

IMPLEMENTATION & TARGETS



View of the downtown from the top floor of City Hall looking south east.

Budgeting

This Plan includes projects and initiatives throughout the downtown that are intended to be undertaken over several years. Therefore the successful implementation of this Plan will recognize that transformative work this wide in scope means that everything cannot be done all at once. Having one long menu of implementation costs sometimes may help in understanding the general order of magnitude costs one versus another. However such lists are often inexact, containing dollar-figures with wide margins of error and without benefit of detailed cost and consequence investigations. This can be a

significant factor in contributing to project cost overruns.

Instead of attempting to set discrete budgets for every initiative set out in *Our Move Forward* over its multi-year lifespan, the recommended approach to budgeting is to set downtown priorities and budget for them to coincide within successive City Council terms of office. This approach is strategic, in that it can ensure Council's downtown priorities are regularly weighed in budget deliberations among all priorities. This approach is pragmatic, in that it offers a way to choose what are considered to be the right things to do and the best time/circumstances in which to do them.

Because the foundation for all projects and initiatives in *Our Move Forward* is to transform the downtown, the target recommended in this Plan is a return-on-investment evaluation centred on how much each one contributes to making downtown an unrivalled experience.

Executing the initiatives and Transformational Projects set out in *Our Move Forward* depends on how each is evaluated against all of the following factors:

1. **Scale:** A project/initiative's order of magnitude is small, medium, or large.
2. **Sequence:** A project/initiative's order of priority occurs logically, or through regulatory requirement, before another.
3. **Speed:** Circumstances applicable to a project/initiative allow it to be completed relatively quickly or slowly.

Whether the project/initiative is a physical construction, operational program, or hybrid involving both aspects, it can be incrementally defined by the following parts/stages or captured as the sum of all them:

1. **Project definition:** What a project/initiative includes or is limited to.
2. **Concept design:** Including the estimated time frame, required personnel, and budget.
3. **Detailed design:** Including required regulatory approvals and defined time frame, required personnel, and budget.
4. **Execution/Construction:** Including procurement, supervision, and delivery.

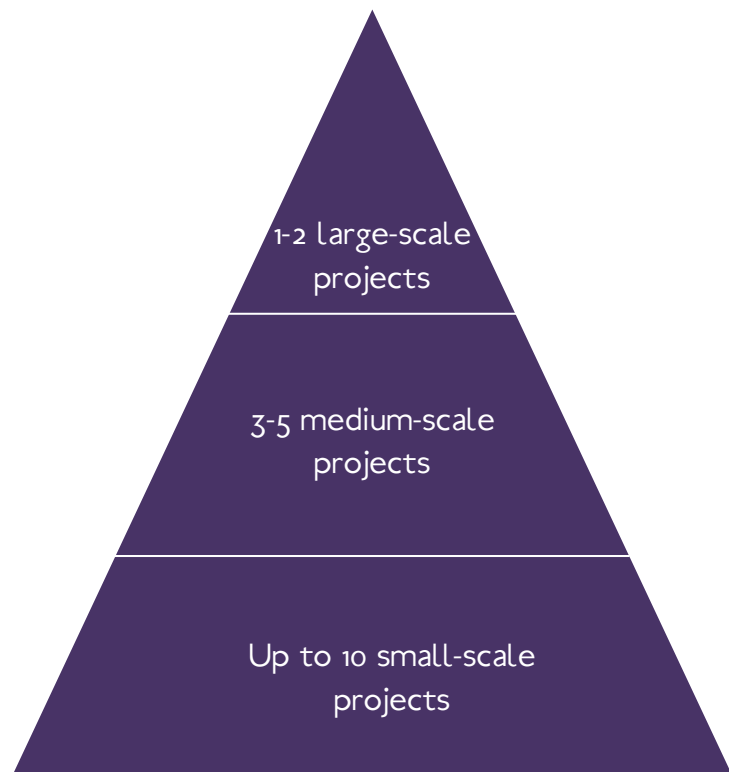
5. **Post-Project Review:** Including monitoring results against objectives that trigger decisions to continue, change, or conclude the work.

Aligning Strategy with Available Resources

The recommended budgeting strategy means that defining and prioritizing projects/initiatives needs to be an ongoing aspect of implementing this Plan. The baseline for this work may be found first in assessing what existing municipal capital and operating budgets, by service area or in some combination, already contribute to implementing this Plan, or could do so with little negative effect. The second step would be identifying what additional funding sources can contribute to covering gaps in

existing resources. This may include new municipal budget allocations, pursuing organizational and revenue-generating options described earlier in this chapter, or a combination of them.

In order to ensure a manageable number of large-, medium- and small-scale projects are planned for within each municipal budgetary cycle, the actual projects and initiatives proposed for execution in each budget term could adopt and follow a model where one to two large-scale downtown projects occur simultaneously with three to five medium-scale, and as many as ten small-scale. This model depends less on the actual number of projects chosen, than the effort to proportionally pursue more smaller-scale projects that deliver high value when resources are limited.



The First Steps

Using the priorities set out earlier in this Plan, and the budgeting strategy proposed previously, the first four years of implementing this Plan would include pursuing Dundas Place and Forks of The Thames for the large-scale projects, and/or phases of each as medium-scale projects. Council direction has potentially advanced the implementation of Dundas Place through its approval to undertake the *Dundas Flexible Street Scoping Study*. Though the Study remains in draft stage, the preliminary cost estimate for the project is \$16 million. To initiate the flexible street transit re-routing and pilot programming/ consultation, a \$1.7 million budget over four years is also needed.

To advance implementation of the Forks of The Thames project, early cost estimates have been prepared in response to the June 2014 London Community Foundation announcement of the Back to the River Strategy. Assuming a municipal one-third contribution, \$5.3 million municipal budget allocation is anticipated.

Finally, a municipal budget allocation of \$500,000 annually over four years would be sufficient to complete up to 10 small-scale projects in this Plan.



A conceptual rendering illustrating Dundas Place - a flexible street concept.



A conceptual rendering illustrating a redeveloped Forks of the Thames.



Laneway improvements are potential “small-scale” projects.