



16 **MULTI-YEAR BUDGET** FOR THE CITY OF LONDON 2016 • 2019

INVESTING IN OUR FUTURE



2016 – 2019 CITY OF LONDON STRATEGIC MULTI-YEAR BUDGET ADDITIONAL INVESTMENTS BUSINESS CASE #18

STRATEGIC AREA OF FOCUS:	GROWING OUR ECONOMY
SUB-PRIORITY:	DIVERSE AND RESILIENT ECONOMY
STRATEGY:	PARTNER WITH THE LONDON COMMUNITY FOUNDATION ON THE “BACK TO THE RIVER PROJECT”
INITIATIVE:	LONDON COMMUNITY FOUNDATION’S “BACK TO THE RIVER PROJECT”
INITIATIVE LEAD(S):	JOHN FLEMING
SERVICE(S):	PLANNING SERVICES

TOTAL 2016 – 2019 INVESTMENT REQUESTED (\$000'S): \$5,350

TOTAL 2016 – 2019 NET BUDGET REQUESTED (\$000'S): \$0*

* Initiative to be funded from one-time London Hydro dividend; no tax levy impact.

WHAT IS INCLUDED IN THE BASE BUDGET?

BASE BUDGET (\$000'S):	2015	2016-2019 TOTAL
Civic Service Areas:		
Operating	0	0
Full-Time Equivalents	0	0
Capital		
Back to the River (PD1215)	250	0
Total Capital	250	0

Base Budget Summary:

The base budget for the London Community Foundation Back to the River initiative will fund the first stage of detailed design work – an Environmental Assessment for the inaugural project from the winning design “The Ribbon of the Thames”. However, it will not support the completion of the design process, tendering, construction administration processes, nor implementation of the design – the actual capital improvements to the waterfront.

BASE BUDGET METRICS	2015	2016	2017	2018	2019
Number of people using the Forks area		Base data to be collected	No change from base	No change from base	No change from base
Construction value of building permits within 400m	\$3M/year (5 year average)				
Number of new businesses within 400m	13/year (6 year average)				
“Lift” in assessment value within 400m	\$15M/year (5 year average)				
Environmental – additional habitat, shoreline restoration & tree cover projects	0	0	0	0	0

Note: These metrics may require revision – i.e. future phases will include more of a focus on environmental restoration and benefits

WHAT INVESTMENT IS REQUIRED FROM PROPERTY TAX?

TAX LEVY IMPACT (\$000'S):	2016	2017	2018	2019	2016-2019 TOTAL	2020-2025
Net Requested Tax Levy (Cumulative)	0	0	0	0	0	7,000
Net Incremental Tax Levy	0	0	0	0		
Annual Tax Levy Impact	0.0%	0.0%	0.0%	0.0%		

Note: The funding for the first phase of this project is from the London Hydro one-time dividend and therefore would not affect the tax levy. Future phases of this initiative during the 2020-2025 timeframe are anticipated to be funded from the tax levy.

INITIATIVE DELIVERABLES

The goal of this project is to create an active, accessible and attractive riverfront to give Londoners a place to work, play and call home – a place that draws the community together. Similar projects have been proven to spur private investment in residential and business development. In Pittsburgh, PA, every \$1 invested in riverfront improvements has generated \$32 in private investment along the riverfront. With similar aims of economic development, improving city-image and providing outstanding community space, municipalities across Ontario are improving their waterfronts – Burlington, Cambridge, Hamilton, Ottawa, Toronto and Windsor are some good examples. Saskatoon is another example of a mid-sized city that has recently undertaken major improvements to its riverfront (which has prompted significant private sector development on adjacent properties).

In 2015, the London Community Foundation (LCF), the Upper Thames River Conservation Authority (UTRCA) and the City of London partnered to lead an international design competition in an effort to revitalize a five kilometer stretch of the Thames River radiating from the Forks in three directions – to Wharncliffe Road, Adelaide Street South and Oxford Street. At the conclusion of the design competition in Fall 2015, the submission by Civitas + Stantec Consulting Ltd. – *The Ribbon of the Thames*, was declared the successful proposal by the competition's Jury. The team of Civitas + Stantec Consulting Ltd. will be awarded a design contract with the City to begin the detailed design of the Inaugural Project – see “Other Information To Refer To” section for an overview of the winning submission.

An Environmental Assessment is required to fully assess and refine the winning design concept and coordinate its development with a variety of other projects occurring in the Downtown and at the Forks (e.g. separating storm and sanitary wastewater in the Downtown, extension of the Dyke, Dundas Place – Flex Street, etc.). The Environmental Assessment process will include further public consultation, coordination with related City initiatives and input from all regulatory agencies required to gain approvals necessary for construction. The

funding requested through this business case will be utilized to complete the design phase (2016/17) and construct many components of the Forks of the Thames Concept – the exact scale and scope to be determined by Council.

In selecting *The Ribbon of the Thames* design, the Jury recommended that “The Ribbon” look-out (“boomerang bridge” – see item 2 on diagram in “Other Information To Refer To” section) be included in the Inaugural Project as it is the key focal feature of the design. The total scope of work is beyond what was originally contemplated in the Design Competition’s preliminary cost estimate for the Inaugural Project; however the request in the 2016-2019 budget cycle has been limited to \$5.35 million (inclusive of design costs). The additional funding of \$2 million to complete the larger scope of work is proposed for 2020, bringing the total request for Phase 1 to \$7.35 million. An additional \$5 million has been included in the 2020-25 period to support Phase 2, resulting in a total request of \$12.35 million for Phases 1 & 2. Staff continue to work with the London Community Foundation to explore the opportunity for their contribution to the Forks inaugural project, understanding that, to date, their interests have been focused on the inaugural project in SoHo.

Proceeding with Phase 1 implementation supports recommendations made in the Thames Valley Corridor Plan, Downtown Master Plan, Parks & Recreation Strategic Master Plan and ReThink London. The Phase 1 project scale may increase if matching funding is secured from the LCF, senior government infrastructure grants, or other sources. Committing the City’s capital funding portion and having “shovel-ready” construction plans will allow us to apply for other sources of funding to support a larger project should that funding be available.

It is important to understand that the Forks inaugural project is made up of different components. These are well described on the attached diagram in the “Other Information To Refer To” section. Some of these components are already scheduled for a date beyond the four year budget window. Council has the option of reducing the scope of the project, which would be addressed by removing one or more components. In doing so, it is important to ensure that an adequate scope of works remains to make identifiable change and impact at the Forks – even if that scope is not adequate to make a transformational impact.

CUMULATIVE CAPITAL BUDGET (\$000'S):	2016	2017	2018	2019	2016-2019 TOTAL	2020-2025
Expenditure	350	5,000	0	0	5,350	7,000
Source of Funding:						
Debt						
Reserve Fund						
Other – London Hydro Dividend	350	5,000	0	0	5,350	0
Capital Levy	0	0	0	0	0	7,000

METRICS (CUMULATIVE CHANGES)	2016	2017	2018	2019
Number of people using the Forks area (standardized counting method)	Base data to be collected in 2016	Base	Base + 10%	Base + 15%
Additional construction value of building permits within 400m	\$0/year	\$0/year	\$0.2M/year	\$0.2M/year
Additional number of new businesses within 400m	0/year	0/year	1/year	1/year
Incremental “lift” in assessment value within 400m	\$0/year	\$0/year	\$1M/year	\$4M/year
Environmental – additional habitat, shoreline restoration & tree cover projects	0	0	1	1

WHAT ARE THE RISKS OF NOT PROCEEDING?

This project has widespread community support, and is expected to provide for a successful community partnership between the City, the Conservation Authority and the London Community Foundation. The international design competition has broadened the public's knowledge about this project, and not proceeding with a significant City contribution to the project may affect these relationships. Furthermore, the London Community Foundation intends to seek out additional private sector funding for subsequent phases of riverfront revitalization as described in the overall plan. If the City does not proceed with the inaugural project, the likelihood of attracting significant private sector funding to implement the Back to the River Plan may decline.

Some other specific risks include:

- 1 Risks regarding community and business relationships relating to this project that were established through numerous Council public engagement processes including, but not limited to, the Thames Valley Corridor Plan, London Downtown Master Plan and ReThink London.

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| 2 | Loss of opportunity for the City to generate development interest in the downtown core with a goal of ‘fronting the river’ and bringing Londoners ‘back to the river’. Opportunity to lead by example to stimulate investment and high quality development in the downtown core. |
| 3 | Potential to lose ground to competing cities across Ontario, Canada and North America that are improving their central waterfront areas, for the purpose of improving their image, furthering quality of life, and attracting/retaining labour force and new investment in their city. |
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OTHER INFORMATION TO REFER TO

- London Community Foundation - Back to the River – www.backtotheriver.ca
- London’s Downtown Plan – <http://www.london.ca/business/Planning-Development/downtown/Pages/Downtown-Master-Plan.aspx>
- Thames Valley Corridor Plan - <http://www.london.ca/residents/Parks/Parks-Projects/Pages/test.aspx>

The Forks Inaugural Project

- 1 THAMES VALLEY PARKWAY (CONCRETE PAVING)
- 2 THE RIBBON (NOT IN PHASE ONE)
- 3 ONE DUNDAS COFFEE AND GELATO
- 4 PROTECT EXISTING WATER FEATURES
- 5 BIO-FILTER WETLAND AT OUTFALL
- 6 CONCRETE STEPS (SAND FINISH)
- 7 STONE COBBLE PAVING
- 8 ARMORSTONE SEATWALLS
- 9 ARMORSTONE RETAINING WALLS
- 10 IPE WOOD DECKING
- 11 PROTECT EXISTING TREES
- 12 PROTECT EXISTING PLAY STRUCTURES (AND ADD NEW PLAY STRUCTURES AND PLAY SURFACE)
- 13 SLOPING LAYOUT LAWN TERRACES
- 14 ENHANCED NATIVE PLANTED EDGE
- 15 PLAZA WITH PATIO SEATING
- 16 PERFORMING ARTS CENTER (NOT IN PHASE ONE)

