

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET BUSINESS CASE # 3 - Back to the River

STRATEGIC AREA OF FOCUS:	Building a Sustainable City
STRATEGY:	BSC-20: Bring Londoners “Back to the River” by Revitalizing the Thames River BSC-21: Implement projects identified on the One River Management Plan component of the One River Environmental Assessment
BUSINESS CASE TYPE:	Administratively Prioritized - Additional Investment
DESCRIPTION:	A. Back to the River – Forks with Outlook B. Back to the River – One River Environmental Assessment (EA) Management Implementation C. Back to the River – SoHo Environmental Assessment (EA)
SERVICE(S):	City Planning; Parks & Natural Areas Planning & Design; Environmental and Engineering Services
LEAD(S):	John Fleming, Managing Director, Planning and City Planner Scott Stafford, Managing Director, Parks and Recreation Kelly Scherr, Managing Director, Environmental and Engineering Services & City Engineer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$0	\$0	\$0	\$0	\$0
Annual Net Incremental Tax Levy	\$0	\$0	\$0	\$0	\$0
Estimated Tax Levy Impact %	0.0%	0.0%	0.0%	0.0%	0.0% (Average)
Estimated Tax Payer Impact (Dollar) ¹	\$0	\$0	\$0	\$0	\$0 (Average)

* This table represents the combined tax levy impact of Part A through Part C of this business case.

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Administratively Prioritized:					
Part A: Annual Net Requested Tax Levy	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Part A: Estimated Annual Tax Levy Impact %	0%	0%	0%	0%	0% (Average)
Administratively Prioritized:					
Part B: Annual Net Requested Tax Levy	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Part B: Estimated Annual Tax Levy Impact %	0%	0%	0%	0%	0% (Average)
Administratively Prioritized:					
Part C: Annual Net Requested Tax Levy	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Part C: Estimated Annual Tax Levy Impact %	0%	0%	0%	0%	0% (Average)

PART A (ADMINISTRATIVELY PRIORITIZED) – BACK TO THE RIVER – FORKS WITH OUTLOOK: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building a Sustainable City

STRATEGY: Bring Londoners “Back to the River” by Revitalizing the Thames River

OUTCOME: London has a strong and healthy environment

EXPECTED RESULT: Protect and enhance waterways, wetlands, and natural areas

LINK TO STRATEGIC PLAN: This is a waterfront revitalization project that is designed to create a stronger relationship between Londoners and the Thames River, an enhanced environment, economic development, Downtown regeneration and a new community gathering place (BSC-20)

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalent	-	-
Capital ⁽¹⁾	Life-to-Date	2020-2023 TOTAL
ES2474 - UTRCA - Remediating Flood Control Works Within City Limits	\$763	\$763

(1) During the 2016-2019 Multi-Year Budget, \$5.0 million from the Economic Development RF was also “earmarked” for this project.

Base Budget Summary:

A capital project from the Wastewater Budget (ES2474) will fund the replacement of the dyke wall as part of the larger project. \$5.0 million from the Economic Development RF was also “earmarked” for this project. Parks and Recreation will pursue assessment growth funding for any operating funding required to maintain new assets.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

As the inaugural project of the Back to the River initiative, this project is intended to:

- Allow for Londoners to interface with the Forks of the Thames River in a new and exciting way
- Create a stronger appreciation for the River and its tie to London's image, history & quality of life
- Better connect and integrate the Forks of the Thames to Dundas Place and the Downtown as a whole
- Help to regenerate the Downtown and support Council's revitalization investments in the Core
- Stimulate residential development in the Downtown and Core Area
- Create a new iconic civic space and gathering place for all Londoners
- Enhance London's city image and play a role in attracting a talented labour force, tourism and investment to our community
- Stabilize the failing shoreline erosion controls at the Forks
- Strengthen ties with the London Community Foundation and stimulate further funding partnerships for municipal projects along the Thames River

Cities across Canada, North America and the World are recognizing the many economic, social and environmental advantages of revitalizing their central area waterfronts. 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 (www.backtotheriver.ca). 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 Jury.

The Back to the River initiative represents a long term vision with a number of projects identified along the river within the central London area. Two inaugural projects were selected to launch the initiative – one at the Forks (Part A of this business case) and another in SoHo (Part C of this business case).

Through the 2016-2019 Multi-Year Budget process, Council earmarked \$5.0 million in the Economic Development Reserve Fund for the Forks inaugural project. Simultaneously, the London Community Foundation committed to contribute \$2.0 million to the ribbon outlook feature – recognizing that the asset would be City-owned, but such a contribution would be consistent with the Foundation's goals of supporting meaningful transformational projects that contribute to the well-being of the community.

Since that time, an environmental assessment (EA) was undertaken to evaluate the environmental, social and economic issues associated with the Forks project, and also to address a much larger reach of the Thames River and the potential for removing Springbank Dam. The first phase of the EA concluded in 2018, establishing that the Springbank Dam would not be reconstructed. The second phase, focusing on the Forks project within the context of the Phase 1 conclusions, established a new design for the Forks that removed the ribbon outlook's supporting piers from the Thames River. The new design approach uses a cable-stay design that requires no piers in the river while still allowing for dramatic overlooking views of the North, South, and Main branch corridors. True to the intent of the project, it provides a new inspiring perspective of the river, allowing Londoners to

feel connected to the river in a new way. Further, the dramatic appearance of the ribbon outlook and aesthetic quality of the cable-stay structure provide an exciting iconic image for London to market and promote our City.

Beyond the outlook, the Forks project design also provides for a series of terraces, with seating walls, benches and an amphitheatre performance area that will give Londoners a new civic space for large gatherings, events, and comfortable spaces for passively enjoying the Thames River. The project buttresses the significant investment made by Council in the Downtown area, and offers a terminal point for Dundas Place – creating a strong connection between the highly urban Downtown business area and the more passive natural space at the Forks. In August 2019, the City of London received final approval for funding through the Public Transit Infrastructure Stream (PTIS) of the Investing in Canada Infrastructure Plan. Included in that funding was a \$4.0 million project to complete an active transportation connection between the newly completed Dundas Place and the Thames Valley Parkway, near the location of proposed Forks project. From an environmental perspective, removing the piers from the river will protect the habitat of several species that are at risk or endangered. The project will also allow for the re-stabilization of the Thames River bank at the Forks, repairing the currently failing gabion baskets.

Through the EA process, more detailed costing was established. It revealed that the original high-level cost estimates prepared by Stantec were low. The re-design of the ribbon outlook, moving to a cable-stay structure, provided significant environmental benefit, but was more costly. Furthermore, since 2015 a number of costs had risen, including the cost of steel required to build the ribbon outlook. In May of 2019, Staff submitted the preferred design as determined through the Environmental Assessment process and the associated cost estimate of over \$12.4 million. Given existing budgets already established for the project, the \$5.0 million earmarked in the Economic Development Reserve Fund and the London Community Foundation's commitment of \$2.0 million towards the ribbon outlook, this left a funding gap of \$4.64 million.

Since May, Staff have been working with the consulting team to identify a number of potential savings to reduce the cost of the project and minimize the funding gap. Meanwhile, the London Community Foundation received \$1.0 million in additional community donations for the Ribbon feature, to further reduce the funding gap. The London Community Foundation has expressed their desire to continue to invest in the Back to the River initiative through a number of partnership projects that they see connected and integrated with this inaugural Forks investment. These include, but are not limited to, the inaugural project in SoHo and the development of affordable housing along the Thames River in the Core area. They are also embarking on the creation of a new organization that will act as a steward of the Back to the River Project over time – intended to inspire programming, development, community interest, and fundraising for the River. The McConnell Foundation has been helping LCF to develop this new organization.

\$1 Million Additional Donation for the Ribbon Outlook:

A letter was received from the London Community Foundation, dated August 1, 2019, stating the following:

*“The London Community Foundation wishes to thank the City for their continued partnership and support of Back to the River. The intent of this letter is to reaffirm our commitment to this collaboration/partnership for Back to the River, and particularly to the inaugural Back to the River (BTTR) Project at the Forks of the Thames, including the Ribbon at the Forks. Our Foundation had originally received \$2.0 million from two donors as per the Ribbon conceptual design at that time. We recognize the costs have increased and agreed that, collectively, we need to find a way to lessen the gap between the cost of the project and the funds available.... **We are pleased to announce a further \$1.0 million commitment to the Ribbon at the Forks.** The Board motion passed on Thursday, July 25, 2019.”*

The full and signed letter, describing the London Community Foundation's perspective on the importance of the Forks project and their key principles for investing in Back to the River, is attached to this business case. This reduced the funding gap to \$3.64 million.

Opportunity for \$1.025 Million Savings Identified:

Since the May, 2019 report, Engineering Staff and the consultants engaged for this project have been working to identify potential savings that can reduce the cost of this project, without undermining its integrity. There are several areas of significant potential savings that have been identified, amounting to a total cost reduction of over \$1 million. While Staff are confident that these reductions can be realized, the budget for this project has not been modified at this time, allowing for significant contingencies until the detailed design work is completed. These savings opportunities are:

- Savings of \$208 thousand by reducing the size of the Ribbon Outlook by 10% (this is seen as the maximum reduction in size of the outlook without undermining the iconic quality of this project)
- Savings of \$350 thousand by eliminating 50% of the architectural steel
- Savings of \$105 thousand by reducing the furniture cost and acquiring this furniture over time through existing base capital budgets
- Savings of \$361.6 thousand by reducing the second project contingency from 20% to 15%; this is likely to be achievable, but staff do not recommend budgeting on this basis until detailed design drawings are completed to refine project costing; note that such an adjustment would still maintain a 15% estimation contingency plus an additional 15% contingency for this project, amounting to a total contingency of approximately \$2.2 million or about 25% of total project costs.

At this time, the budget request in this business case does not account for these savings, taking a highly conservative budget approach until such time as detailed design drawings are completed.

Summary of Reduced Funding Gap

- The May 14, 2019 Environmental Assessment identified a funding gap of \$4.64 million for this project
- Recognizing the additional donations received by the London Community Foundation for the Ribbon Lookout and the opportunities for cost reductions identified by Engineering Staff and the consulting engineer working on this project, this gap could be reduced by over \$2 million

Following an early 2019 Staff presentation to the Strategic Priorities and Policy Committee that provided background on the Back to the River Inaugural Forks Project, Council asked that Staff bring forward two business cases to evaluate through the 2020-2023 Multi-Year Budget process: (1) with the ribbon outlook (original option) and (2) without the ribbon outlook (alternative option).

This business case includes the ribbon outlook and the additional costs that go with it. It also includes \$3.0 million of financial contribution committed to the project by the London Community Foundation.

With the ribbon outlook, the project more effectively accomplishes many of the proposed outcomes, in Staff's opinion, including:

- Allowing for Londoners to interface with the Forks of the Thames in a new and exciting way
- Creating another draw and opportunity for interesting programming to bring people to our Downtown
- Creating a new iconic civic space and gathering place for all Londoners
- Enhancing London's city image, playing a role in attracting talent and investment in our community

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Design and construct with outlook	\$12,403	-	-	-	\$12,403	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Previously Earmarked in Reserve Fund ⁽¹⁾	(\$5,000)	-	-	-	(\$5,000)	-
NEW - Reserve Fund (Economic Development) ⁽²⁾	(\$3,640)	-	-	-	(\$3,640)	-
Existing Capital (ES2474)	(\$763)	-	-	-	(\$763)	-
Non-tax Supported (LCF Contribution) ⁽³⁾	(\$3,000)	-	-	-	(\$3,000)	-

(1) During the 2016-2019 Multi-Year Budget, \$5.0 million from the Economic Development RF was “earmarked” for this project.

(2) **The only NEW funding required for Option 1 (Part A) is \$3.64 million.** As described in the business case, additional cost savings opportunities have been identified that could reduce this net cost by over \$1.0 million, but have not been included in the case at this time.

(3) London Community Foundation has committed \$3.0 million towards this project contingent on the Ribbon Outlook being included.

(4) Future operating costs of \$50 thousand annually will be included in a request for assessment growth funding.

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Completion of Back to the River Forks – Incl. Outlook	50%	100%	100%	100%
Number of events at the Forks	0	1	5	10
Number attending events at the Forks	0	100	1,000	5,000
Lift in Assessed Value Surrounding the Forks (500m) Indexed to Average City Lift	0%	0%	3%	5%

WHAT ARE THE RISKS OF NOT PROCEEDING?

Some specific risks include:

1	Lose competitive ground to the attraction of other cities that are revitalizing their central waterfronts
2	Stall, or not fully realize, regeneration of the Core Area
3	Lose momentum and synergies with Council's recent investments in Downtown revitalization – including Dundas Place
4	Lose opportunity to further stimulate residential development in the Core Area
5	Lose \$3.0 million of committed external funding towards a significant municipal project on the Thames River at the Forks
6	Potential impact on future partnership opportunities
7	Continued failure of shoreline erosion controls at the Forks and potential for major erosion during flooding events
8	Continued underutilization of Forks area and weak connection to those using Downtown everyday for office, commercial and residential purposes

OTHER INFORMATION TO REFER TO?

- May 14, 2019 – Civic Works Committee - One River Master Plan Environmental Assessment – Notice of Completion
- April 8, 2019 – SPPC - Presentation by City Planner “Brief History of the Back to the River Project”
- March 26, 2019 – SPPC - Council Strategic Plan 2019-2023 – Includes Back to the River initiative
- March 19, 2018 - Civic Works Committee — One River Environmental Assessment Update: Technical Memorandum Stage Two Work Plan
- January 9, 2018 - Civic Works Committee — One River Environmental Assessment Update: Phase II Stage I Report
- November 1, 2016 - Civic Works Committee — One River Master Plan Environmental Assessment: Terms of Reference
- March 22, 2016 - Municipal Council - One River- Master Plan Environmental Assessment: Background Information
- March 8, 2016 - Civic Works Committee - One River - Master Plan Environmental Assessment
- March, 2016 – Municipal Council approves 2016-2019 Multi-Year Budget – funding for EA approved and \$5.0 million identified in Economic Development Reserve Fund for inaugural project
- January 28, 2016 - Strategic Priorities and Policy Committee — Downtown Infrastructure Planning and Coordination
- December 14, 2015 - Planning and Environment Committee — Back to the River Design Competition
- June 2015 – Municipal Council – Council approves design competition process, jury and funding for detailed design at the Forks
- April 13, 2015 – “Our Move Forward: London’s Downtown Plan” adopted by Council
- March, 2015 – Council approved 2015-2019 Strategic Plan – Includes Back to the River initiative
- June 24, 2014 – Municipal Council – Endorsement of Back to the River Design Competition
- 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>

PART A (ALTERNATIVE OPTION) – BACK TO THE RIVER - FORKS WITH NO OUTLOOK: LINK TO THE STRATEGIC PLAN

For information on Strategic Plan Links, What is Included in the Base Budget, and Business Case Deliverables, see **original option**.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Following an early 2019 Staff presentation to the Strategic Priorities and Policy Committee that provided background on the Back to the River Inaugural Forks Project, Council asked that Staff bring forward two business cases to evaluate through the 2020-2023 Multi-Year Budget process: (1) with the ribbon outlook and (2) without the ribbon outlook (see alternative option).

This business case does not include the outlook. It differs from the first option as follows:

- There would be no contribution from LCF towards this project. The pledge for \$3.0 million from LCF is only available for the Ribbon Lookout
- There would be no construction costs associated with a ribbon outlook (\$6.6 million)
- The funds already budgeted for the project, and earmarked through the Economic Development Reserve Fund, would be more than adequate to accommodate this project.

Without the ribbon outlook, the project less effectively accomplishes many of the proposed outcomes, in Staff's opinion, including:

- Allowing for Londoners to interface with the Forks of the Thames in a new and exciting way
- Creating another draw and opportunity for interesting programming to bring people to our Downtown
- Creating a new iconic civic space and gathering place for all Londoners
- Enhancing London's city image, playing a role in attracting a talented labour force and investment in our community

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Design and Construct	\$4,012	-	-	-	\$4,012	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Previously Earmarked in Reserve Fund ⁽¹⁾	(\$3,249)	-	-	-	(\$3,249)	-
Existing Capital (ES2474)	(\$763)	-	-	-	(\$763)	-
Non-tax Supported	-	-	-	-	-	-

- (1) During the 2016-2019 Multi-Year Budget, up to \$5.0 million from the Economic Development RF was “earmarked” for this project. With the approval of Option 2 – Part A, \$1.75 million of the \$5.0 million earmarked in the Economic Development RF would be released for other initiatives.
- (2) Future operating costs of \$50 thousand annually will be included in a request for assessment growth funding.

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Completion of Back to the River - Forks No Outlook	50%	100%	100%	100%
Number of events at the Forks	1	1	5	10
Number attending events at the Forks	100	100	1,000	5,000

PART B (ADMINISTRATIVELY PRIORITIZED) – ONE RIVER EA MANAGEMENT IMPLEMENTATION: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building a Sustainable City

STRATEGY: Implement recommendations associated with the River Management Plan and One River Environmental Assessment

OUTCOME: London has a strong and healthy environment.

EXPECTED RESULT: Protect and enhance waterways, wetlands, and natural areas.

LINK TO STRATEGIC PLAN: Implement projects identified on the One River Management Plan component of the One River Environmental Assessment (BSC-21)

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
Capital	Life-to-Date	2020-2023 TOTAL
PK117320 Springbank Park Upgrades	\$440	\$1,280

Base Budget Summary:

The existing Springbank Park capital budget is an annual fund to upgrade various amenities in the historic 180Ha / 4km long park. The Thames River abuts the park for its whole length. Due to the existence of the Springbank Dam, the park shoreline was established at the high water summer elevation. With its removal after 11 years of non-use, the river's edge has grown over with vegetation (50% invasive species) and the high-water shoreline has eroded. There are no convenient access points for fishing or boating at the lower water's edge and no "accessible" access points. Views to the river have been cut off for almost the whole the length of the park. The base budget cannot address any of these arising issues. Other infrastructure such as storm water outfalls, gabion basket shoreline protections, former rowing and canoe docks all need to be removed, relocated or renovated. There are capital programs for storm sewer outfall maintenance and shoreline protection City-wide, but the scale of the work upstream of

the former dam is significant and unbudgeted. Additional work is required on the north side of the river and for both sides of the river from Wonderland Road to the Forks, where no current capital base budget Program exists.

Operational activities in the Park vary greatly seasonally, but use in this park is high all year round. The base budget includes a specific crew for this park and their service activities will increase yearly in a minor way to service the new corridor amenities.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The requested funding will carry out numerous small scale projects over the four years, with planning, design and permitting starting in 2020. It is anticipated that these will take place from 2021-2023 and will be tracked for their success in addressing the issues flagged in the EA – River Management section. Ecological enhancements will occur, and the public will be afforded new opportunities to physically access the river (at ecologically appropriate locations) for fishing and boating, and viewpoints created along the river for Londoners as they traverse Springbank Park. Future years will focus more on the lands from Wonderland Road to the Forks of the Thames to address similar issues.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Design and Construct	\$250	-	\$500	\$500	\$1,250	\$2,000
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve Fund (Parkland)	(\$250)	-	(\$500)	(\$500)	(\$1,250)	(\$2,000)
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

BUSINESS CASE METRICS

Projects will be planned, designed, permitted and constructed over the 2021-2023 period. It is anticipated that small projects can be completed that will restore the river bank and its ecology, provide better access and improve the visibility of the river from the adjacent lands.

Metric Description (Cumulative)	2020	2021	2022	2023
13 Projects Completed from the River Management Plan	2	5	3	3

WHAT ARE THE RISKS OF NOT PROCEEDING?

Some specific risks include:

- | | |
|---|--|
| 1 | Invasive species continue to thrive and will push out native plant species, affecting the diversity of plants and reliant animals species. |
| 2 | Continued erosion will deteriorate the shoreline and potentially put infrastructure like the TVP at risk. |
| 3 | Londoners cannot see and enjoy their river. |
| 4 | Londoners cannot easily access the river for fishing and boating |

OTHER INFORMATION TO REFER TO?

2019 Parks and Recreation Master Plan <http://www.london.ca/residents/Recreation/announcements/Pages/Parks-and-Recreation-Master-Plan.aspx>

One River Environmental Assessment <https://getinvolved.london.ca/OneRiver>

PART C (ADMINISTRATIVELY PRIORITIZED) – BACK TO THE RIVER – SOHO EA: LINK TO THE STRATEGIC PLAN

For information on Strategic Plan Links, see **Part A**.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
Capital	\$ -	\$ -

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Cities across Canada, North America and the World are recognizing the many economic, social and environmental advantages of revitalizing their central area waterfronts. 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 (www.backtotheriver.ca). 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 Jury.

The Back to the River initiative represents a long term vision with a number of projects identified along the river within the central London area. Two inaugural projects were selected to launch the initiative – one at the Forks (Part A) and another in SoHo (Part C).

Part C of this business case relates to the SoHo lands. The Back to the River plan calls for a lookout over the river at the southern foot of Colborne Street. It also incorporates a series of terraces along the northern bank of the river, descending down to a pebble beach and a ricket pitch commons area. A bridge extends across the river leading to several distinct open spaces and park areas surrounded by a re-channelized oxbow preserve. The London Community Foundation, who has committed \$3.0 million to the Back to the River at the Forks project, has expressed an interest in launching a major fundraising campaign to support the development of this project in SoHo. The Environmental Assessment will provide greater clarity on the cost of the project and how to best execute it within an environmentally, socially and economically responsible fashion.

It should be noted that this project is for the preparation of an Environmental Assessment for waterfront development in the SoHo neighbourhood. The preparation of this EA should not be taken to suggest that Council intends to proceed with the project in the next four year period. This will be considered, and determined, through the next Council Strategic Plan and associated Multi-Year Budget process.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Environmental Assessment	-	-	-	\$500	\$500	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve Fund (Parkland)	-	-	-	(\$500)	(\$500)	-
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Completion of the Back to the River SoHo EA	-	-	-	100%

WHAT ARE THE RISKS OF NOT PROCEEDING?

Some specific risks include:

1	Lose competitive ground to the attraction of other cities that are revitalizing their central waterfronts
2	Stall, or not fully realize, regeneration of the Core Area
3	Lose momentum and synergies with Council's recent investments in SoHo revitalization
4	Lose opportunity to further stimulate residential development in the Core Area
5	Lose the potential for external funding towards a significant municipal project on the Thames River
6	Potential impact on future partnership opportunities

OTHER INFORMATION TO REFER TO?

- April 8, 2019 – SPPC - Presentation by City Planner “Brief History of the Back to the River Project”
- March 26, 2019 – SPPC - Council Strategic Plan 2019-2023 – Includes Back to the River initiative
- March, 2016 – Municipal Council approves 2016-2019 Multi-Year Budget – funding for EA approved and \$5.0 million identified in Economic Development Reserve Fund for inaugural project
- January 28, 2016 Strategic Priorities and Policy Committee — Downtown Infrastructure Planning and Coordination
- December 14, 2015 Planning and Environment Committee — Back to the River Design Competition
- June 2015 – Municipal Council – Council approves design competition process, jury and funding for detailed design at the Forks
- April 13, 2015 – “Our Move Forward: London’s Downtown Plan” adopted by Council
- March, 2015 – Council approved 2015-2019 Strategic Plan – Includes Back to the River initiative
- June 24, 2014 – Municipal Council – Endorsement of Back to the River Design Competition
- 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>

APPENDIX A – LONDON COMMUNITY FOUNDATION LETTER



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November 15, 2019

To: Mr. John Fleming, Manager of Planning, City of London

CC: Mr. Martin Hayward, City Manager, City of London

From: Martha Powell, President & CEO, London Community Foundation
Greg Playford, Board Chair, London Community Foundation
Fred Galloway, Chair BTTR, London Community Foundation

RE: London Community Foundations Commitment to the Forks Inaugural Project: Ribbon of the Thames.

The London Community Foundation wishes to thank the City for their continued partnership and support of Back to the River. The intent of this letter is to reaffirm our commitment to this collaboration/partnership for Back to the River, and particularly to the inaugural Back to the River (BTTR) Project at the Forks of the Thames, including the Ribbon at the Forks.

Our Foundation had originally received \$2 million from two donors as per the Ribbon conceptual design at that time. We recognize the costs have increased and agreed that, collectively, we need to find a way to lessen the gap between the cost of the projects and the funds available. We certainly appreciate what you and your colleagues in Planning and Engineering have done in reviewing the plans, specifications and costs and we are optimistic that savings can be found.

Over the course of the recent discussions on the Inaugural Project, we have had some generous residents identify additional interest in providing funding for support of the Ribbon. **We are pleased to announce a further \$1.0 million commitment to the Ribbon at the Forks.** The Board motion passed on Thursday, July 25, 2019 was as follows:

Motion: In support of the partnership between the City of London, London Community Foundation (LCF) and Upper Thames River Conservation Authority (UTRCA), that LCF forward a letter to the City indicating that an additional \$1 million in community donations will be contributed through LCF to the Forks of the Thames Inaugural Ribbon Project.

Why is this so important to the Vision of London as a vibrant City that people will want to live, work, play and enjoy its beauty?

Through the course of the past five years, over 40 volunteers and donors have worked in partnership with the City, UTRCA and LCF to create a vision that has the potential to continue to transform our downtown core, strengthen our overall sense of belonging and civic pride – city wide – and create opportunities for economic impact and environmental stewardship. It is not about one group, one neighbourhood or one project feature. This is a project for all Londoners. This about

Your community. Your foundation.

what London can be. It's about caring about the environment, the health of our community and our river's role in that.

For many Londoners these attractions are simply out of reach. While not every family can afford to participate in higher priced experiences, everyone is welcome at the Forks of the Thames. Bringing the family to the Forks to enjoy the river, the splash pads, the ducks and geese, social gatherings, festivals and events are valuable experiences for many Londoners.

From families, to entrepreneurs, businesses, environmentalists, neighbourhood associations, ethno cultural groups and our Indigenous communities, the message is clear – Back to the River will benefit our community on many levels. If we let this opportunity pass, we risk losing out our city's potential.

- It's about recognizing the river's important role in our community and about honouring our history and the important connection of the river to local Indigenous peoples.
- It's about creating a community where talented people want to come, stay and make a life and it's about ensuring our small businesses and large employers don't stagnate.
- It's about creating more spaces where London families can enjoy free, family-friendly activities. Everyone is welcome at the Forks of the Thames.
- It's about wanting to attract visitors, whether conferences or major music and sporting events or regional hockey tournaments.
- It's about bringing more investment to our community.

This project was always about a few simple and fundamental things:

- Recognizing the importance of our heritage river to our local environment, culture and economy while also building the foundation for more investment and benefit to our community and tax/assessment base.
- The possibilities for overall river revitalization far beyond the Forks of the Thames, including affordable housing and opportunities for future development beyond the inaugural 5km stretch including to the north, west and south.
- Providing more inclusive opportunities for Londoners of all ages to enjoy this beautiful natural asset.
- Continuing the momentum of downtown revitalization that has brought us community, cultural and tourism gems like Budweiser Gardens, the Market, the Central Library, Fanshawe College and Dundas Place.
- The Ribbon at the Forks, will complete this project by providing extensive programming opportunities. It is the natural extension of Dundas Place, through the forks where terracing and amphitheater design can provide a venue for festivals, performing arts music and other cultural events.



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Extending the dynamic Dundas Place directly to the Forks offers the opportunity to enhance cultural experience through programming this corridor and down to the Forks and the Ribbon. All one needs to do – which we have done extensively, is to look at other communities such as Windsor, Detroit, San Antonio, Winnipeg, Saskatoon to see the opportunity for what London can be – for our entire community, not just those living in the core.

We are proud of the collaboration and partnership we have forged with the City, UTRCA and our private donors – perhaps the first in the history of our foundation. With the recent community contributions, London Community Foundation can provide on behalf of the donors a total of \$3.0 million, for the Ribbon. The belief of our Board, our donors, and we believe the community, is that this is the right project at the right location at the right time. We look forward to continuing this journey together.

Respectfully submitted,

Handwritten signature of Martha Powell in black ink.

Martha Powell, President & CEO

Handwritten signature of Fred Galloway in black ink.

Fred Galloway, Chair BTTR,
Community Mobilization Committee

Handwritten signature of Greg Playford in black ink.

Greg Playford, Board Chair