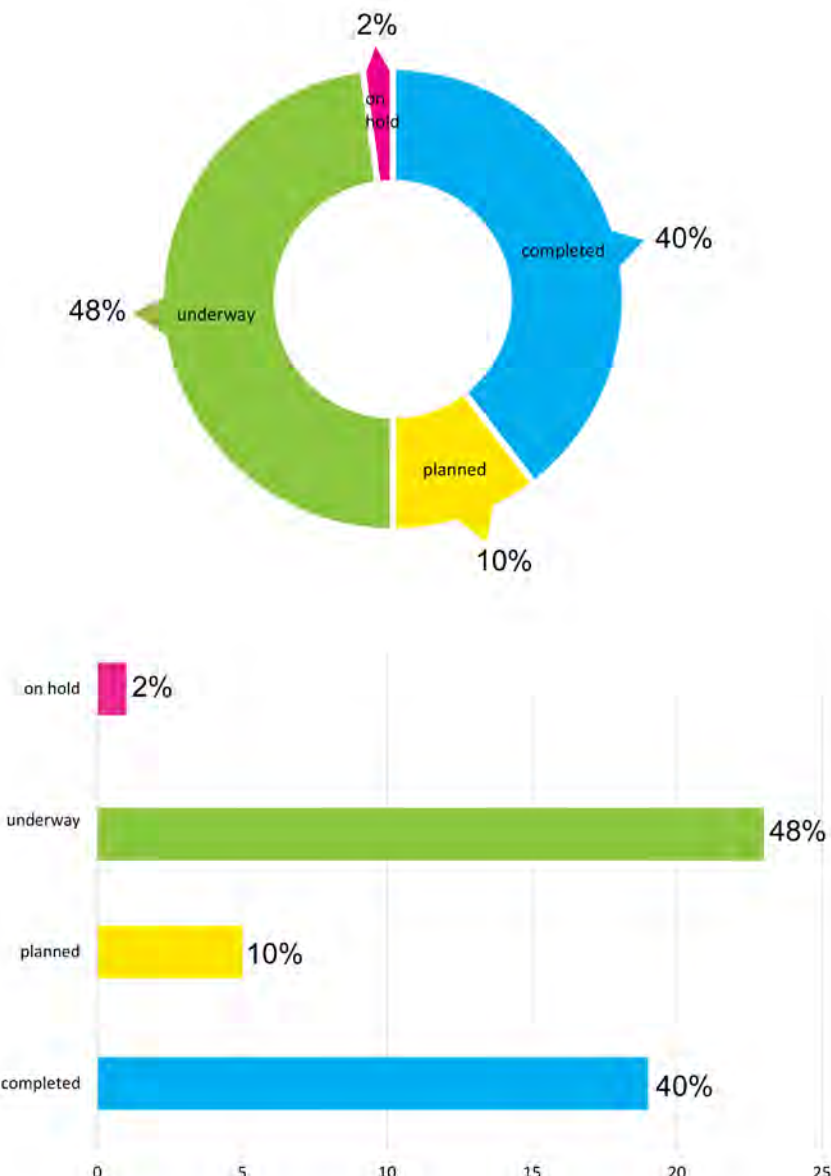
20 original projects identified



28 additional projects identified



48 total projects identified



Active Studies



database

Cansel



built form

regionalArchitects



art +
culture

The Planning Partnership
with Jane Perdue and
Millier Dickinson Blais Inc



investment +
implementation

LiveWorkLearnPlay



office
incentives

Hemsen
With Urban Strategies

2015-

Business Overview

Service Statement: Describe the core your department contributes to the quality of other departments.

As one of Council's highest priority, the City has deliver on commitments related to the VMC as the and implementation of the VMC through the next management, and procedural details so that the policy, strategic planning, and development and

Core Activities: Describe your regular bus

Business Functions:

- Collaborate with various City department facilitate the timely delivery of develop City.
- As a multi-disciplinary team, provide to stakeholders as required to resolve des
- Through comprehensive review and coo projects on City growth plans and provi
- Manage approved VMC projects from pr
- Participation as requested for OMB Med

Responsibilities:

- Dedicated VMC team, internal resource
- Stays open to problems, possibilities, a
- Chair persons for Development Applicat
- Prepare agenda updates for monthly dis
- Starts the meetings, introduces topic, a
- Takes notes, summarize discussions/de
- Flag Issues, Define Priorities and Prepa
- Keeper of Project GANTT (VMC Implem
- Manage City-initiated VMC projects and
- Regular coordination and communication
- Create high-level resource expectations
- Coordinate with team members in vario and projects
- Create Moving Forward E-Newsletter
- Promotes use of and maintains SharePo
- Coordinate with team members in vario closely with Stakeholders, Consultants
- Serves as a quality-control person who searches for aspects of the work that ne may fall between the responsibilities of

Key Outcomes & Results: Describe the other departments.

With a strong internal project management team development phase through 2018 include:

- Successful implementation of the draft streamlined delivery of projects, adopti

2015-

Team weaknesses

- Limited internal resources (additional re
- Challenging workload

Current challenges / constraints

- Competing Departmental Interests and
- Lack of approved VMC Secondary Plan
- Low public awareness
- Managing expectations for VMC in terms are subject to market conditions)
- Evolving development context requires dynamics
- Funding constraints
- Tackling complex urban issues that the
- Lack of large landholdings in the VMC

Risk issues

- Potential of OMB decisions not favouring
- The outcome of the OMB mediation pro will facilitate development opportunities
- Adoption of innovative funding, design a in the long term
- Given challenging workloads, potential d
- Contractual term for dedicated project t

Major successes

Since the formation of the dedicated VMC develo

- Innovative Draft Refreshed Governance
- Progress on appeals under OMB Mediate
- Advancing stakeholder engagement
- New communication platforms, including
- Progress on planned Capital projects
- Early identification of issues and challen

Future Direction for the Service: Ou and/or potential opportunities to improve the

Anticipated constraints

- Limited funding
- Lack of operating budget
- Limited resources and contractual lengt
- Challenging workload
- Competing departmental priorities

Emerging Issues

- Evolving approaches related to urban de
- Raising community knowledge and part

Threats

- Potential for new VMC related appeals a
- Potential reprioritization of Council prior

Potential opportunities

2015-2018 Business Plan

- Support for innovative urban approaches to development, including policy, planning, funding models, engineering
- Options - out-of-the-box thinking
- Opportunities for implementation of key recommendations arising from the work of LWLP and other groups
- Consultant teams

Financial Impact: Scope out major financial impacts on the department currently and in the future.

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2015 Initiatives			
1. Advance the Black Creek Strategy to enable release of the TOR for the comprehensive design of the Edgeley Pond and Park by May and enact a Council approved ASDC By-law by September 2015.	Draft Black Creek Financial Strategy	Q1	Support from the VMC core SAT and a team of external consultants
	Black Creek Financial Strategy Stakeholder Consultations	Q2	Led by external consultant team
	Release Edgeley Pond and Park Design TOR	Q2	Support from the VMC core SAT
	Enact ASDC By-law	Q3	Led by Finance with Council direction
2. Implement a marketing and communications strategy by October to raise the public profile and awareness of the VMC, with VMC presentations to each ward through November 2015.	Communications Plan	Q1 – Q4	Led by Corporate Communications
	Marketing Strategy and Branding Plan	Q1 – Q4	Led by Economic Development
	VMC Rendered Master Plan	Q3	
	Development Information Centre	Q4	*Strategy and resources to be determined based on available funding
3. By November 2015, achieve Council approved	Draft VMC Streetscape and Open Space Plan to Committee of the Whole Working Session September 2015	Q3	External Consultant

VMC Team Business Plan

VMC Developments Underway

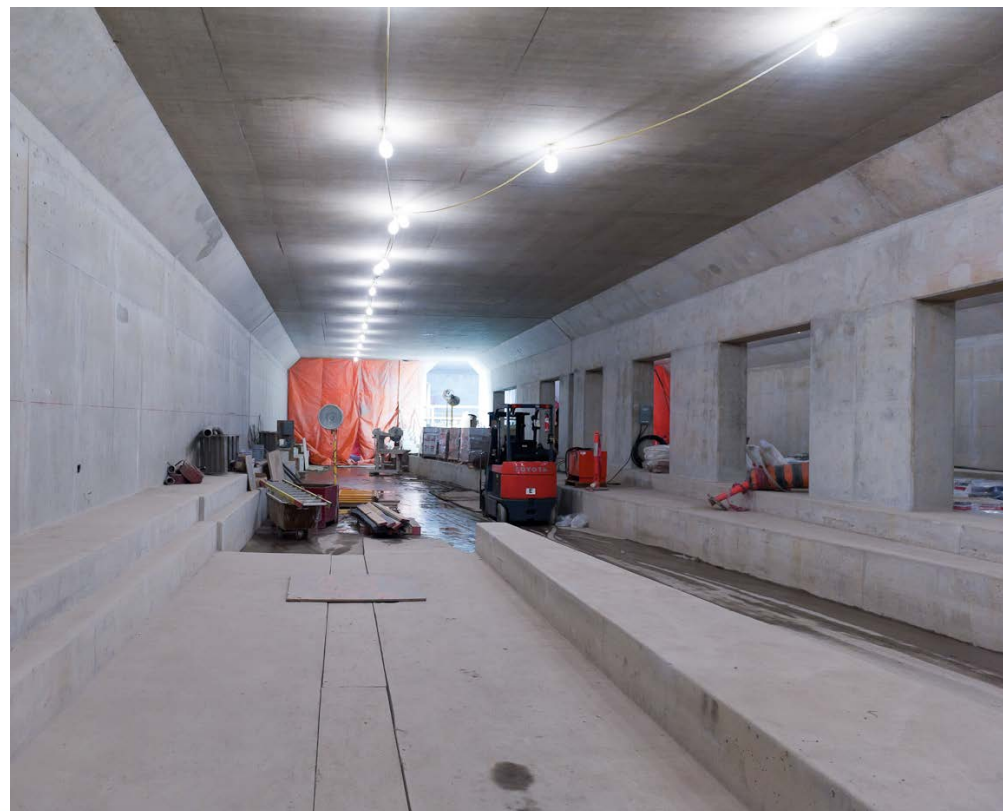


VMC Developments Underway





VMC Developments Underway



VMC Developments Underway



VMC SUB-COMMITTEE UPDATES

June 11, 2015

- VMC Development Facilitator Update
- VMC Community Improvement Plan (update)
- VMC 3D Computer Modelling System
- VMC Parking Strategy TOR Award
- YRT Update

September 17, 2015

- VMC Development Facilitator Update
- VMC Streetscape and Open Space Plan
- VMC Urban Design Guidelines
- VMC Cultural Framework and Public Art Plan (Phase 1)
- VMC Community Improvement Plan (final)

November 18, 2015

- VMC Development Facilitator Update
- Public Awareness and Communications Strategy
- Black Creek Renewal and Edgeley Pond Update

Q1 2016

- VMC Utility Master Plan
- Development of Physical Model for VMC build out



Next Steps

