

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Scott Mathers, MPA, P. Eng  
Deputy City Manager, Planning and Economic Development

**Subject:** Initiation of the Downtown Master Plan Project

**Date:** October 29, 2024

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following actions **BE TAKEN** with respect to the development of the Downtown Master Plan:

- a) That Appendix A: Downtown Master Plan - Terms of Reference **BE APPROVED**;
- b) That Civic Administration **BE DIRECTED** to initiate a procurement process to engage a consultant to undertake a Downtown Master Plan; and,
- c) That Civic Administration **BE DIRECTED** to report back in Q1 2025 with a series of quick start actions based on the feedback received to date.

## Executive Summary

The purpose of this report is to recommend to Municipal Council the approval of the Terms of Reference and guiding framework for the development of the new Downtown Master Plan. The Corporation is ready to seek proposals, through a procurement process, from multidisciplinary and qualified consultants to prepare this long-term strategy.

The Downtown Master Plan, aligned with key directions and vision statements for the Downtown Place type in The London Plan, will identify targets and goals that will implement the vision of Downtown by providing clear, actionable strategic initiatives.

Completed over two project phases, the plan will be created using a thorough engagement process, technical analysis of existing plans and programs, and reference principles, actions and initiatives in both The London Plan and Council's 2023-2027 Strategic Plan. The plan will be accompanied by a detailed implementation plan and a financial plan that will be submitted as a business case as part of the 2028-2031 Multi-Year Budget process. This enterprise-wide initiative will be developed with representation from across Civic Administration.

## Linkage to the Corporate Strategic Plan

This project supports the 2023-2027 City of London Strategic Plan and directly aligns with the following Areas of Focus:

### Economic Growth, Culture, and Prosperity

- London encourages equitable economic growth and diversification.
- London is a destination of choice.
- London encourages the growth of local artistic and musical talent.
- London's Core Area (Downtown, Midtown, Old East Village) is a vibrant neighborhood and attractive destination

### Housing and Homelessness

- The City of London demonstrates leadership and builds partners to increase quality, affordable, and supportive housing options.

## Wellbeing and Safety

- London has safe, vibrant, and healthy neighbourhoods and communities.
- A well-planned and growing community.

# Analysis

## 1.0 Background Information

### 1.1 Previous Reports Related to this Matter

- May 28, 2024 – Strategic Priorities and Policy Committee – 2023-2027 Implementation Plan: 2024 Update
- November 23, 2023 – Strategic Priorities and Policy Committee – 2023-2027 City of London Strategic Plan: Core Area
- May 30, 2023 – Strategic Priorities and Policy Committee – Core Area Land and Building Vacancy Reduction Strategy
- April 17, 2023 – Strategic Priorities and Policy Committee – Council's 2023-2027 Strategic Plan
- October 28, 2019 – Strategic Priorities and Policy Committee – Core Area Action Plan
- June 13, 2016 – Planning and Environment Committee – The London Plan
- February 2, 2014 – Planning and Environment Committee – Our Move Forward: London's Downtown Plan

### 1.2 Background

Council initiated the need for a new downtown master plan with a resolution on November 28, 2023. Due to the scope of work requested in the Council resolution it was determined that an updated plan would be necessary, and changes were made to the 2024-2027 Multi-Year Budget Business Case #P-44 - Core Area Initiatives to include Action #7: "Complete a new Downtown Master Plan". This action was then included in Council's 2023-2027 Implementation Plan submitted to December 12, 2023 meeting of the Strategic Priorities and Policy Committee.

Subsequently, the Mayor's 2024-2027 Multi-Year Budget approved funding for Action #7: "Complete a new Downtown Master Plan". The May 2024 update of Council's 2023-2027 Implementation Plan included two actions for the Downtown Master Plan that fall under several different Council strategies:

- Develop terms of reference for a new Downtown Master Plan.
- Complete a new Downtown Master Plan.

These terms of reference have been drafted to support these two strategic plan actions.

London's downtown area is continuing to adjust under significant social and economic shifts in recent years which have impacted Downtown's landscape since Council's adoption of the last strategy. Commercial office vacancy rates are high, daytime foot traffic has not returned to pre-pandemic levels, and concerns on crime, safety and health and homelessness have risen.

Simultaneously we have experienced new and exciting downtown projects that have come to fruition including the completion of Dundas Place and Market Lane, Fanshawe College's downtown campus, the City of London's designation as a UNESCO City of Music, and the ongoing work for downtown's bus-rapid transit loop and expansion to Canada Life Place. These successes, along with signature events such as hosting the Canadian Country Music Awards, The Brier curling championship, and the AMO annual

conference have demonstrated the continued need to efficiently and effectively support downtown revitalization.

## 2.0 Discussion and Consideration

### 2.1 Project Description and Key Areas of Focus

This comprehensive project spans two phases:

**Phase 1 (The Downtown Master Plan Background Study and Quick Start Actions)** involves rigorous data collection and policy review to inform the Master Plan's foundational components and identifies quick-start actions to be implemented that help set the foundational stage for the short term, mid-term and long-term initiatives identified in Phase 2. This phase includes reporting to Council on a proposed series of quick start actions based on the feedback received from the community, Downtown London BIA, and any further direction of City Council.

**Phase 2 (Downtown Master Plan)** will include the development of the plan that will articulate actionable strategies across targeted priorities in order to implement vision of the London Plan. The plan will include an actionable implementation and financial plans that have measurable objectives and will identify specific associated costs.

The targeted priorities that will be the foundational basis of the plan and highlighted throughout to be addressed in the Downtown Master Plan include:

- 1. Downtown as a place to call home:** Outline objectives for residential growth, including target demographics and population goals. This section should cover ongoing downtown development efforts, such as new residential units, types of housing, and potential opportunities for future expansion. This section will review the impacts of future intensification and adjustments to increased population levels. Propose strategic initiatives designed to meet these residential growth targets and support downtown residents and neighbourhood development.
- 2. Downtown as a place to work and grow a business:** Define targets for commercial and employment growth, including specific numbers and types of employers and jobs. Highlight key sectors and business opportunities to prioritize. Propose strategic initiatives aimed at business retention, attraction, and reducing office vacancies, with a focus on enhancing commercial activity, particularly in retail and dining.
- 3. Downtown as a vibrant destination:** Establish goals for enhancing downtown's appeal as a premier destination for both locals and visitors. Develop strategic marketing tools to enhance Downtown's character and attraction. Propose strategic initiatives to boost visitation and tourism, including projects that align with the vision of downtown as a cultural and experiential hub.

Prior to beginning the development of the Downtown Master Plan in Phase 2, a report from Phase 1 including the research summary and short-term actions to be implemented will be presented to Council. It should be noted that to ensure development of the Downtown Master Plan is duly resourced, Quick Start Actions will be identified and presented to Council for consideration throughout the development of the Master Plan as progress moves through Phases 1 and 2.

### 2.2 Vision and Key Directions for Downtown from The London Plan

The London Plan contains key directions and vision statements for the Downtown Place Type and the Downtown Master Plan will align with these principles. The key directions and vision statements, as noted in 'Appendix A', will establish the framework for the decision-making process during the development phase of the Downtown Master Plan. They are proposed to ensure that the policies and actions developed through the Downtown Master Plan work towards achieving this vision as described in The London Plan.

Development of the Downtown Master Plan will consider these principles and also focus beyond the Downtown Place Type, to integrate with associated principles of other place types as defined in The London Plan, such as near-neighborhoods, rapid transit areas, urban corridors and main streets to Downtown. The role and function of the areas surrounding Downtown London will be reviewed and may recommend initiatives in these neighbourhoods that support and contribute towards the Downtown vision.

### **2.3 Framework for Community Engagement**

Throughout the process to develop the Downtown Master Plan, the primary source of information on the project development will be made available online, using the City's engagement portal, GetInvolved. (<https://getinvolved.london.ca/>) This webpage will be updated regularly with information about the development process and upcoming engagement opportunities. In addition, leveraging the Cities social media networks and downtown community partnerships will assist in spreading awareness on engagement opportunities.

Proposals responding to the 'Request for proposal' shall include a robust engagement plan that details how the consultant will promote and inspire interested parties to participate in both phases of the Downtown Master Plan project. It will be critical that engagement is equitable and accessible to ensure the development of the Downtown Master Plan reflects the diverse needs of the downtown community and by extension, all Londoners and visitors to Downtown London.

A summary of the Phase 1 public engagement will be included in the Phase 1 deliverable - 'The Downtown Master Plan Background Study and Quick-Start Actions'.

A summary of the Phase 2 public engagement will be included as part of the supporting documentation presented alongside the Phase 2 deliverables – 'Downtown Master Plan.'

### **2.4 Deliverables for the Consultant Assignment**

Development of the Downtown Master Plan will have two key deliverables that coincide with each phase of the project:

- (1) Phase 1 – A comprehensive report 'The Downtown Master Plan Background Study and Quick Start Actions'
- (2) Phase 2 – Downtown Master Plan

Details on each deliverable can be found in the attached Terms of Reference, Appendix 'A'.

### **2.5 Procurement Process**

The procurement process is to be undertaken in accordance with the City of London's Procurement of Goods and Services Policy. Facilitated by Procurement & Supply Services, a Request for Proposal (RFP) will invite proponents to submit for this assignment. A report to award the contract for the Downtown Master Plan is targeted for Q1-2025. The funding provided in the multi-year budget to support the Downtown Master Plan is \$434,000.

### **2.6 Schedule**

The successful proponent selected to create the Downtown Master Plan is anticipated to be awarded in Q1 2025. Extensive public consultation and engagement will be required throughout this project. The Downtown Master Plan is anticipated to be finalized and presented to Council Q2 2026. Key milestones include the presentation of Phase 1 deliverable "The Downtown Master Plan Background Study and Quick Start Actions" in Q4 2025. An estimated timeline is as follows:

- Q4 2024 Start of procurement process
- Q1 2025 Project kickoff
- Q4 2025 Delivery of Phase 1
- Q2 2026 Delivery of Phase 2
- Q2 2027 Submission of plan business cases to 2028-2031 multi-year budget

## 2.7 Project Governance

Development of the Downtown Master Plan requires an enterprise-wide approach. To ensure that the strategies developed as part of the plan are both feasible and attainable, an internal project team will be formed to help guide the project. This team will include senior representatives from numerous City service areas responsible for service delivery in and around the downtown area.

## 3.0 Financial Impact/Considerations

Funding for development of the Downtown Master Plan was approved in the 2023-2027 Multi-Year Budget Business Case P-44. Included in the delivery of the Downtown Master Plan will be a financial plan, identifying associated costs to implement initiatives and strategic actions. A business case will be developed upon the conclusion of this master plan for submission as part of the 2028-2031 Multi-Year Budget to fully implement the long-term plan strategy.

## Conclusion

The Downtown Master Plan for London aims to create a vibrant and sustainable urban environment through a comprehensive, phased approach. By engaging diverse partners and leveraging expert insights, the plan will set clear, actionable goals that address economic, cultural, social, and environmental dimensions. The strategic initiatives outlined in both phases will not only enhance the downtown experience for residents and visitors but also ensure long-term growth and revitalization. Ultimately, this Master Plan will serve as a guiding framework for the future development of Downtown London, fostering a sense of community ownership and pride.

**Prepared and Submitted by:**

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**Recommended by:**

**Scott Mathers, MPA, P. Eng  
Deputy City Manager, Planning and Economic Development**

Cc: Steve Mollon, Senior Manager, Procurement and Supply

Appendix 'A': Downtown Master Plan – Terms of Reference

## **Appendix 'A'**

### **Downtown Master Plan (2024) – Terms of Reference**

#### **1.0 Project Overview**

The Corporation of the City of London (“the City of London”) is seeking proposals from multidisciplinary and qualified consultants to prepare a Master Plan for London’s Downtown that provides a long-term comprehensive strategy and implementation plan, including recommendations for attainable goals, actions and measurable metrics that can be achieved short term (1-4 years), mid-term (5-9 years) and long term (10+ years). The Master Plan will include economic, cultural, social and environmental considerations and end goals.

The project consists of two (2) phases:

- 1. Phase 1 (The Downtown Master Plan Background Study and Quick Start Actions)** will review the current conditions of the Downtown, including the human and social geography, and will involve the collection and analysis of data relevant to the Downtown. Phase 1 work will undertake a comprehensive review of existing and past City of London plans and policies, and community-partner plans relevant to the Downtown to address continuity between them and to determine the essential components of the new Master Plan. This phase will also include reporting to Council on a proposed series of quick start actions based on the feedback received from the community, Downtown London BIA, and any further direction of City Council. Implementation of these actions will assist in ensuring favourable conditions are present to implement the strategic initiatives further identified in Phase 2.
  
- 2. Phase 2 (Downtown Master Plan)** will provide a long-term vision and identify targets and goals for an attainable future state of Downtown, and provide clear, actionable strategic initiatives to be achieved over the short, mid- and long-term. The Master Plan will also provide an implementation plan for each strategic initiative that includes roles and responsibilities, fulfillment requirements, measurements of success, and estimated costs. The implementation plan should also identify where there are existing initiatives, programs and policies that can be improved or built upon further. Measurements and objectives under these initiatives will include economic, culture, social, and quality of life goals for London’s Downtown.

#### **1.1 Qualifications of Consultant**

The qualified consultant shall be subject matter experts and have experience in downtown strategic plan development. The qualified consultant selected for the project shall demonstrate an ability to work on multiple concurrent programs/projects across a wide variety of scope components, and have subject matter expertise and experience in the following fields:

- Strategic Planning
- Community revitalization and Urban Design Planning
- Economic Development, Feasibility and Market Analysis
- Tourism trends and strategies, public space making
- Community Engagement and public outreach
- Transportation and green infrastructure design
- Land use planning and real estate strategy

Additionally, the qualified consultant must show prior experience in developing neighbourhood and downtown renewal strategies using various implementation methods and have demonstrated strong experience in providing comprehensive public engagement and participation in various projects

## 1.2 Project Governance

Development of the Downtown Master Plan requires an enterprise-wide approach. To ensure that the strategies developed as part of the plan are both feasible and attainable, an internal project team will be formed to help guide the project. This team will include senior representatives from numerous City service areas responsible for service delivery in and around the Downtown area.

## 1.3 Expected Outcomes

The expected outcomes of this project include the creation of the Downtown Master Plan and associated implementation and financial framework that:

- Provides strategic direction on key targeted priorities, through attainable actions, targets and goals
- Is guided by planning principles in The London Plan to attain the vision of Downtown
- Recognizes the current state of Downtown and prescribes the necessary conditions that need to be addressed to have successful implementation
- Is co-designed with the Downtown community and Londoners to build on the existing unique assets and opportunities
- Identifies specific financial costs associated through a range of implementation strategies and actions

## 1.4 Downtown Master Plan Engagement and Public Consultation

Proposals responding to the 'request for proposal' shall include a robust engagement plan that details how the consultant will promote and inspire interested parties to participate in both phases of the Downtown Master Plan project, including in the development and implementation of the Downtown Master Plan. Interested parties are expected to include residents, small and large businesses, business support organizations and community economic champions, including leading organizations in arts, culture, entertainment, heritage and education.

**Phase 1** engagement sessions with interested parties will be used to gather information and set priorities to ensure the development of the Downtown Master Plan is well informed on how to make the greatest positive impact. Engagement sessions should include one-on-one consultations, workshops, and/or roundtable discussions, along with surveying and social media information generation. At least two large public engagement consultation events, in addition to any public participation meetings at Committee & Council, is expected. Options for participants to join through hybrid engagements and online opportunities must be included. Work to be undertaken through engagement sessions with interested parties may include Strengths, Weakness, Opportunities and Threats (SWOT) analysis, commercial and employment sector analysis, gap analysis, and comparative analysis and identification of best practices from other downtown, and downtown solution-oriented idea generation. These analyses will be reported in the comprehensive report to be prepared at the end of Phase 1 and their findings summarized.

**Phase 2** consultation will include presenting findings from Phase 1 and gathering further feedback through various engagement sessions to test and scope the initiatives, recommendations, and implementation of the Downtown vision that will be included in the final Downtown Master Plan. It is expected that Phase 1 consultation would be more in-depth and robust, generating an understanding of what principles, ideas and goals should be in the Master Plan, while Phase 2 consultation will test the ideas and assumptions from Phase 1 and further refine the plan.

Goals of the public engagement throughout the development of the Master Plan include:

- Gathering diverse perspectives and ground-truth findings or recommendations

- Build consensus across a broad set of perspectives on various elements within the plan
- Develop understanding, buy-in, and ownership of the recommendations from the public to support the plan's implementation
- Educate on the Downtown's role and importance to the future of London
- Emphasize the positive impacts for all residents and businesses in London

## 2.0 Project Background

Council initiated the need for a new downtown master plan with a resolution on November 28, 2023. Due to the scope of work requested in the Council resolution it was determined that an updated plan would be necessary, and changes were made to the 2024-2027 Multi-Year Budget Business Case #P-44 - Core Area Initiatives to include Action #7: "Complete a new Downtown Master Plan". This action was then included in Council's 2023-2027 Implementation Plan submitted to December 12, 2023 meeting of the Strategic Priorities and Policy Committee.

Subsequently, the Mayor's 2024-2027 Multi-Year Budget approved funding for Action #7: "Complete a new Downtown Master Plan". The May 2024 update of Council's 2023-2027 Implementation Plan included two actions for the Downtown Master Plan that fall under several different Council strategies:

- Develop terms of reference for a new Downtown Master Plan.
- Complete a new Downtown Master Plan.

These terms of reference have been drafted to support these two strategic plan actions.

### 2.1 Key Directions and the Downtown Vision

The London Plan contains key directions and vision statements for the Downtown Place Type and the Downtown Master Plan will align with these principles. Notably,

*793\_ Our Downtown will exude excitement, vibrancy, and a high quality of urban living. It will be the preeminent destination place for Londoners, residents from our region, and tourists to experience diverse culture, arts, recreation, entertainment, shopping and food.*

Development of the Downtown Master Plan will consider these principles and also focus beyond the Downtown Place Type, to integrate with associated principles of other place types as defined in The London Plan, such as near-neighborhoods, rapid transit areas, urban corridors and main streets to Downtown. The role and function of the areas surrounding Downtown London will be reviewed and may recommend initiatives in these neighbourhoods that support and contribute towards the Downtown vision. Please refer to **Appendix A** for further information.

## 3.0 Phase 1 Scope of Work

Phase 1 work will consider current conditions and undertake a review of existing plans, policies, best practices, and emerging trends relevant to, or affecting, the Downtown to inform and guide the development of the Master Plan in Phase 2.

### 3.1 Methodology

#### Data Analysis and Findings

Phase 1 will involve collecting and analyzing data points that provide an understanding of socio-economic activity in the Downtown - the current condition and forecasted - as it relates to housing, commerce, employment, visitation, and tourism. Examples of data points may include population numbers and demographics, retail/commercial spending, business clusters and sector analysis (commercial office and mainstreet businesses), visits/trips and transit ridership, tax assessment – land and property values, land and



building vacancy, and any other metrics identified by the successful consultant. The environmental scan will include:

- Examining the current external and internal environment, social, economic and cultural conditions of Downtown
- Review the current state of Downtown, the human geography, and future opportunities and risks
- Identification of roadblocks or obstacles that may hinder the successful implementation of the plan

### **Review of Existing Plans, Policies & Processes**

Phase 1 will involve undertaking a review of existing and past City of London plans, processes, policies and guidelines, and other community-partner plans relevant to or affecting the Downtown. The review will examine the content and efficacy of existing plans, policies, processes and guidelines to determine which components remain relevant, make recommendations on the removal of outdated content and consolidation of content where possible, to determine the essential components for a new Master Plan. The review should identify any procedural items associated with consolidation. It should explore the boundaries and connections to Downtown as a whole, to guide development of policy in Phase 2.

City of London reference materials to be reviewed that will inform Phase 1 Background Research work include Council's Strategic Plan 2023-2027 and the 2024-2027 Multi-Year Budget, along with the previous plan, Our Move Forward: London's Downtown Plan. Additional reference material to be reviewed is listed in **Appendix B**.

Phase 1 work will also review the Downtown London (Business Improvement Area) Strategy, which has a vision, mission, and focused strategic initiatives to support its members and the overall growth of economic prosperity in Downtown London. Other reports and strategic plans from partnering organizations such as the London Economic Development Corporation and Tourism London should also be considered to inform the Master Plan.

The Downtown Master Plan will supersede 'Our Move Forward' and the 'Richmond Row Masterplan' and consideration should be given to whether any of the transformational projects described in these works should be updated in the new downtown plan.

### **3.2 Phase 1 Deliverable**

A comprehensive report ("the Downtown Master Plan Background Study & Quick Start Actions"), with an executive summary, that will include the following:

- Recap and consolidate the vision for the Downtown Place Type from The London Plan to guide the development of the Master Plan in Phase 2.
- Summarization and analysis of the data collected in Phase 1 and provide a review of findings.
- Areas where continuity and contradiction exist in plans and policies affecting the Downtown, providing recommendations to eliminate or remove out-of-date information.
- Recommendations to determine the essential components to consolidate into a new Downtown Master Plan and updates that may be required to the Downtown Place Type from The London Plan to achieve the new vision and goals of the Downtown Master Plan
- Provide synopsis of public consultation in Phase 1, including thematic comments, metrics and residents engaged
- Include an immediate list of prioritized quick-start actions to be implemented and include measurements of success and estimated costs that are necessary to set the foundation to ensure short-term, mid-term and long-term initiatives from phase 2 are viable.

## 4.0 Phase 2 Scope of Work

Phase 2 requires preparation of the Downtown Master Plan to set a long-term strategy to implement the vision for the Downtown, through three key targeted priorities. It will identify targets and goals to meet the vision, and provide clear, actionable strategic initiatives and a plan for their implementation.

### 4.1 Targeted priorities to be addressed in the Downtown Master Plan:

4. **Downtown as a place to call home:** Outline objectives for residential growth, including target demographics and population goals. This section should cover ongoing downtown development efforts, such as new residential units, types of housing, and potential opportunities for future expansion. This section will review the impacts of future intensification and adjustments to increased population levels. Propose strategic initiatives designed to meet these residential growth targets and support downtown residents and neighbourhood development.
5. **Downtown as a place to work and grow a business:** Define targets for commercial and employment growth, including specific numbers and types of employers and jobs. Highlight key sectors and business opportunities to prioritize. Propose strategic initiatives aimed at business retention, attraction, and reducing office vacancies, with a focus on enhancing commercial activity, particularly in retail and dining.
6. **Downtown as a vibrant destination:** Establish goals for enhancing downtown's appeal as a premier destination for both locals and visitors. Develop strategic marketing tools to enhance Downtown's character and attraction. Propose strategic initiatives to boost visitation and tourism, including projects that align with the vision of downtown as a cultural and experiential hub.

To address the targeted priorities above, the Downtown Master Plan will incorporate the following policy considerations:

1. **Comprehensive Urban Development:** Gain a deep understanding of current urban challenges and opportunities within London's Downtown area, including policy related to heritage conservation and urban design, adaptability and re-use.
2. **Health and Well-being Integration:** Incorporate healthy lifestyles for all stages of life within aspects of London's Downtown including the consideration of urban policies and practices into the planning framework to promote physical activity, access to public, recreation green spaces, and improved air quality.
3. **Culture and Quality of Life:** Identify strategies and policies and urban planning principles that enhance cultural vitality and other quality of life aspects including music, entertainment and learning, and education for all stages of life.
4. **Economic and Employment Sustainability:** Identify strategies and create a supportive business ecosystem in Downtown that enhances economic vitality, attracts investment, supports local businesses and entrepreneurs and helps attract and retain talent.
5. **Infrastructure Improvement:** Include strategies to upgrade infrastructure, including transportation networks, utilities, and public amenities, to meet current and future needs.
6. **Environmental Sustainability:** Implement sustainable practices to mitigate environmental impact, conserve resources, and enhance resilience to climate change.
7. **Equity and Inclusivity:** Ensure equitable access to resources and opportunities for all residents, addressing social and geographic disparities, while ensuring

adequate and equitable distribution of social services, supports and inclusive urban development principles city-wide.

- 8. Public Safety and Security:** Enhance safety measures, bylaws and emergency preparedness to create a secure and resilient downtown environment.
- 9. Public Awareness and Education:** Raise awareness among key partners and the broader community about the benefits and importance of downtown and the Master Plan, fostering a sense of ownership and commitment to its success.
- 10. Marketing and Communication:** Identify promotional, public relations and communications strategies to help change the narrative and perception of downtown from unwelcoming to one that enhances excitement, city identity and citizen pride and ownership of Downtown.
- 11. Innovation and Collaboration:** Create a culture of innovation that combines the knowledge, skills, experience and resources of internal and external partners to find and act on transformative solutions and opportunities for Downtown.

#### **4.2 London Plan Vision, Targets & Goals**

The Phase 2 work shall forecast and envision an attainable strategy for the Downtown based on the data points collected and analyzed in Phase 1. The London Plan Vision and Key Directions will be translated into targets and goals for each of the targeted priorities. Phase 2 work will prepare a prioritized grouping of targets and goals for each of the targeted priorities.

#### **4.3 Strategic Initiatives & Financial Implementation Plan**

Phase 2 work will develop strategic initiatives to advance the targets and goals developed to meet the targeted priorities. Strategic initiatives will be supported by an implementation plan that identifies roles and responsibilities for the strategic initiatives, timelines (short 1-4 years, mid- 5-9 years, or long-term 10+ years) and fulfillment requirements. A detailed financial plan will accompany the implementation plan, which will identify suggested associated costs – including any capital and ongoing operating cost or potential partnership funding opportunities. In assessing the feasibility of strategic initiatives to be included in the implementation plan, consideration shall be given to affordability, ability to implement, and current operational resourcing. Implementation of specific plan initiatives that require alignment with extended funding sources, servicing infrastructure and long-term capital investment projects should be highlighted and identify relationship and timing schedules.

#### **4.4 Phase 2 Deliverable**

At the completion of Phase 2, The Downtown Master Plan will set a clear, long-term strategy that contains strategic initiatives to implement the Vision of Downtown London identified in The London Plan. This vision will be supported by specific targets and goals in key areas such as population growth, commercial and employment growth, and downtown destination attractiveness. Based on the work completed in Phase 1, the Downtown Master Plan will include:

- Defined Targeted Priorities for the plan
- Prioritized set of goals and targets that address the Targeted Priorities
- Strategic initiatives to advance these goals and targets.
- Adaptable implementation plan to support the strategic initiatives, which specifies roles, responsibilities, timelines and resource requirements, including fully identified costs through a financial implementation plan. The implementation should include a bank of ideas that advance each strategic initiative, and reference whether the idea is related to a program improvement, policy change,

or new project (Program, Policy, Project). Any ongoing operational costs of new or existing enhancements through the implementation plan are to be identified.

- Detailed business cases to support each action or initiative and route to implementation
- Marketing and Communication strategies that will support attaining the vision of Downtown
- Monitoring and evaluation framework to track progress and assess outcomes.

The Downtown Master Plan for London aims to create a vibrant and sustainable urban environment through a comprehensive, phased approach. By engaging diverse partners and leveraging expert insights, the plan will set clear, actionable goals that address economic, cultural, social, and environmental dimensions. The Master Plan will serve as a guiding framework for the future development of Downtown London, fostering a sense of community ownership and pride.

## **Appendix A: Key Directions and the Downtown Vision Statement – The London Plan**

### *KEY DIRECTIONS – The London Plan*

*55\_(1) Plan for and promote strong and consistent growth and a vibrant business environment that offers a wide range of economic opportunities.*

*55\_(4) Revitalize our urban neighbourhoods and business areas*

*55\_(7) Plan for, and support, our institutions with strategic investments, strong communications and information technology infrastructure, support for knowledge-based economy and opportunities for their growth and development.*

*57\_(9) Revitalize London’s downtown, urban main streets, and their surrounding urban neighbourhoods to serve as the hubs of London’s cultural community.*

### *OUR VISION FOR THE DOWNTOWN PLACE TYPE – The London Plan*

*793\_ Our Downtown will exude excitement, vibrancy, and a high quality of urban living. It will be the preeminent destination place for Londoners, residents from our region, and tourists to experience diverse culture, arts, recreation, entertainment, shopping and food. Our Downtown will showcase our history and offer vibrant and comfortable public places filled with people, ranging from large city-wide gathering places to heavily treed urban plazas and intimate parkettes.*

*794\_ Dundas Street will be the most exciting street in the city, offering a multitude of experiences along its length. We will connect strongly to our birthplace, at the Forks of the Thames, where we will create beautifully landscaped “people places” that Londoners will gravitate toward. And, we will cherish our heritage streetscapes that tell the story of our past, and create a unique and enriching setting that will give our core a strong sense of place and identity.*

*795\_ Our Downtown will be the hub of our economy’s business community, containing the city’s largest office buildings and a complex blend of professional and business service functions that collectively create dynamic synergies. Our vibrant Downtown restaurants, entertainment venues, hotels, and convention centre facilities, combined with the highest-order communications infrastructure, will be attractive to those who work Downtown and those businesses that seek out the best and the brightest employees.*

*796\_ Our Downtown will be an exceptional neighbourhood unto itself - with housing, services, and amenities targeted to serve a wide spectrum of lifestyles such as families, seniors, and young adults. The shared economy will thrive in our core, including such features as shared office and work space, as well as shared car and bicycle fleets. Our Downtown will be the most highly connected location in the entire city, being the hub for rapid transit, rail, high speed rail, and the multi-use pathway along the Thames River. Downtown will offer the city’s premier pedestrian experience.*

*797\_ London’s Downtown of 2035 will be our calling card to the world. It will embody and communicate our vision that London is Exciting, Exceptional and Connected.*

## **Appendix B: Phase 1 Reference Material**

City of London reference materials to be reviewed that will inform Phase 1 Background Research work include, but are not limited, to the following:

- Municipal Council's Strategic Plan 2023-2027 and adopted 2024-2027 Multi-Year Budget
- Climate Emergency Action Plan (CEAP)
- Core Area Land and Building Vacancy Reduction Strategy
- Core Area and the Downtown Community Improvement Plans
- Downtown Millennium Plan
- Downtown Heritage Conservation District Plan
- Infrastructure Servicing Plans / Core Area Servicing Study
- Learnings from the Core Area Action Plan
- London's Cultural Prosperity Plan
- London Music Strategy and City of London Special Events Policy
- Master Accommodation Plan (MAP)
- Master Mobility Plan (MMP), and SmartMoves2030
- Music, Entertainment and Cultural District Strategy & Special Events policy
- Our Move Forward: London's Downtown Plan
- Parks and Recreation Master Plan
- Rapid Transit Master Plan
- Richmond Row Masterplan
- Safe Cities London Action Plan
- State of the Downtown Reports
- The London Plan and the relevant Downtown Place Type policies, and the implementing Z.-1 Zoning By-law, Downtown boundary, and the relevant Downtown Area (DA) zone regulations.
- Victoria Park Secondary Plan
- Whole of Community System Response to Health and Homelessness in London