GREATER**LONDON**AUTHORITY

Our reference: MGLA141025-6314

10 November 2025

Thank you for your request for information which the Greater London Authority (GLA) received on 13 October 2025. Your request has been considered under the Freedom of Information Act (FOI) 2000.

You requested:

> In 2014 the GLA investigated bidding to host the World Expo in 2025 but I do not believe a bid was finally submitted.
>
> I would like to request the final report from this work, as well as documents produced during the research and development of the bid proposal such as proposed sites, site plans, theme proposals, and budgets.

Our response to your request is as follows:

Please find attached the information that the GLA holds within the scope of your request.

The relevant approval decisions can be found at:

- MD1399 World Expo 2025 | London City Hall [Approval for services required in respect of the GLA's consideration of bidding to host the World Expo in 2025}.
- MD1466 World Expo 2025 | London City Hall [Approval to conduct a second feasibility study phase focusing on the assessment of the site for London Expo 2025].

If you have any further questions relating to this matter, please contact me, quoting the reference MGLA141025-6314.

Yours sincerely

Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information

Future London: World Expo 2025

"The 2000-year history of London has been one of constant change. It has grown from a port and river crossing point into a bustling centre of national Government and international commerce. It has been an imperial capital, and a city embracing villages and towns as it grew. It has been home for people in all walks of life, and from all parts of the world. It has led in industrial and scientific innovation, while also enjoying a globally-recognised heritage. Wealth and poverty, old and new, city and suburban rub shoulders. Several times in its past it has fought off disaster and resisted the best efforts of planners to remake it. This is the dynamic, ever-changing city – and its people – that the policies in this plan seek to sustain."

- Opening paragraph of The London Plan (GLA, 2011)

The Vision

The world economy is in transition, its cities shaped by significant trends and forces. Although London's prominence as a global capital is being challenged, its resilience, creativity and ability to attract and retain talent mean that it is well placed to thrive in the 21st Century. But for this to happen, leaders from across the private and public sectors need to develop a shared agenda and action plan for growth.

Central to this plan is a bid for London to host the 2025 World Expo. A bid would galvanise action, co-ordinate investment partners, stimulate constructive debate, and provide a platform for London to showcase its role as the global capital for creativity and commerce. In the same way that the Great Exhibition of 1851 became the symbol and accelerator of the Victorian industrial economy, so the 2025 Expo will frame London's role in the globalised economy of the 21st century.

The experience of hosting the Olympic and Paralympic Games so successfully demonstrated that London is still the world city that others look to. But the energy and shared purpose that made 2012 such a triumph must not be dissipated – rather it now needs to be directed into new initiatives. While the Olympics was a testament to London's richness in terms of sports and culture, the Expo will provide a platform for showcasing London's strengths in business, finance, digital technology, medical science, creative industries, design and much more.

The Need

The World Expo bid for 2025 will showcase London's strengths, but it comes from a genuine business imperative rather than political vanity, and a clear understanding of the challenges that London faces:

- Britain has lost its triple AAA credit rating for the first time in over thirty years and is predicted to experience 'sluggish economic growth' over the next two years. Industries central to London's economic success are now under threat, with the number employed in its financial services sector (140,000) reported to be at a 20-year low

- In a survey by MasterCard on the best financial cities in the world in 2008, London ranked No. 1, but Asian cities rise the fastest. Shanghai represents the fastest jump in overall rank, moving eight places forward from the previous year. Can London maintain its place against such competition?

- In the CBI 's most-recent London business survey, one third of all respondents saw London's status as a world city diminishing over the next five years, compared to just 13 percent two years previously.

- Tourist arrivals from abroad in June, July and August dwindled by 7 per cent compared with 2011, representing an average of 7,000 fewer visitors per day.

- London excelled in presenting its story to the world through the Olympic Games. From the opening ceremony onwards, London came across as creative and confident – a highly capable and politically significant nation with a global offer. The risk now is that the goodwill and feel good factor is lost, and that the brand awareness does not get channeled into long-term economic benefits.

This is a moment to be bold. A critical juncture in the world economy and a moment which requires leadership and vision if we are to make the step-change required to harness the opportunities we face and meet the challenges presented to us by economic transition. The returns from making such a commitment will be immense – not just in terms of visitors and commercial deals relating from the 2025 Expo itself, but in terms of re-establishing London's position as the world's pre-eminent business destination.

The 2025 Bid Theme

Every World Expo has a theme, whether it is "Better city, better life" as in Shanghai 2010, or "Feeding the planet, energy for life" in Milan 2015. London though has something very special to say about contemporary city life and the ingredients for success in 21st century urban forms. In particular, it has something to say around the issues of economic resilience and reinvention that are so crucial for success.

Human Creativity: Defining the Urban Century

Welcome to the Anthropocene, the age of man, the point at which human beings and their impact on the earth will endure in the geological record. Importantly our human footprint will be urban in character. How will these cities shape the age of the Anthropocene? As the pinnacle expression of human creativity cities will play an important role in determining how we meet the challenges of economy, politics and environment.

We can view this age of the Anthropocene in two ways - one in which humanity simply makes an 'impact' on nature. Leaving an indelible carbon footprint, or destroying the earth's non-renewable resources, or from another standpoint - an age in which human beings shaped their environment towards an end. With a goal of managing resources innovatively and in creating the best way of living.

Whilst the temptation for many commentators is to pitch the human against the technological they are not necessarily conflicting forces. Instead we might ask how will humanity extend its reach through technological development?

London has always been a place of ideas and creativity. The original city of science and knowledge, the founding place of culture and creativity determining the intellectual framework for inquiry as well as the technologies of tomorrow.

In future London - with its strength as a home of biotechnology, pharmaceutical, nanotechnology and low-carbon research and development the city's success in the global economy will be ensured but it will also define how cities of the future aspire and respond to the challenges of the 21st Century. In London 2025 we will create smart living the common goal and aim of every aspiring metropolis.

Whilst growing Asian cities strive to become 'smart cities', 'livable cities', 'financial hubs' or 'cultural Meccas', London has managed to achieve all of these through a seemingly organic process of continual reinvention. London's success is that of a great historic city, reinventing itself to the challenges of the global condition. Founded upon its unswerving openness and nurturing of creative talent and entrepreneurial energy. This bid will use London's story as the basis for framing an Expo around the potential of human creativity to drive urban success and meet the challenges and opportunities of a global economy. London's is a city which nurtures creativity and which reinvents itself. These combined qualities have ensured London's economic resilience over many business cycles, and will continue to attract international talent and capital in an ever turbulent world economy.

This is the Urban Century - welcome to the Age of the Anthropocene.

The Bid Competition

The hosting of World Expos is governed by the Bureau of International Exposition based in Paris. The candidacy application must be submitted a maximum of nine years and a minimum of six years before the proposed opening date of the exhibition. A formal bid application for London 2025 must therefore be made between 2016 and 2019 – providing at least three years to put the partnerships, sponsorship and business plan in place.

London's bid to host the 2025 Expo would almost certainly mean competing against San Francisco, a city synonymous with innovation, creativity and economic prowess. This sets out a lively discussion on the immediate international considerations that London's economy must meet. San Francisco is a mega-region with a role in the global economy with both similarities and contrasting strengths. How can London demonstrate its competitive and comparative advantage to this economic counterpart?

The London Expo – Maximum Exposure at a Minimum Cost

What kind of Expo should London host? The recent history of Expos often conjures up associations of high capital costs – certainly Vancouver, Shanghai are associated with the excesses of Expo. But London has a significant advantage. The infrastructure investment made into the Olympic 2012 site opened up a new quarter of London and demonstrated that the ongoing regeneration of a city can be catalysed by hosting a major event. There are many sites across London which which might be catalysed by an Expo bid. Indeed it might enhance the developing economic legacy for the East around the park, or to the north-east in Tottenham and the Upper Lea or even in the West at Heathrow. Whatever the site we are firmly of the view that London will develop an expo with a difference, one in which lays foundation for major economic exposition without incurring significant new-build costs.

The Great Exhibition of 1851 attracted six million visitors and made a profit of almost £200,000 which was then used to create the national museums of South Kensington. The World Expo of 2025 will not only return to London, but also return to this tradition. Any bid that is developed will be underwritten by a business plan in which the public sector makes no financial loss.

The Bid Process: Outward Exposition and Inward Exploration

London is home to dozens of universities, think tanks and government teams undertaking research and policy on the capital. It even has its own dedicated think tank, the Centre for London. However, many discussions crucial to the future of London, whether on economic development, regeneration and planning issues or Smart Cities continue to take place in specialist circles. Given London's ability to attract creative talent, and given many of the democratic considerations in developing new models of urban life, the wider participation of Londoners in the discussion is critical.

Achieving this sense of citizen ownership, responsibility and engagement will be a central aim of the Expo 2025 bid process. A clear vision is required to catalyse the multiple actors involved from every sector: private businesses and financial investors, public sector bodies, voluntary and community groups, educational and cultural institutes and the media, and this clear vision will require a shared understanding of the strengths and weaknesses of London's economic structure.

London is both exciting and unique amongst global cities. It is a place where people come to make their mark, and which sets the trends. The expo theme of creative reinvention will be an invitation to the world to join and create. Future London (the agency leading on the

Expo bid) will run a programme of engagement to build the strongest of partnerships, and which at its heart it will ask four core questions.

1. What is the future of work?
Globalisation has brought a radical restructuring of how and where value is created. What will work look like as this process continues? Will cities play host to distribution sites to transnational corporations? Will London be able to capture value and still create meaningful employment from these Global Production Networks? The disruptive impact on employment is furthered by the pace of technological change; are city and business leaders ready to adapt and respond as these two powerful forces converge?

2. What will a Smart city look like?
The urban fabric of the city is fundamental to the core tenet of the bid: that London will define new forms of 21st century urban living. In every area from energy, housing, education and health**,** technology has the power to transform the living experience and tackle the great urban challenges of the age. But does 'smart city' mean something more than a technological fix? And what are the implications for civic life in a world where services become automated?

3. Can local businesses thrive in global cities?
Is the only route to successful global city status to become an international financial centre? Or is it possible that the richness and breadth of a local economy informs global success? Is it an inevitable byproduct of international competition in financial markets that we produce cities which generate property bubbles, homogenous retail experiences and low-tax cultures? What space is there in a globalising economy for variety, local character and economic diversity, and how is it nurtured?

4. What will be the cultural life of cities? Culture will play a crucial role in defining the quality of cities and should be central to the bid. London is an established centre for culture, both in terms of its heritage and publicly-funded arts, but also its large and dynamic creative economy. A wide range of institutions, arts organizations and businesses will not only be showcase as part of the Expo, but also directly shape its themes and content.

The Role of Future London

Future London has been established to in order to drive the expo 2025 bid. Its initial focus will be to establish the framework, partnership and theme for the bid. As part of this, it will kick-start a series of initiatives which will explore London Futures in the broadest possible sense. Reviewing opportunities and opening discussion which will deliver a series of outcomes and benefits that can contribute to London policy life now as well leading to an Expo bid. We've set out a plan with milestones between now and May 2014 which we believe will lead to a successful bid launch.

Although established and supported by city leaders, Future London must be operationally independent from political bodies and any single business sponsor. This will enable it not only to be flexible, but also to maintain a low-cost base and minimize the costs and overheads associated with government bodies.

The Legacy: Looking Back from the Future

It is 2030, five years after the 2025 London Expo enthralled millions of visitors, reminding business and governments around the world of the leading role that London has played in driving the global economy, in fostering innovation and investing in creativity as a means of restoring economic success.

As so many others hesitated, London embraced disruptive innovation and the UK economy has accelerated into a new era of growth and prosperity. British businesses and brands no more than ten years old are already internationally respected, leading in such fields as digital healthcare, low-carbon construction, big-data visualization, transport system design, renewable energy, cell therapy and wearable computing. Many of these businesses and products were first demonstrated at the Expo, in which investors and clients from across all the continents of the world came together to help re-establish London as a great commercial capital, and the leading marketplace for business innovation.

Future London: Developing the Expo Business Plan

Getting started

This short document sets out to give a concise overview on the objectives of the Future London - Expo Bid 2025 project. It outlines the resources required, and the critical milestones to achieve those objectives. This is in effect an outline business plan and a bid for the start-up funds required to initiate an effective and successful bid for London to host the 2025 World Expo.

Reaching High and Far

This is an ambitious plan which will require significant stakeholder buy-in, strong public support and ultimately the financial backing and under-writing by national government. This plan reflects that bold ambition and sets out a funding requirement to support a 36-month plan which will start London on its way towards winning the bid and the right to host the World Expo.

Ingredients of Success

This plan does not set out the case for expo, in effect the 'why' questions which are set out in other documents '**Future London - Expo Bid 2025**'. The extent to which this plan engages with making the case is addressing the 'how'. How will we create the best possible bid and what are the ingredients of success to make that happen? This is not a strategy document; but it is an action plan. We see three distinct components of creating a successful bid:

1. **Technical considerations** (Assessing and developing robust technical argument)
2. **Stakeholder buy-in** (gaining support from London and Londoners)
3. **International support** (winning the votes of participating nations)

We do not envisage addressing these components chronologically, but in fact will best be addressed concurrently. They are iterative, requiring

So what's missing?

Starting with the technical considerations - we consider the following areas need further research and definition. These include but are not limited to:

Research, develop and test the ROI model - taking account of both public and private sector criteria:

1. Develop budget and cost scenarios - in effect the case for investment
2. Scope geographic location options (including UK cities and regions options), investigating land value scenarios etc.
3. Develop an IP, marketing and lobbying strategy

Defining the Benefits: Return on Investment

The first and most important objective will be in defining the economic and business benefits of creating and supporting a bid. There are two distinct yet complimentary tracks to this strand of work. We must shape a process which meets both objectives. First the long-term. Return on investment must be demonstrated in the following 6 categories:

1. **Economic benefit for the UK economy** - the following are all effectively sub-categories of economic benefit but a distinct 'global' economic benefit category is warranted in its own right, this should review all options including 'opportunity cost' and a 'do nothing' scenario, and including reference to the benefits of bidding in a no-win scenario.
2. **Land Value** - an options analysis is required to understand land values against current steady-state, no growth and economic growth scenarios. A review of potential sites and a comparison of benefits delivered against establish criteria.
3. **Skills from HE to FE.** What are the potential rewards and enhancements that might be made to the UK skills-base?
4. **FDI, Tourism, Trade, Public Diplomacy and nation brand equity.** Including a review of alternatives to achieving and augmenting current targets and projections.
5. **R&D Benefit** - the theme of the bid will give strong emphasis to those sectors which the UK economy demonstrates strength and potential. Many of these sectors, such as Biotech, Clean-tech, Pharmaceuticals and ICT, have strong R&D character, and as such will need to prove the public and private sector ROI potential.
6. **Culture** - the cultural benefits of hosting any major events are both social as well as economic. A full exploration will be required to define those benefits.

Each category will be supported by a champion and a sponsor. A champion government department e.g. GLA on land value, and a sponsor who will undertake research e.g. Jones Lang La Salle. Or in the case of Skills - Champion: DfES, Sponsor: UCL.

Each champion and sponsor will be invited to take a place on a **Future London Steering Group**. Our aim is to have The Steering Group established and a first meeting in place by September and a second meeting by December 2013.

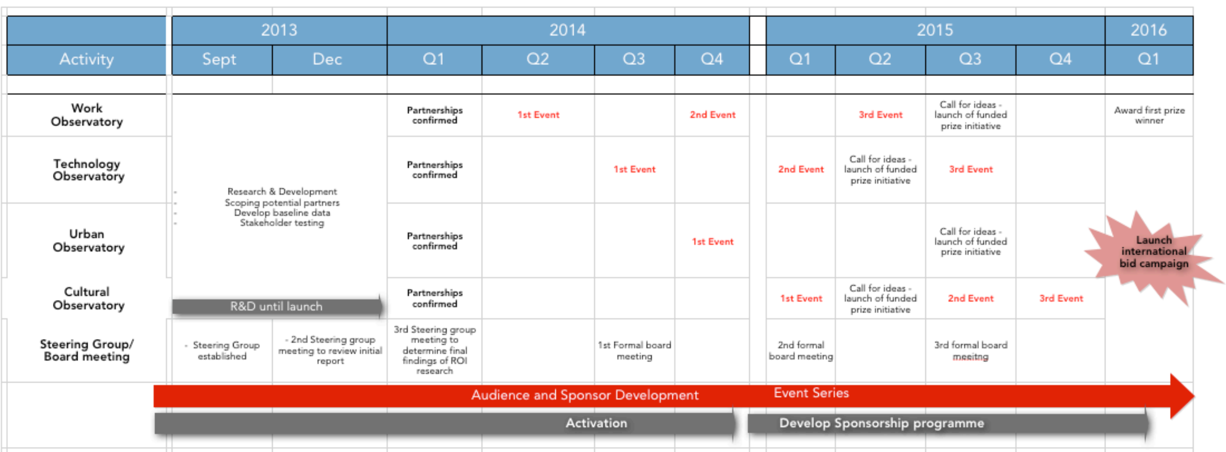
The Short-Term Benefits

The actual bid does not need to be submitted until 2016, and with the event itself not taking place until 2025, many of the benefits will not be realised within the current business and economic cycle. Therefore the immediate benefits of bidding must be made explicit in order to secure private sector funding. It is possible to create a programme which builds a strong bid partnership between now and 2016 and simultaneously generates marketing benefit for those involved. A truly strong bid partnership will have full support of multiple partners and will have tested the themes of the bid rigorously enough to ensure broad public support.

To that end we plan to run an 20 month marketing campaign from October 2013 and June 2015 which harnesses the power of major London brands (organisations and institutions) - which will open the discussion on a number of key 'future' areas of policy.

The campaign will manifest in a series of sponsored 'Observatories'. Thematic marketing programmes, comprised of events, research and speculative commentary. The topic themes of these observatories will include Work & Economy, the Built Environment, Technology and Culture. We would seek an individual private sector sponsor for each Observatory.

Future London - Milestones



See Attached doc (Future London - Milestones) for fuller version

Developing a shared agenda & Preparing the bid

The success of this bid will be founded upon drawing on the strengths of public and private sector partners. The outline of the campaign above will initiate a discussion which will help to create a shared agenda and a consensus on theme, vision and objectives.

The technical requirements of a strong bid document will require a varied skillset from multiple sectors. Future London's role will be crucial in coordinating this area of work. As we move into the next phase of the work we will be developing the following series of action plans:

a. Plan for developing the concept bid
b. Plan for building bid consortium and stakeholders
c. Plan for securing funders (and stakeholders
d. Plan to construct the actual bid

The Resource Requirement

Future London has been established by David Adam (Global Cities Ltd) and Dr Nigel Banister (Science Developments Ltd). We have developed a vision and an outline plan, begun some stakeholder consultation and invested some funds in the development of online collateral. We run our own successful consultancy practices and now propose to devote more time and attention to the Future London Expo bid proposition. We seek start-up funding to pay for our own time to enable this to happen, to provide some marketing resources, cover overheads and engage a small team of project support staff, develop a social media campaign to get the programme underway.

<table>
<tr><th colspan="2">Year 1
Core Funding
+ Campaign</th></tr>
<tr><td>Salary costs for 2 Directors and 2 project support staff</td><td rowspan="3">£300k</td></tr>
<tr><td>Brand collateral, marketing materials website etc. Social media campaign</td></tr>
<tr><td>Office Costs</td></tr>
</table>

The funding that we seek will enable us to establish four of the Future London Observatories - these observatories will have to generate their own revenue through a mix of income and in-kind contribution.

Next Steps

So far we have received the support and endorsement of:

[redacted]

We have had initial discussions with GSK, BT and Jones Lang La Salle about being involved in the steering group, contributing to the initial 'Return on Investment' research or to sponsoring the observatories. Conversations have been positive and we have had indication that formal support from the GLA would begin to move the discussion to the next stage.

We aim to establish an initial steering group meeting by September with a second meeting in place by December 2013. This timing will enable us to build on the interest we have already received, generate momentum and establish a programme for success.

ENDS

Group	Purpose	Inputs & Outputs
Expo Steering Group	The expo steering group is chaired by [redacted] and has responsibility for oversight of the Expo bid programme. The group will report back to Government, GLA, the LEP and core funders. It will have responsibility and oversight on: Strategy, Governance, Communications and Co-ordination. The secretariat function will be undertaken by Future London	The steering group will require individual advice and input from staff across the GLA group. As well as making the recommendation the Mayor and government on bidding, the steering group will have a specific role in defining the legal and governance structures for a permanent Expo company and board.
Investment Steering Committee	The Investment steering committee will explore the business case for bidding. It will review the return on investment case across multiple sectors. Make the case for the appropriate Expo site, and make a recommendation to the Mayor (through the expo steering group) on the structure and viability of a bid. It will also explore funding avenues.	The Expo investment steering committee will receive advice and reports from individual specialists and will produce a written business case setting out the case for or against expo. It will be hosted in the boardroom of L&P
Observatories	The Future London Observatories will be exploratory vehicles to help gain backing for the bid through a range of exploratory papers and marketing activities. The observatories will be individually sponsored by business and will help to establish public support for the bid.	A funding structure is in development for the observatories
Content Groups	The content groups will be small informal themed groups bringing insight from specialists across the sector in policy, business, academia and the arts. They will feed into the observatories and ultimately help to shape the theme of the bid.	The content groups will be hosted in a variety of places and informal formats across the capital, (e.g. breakfasts, dinners) through in-kind venue support from key organisations

> FUTURE LONDON

Expo Steering Group

Chair - [redacted]
Secretariat - Future London

Expo Investment Steering Committee

Co-Chair - [redacted]

Theme	Champion	Advocate
Economic Value to UK Economy	[redacted]	Oxford Economics (or Big Four)
Skills (FE,HE)		National Centre for Universities and Business
Land Value & Public Realm		Jones Lang LaSalle
International Competitiveness (FDI, Trade, Tourism, Talent)		London & Partners
Research & Development		GSK, Wellcome Trust
Culture		LCSG
Creative Economy		BoP
Business/City		Corporation of London EDO
Brand Equity		WPP
Regeneration/ Mobility/Inclusion		GLA/TfL/ Rocket Science

- Raising Funds
- Developing ROI

Observatories

the future of.....

Work & Economy

Urban Realm

Culture

Technology

Public Support

Content Groups

Smaller focus groups, and interviews with key individuals and organisations

Smaller focus groups, and interviews with key individuals and organisations

Smaller focus groups, and interviews with key individuals and organisations

Smaller focus groups, and interviews with key individuals and organisations

Defining the Theme

Activity	2013 Sept	2013 Dec	2014 Q1	2014 Q2	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016 Q1
Work Observatory			**Partnerships confirmed**	**1st Event**		**2nd Event**		**3rd Event**	Call for ideas - launch of funded prize initiative		Award first prize winner
Technology Observatory	- Research & Development - Scoping potential partners - Develop baseline data - Stakeholder testing		**Partnerships confirmed**		**1st Event**		**2nd Event**	Call for ideas - launch of funded prize initiative	**3rd Event**		
Urban Observatory			**Partnerships confirmed**			**1st Event**			Call for ideas - launch of funded prize initiative		**Launch international bid campaign**
Cultural Observatory			**Partnerships confirmed**				**1st Event**	Call for ideas - launch of funded prize initiative	**2nd Event**	**3rd Event**	
	R&D until launch										
Steering Group/ Board meeting	- Steering Group established	- 2nd Steering group meeting to review initial report	3rd Steering group meeting to determine final findings of ROI research		1st Formal board meeting		2nd formal board meeting		3rd formal board meeitng		

Audience and Sponsor Development

Event Series

Activation

Develop Sponsorship programme

> FUTURE LONDON

FUTURE LONDON // 2025

WORLD EXPO 2025
BID CONSIDERATION PHASE

Steering Group Meeting

30th October 2014

MAYOR OF LONDON

AGENDA

1. Welcome
2. Project Update
3. Presentation of Summary Findings
4. Discussion
   - What are your thoughts on our conclusions?
   - Do you feel you can endorse our proposed recommendations?
   - How do we sell the idea of a London Expo?
   - What are the key arguments?
   - What do you see as the key challenges to a bid. How could we address them?
5. Wrap up and next steps

MAYOR OF LONDON

INSIGHTS AND LEARNING

The theme must be authentic to London but have a broad appeal for countries to invest in developing pavilions.

Bidding: all 168 BIE delegates are important and will need individual attention. International diplomatic relations are key – the UK can excel here

NYC expo identified as most inspirational: demonstrated confidence in the future and in humankind. 2025 - chance for London to show global leadership - if London isn't confident about the future where else can be?

View the event as a programme (not a one off) and plan accordingly. Align with national and city plans and strategies.

Know your friends and foes at the BIE, rank them and devise individual strategies to garner support

Bids must be watertight – voting is negative i.e. reasons against not reasons for

Leadership crucial to success in gaining buy in, winning bid and delivering. Political and private sector leadership a challenge given long time frames.

Expos often succeed on either content or legacy – could London do both? Opportunity to maximise trade & investment in a way that hasn't been done before.

London 2012 highlighted as a benchmark esp. Lancaster House, opening ceremony, showcasing of creative industries, engagement of stakeholders and community.

BUSINESS & SPONSOR VIEWS

London seen as a fantastic location – diverse, business centric, world hub and with a proven ability to host mega events

Create a "were you there?" moment

Opportunity to inspire young people to go into business, study STEM subjects and encourage volunteering

Legacy could help build London's business tourism sector and compete against the likes of Germany

Need to tell the "London Story" in light of increasingly fierce global competition

Scale compared to 2012. Enthusiasm for partnering with London again after Olympic success. Tiered sponsorship model popular

Theme should link into London's enterprise environment as well promoting emerging sectors on a world stage

Eagerness to be part of something big and a "catalyst for good"

Spur to innovate and show the world British products and ideas. Benefits for SMEs as well as corporations

THEME – EMERGING IDEAS

- **Global Challenges (e.g. urbanisation, population growth, technology proliferation, resource demands) will need to be solved by businesses, governments and citizens.**

- **London has a particular offer that means we can help solve these challenges. Stakeholders have defined this as a combination of:**
  - **openness to people and ideas**
  - **trade & sector strengths (e.g. med tech, education, urban infrastructure design)**
  - **a conducive business culture or 'DNA' (e.g. time zone, legal framework, ability to commercialise)**
  - **creativity (in both science and the arts)**

THEME – EMERGING IDEAS

- **London can deliver a genuinely global expo, convening people and initiating collaborative and crowd sourced solutions to global problems.**

- **Many stakeholders have talked of posing global challenges to be solved over several years with the solutions launched at Expo. Ideas include:**
  - **'A billion conversations to change the world'**
  - **'Someone somewhere can solve your problem'**

INGENUITY

MAYOR OF LONDON

LOCATION

- Analysis has shortlisted two feasible location options worthy of further consideration.
- Further work needed to refine and agree a specific site.
- Option to discuss additional sites not previously considered.

MAYOR OF LONDON

COSTS & BENEFITS

- Unique visits estimated at **c.10m** (top down and bottom up approach gave similar results)
- Total number of visits (clicks of the turnstile) estimated to be more than double the unique visits.
- Economic impact estimated at **>£5bn** with benefits projected to the following categories: tourism, trade & investment, employment, participant expenditure, and ‘other’ which includes VAT expenditure. Legacy benefits are yet to be calculated and will be additional.
- Total cost **£5-7bn** (excludes CPO, relocation and compensation costs). Cap-ex **£4-5bn**. Ticket sales and sponsorship revenue expected to cover operating costs.
- The expected boost to London’s reputation is not easily quantified so has not been included in the analysis.

COMPETITORS

Paris

- Site?
- Backing?
- Theme?
- Key strengths and weaknesses?

Rotterdam

- Site?
- Backing?
- Theme?
- Key strengths and weaknesses?

RISKS

BIDDING

- Unable to gain public support for another ‘London-centric’ mega project.
- Perceived excesses through lobbying and hosting required to win the bid.
- London loses the bid. Serious dent to global reputation. Unrecoverable costs.

HOSTING

- Cost over-run
- Theme lacks global appeal – low participation and visitor numbers
- Security/terrorist attack
- ‘White elephant’ – unable to deliver legacy

THE VALUE OF A LONDON EXPO

Collaboration

Public Sector

- Infrastructure investment & regeneration
- Job Creation
- Increase in trade & investment and tourism
- Economic boost
- Diplomatic benefits

Private Sector

- Commercial opportunities
- Opportunity to collaborate and think big
- Entry into new markets
- Brand and product exposure

People and global community

- Skills and Education
- Volunteering
- Community Engagement
- Municipal facilities (legacy)

MAYOR OF LONDON

NEXT STEPS

- Fourth steering group meeting – 27th November.
- Presentation to the Mayor – early December
- GLA Investment & Performance Board – 18th December. Request for sufficient funding to continue feasibility work in anticipation of a formal request to Government to support a bid for Expo 2025 in Autumn 2015.

- January – summer 2015:
  - Refine site
  - Develop theme
  - Continue stakeholder engagement
  - Develop governance options for bid phase
  - Presence at Milan Expo