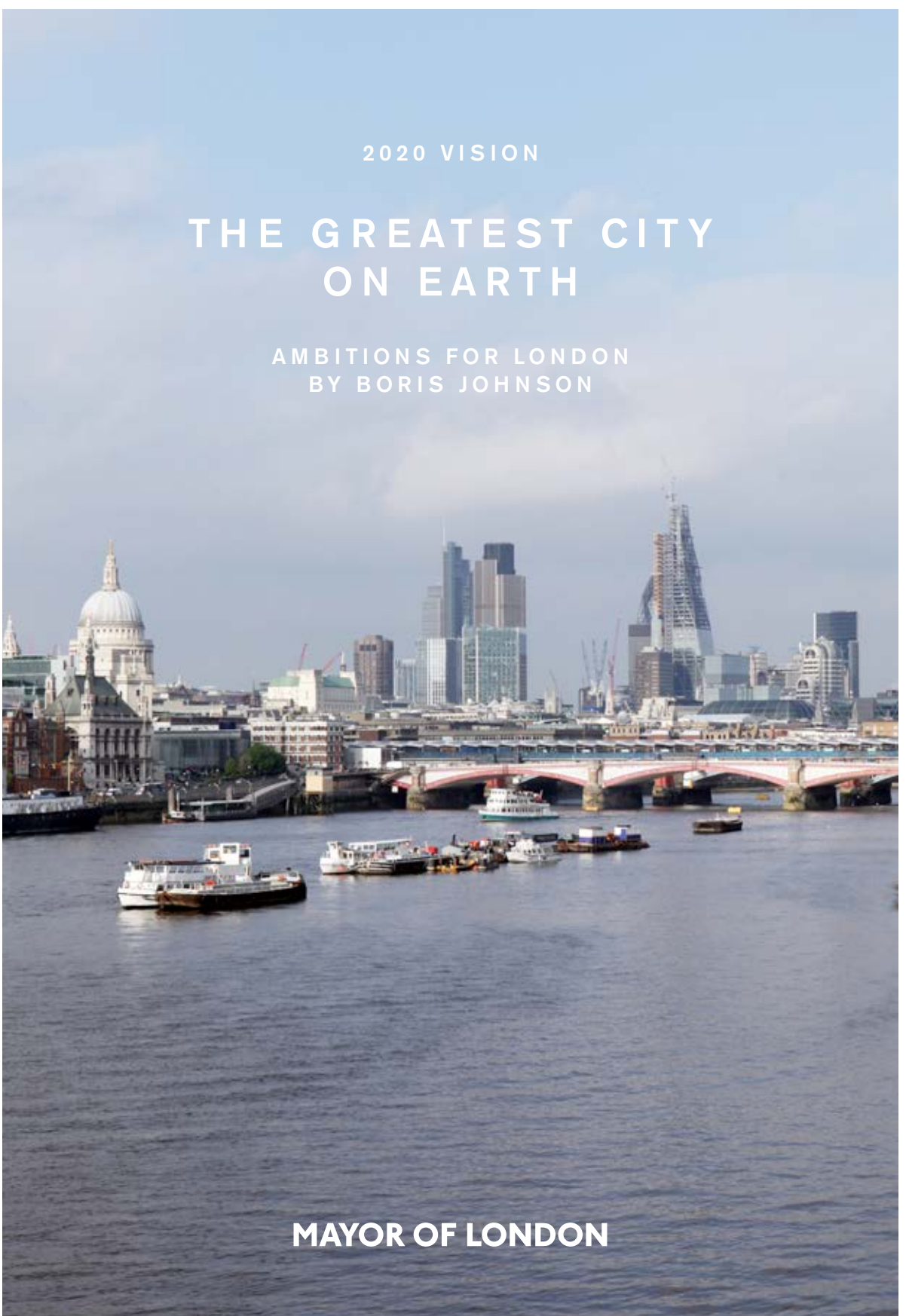


2020 VISION

THE GREATEST CITY ON EARTH

AMBITIONS FOR LONDON
BY BORIS JOHNSON

MAYOR OF LONDON



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THE GREATEST CITY ON EARTH

For once there is no case for false modesty. In the summer of 2012 London put on a triumphant performance that was all the sweeter for being unexpected - at least by many commentators.

For months we had been told that the city's ageing transport system would never cope, that traffic would be appalling, that business would be crippled. We were warned that a cash-strapped Britain could not hope to compete with the fireworks of Beijing.

The critics noted that we had been so foolish as to build a stadium without a proper roof and that our guests would be soaked by the English summer.

As the first night got closer, the doubts intensified. One day a Jubilee line train sat down and refused to move, so that the passengers had to be walked off down the tunnel. One of the key parts of the Olympic Route Network - a bridge on the M4 - turned out at the eleventh hour to be about as robust as a freshly dunked digestive biscuit. Then thousands of security guards went AWOL and when the first athletes arrived an American contingent somehow got lost on their way to the park. And then - round about the middle of the first week - it became clear that the gloomsters were wrong.

A cascade of gold

British athletes started to win a cascade of medals in what were widely acknowledged to be the best Olympic and Paralympic Games ever held. The weather was perfect - roughly what you want

Despite its reputation for rain, London gets less precipitation in a year than Rome.

for an English garden fête. The transport system functioned well, and in particular the effort that went into modernising the Tube was shown - dramatically - to pay off. The new transmission based train control system allowed London to move huge numbers of spectators, athletes and officials on the Jubilee line to the site in Stratford.

Exactly as promised, the new high speed Javelin lunged back and forth, taking passengers from King's Cross to the Games in six minutes. Around the world, people vaguely familiar with London saw something new and surprising - a mass transit system that was smoothly and effectively connecting central London with a part of the city that had been neglected for decades.

The scenes from the park delighted the eye of the world: the wildflower meadows by the Lea; the blazing corona of triangular lights around the stadium; the rosy curves of the velodrome; and everything cunningly decked out in LOCOG's shards of pink and magenta. They saw an Opening Ceremony that by common consent knocked spots off its predecessors; and they saw a city that looked extraordinarily good: diverse, welcoming, at ease with itself - an amazing fusion of people and styles in which the beauty of historic buildings is set off and intensified by adventurous 21st century architecture.

Those Games were great for this city. Since the closing ceremony last September, we have seen billions of pounds of international investment arrive in London - from the Olympic Park, to the docks, to Battersea, to Croydon and beyond. When you add up the benefits in jobs, growth, infrastructure, the boost to east London and the positive glow it has given to the brand of London and the UK - that £9.3bn looks like one of the most sensible and pragmatic investments in the history of British public spending.

The transformation in east London will now continue for decades, and the social and cultural legacy is real. More people are taking part in sport¹, and more people are interested in volunteering² -

From the magnificent Shard to Zaha Hadid's Evelyn Grace Academy in Brixton, London boasts an array of stunning 21st century buildings.



London United - Mo Farah, the son of Somali immigrants, wins double Olympic Gold

inspired by the Gamesmakers and Team London Ambassadors who did so much to make 2012 a success. So now is the moment - before anyone is tempted to sink back into a state of relative morosity - for us to analyse the causes of that success.

The Olympics united London

It is clear that the delivery of the Games was a stunning piece of cooperation between the public and private sectors. For as long as ten years some of the best business brains and the most effective public servants worked together in a spirit of complete teleological agreement. I mean they knew exactly what the goal was.

They knew that colossal pieces of infrastructure would need to be created. They knew that this would be politically and technically

90 per cent of the material inside the Olympic Park during 2012 events was reusable or recyclable, making it the greenest Games yet.

difficult. They had to recruit tens of thousands of people, hold costs down, and explain and justify the whole programme to a sometimes apathetic public and a sometimes cynical media. For years the elements of civil society worked to that goal - a successful Olympics.

Everyone was in on the project: the boroughs, the business world, the arts world, the police, the health service, the transport providers - the lot. Everyone knew what success would look and feel like, and everyone knew what failure would feel like.

That clarity gave great force and momentum to the project. It made it easy to go to government and explain why such-and-such needed to be funded. The scale and ambition of the Games helped attract international investors and sponsors. So the key message of the Olympics for policymakers is surely this: that a great city can succeed most brilliantly if we focus.

First we need to agree on the goal - the basic ambition. Next we need a collective understanding of the scale of the challenges the city faces, and the urgency of the timetable imposed by these challenges. We need to have a clear grasp of all the steps we are already taking to meet those challenges.

Last, and most important, we need to agree as fast as possible on what extra we need to be doing. We need to set out now the steps London needs to be taking between now and 2020, so that the British capital is the envy of the world in 2050 and beyond.

The agenda for 2020 and beyond

That is the purpose of this document. It is to explain the agenda for London, so that we can make our case to government and to the world. It is a route map and a manifesto for Westminster and Whitehall, so that government has a clear idea of how investment in London can help drive the rest of the UK economy.

London has hidden depths with a dozen secret rivers flowing beneath the city, including the Effra which travels under the famous Oval ground.

It is also a prospectus for investors from around the world, to help them answer the question you want to know: what is happening in post-Olympic London? Here are the Opportunity Areas, here are the proposals for opening them up, here is where you can invest and here is the number to call.

If the reader asks - in a philosophical way - what is the point of it all, we can give an easy answer. You don't have to be Aristotle to see that all policy and all debate and all public effort is aimed at the happiness and wellbeing of Londoners, and thereby of the people of the UK. That is the big target. But we can be more precise.

We want to lengthen the current (and necessarily precarious) lead of London as the financial, commercial, cultural, artistic, media, educational, scientific and innovation capital of the world. And then we can flesh out that broad ambition.

We want a city where life expectancy increases, where public health is better, where we narrow the gap between rich and poor and produce steady improvements in academic attainment.

Growing London's green space - new pocket parks



In 1811, London became the first modern city to have more than one million inhabitants.



Rejuvenating London's high streets with the Outer London Fund

We want a city where there is enough good quality accommodation for Londoners to afford to live near enough to their place of work, a city whose streets are ever safer and whose air and parks and rivers are ever cleaner, and where we can say that of all the big cities in the world, London is the best to live in. To achieve all this, we must plan.

Creating the future

We must decide the projects we need and then get passionately behind them. That means boldness, and also humility, because we can't see round every corner, and we can't get everything right. The world is full of planning disasters, from vibrant neighbourhoods that have been destroyed by urban expressways to purpose-built global capitals that have perfect houses and perfect lawns and lovely wide boulevards and nothing approaching a sense of urban buzz or community.

With 300,000 to 400,000 French citizens, London is the sixth biggest French city in terms of population, and bigger than Strasbourg.

OPPORTUNITY AREAS

CROSSRAIL 2 AT EUSTON AND KING'S CROSS-ST PANCRAS

High Speed 2 will transform Euston and King's Cross-St Pancras into the UK's largest mega rail hub as rail passengers will interchange between HS2 and Crossrail 2 at Euston. The length of the Crossrail 2 trains and the stations needed for them, enable the construction of a single Euston-King's Cross-St Pancras interchange station. This will connect all three terminals with HS1, coming into operation no later than completion of HS2 to Manchester and Leeds.

THE TECH FUTURE IN KING'S CROSS

Google's decision to site their one million sq. ft. UK HQ in King's Cross boosts the tech city future of this regeneration area, alongside the University of The Arts/St Martins campus. With the Eurostar terminus at St Pancras and the new King's Cross concourse, there are also 1,900 new homes and a new commercial quarter rapidly emerging. This hub will provide a technology centre for 25,000 jobs with fast Tube and rail access and international services.

CITY FRINGE

With City Fringe/Tech City, London is becoming the digital capital city of the world. The area from Old Street 'Silicon Roundabout' and fashionable Shoreditch to Whitechapel and King's Cross, already boasts 48,000 tech related jobs, with plans for 70,000. There will also be 7,000 new homes built along the Overground corridor and at sites such as Bishopsgate Goodsyrd.

We cannot hope to know what technical advances we will have made by 2050, just as the people of 18th century London did not foresee the Tube - no more than our generation fully anticipated the rise of the internet. We can't say whether or not people will be using jetpacks to get to work (it seems unlikely, frankly). All we can do is look at the current data and draw the inferences.

Look at this wonderful London Transport poster from 1926, in which the artist has imagined the city 100 years thence - in what is now almost our own time. He is wrong about airships. He is wrong about skyscrapers, in that they are made of glass and steel, and not brick. But he is right about some big things.



We do have such demand for space, office and residential, that we now build some very tall buildings - in the case of the Shard, which opened last year, higher than ever before. Though we don't have commuters regularly using individual planes - as the people

There are 46 other 'Londons' in the world, each named after the original city.

OPPORTUNITY AREA

THE ROYAL DOCKS

We are returning the Royal Docks to their former glory at the forefront of international trade and exchange. This 125 hectare site - including the regeneration areas of Silvertown Quays, Royal Albert Dock and Royal Albert Basin has £22bn of development potential. Already, innovative and iconic developments are springing up to create a world class business destination - such as The Siemens Crystal and the Emirates Air Line cable car.

A new Enterprise Zone will support business ventures creating 6,000 new jobs. A beautiful 'floating village' will host just some of 11,000 new homes built. A £1bn joint public and private investment will create London's first Asian Business Park.

We will install transport links to Crossrail 1 at Woolwich and London City Airport.



of the 1920s briefly imagined that we would - we do have extreme pressure on aviation capacity.

A population explosion

The poster's prediction is right in this vital way, that the London of 2026 will be busier and more full of human beings than at any time in history - and that is the biggest single challenge we face. According to the Government's Official Census the population has risen by 330,000 since 2008, and our projections show that by 2016 it will reach an all-time high of almost 8.7m people³.

From 2011 to 2021 the population will have risen by a million - the fastest rate of acceleration ever. We are going to hit 9m before New York, and approach 10m by 2030⁴. These astounding figures are essential to the argument that follows.

This population growth is not so much a function of immigration per se, but of greater longevity and of live births in London, often

Iconic London - Battersea Power Station's £8bn makeover has begun



to the families of immigrants. And where London leads, the rest of the country follows. It is now predicted that the UK will have 78m people by 2050, and 81m by 2060⁵ - making this country the most populous in Europe. Indeed, it is a remarkable fact that on current trends the population of Britain will approach that of Russia, which has been in chronic decline.

Many people may find these figures amazing and even unsettling; they may wish that a tighter grip had been kept on illegal immigration over the last decades. But we cannot wish those children away.

We need to think about the future of those thousands⁶ drawing their first breath every week in London's maternity wards. They are going to want happy, fulfilling and productive lives - and their chances of achieving that depend on the strength and the competitiveness of the London economy.

With these demographic projections, we are going to need to find at least another 450,000⁷ jobs for Londoners in the next ten years. We will need another 400,000 homes⁸.

We will need new and better transport links to connect the two, to make both jobs and homes viable, and to allow the economy to perform.

We face these pressures at a time of continuing economic uncertainty. The Eurozone is still so sputtering and unpredictable as to depress British exports and place a general damper on confidence.

London is a formidable generator of new jobs, but we still have more than 100,000 16-24 year olds out of work⁹; and for years it has been the case that young Londoners have been losing out in the job race to determined and well qualified arrivals, especially from EU Accession countries.

London's hard-working apprentices now enjoy the same 30 per cent public transport discount as those in full time education.

Sharing in global growth

Our productivity is low by comparison with some other EU countries¹⁰, notably Germany, and we have in Newham, Tower Hamlets and Hackney three of the poorest boroughs in the whole of the UK¹¹. The gap between rich and poor has been growing, not shrinking, even in the age of splurge that preceded the crash of 2008¹². And London is like every other western city, in that it is facing intensifying competition from the rising conurbations of Asia and other emerging economies.

By 2025 there will be 136 new entrants to the list of the biggest and richest cities on earth - and 100 of them will be from China¹³. That is not necessarily a cause for gloom: the global economy - at least the economy beyond the Eurozone - continues to expand.

The world's GDP was 32 trillion dollars in 2000. By 2008 it had almost doubled to 62 trillion dollars. What is even more striking is that it has continued to rise since the crash, the bulk in growth - to 72 trillion in 2012¹⁴.

Our ambition must be to get London's share of that growth, and we can only succeed if we have the skills to compete.

We have no gold or oil under the streets of London, and much to my disappointment there is no shale gas to frack. We have nothing but the dynamism of Londoners, the natural confidence and exuberance of people who know they are growing up in an extraordinary capital city. But that potential is useless without education.

Unlocking the talent of London

London schools have been improving fast and are now better - on the whole - than schools in the rest of the country. That is unusual for a capital city of London's size, and is a tribute to the work of all involved. It is one of the reasons we are seeing a

Excluding the aptly named Overground, the London Underground system is actually in the open air 60 per cent of the time.

OPPORTUNITY AREA

UPPER LEA VALLEY

There is a huge range of development potential across this tract of land in the north east of London, capable of generating 15,000 new homes and 9,000 jobs.

In Tottenham, homes, communities and jobs will be created around a newly developed football stadium. We have already opened the Enterprise Centre at 639 High Road as a boost to local small businesses, and we will redevelop Tottenham Hale Underground station.

There is significant but sensitive development potential around the unique wetlands of the Upper Lea Valley for green industry clusters. We will upgrade transport links with investment in rail expansion through the four tracking of the East Anglia line to Hertford East and potentially Stansted Airport.

AGENDA 2020

TRANSPORT

Develop an efficient metro suburban rail service by devolving rail franchising power to the Mayor.

Introduce measures in the Mayor's Cycling Vision to reach at least 15 per cent modal share for cycling in inner London and implement plans to extend the Barclay's Cycle Hire network to north, south, east and west.

Deliver automation on the Tube to 75 per cent by 2020.

Increase Tube service to a world-leading 40 trains per hour on key lines such as the Victoria and Jubilee.

Support a new river crossing to the east of the Dartford Crossing.

Develop the funding model used on Crossrail so that next stage infrastructure projects like Crossrail 2 and a new hub airport are funded through an efficient mix of public and private finance.

Start construction of Crossrail 2 in 2019.

Further modernise London's highways and traffic management.

Investigate new road tunnels such as replacing the Hammersmith flyover.

Transform the Greenwich Peninsula waterside into a commercial development and transport hub including a cruise liner terminal.

Build a new four runway eco-friendly airport.

Conduct in-depth study into potential further rail and Underground lines south of the river.

Secure a stable 10 year funding settlement for TfL to:

- ♦ install an additional station on Crossrail 1 at Woolwich and links to London City Airport
- ♦ provide a transport link from Kensal Green to Crossrail and an additional Overground station at Old Oak Common
- ♦ start construction on the extension of the Northern Line down to Vauxhall Nine Elms and Battersea by 2015
- ♦ progress with four tracking the West Anglia Line
- ♦ electrify Gospel Oak to Barking on the Overground and extend it to Barking Riverside
- ♦ work with boroughs to relieve congestion through river crossings in places like Silvertown and Gallions Reach
- ♦ open up outer London town centre hubs by extending
 - the Bakerloo line beyond Elephant and Castle
 - DLR to Bromley
- ♦ build a new Thameslink station at Brent Cross - Cricklewood
- ♦ construct a single Euston-King's Cross-St Pancras interchange station
- ♦ upgrade the three Wembley stations
- ♦ redevelop Tottenham Hale Underground station, East Croydon station and Waterloo station
- ♦ extend the tram network to Sutton, Crystal Palace and across to Wimbledon with a second track
- ♦ open the new Silvertown tunnel by 2021
- ♦ rebuild Bank and Holborn Underground stations to increase capacity
- ♦ put 2,000 New Buses for London on our streets by 2020



Return of the hop-on hop-off - the New Bus for London

reversal of the traditional flight from London by families bringing up young children.

But it is still the case that the UK as a whole has been slipping down the international PISA rankings for reading and mathematics, and we must do far better¹⁵.

London is one of the great academic capitals of the world. We have more top 100 universities (six of them) than any other city on earth¹⁶. There is now a growing cluster of academic health science institutions, many of them based near the Euston Road, that attract the best brains of the planet; and then there is a profusion of universities of all kinds - 23 of them - and they almost all have RAE (Research Assessment Exercise) outstanding departments of one kind or another.

London is the Athens (or the Rhodes) of the global economy - the modern world's favourite university town. The question is whether these citadels of excellence are open or accessible to young people growing up in London.

The Tube travels an incredible 43 million miles every year. That's almost halfway to the sun.

It is a melancholy fact that in 2012 there were 15,000 London kids who left primary school, age 11, still struggling with basic English and Maths¹⁷. One of London's great advantages is that we have mastery of the world's language - and it is a savage reproach to us all that we are failing to pass that advantage on to so many of our children.

There were 28,000 who left school at 16 without the five decent grades at GCSE that are considered essential for a good start in life. We have only one in five studying triple science at GCSE and less than half studying a language¹⁸.

This means that a whole range of academically crunchy subjects - tried and tested routes to Russell Group universities - are being more or less dominated by children taught in the independent sector. That is a social injustice and above all a waste of talent: a massive economic inefficiency.

The GLA is making a series of modest but targeted interventions to give young Londoners the chance to compete: 'literacy champions' to help 3-5 year olds with their reading; mentoring programmes, Leadership Clubs, Latin Clubs, a Music Fund to help address the scandal that just eight per cent of pupils at maintained sector secondary schools have access to a musical instrument¹⁹.

We are giving all the help we can to those who are primarily responsible - London's boroughs. Some London boroughs have done a superb job in the last few years, and the improvement in standards is a testament to their effort and ambition.

With borough support, we have set up a Schools Excellence Fund to promote and encourage good teaching in the core academic subjects. We are backing English and Maths summer schools for primary teachers, and a 'Gold Club' to recognise those who have done especially well, for instance in encouraging STEM subjects or languages.

There were over a billion Underground journeys in 2012 (1,208,426,013 to be exact).

OPPORTUNITY AREAS

WHITE CITY

A vibrant community will be born in the west by rejuvenating White City and Shepherd's Bush town centre. Building on the area's heritage in creative, media and entertainment industries, there are plans to establish a new science and learning cluster led by Imperial College, to extend the hugely popular Westfield Shopping Centre and for the BBC to consolidate its activities within the area. In all, there is capacity for 5,000 homes and 10,000 jobs.

EARLS COURT

In Earls Court we will create four distinct villages around a new high street and much improved public spaces. Seven thousand new jobs and 4,000 new homes will be generated by the redevelopment of the former Exhibition Centre and the significant additional economic activity which will accompany the creation of new, modern, office space.



If properly harnessed, we can use that spirit to drive up standards and achieve our city's ambition - to make sure that no child's academic future is limited or frustrated by his or her socio-economic background.

We have moved on from the Pol Pot approach of the 1960s and 1970s, when academically outstanding schools were extirpated, under both governments, as a matter of state policy.

Since the reforms of the last Labour Government we have entered a new era of diversity and hope. Many schools have been transformed with new leadership and new approaches. And we are seeing councils, communities and parents set up new academies and free schools - schools that take pride in their own ethos and culture, and that exude a spirit of competitive excellence in sport, music and every type of academic discipline.

The need for these schools is desperate: so great is the demographic pressure that from a starting point of 2011, we will need an extra 4,000 primary classes by 2020²⁰. In some of those classes we want an atmosphere as industrious (and downright swotty) as the very best in the rising Asian economies; and yet that will of course not work for all.

A strategic view of skills

For those many young people whose talents are best harnessed to vocational training, we need an approach to skills that is both more focused and more strategic. It is time for London boroughs, working with business and the GLA, to take a more active role in setting the skills priorities across London, so that we fund those courses that the economy really needs and that will make the greatest possible difference to the life chances of young Londoners; and the obvious forum for this partnership is the LEP, the London Enterprise Partnership.

It is time for the LEP to pupate, and to achieve its full potential. We should use it as the venue for London boroughs to work with business, with TfL and the Mayoralty to take a strategic view of the regeneration, employment and skills agenda for London.

Boosting apprenticeships

For many young people it is obvious that the single swiftest route to employment is the growing apprenticeship scheme - a chance for young people to understand what it is to have a job, to turn up on time, to answer a telephone professionally, to learn from other employees and to acquire the sheer cunning that is necessary for survival in a place of work.

Culinary delight - Raymond Blanc and apprentice Amber Fall supporting our apprenticeship campaign



In the last two and a half years, London has created about 100,000 such apprenticeships, and we have set a target of 250,000 by the end of the academic year 2016²¹. That is a tall order, but if we can pull it off, we will not only make a significant dent in youth unemployment; we will provide London business with employees that they value, that they overwhelmingly retain, and that add to the bottom line.

Excellent and rigorous education; useful vocational training; a widespread apprenticeship system: these are perhaps the best and most important things we can give our young people if they are to compete in a globalised economy.

But it is no use adorning them with qualifications if they are let down by the city's infrastructure: if they have no hope of living near to their jobs, and if they have no way of getting quickly, cheaply and conveniently to their place of work.

Transporting London's workforce

Like all great cities, London's success depends on its ability to agglomerate talent. We bring together huge numbers of people in such a way as to create networks - a critical mass of expertise in sectors such as finance or the arts or hi-tech. Each sector works as a cyclotron in which ideas and people collide to produce a flash of innovation; or as a hive, in which the worker bees can cross-fertilise. Pick your metaphor.

The important thing about bees or subatomic particles is that they move fast and fluidly and that they come face to face. For the last 30 years or more we have speculated that the strain of commuting would give way to working from home, and it is certainly true that the web and new communications techniques are making this at least technically more feasible than ever before. And yet human beings retain an obstinate desire to look each other in the eye, to shake hands, and above all to gossip.

While around 2.7 million journeys are made on London's Tube every day, there have only ever been three births on the system.

What was the first sentence ever pronounced down the telephone? “Watson, come here, I need you,” said Alexander Graham Bell, showing at once the genius and limitation of his invention.

Some may find that working from home descends into a morbid routine of making coffee, checking emails, and hacking that hunk of cheese from the fridge; some may be justifiably anxious, in tough times, that management may be more willing to dispense with them if they are never in the office. Whatever the reason, people are continually choosing to come to work, and it is an amazing fact that ridership on both buses and train networks has continued to rise throughout the economic downturn, and in spite of fare increases²².

The city has risen to greatness through a series of infrastructure revolutions that began with the Roman bridge in 48 AD. London had the first commuter railway from London Bridge (1832). London had the first underground railway (1863), that helped to move bankers and other professionals from the West End to the City, and so helped to ensure London’s 19th century status as the financial and commercial capital of the world.

The electric railways made possible the extension of commuter routes to lovely leafy suburbs, and to this day it is transport infrastructure that has the potential to change our economic destiny.

Canary Wharf is now a bigger financial district than the whole of Frankfurt - and yet that boom of investment could never have happened without the Docklands Light Railway and the Jubilee line extension²³.

Accelerating the pace

After the wretched decades of the mid-20th century - when investment in transport was stifled - we are now back in what some (the optimists) would call a Golden Age. We are in the throes of a

The Crossrail One boring machines are all named after famous London women including painter Phyllis Pearsall who created the London A-Z.

neo-Victorian surge of investment in mass transit. It is absolutely vital that we do not stop now.

By 2018 we will have completed Crossrail, with 24 trains per hour carrying 200,000 people across London from east to west, hooking up Heathrow with Stratford and the opportunity areas of east London²⁴. We are now well advanced in a massive programme of upgrading the Tube - track, signalling, tunnels, bridges, stations, trains - so as to increase capacity by 33 per cent by 2018.

The Jubilee and Victoria lines have already been significantly improved; the Northern line will be complete by 2014 - delivering a 20 per cent increase in capacity, and we must urgently begin work on renewing the Central, Piccadilly and Bakerloo lines.

About 40 per cent of the network will have air conditioning and our Automatic Train Control system means that we will never again buy a train with an old-fashioned driver's cab.

Reducing delays

These technical improvements are already paying off in palpable benefits for passengers - Tube delays were down 40 per cent in the last four years. We are now cutting them by a further 30 per cent²⁵. But until we have a fully automated system we will not match the best performing Asian metros for reliability - and that must be the goal. London invented the Tube. We should aim to be the first and the best.

We are continuing to tackle congestion on the roads: lane rental schemes have already significantly reduced roadworks and delays. We are encouraging cleaner and greener forms of transport. London has seen an explosion in cycling to work, with numbers roughly doubling in the last ten years²⁶. But it would be fatal - given the competition we face, and the population growth underway - to slacken off now.

London is now home to the cleanest, greenest diesel hybrid buses in Europe, manufactured in Ballymena, Northern Ireland.

AGENDA 2020

QUALITY OF LIFE

Create new London attractions, such as our own Highline, Floating Village and a Garden Bridge.

Enforce consistently across all boroughs the London Design Guide to improve housing quality and room size.

In tandem with the Thames Tideway Tunnel, ensure sustainable urban drainage schemes are delivered to mitigate the likelihood of surface water flooding and reduce rain entering the sewers.

Introduce innovative new planned waste water recycling options to meet the increasing demand for fresh water.

Increase tree cover in London by five per cent by 2025, and the same again by 2050.

Implement the Ultra Low Emission Zone by 2020.

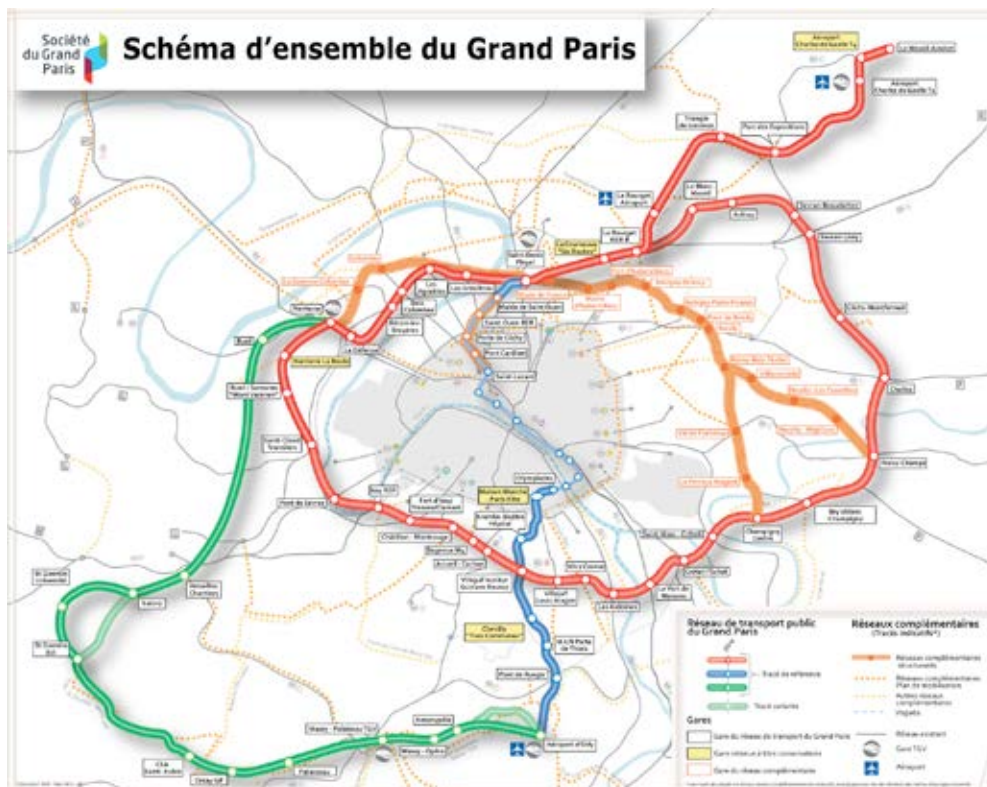
Continue the drive to reduce road casualties.

Deliver a new zero emission taxi for London.

Improve London's Air Quality by meeting our ambitious CO₂ NO_x and PM10 targets.

Just look at our rivals

It is not the job of this document to puff rival cities, but look briefly at this map of projected and funded transport investment in Paris.



All this is already fully funded in Paris

The French were decades ahead of Crossrail with their cross-town RER, and now they are going ahead with a series of RER extensions that will bring millions of people closer to centres of employment and opportunity - one of the most effective ways of tackling social exclusion and, to put it bluntly, avoiding riots. London has plenty of competitive advantages over Paris, but we cannot fall behind in creating the transport links that will allow the economy to grow.

There are 3,387,255 households in London,
52 per cent of these are flats or apartments.

Look at the Opportunity Areas around London - where there is scope to build 100s of thousands of homes on brownfield sites - and you will see that transport links are decisive in allowing development to progress.

How transport unlocks growth

In Southall and Ealing, developments are now under way that will see another 4,000 homes and perhaps 2,000 jobs - and all made possible because of Crossrail stations. At Old Oak Common there is scope to create a whole new district - a mini-city - with 22,000 homes and 50,000 jobs, and again, all because of the Crossrail stations and the forthcoming interchange with HS2.

It is Crossrail, as well as the upgrades of the Jubilee and DLR, that is opening up Stratford, Canning Town, the docks and other parts of east London. Those in government looking for the secret to jobs and growth should remember that Crossrail alone is expected to add £42 billion to the UK economy²⁷.

And then there is Thameslink, the north-south equivalent to Crossrail. In Croydon an unprecedented joint venture between Westfield and Hammerson will not only regenerate the town centre but add 7,500 jobs and 10,000 homes. Those investments make sense because Croydon is already a transport hub. There is the tram network, now to be extended to Crystal Palace and across to Wimbledon with a second track. There is the new East London line, London's first orbital railway, as well as fast trains to central London, a timetable that will benefit from the Thameslink improvements.

In Greenwich the O2 sits at the centre of what was once an industrial wasteland, and yet thanks to the Jubilee line upgrades we are likely to see a development go ahead that will yield 13,500 homes and 7,000 jobs.

Transport enables regeneration

If you want proof that transport can trigger development, look at Battersea, where the power station has been mouldering vacantly for most of our lives. The government agreed to a funding package to extend the Northern line to Battersea and Nine Elms - two new stations that will unlock the potential for 16,000 homes and 25,000 jobs.

That is the strategy we must use as we go forward to 2020 and beyond - to use transport infrastructure as one of the key drivers of jobs, growth, regeneration and environmental improvement.

To repeat the essential point: we are not building the Humber Bridge here, doomed to lack of use. The demand for these projects is enormous. The Tube, bus, and rail networks are already operating at capacity. On some lines, in the peaks, we are in danger of breaching EU regulations for the carriage of live animals. Transport for London had originally forecast that demand would rise by 30 per cent to 2020²⁸ - and that was before it became clear that a population boom was under way.

On the roads, London's traffic remains congested, and a source of continual frustration and economic inefficiency estimated at £2bn in lost business every year²⁹. For a generation - ever since the motorway box was abandoned - the concept of the south circular has been more or less fictitious.

It's time for Crossrail 2

If London is to keep moving, we need to agree now on the next big improvements, and accelerate them. Since the report of Andrew Adonis's committee there has been widespread agreement about Crossrail 2 - what used to be called the Hackney-Chelsea line.

This has been supported for many years by transport enthusiasts, but the scheme is now critical if it is to deal with two pressures:

Joseph Bazalgette overestimated the width of London's sewers by a factor of two to future proof them.



Cycling revolution - growing the greatest cycle city on earth

the strain on the Victoria line, already acute, that will become unbearable once the hordes from HS2 debouch into Euston.

Then there is the huge and growing number of commuters arriving from homes in south west London into Waterloo³⁰, on lines that do not have the capacity to cope. The Crossrail 2 regional-style service would be a phenomenal improvement for London, allowing commuters from Kingston, Sutton and Wimbledon to arrive speedily at their places of work in the West End, the City or Canary Wharf.

It would galvanise economic activity in that quadrant of London, while bringing simultaneous and symmetrical improvements to Hackney and other parts of north east London. The question about Crossrail 2 is not whether it should happen, but how quickly we can get it moving.

It is becoming clear that the timetable could be integrated into Crossrail 1, so that the second line begins more or less as the first is finished. We might not be able to use the same boring machines

AGENDA 2020

HOUSING AND LAND

Secure a long-term and stable housing settlement for the GLA to support the supply of homes across all tenures in the capital.

Legislate on strategic planning decisions to allow the Mayor to call in more, and unblock stalled decisions.

Remove the cap on local authorities' borrowing power to enable them to build more new affordable homes.

Introduce a 'use it or lose it' planning permission for developers.

Create a London Housing Bank by 2016, backed by the London Pensions Fund Authority and other pension funds, to motivate London's private rented model.

Require all land owning Whitehall bodies to publish details of their landholdings in the capital and establish Joint Ventures so that surplus sites can be brought forward to market.

Enable more middle income Londoners to own their own homes, through expanding the Housing Covenant for Londoners; shared equity and part ownership schemes.

Social landlords and boroughs must give greater priority to working households when it comes to affordable housing provision.

(their teeth wear out), but there would be important synergies in planning and project management.

Improving suburban rail

Crossrail 2 will help - and yet it will take years, and will only deal with the problems in some parts of the city. All over south London we have commuters struggling in on an inadequate rail network, and no Tube. It is time we moved ahead with plans to allow TfL to improve those rail services by helping to set suburban franchises - at no detriment (quite the reverse) to commuters living beyond London - so that we have a proper metro-style service.

And after years of talking about it, we now have the tunnelling technology to extend the Tube into the soft clay of south London. We are now looking at the extension of the Bakerloo line beyond Elephant and Castle.

We must four-track the Greater Anglia line up the Lea Valley - again creating a metro-style commuter railway that would unleash huge potential for employment and housing in Tottenham and other parts of Haringey. We must extend the Overground to Barking Riverside in order to activate housing development there.

For the last 40 or 50 years it has been assumed that there is no 'business case' for such improvements - but the population of London is not only growing; we are seeing changes in the character of outer London town centres. They are becoming dynamic economic hubs, and they must be properly connected.

Now is the time for borough leaders to come forward with plans to make use of potential extensions of the tramlink, the tube, the DLR and other overground rail in such a way as to yield jobs, growth and housing.

OPPORTUNITY AREAS

LOWER LEA VALLEY AND STRATFORD

The Queen Elizabeth Olympic Park will reopen in July 2013 - a destination for sport, entertainment and leisure, with everything from cycle paths to competition standard swimming pools. Hosting global sporting events will attract hundreds of thousands of visitors.

The Park will be at the heart of a new urban district. Alongside the Westfield Stratford shopping centre (which employs 10,000 people, over 2,000 of them previously unemployed local residents), will be 7,000 family homes. iCity's leading technology and digital cluster will deliver 4,500 jobs over time. UCL will create a new science-led academic district bringing thousands of students and research skills to east London.

In all, it is estimated that the development potential across the Lower Lea Valley and Stratford will amount to 32,000 new homes and 50,000 jobs.

ACADEMIC AMBITION IN CANADA WATER

As UCL expands to the east, and Imperial College to the west, so King's College, another internationally renowned university is reaching across the Thames to Canada Water. This will help develop a new science cluster with potential for 2,500 new homes and 2,000 new jobs.



More river crossings

By 2020 we must be well advanced in our plans to build new river crossings east of Tower Bridge. The new Silvertown tunnel will be in place by 2021 - reducing congestion at Blackwall, and helping to create tens of thousands of new jobs and homes in the Royal Docks and the Greenwich Peninsula; and then there is clearly scope for more crossings at Woolwich and Gallions Reach.

Improving the roads

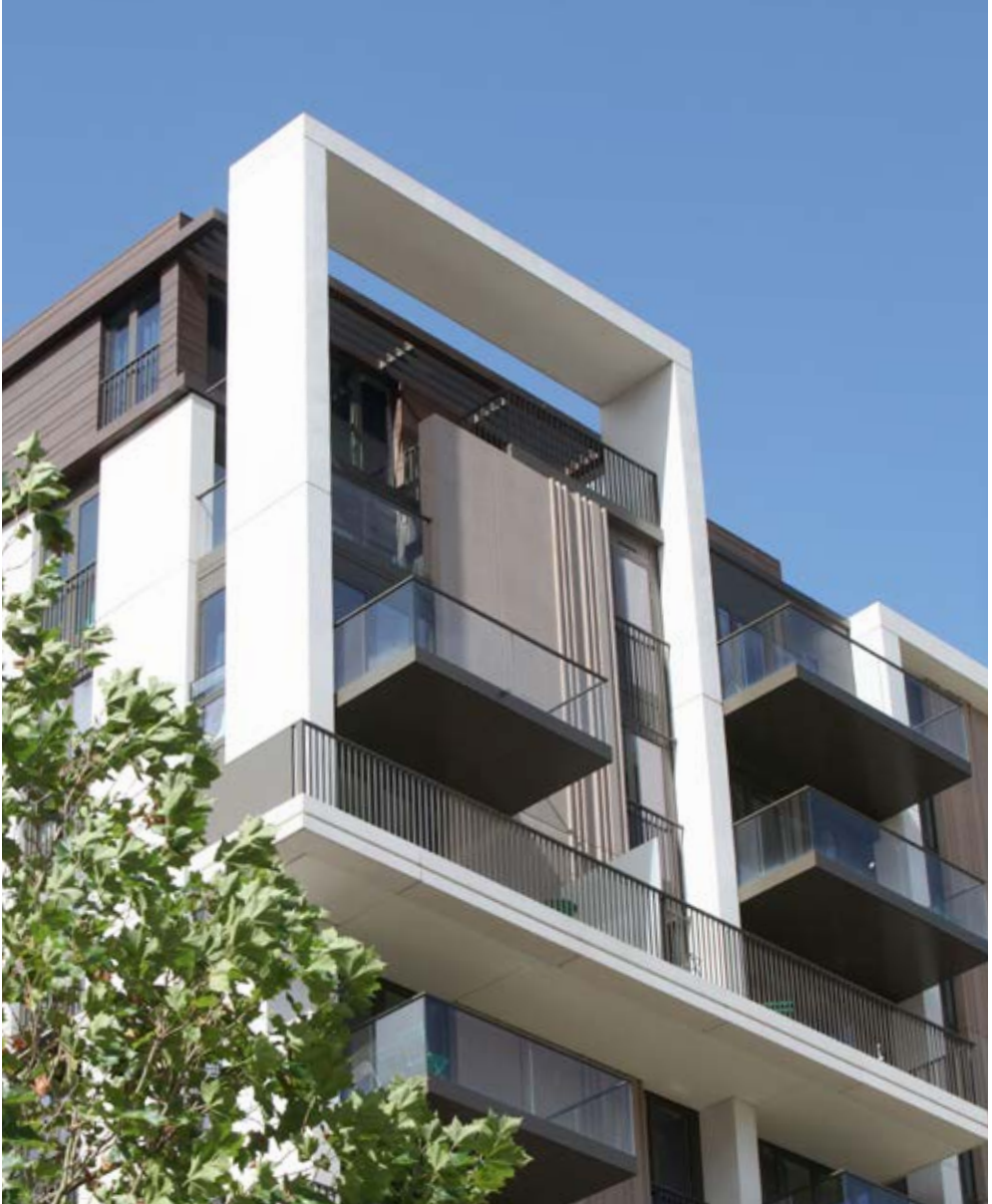
All these investments in mass transit will help to relieve pressure on the roads, but that is no excuse for ignoring the plight of the motorist. Making the traffic flow smoothly is not some cowardly concession to J Bonington Jagsworth and the Motorists' Liberation Front.

It is a recognition that vast numbers of journeys in London are made by car - indeed, in outer London the car is still by far the most popular mode of transport. For years it has been considered ideologically incorrect to want to improve our roads; but now is the time to look at the achievement of other cities where 'flyunders' have helped to reintroduce calm, removed pollution, and added massively to property values.

Ernest Marples turned a once pastoral Park Lane into an urban motorway. Councillors in Hammersmith and Fulham are already calling for the flyover to be tunnelised, creating glorious opportunities for housing and public space. Could we use a tunnel to recapture that Elysium, and are there other areas where that option might be explored?

What about the town centres of south London, and their massive economic potential? That potential is at present unfulfilled because it is so difficult to get by road from one hub to the next. Should we revive the ambitions of the 1960s, but this time take account of environmental concerns by using a toll-funded tunnel?

London is the greenest city of its size across the globe with green spaces covering nearly 40 per cent of Greater London.



Ensuring a true Olympic legacy - 11,000 new homes

We should also recognise that investing in the roads - and cutting road works - is good for the Londoners who make 2bn journeys by bus every year. And we can use SCOOT (Split Cycle Offset Optimisation Technique) and other smart technology so as to benefit vehicular traffic, cyclists and pedestrians.

Let us be clear: the ambition is not to increase the number of people driving their own cars in London - far from it; we want to

Around four billion people watched the Olympics Games Opening Ceremony - more than half the population of the world.

OPPORTUNITY AREAS

COLINDALE

In Colindale 12,500 new homes and 2,000 new jobs will be created at the former Aerodrome and Colindale Hospital site. This new suburban community will be connected to the City and West End by the Northern line. Its vast open spaces include Beaufort Park, and development will take place at the Grahame Park estate and Metropolitan Police Hendon Training Academy.

WEMBLEY

In Wembley we will build on the success of the iconic national stadium, with the Arena and Conference Centre and the reinvention of the Olympic Way to create a new community of shops, much enhanced public spaces, a new civic centre for Brent Council and 11,500 new homes.

The expansion eastwards of the town centre and the upgrades to the three stations should create 11,000 local jobs.

BRENT CROSS - CRICKLEWOOD

Since 2010 plans are afoot for a metropolitan-scale town centre at Brent Cross-Cricklewood with a new Thameslink station and the M1 Gateway. 10,000 new high quality homes and 22,000 jobs will be created. A new living bridge will connect an expanded Brent Cross retail centre to the south of Cricklewood.

14 million square foot of new development and £4.5bn investment will transform the area.

assist the downward trend. But in so far as some people **MUST** drive, we want to make that experience as stress-free as possible.

The vision for London in 2020 and beyond is a city where public transport is so good that you have no need of a car - and there are growing numbers of Londoners who are making that choice.

They are using car clubs, or taking alternative modes of transport. We have greatly increased the use of the river by putting Oyster cards on the Thames Clippers, and by 2020 we aim to build on this success by doubling the number of river journeys.

We will shortly bring forward a new river strategy to improve the piers and increase take-up. Above all, we are encouraging the cleanest and least congesting modes of transport - walking and cycling.

A new cycling revolution

The legible London programme helps explain how many journeys are easily performed on foot, and our cycling revolution is following the practice of some of the best and most liveable cities in the world.

It is estimated that in the Edwardian age, 20 per cent of journeys were made by bicycle in London. In spite of all the advances in the last few years, we are still hovering around the two per cent mark.

Bicycles are much faster, much more comfortable and much more practical than in 1904. It is time for a new age of the bike. That is why we are engaged in a vast and many-faceted £1 billion programme of cycling improvements.

We are creating a series of new and improved Barclays Cycle Superhighways - including a giant new east west Cycle Superhighway, a 15 mile Crossrail of the bike that will take you from the City to the western suburbs.

Half the start-ups based in London's Silicon Roundabout expect to make a profit this year - that's double the rate of their Silicon Valley peers.

We are introducing new urban 'quietways' for the more cautious or beginner cyclists, well-marked routes from outer London to the centre of town. Outer London boroughs are already competing to be designated 'mini-Hollands' - areas where we will treat the roads so as to make them especially favourable for cycling.

We are proposing a series of new cycle hubs at Waterloo, Victoria and Marylebone, and 80,000 new bike parking places across the city by 2016.

The Barclays Cycle Hire Scheme has been very successful, and is rated one of the best such schemes in the world. We will be expanding it with about 2,000 new bicycles and 5,000 docking points this year.

But in the London of 2020 and beyond bike hire will be the rule and not the exception - even in some of the furthest suburbs.

We are looking now to speed up the hiring process with 'wave and pay' technology, and giving active consideration to the possibility of electric bicycles for hire as well. London is ideal for cycling. It is flat, temperate, and it is not raining 94 per cent of the time.

Our ambition must be to reach at least 20 per cent mode share in central London and in the mini-Hollands of outer London. We want to make London a truly cyclised city, because the cyclised city is the civilised city.

Solving our housing crisis

It is by investing now in transport that we can save on more expensive and desperate repairs in the future. As we have consistently argued, it is transport investment that enables sites to come forward for development.

Those developments are essential if we are to deal with perhaps the gravest crisis the city faces - the shortage of housing

The ArcelorMittal Orbit boosted jobs across the country, with steel from Bolton, paving from Northampton and decking from Poole.



Tech City at Old Street Roundabout - London's creative hub

Londoners can afford. It is a measure of London's success and global attractiveness that house prices have remained buoyant in spite of the credit crunch. The downside is that the house price to earnings ratio has doubled in the last 15 years³¹.

This has had brutal consequences for many Londoners. Fewer and fewer take out mortgages in the way that their parents did, because they simply cannot afford the deposit.

Rents are now punishingly high, and pre-empt an ever growing proportion of your disposable income³². For the first time in decades we are seeing an increase in household sizes³³, with many homes now suffering from serious overcrowding, and there has been a sharp increase in homelessness³⁴.

London boasts 14 professional football teams. More than four million Londoners watched Premier League football in the 2012/13 season.

Building record numbers of homes

Each of these problems we are tackling individually, but the single most effective solution is to build more homes.

Over the last four or five years we have built record numbers of affordable homes³⁵; we have bought thousands of empty homes back into use³⁶; we have helped about 50,000 Londoners³⁷ on to the property ladder with part-buy, part-rent schemes. But we need to build far more - 40,000 a year - if we are to meet the challenge³⁸.

If we are to cope with the demographic projections, we will need another 1m homes by the mid-2030s. Already 70 per cent of businesses say that the cost of housing in London is a major barrier to growth - an economic inefficiency that is set to cost the city between £15 billion and £35 billion over the next decade³⁹.

To address this crisis we need to act urgently and boldly. We need to unblock the consents that are currently stalled - 180,000 of them⁴⁰; and those developers who are sitting idly on their land should be threatened with compulsory purchase.

We should allow London's councils to borrow more for house building - as they do on continental Europe - since the public sector clearly gains a bankable asset and there is no need for this to appear on the books as public borrowing. We need to mobilise the pension funds to build in London - and especially new homes for rent. The private rented sector has almost doubled in the last ten years, and will obviously continue to surge ahead. We need to protect 'generation rent' with our London Rental Standard - offering certainty to landlords and tenants alike.

We will accelerate the programme of releasing public land for development. We are working with all public sector bodies in London to create an inventory of what is available, and since the

Mayoral elections of May 2012, City Hall has already released land worth £1bn.

London housing for everyone

The group that needs the greatest attention is the vast squeezed middle - the group that is not a priority for social housing and who can't afford a mortgage; and these will benefit from the mixed tenure schemes that will give them an opportunity to share in the value of their property and get a foot on the escalator.

The top and the bottom economic groups have traditionally been catered for. The London property market is fine if you are an international tycoon; and a third of central London housing stock is still social housing.

Living in the capital is perhaps toughest of all for working people on modest incomes who are the backbone of the economy. They deserve help, because housing cannot be viewed solely as a consumer good, like a car.

The need for stable funding

Housing is at least partly infrastructure, an asset to the city for the long term. To cope with demand for that infrastructure, we need stable and continuous funding.

It is a function of the extreme scarcity of housing that prices are so high, and it is those high prices that yield huge sums in Stamp Duty to the Treasury. It is therefore only fair that London should be allocated roughly what the city yields in Stamp Duty to tackle the crisis - so about £1bn a year (Stamp Duty yields about £1.3bn⁴¹). The point is not just the amount, but the certainty.

With stable and continuous funding, we in London would be able to leverage our cash far more effectively, and developers would have the confidence to make long term investments and get big

London has four world heritage sites - the Palace of Westminster and Westminster Abbey, Tower of London, Greenwich and Kew Gardens.

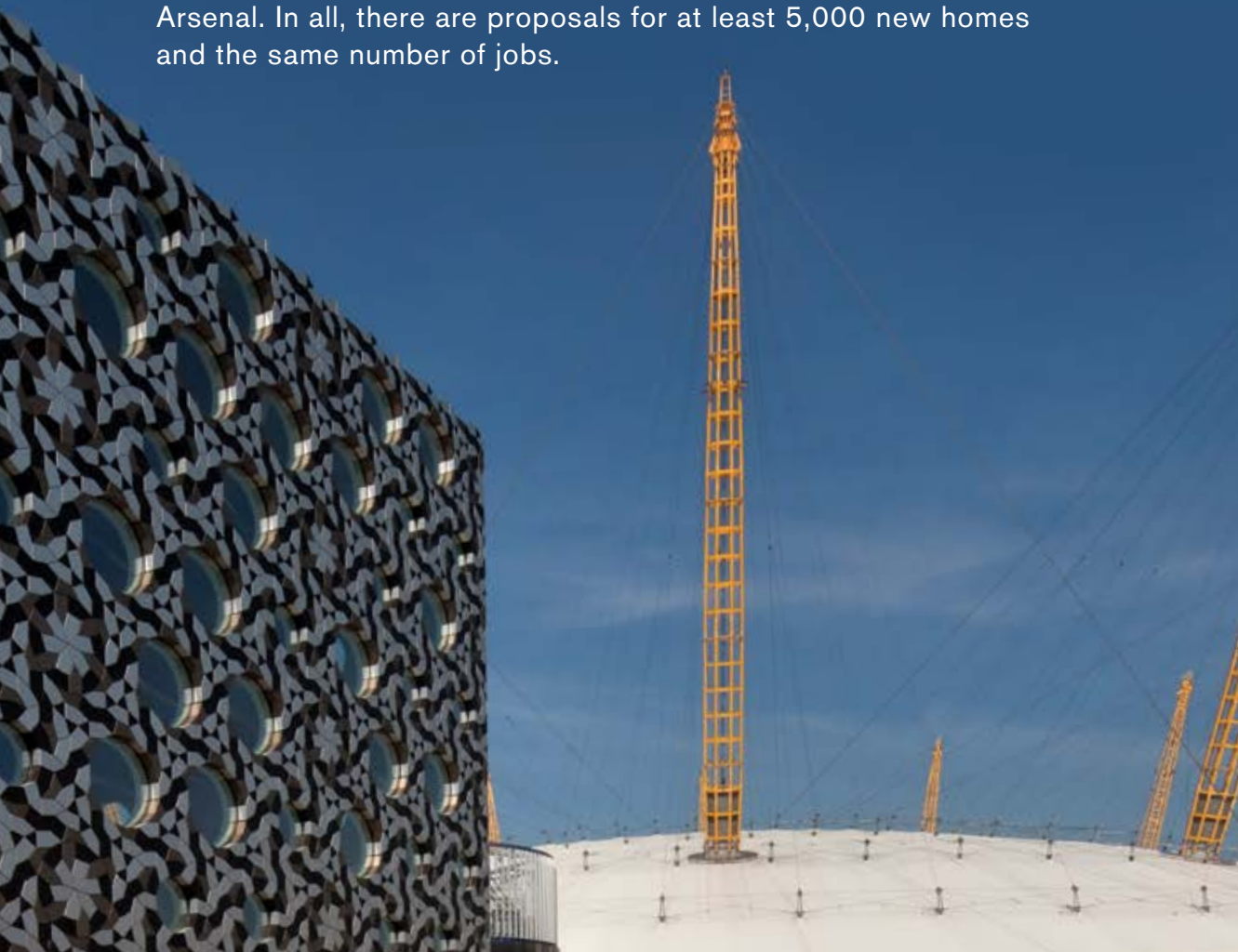
OPPORTUNITY AREAS

GREENWICH PENINSULA

Over 7,000 jobs and 13,500 new homes will be created through the further development of the Greenwich Peninsula as a significant leisure attraction and growing community. The Jubilee line station and O2 Centre is a magnet for commercial development and the waterside has the potential to be used as a cruise liner terminal. We will create a high quality public realm through river paths, parks and public squares.

WOOLWICH

Achieving the growth potential for Woolwich depends on existing and proposed transport infrastructure - Crossrail included - and efforts to regenerate the town centre and links to Woolwich Arsenal. In all, there are proposals for at least 5,000 new homes and the same number of jobs.



schemes going. An accelerated programme of home-building would not only tackle economic inefficiency, but also help hard-working Londoners. With one in five SMEs in construction⁴², this 'Homes for London' campaign would be a big boost for jobs.

Buildings of lasting quality

Again, some people may feel alarmed at these numbers, and they may fear that building a million homes over the next 22 years will irrevocably change the character of London. So it is important to be clear about the vision.

These will not be high-rise rabbit hutches. They can be built with London's traditional materials - brick and stone and slate. We have introduced new room sizes of Parker Morris plus 10 per cent, and there are plenty of examples in London where high densities can be achieved without high-rise buildings.

Look at Pimlico, which has the highest density of all London; or look at the Stonebridge estate in Brent, where tower blocks were torn down to make way for highly attractive terraced housing - and no loss of density.

Or look at our plans for the Queen Elizabeth Olympic Park, where we are creating a new urban district where there will be thousands of new family homes modelled explicitly on the Georgian terraces that are perhaps the most popular and sought-after homes in the city.

Where buildings are on top of or immediately adjacent to a transport hub, it may make sense to build high - depending on the historic or architectural context. There are some places such as Vauxhall or London Bridge where high rise development is clearly right and has strong local support.

London is not central Paris. We do not have a single architectural idiom, or a rule that no building should be more than 83 feet high.

London has a wealth of 40,000 listed buildings and over 150 ancient monuments.

That gives us great flexibility. But it is simply not the case that good quality high density housing must always involve tower blocks.

Of the 400,000 homes we will need over the next ten years, the vast majority can be built on the brownfield Opportunity Areas we have identified. They will be great places to live and bring up families - for people of all income groups.

Securing our energy supplies

New homes and new transport links will put pressure on other forms of infrastructure, notably water, sewage and energy. The country as a whole is facing an energy crisis, as nuclear power stations reach the end of their lives and as coal fired stations are closed to comply with EU regulations.

For too long London has been reliant solely on the National Grid and we need six new £40m substations urgently. It is time to take much bolder steps towards self-sufficiency. We are reducing wasted energy - retrofitting tens of thousands of buildings and helping to reduce fuel bills.

London's CO₂ emissions have actually fallen by 13.7 per cent since 2000, and are now back at 1990 levels. Our retrofitting schemes have so far improved the efficiency of 111 public buildings and 82,000 homes.

By 2020 we must have in hand a project to retrofit every badly insulated home in the city, and every badly insulated office - not just to save energy, save CO₂ but to save Londoners' money in tough economic times. As they have discovered in Germany, these retrofitting schemes can be formidable creators of employment.

A building the size of the Shard can use as much electricity as Colchester - and so we need to meet London's energy needs as independently as possible. By 2025 we intend to supply

In 2011 London's economy measured by GVA was £283 billion - over double Scotland's and six times that of Wales.

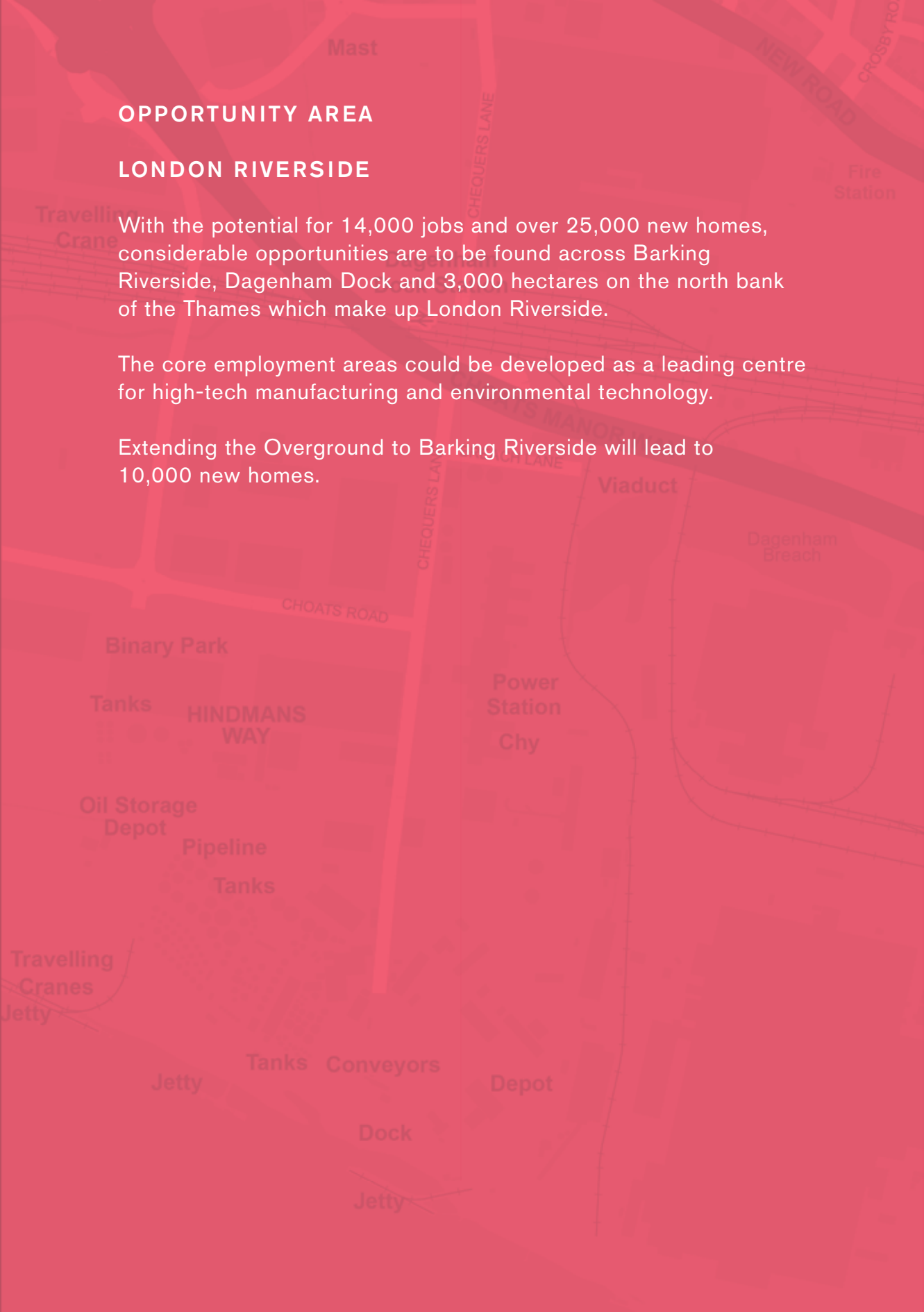
OPPORTUNITY AREA

LONDON RIVERSIDE

With the potential for 14,000 jobs and over 25,000 new homes, considerable opportunities are to be found across Barking Riverside, Dagenham Dock and 3,000 hectares on the north bank of the Thames which make up London Riverside.

The core employment areas could be developed as a leading centre for high-tech manufacturing and environmental technology.

Extending the Overground to Barking Riverside will lead to 10,000 new homes.



AGENDA 2020

STANDING UP FOR LONDON

The Government must immediately rule out any third runway at Heathrow.

Secure a clear and urgent commitment from government to support major infrastructure projects in London.

Devolve Stamp Duty Land Tax receipts to London to create the stable funding stream needed to increase market confidence and house building activity.

Adopt the London Finance Commission's proposals on all property taxes - eg. devolution of council tax and Capital Gains Tax.

Strengthen the role of the Mayor in providing strategic direction of EU structural funds in London.

Ensure a fair share of funding for London to meet the demand for 4,000 more primary school classes by 2020.

Devolve national skills funding to London.

Stand up for London's vital financial services against EU interference and defeat any proposals for a financial transaction tax.

Reform our tax system to deliver an even more attractive and stable tax environment and economic policy to encourage investment, talent, and growth in London.

25 per cent of the city's power from decentralised energy generation within London itself - and it is clearly right that these plants should run, as far as possible, on renewable fuels.

It is a little known fact that TfL has its own power station in Greenwich, and we are now working with the private sector to convert that station to provide heat and power from low carbon energy sources; and this could be the first of many.

More recycling, less waste

As London grows in population, we will have to deal with more rubbish and - these subjects cannot be shirked - more sewage. Londoners produce less household rubbish on average than the profligate folks in the rest of England: 365 kilos per year of trash, as against 431 kilos⁴³.

But we are still less accomplished at recycling. If we could push our recycling rate up to 50 per cent from 29 per cent today, we would save the boroughs £60m in disposal costs alone⁴⁴.

Time to clean the Thames

As for water, we get through far more than other parts of the country - an astonishing 167 litres per person per day, as opposed to 146 litres for the average non-Londoner.

No doubt some will claim that is because Londoners take more and longer showers - but it seems more likely that we are simply more wasteful; and with demand for fresh water likely to exceed our supply by 125 million litres per day⁴⁵, we need to rein it back. We need to meter our water consumption more effectively, and beneath our feet we need to address the crisis in the sewers.

Joseph Bazalgette was one of the great engineers in London's history - a builder of the infrastructure that helped the city to become the capital of the world. We have now been relying on his

London continues to boost the public purse with a tax surplus of £5.1bn in 2010/11 - the UK's only other net contributor was the South East.

genius for 150 years, and his sewers - built for a city a quarter of the size - are no longer able to cope.

The interceptors overflow 60 times a year, releasing 39 million cubic metres/tonnes of diluted but untreated sewage into the Thames⁴⁶. Safely diverting that sewage is the purpose of the colossal Thames Tideway Tunnel; and though it would be an exaggeration to say it will make London's river sweet enough to drink - especially after heavy rain - it will still be a vast improvement, and certainly a home to salmon and otters.

Making London ever safer

Better transport, more high quality housing, sufficient energy and sanitation: these are the essential infrastructure of a great city. But we want London to be the best big city to live in - not just because that is the best thing for Londoners, but because we are competing with rival cities around the world. That means a relentless drive to improve the quality of life - and the first quality of a great city is that it should be safe.

In the last ten years crime has fallen substantially⁴⁷ - as indeed it has in many other big western cities. In the last five years it has fallen by a further 11 per cent⁴⁸, and the police have accepted the 20-20-20 challenge for 2016: that crime should fall by 20 per cent, that confidence should rise by 20 per cent, and that costs should fall by a further 20 per cent⁴⁹.

The police have been doing a superb job, and the objective over the next decades is to make sure that we keep their numbers high, and that we keep them out on the street where the public want to see them.

It is also vital that the men and women of the Met should more closely reflect the full diversity of London.

There are now over 200 employers paying the London Living Wage of £8.55 an hour benefiting around 11,500 London workers.



Energy efficient and iconic Tower Bridge

We must support the police at either end of the criminal justice sausage machine. London government - boroughs and GLA - needs to do much more to work with young people to stop them drifting into gangs, and though there have been very encouraging falls in knife crime and murder, we should aim for a far more ambitious programme of 'leadership clubs', mentoring and other interventions, many of them supported by voluntary groups.

And when a young person emerges from the toils of the criminal justice system, we need to do far more to ensure that he does not

As of 2013, London is ranked first in the Global Financial Centres Index list of the top financial centres in the world.

reoffend. We have made huge progress, but between now and 2020 the Mayor's Office for Policing and Crime will be bringing together all the relevant bodies - so that we target the problem families, so that we speed up the system, so that we make the punishment fit the crime and so that we cut reoffending.

Making the air sweeter

In choosing where to live and bring up their families, people will often think first of safety. But they will also ask themselves: is it clean? Is it fun to walk around?

What happens when I take a lungful of air? London's air quality has vastly improved - we have come a long way since the killer smogs of the 1950s, and even in the last four years we have seen significant reductions in both NO_x and PM₁₀s and PM_{2.5}s - the especially nasty particulates⁵⁰. But air quality experts still believe that 4,300 people die prematurely in this city as a result of the air they are breathing - and we must plainly do far better⁵¹.

So we have brought in a highly aggressive programme of improvements, including an Ultra Low Emission Zone by 2020. Our intention is to serve due notice to consumers and manufacturers that by this time we expect to restrict central London only to those vehicles that have zero or near-zero tailpipe emissions.

That is unquestionably a tough target, but the technology is there in the form of electric vehicles, plug-in hybrids, and now, at last, the first mass-market hydrogen vehicles.

London led the way with its 20th century Clean Air Acts, and there is no reason why London should not lead the world again. We are working on switching existing car clubs to Electric Vehicles (EVs) - as they have in Paris; we have already set an age limit for taxis; and the New Bus for London is the cleanest in the world.

In May 2012, London was ranked the world's second most 'economically powerful' city by respected American magazine, The Atlantic.

AGENDA 2020

INTERNATIONAL COMPETITIVENESS

Work with business to create a minimum of 250,000 apprenticeships in London by 2016 and the same again by 2020.

By 2020 the London Living Wage should be the norm.

Reform immigration policy to attract the brightest and the best to London but keep out those who have no intention of making a contribution.

Promote and expand London's offer to create a 'Med City', from Whitechapel to Imperial along the Euston Road, to increase life sciences as a key economic driver for London and the UK.

Raise London's connectivity – broadband and Wi-Fi – to have the fastest connections in any European city.

Introduce Wi-Fi across the Tube by 2020.

Reform the national energy market to support decentralised energy and ensure 25 per cent of London's energy is generated locally by 2025.

Support energy infrastructure development, building sufficient electricity substations to meet London's future energy demand.

Build a new four runway airport to ensure London remains Europe's number one aviation centre driving jobs, growth and competitive advantage.

Continue to build on London's world-leading open data revolution.

Build 60,000 more hotel rooms by 2030.

A widening canopy of leaves

London is already an astonishingly green city. With 3,000 parks and green spaces and about 8m trees, including 500,000 street trees, it is the greenest city in Europe, and that is one of the secrets of its attraction.

We are now intensifying that effect, with another million trees to be planted by 2025, increasing the tree cover by five per cent - and planting many street trees in some of the most neglected areas. They filter dust and particles from the air; they improve the look of the neighbourhood, and they are cherished by their communities.

We will step up the work of improving the look and feel of the cityscape - right across London: not just with the flagship schemes such as Exhibition Road or the Piccadilly Two Way system, or the X-crossing at Oxford Street.

We will continue one of the most successful projects of the last few years - the work of the Outer London Fund and regeneration funds in improving the 217 town centres and high streets across the city. These areas will face growing challenges from out of town centres and internet shopping - and yet they are much valued as the heart of a community.

The answer is to do simple things to improve the 'urban realm': planting trees, adding benches, renewing the shop fronts, as they have done at Leyton High Road with spectacular results. Sometimes it may be sensible to contract or shorten the high street shopping zone, leaving more scope for residential property. But the aim is always to make them more attractive places to walk around, to live in, to shop, and to invest. In other words, the point is not just beautification, but jobs and growth.

The Olympic model of regeneration

As a microcosm of what we hope to achieve in the city, look at the Olympics and their legacy. It is a famous and grim truth that life expectancy drops by a year with every stop you travel west to east on the Jubilee line, from Westminster to Canning Town⁵². East London has much higher levels of child poverty, obesity and unemployment⁵³.

So we have set ourselves a goal of 'convergence' between the Olympic boroughs of East London and the traditionally more affluent western areas of the city. The idea is that kids growing up in east London should have the same life chances as those anywhere else. The bedrock of infrastructure is fast being created - and directly as a result of the Olympics.

When Crossrail is complete, Stratford will be just about the best connected transport hub in the UK. There will be nearly 8,000 homes⁵⁴ - good quality homes, many of them for families - fringed around the biggest new green park in Britain for 150 years. The objective is to transform the area into a place families aspire to live in, a destination; and that is what we are already achieving with the Olympic and post-Olympic programme.

The giant shopping malls at Westfield Stratford would never have been built without the spur of the Games. Those businesses now employ 10,000 people including 2,000 formerly workless local people⁵⁵. Tenants such as BT are already filling the vast Media and Broadcast centre, creating an arc of digital and creative employment running from the Olympic Park through Hackney to Silicon Roundabout.

Unlike virtually any other post-Olympic park, we are turning London's site into a pole of attraction for tourism and employment.

We already have the world class sporting venues - including a stadium that will be brimming with life and activity such as

London is the birthplace of Sir Tim Berners-Lee who invented the World Wide Web.

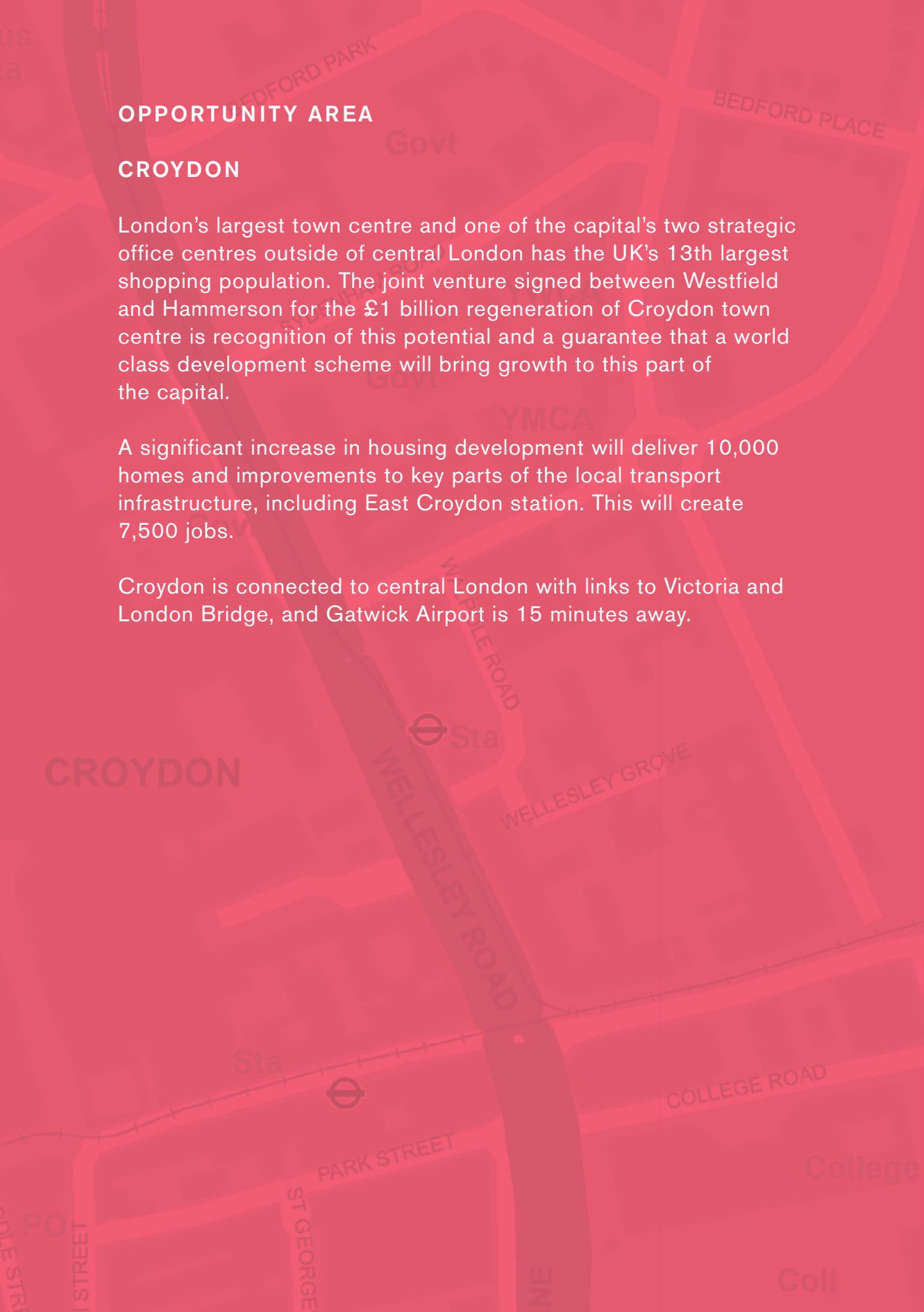
OPPORTUNITY AREA

CROYDON

London's largest town centre and one of the capital's two strategic office centres outside of central London has the UK's 13th largest shopping population. The joint venture signed between Westfield and Hammerson for the £1 billion regeneration of Croydon town centre is recognition of this potential and a guarantee that a world class development scheme will bring growth to this part of the capital.

A significant increase in housing development will deliver 10,000 homes and improvements to key parts of the local transport infrastructure, including East Croydon station. This will create 7,500 jobs.

Croydon is connected to central London with links to Victoria and London Bridge, and Gatwick Airport is 15 minutes away.



Premiership Football. We have the Velodrome set in a cycle park, the Aquatics Centre, the ArcelorMittal Orbit, all of which have their future secured in the hands of private sector contractors. And we are now bringing forward plans to intensify the magnetism of those venues. Strong interest is being shown by academic institutions and by the entertainment business.

You could imagine a future that included a new world class museum, themed visitor attractions, a convention centre, a Russell Group university campus, light industry and other generators of jobs.

What is the real cause of the difference in life expectancy between east and west London? What lies behind the smoking, the obesity and so many other causes of relative ill-health?

The magic of sport

We can address many of the physical and medical symptoms with sport: Kate Hoey's grassroots sports operation, run from City Hall, has already helped 250,000 Londoners to take more exercise⁵⁶, and we will continue to support the work of the boroughs in widening sporting participation: sending mobile pools to schools that want them, supporting training sessions for everything from football to tennis to zorbing.

Sport has enormous potential to change lives, to inculcate discipline and a sense of rules, to release the endorphins that come from physical exertion, as well as obvious health benefits.

A city with high sporting participation will be a city where quality of life is also high: and we are determined to step up this work. Sport in schools - and an increase in sporting activity - should be one of the great legacies of the Olympics, and there is no reason why the kids of east London should not benefit from - say - rugby as much as kids from Richmond.

By 2015, London is set to become a super connected city with ultrafast fixed broadband access and large areas of public wireless connectivity.

After two hours of hard physical exercise, such as scrumming and tackling around the ankles, a 16 year old is less likely to want to get into a gang fight.

It's about jobs

But obesity and alcohol abuse can often express a spiritual void, a lack of self-esteem - and the single best cure for that lack of self-esteem is a job. Take that concept - of creating employment by making a destination, a place where people actively enjoy living, working, playing, visiting, shopping - and you have the secret of London's future success.

London is already the greatest city on earth to see a show, or visit a museum, or just mooch in a bookshop. The West End is the global capital of theatre; we have more museums than Paris and there are more live music venues here than anywhere else⁵⁷.

These advantages are far from trivial. London's cultural attractions are no mere luxury or idle adornment. They help to create the clusters of talent - swarms would be a better word - in high value sectors of the economy that give jobs to Londoners of all backgrounds.

As with the Olympic site, we need to intensify those attractions and that sense of destination. That is why we are now looking at new ideas such as a proper retort to New York's Highline (possibly in the form of a new park across the river), a fitting physical celebration of Shakespeare's quatercentenary, and ways of building on the success of the Cultural Olympiad, perhaps with a new Great Outdoor Festival to exploit London's green spaces and beach along the Thames.

Supporting volunteering

In some cases, these projects can rely on volunteers. Tens of thousands of Londoners are already involved in all sorts of

OPPORTUNITY AREAS

LONDON BRIDGE AND BOROUGH

The glistening totem of the Shard sends a dramatic signal of this area's potential. The real strength of the area lies in the scope to develop strategic office provision, particularly in the hinterland between London and Blackfriars Bridges. Add to this the range of leisure and culture related development and some 14,000 new jobs could be created. There is also capacity to create another 1,900 new homes.

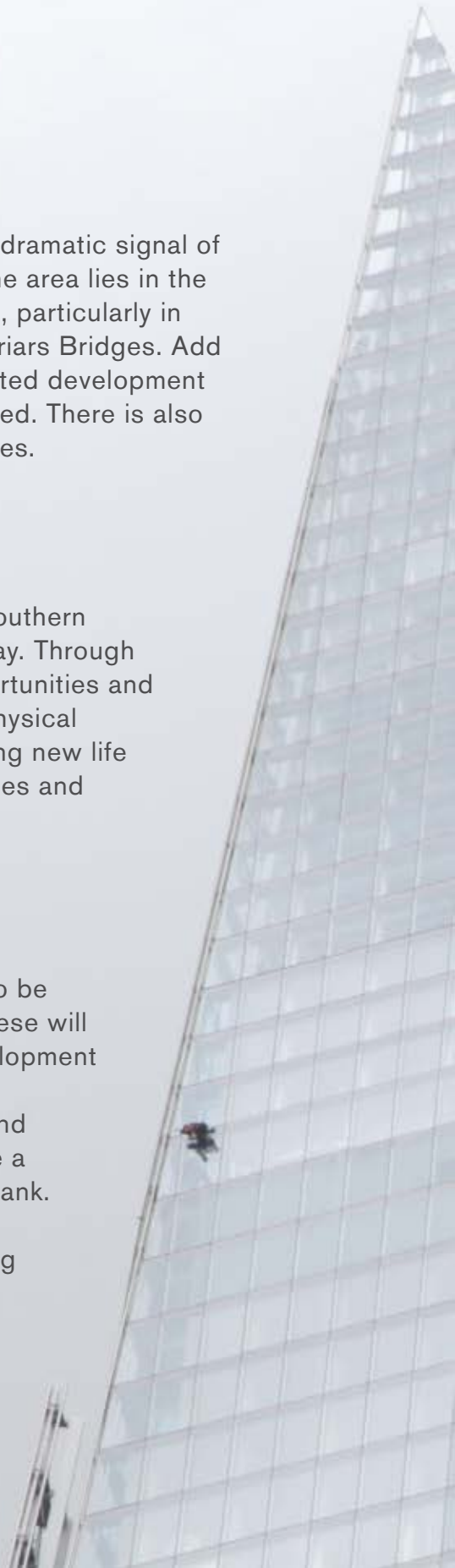
ELEPHANT & CASTLE

A £3 billion programme to transform the southern gateway to central London area is underway. Through completely overhauling existing retail opportunities and the transport interchange, improving the physical environment and open spaces and breathing new life into residential areas, over 4,000 new homes and 5,000 jobs will be created.

WATERLOO

There are 15,000 jobs and 1,900 homes to be created around this major rail terminus. These will be brought about by the mixed-use redevelopment of the Elizabeth House building, including transformed public space. Redeveloping and redefining Waterloo station will also create a new centre for the area around the Southbank.

We will implement TfL's Congestion Busting Plan to tackle traffic black spots.



AGENDA 2020

OPPORTUNITY AREAS

Ensure London's Olympic Park delivers a legacy of 11,000 new homes and 10,000 new jobs.

Base the next version of the London Plan on the capital's need for 400,000 more homes and 450,000 jobs by 2025.

Realise the full development potential of the 32 existing Opportunity Areas in the next London Plan and TfL business plans.

Identify new Opportunity Areas for regeneration by 2030.

Empower London Councils to lead work on viable development plans for transport schemes that generate growth.



Building on the Olympic legacy by expanding volunteering

volunteering activities, from planting trees and clearing up parks and rivers, to mentoring young people and supporting large cultural and sporting events⁵⁸.

But many improvements and investments will unquestionably cost taxpayers' money - and the question is how, in tough times, we can afford it.

Investing in London pays for itself

The answer is that investing in London pays for itself. It is perfectly possible to reduce waste and overall expenditure - just as we have massively cut overheads at City Hall, cut council tax and taken billions out of TfL - while directing scarce resources at the

More languages are spoken in London than any other city.

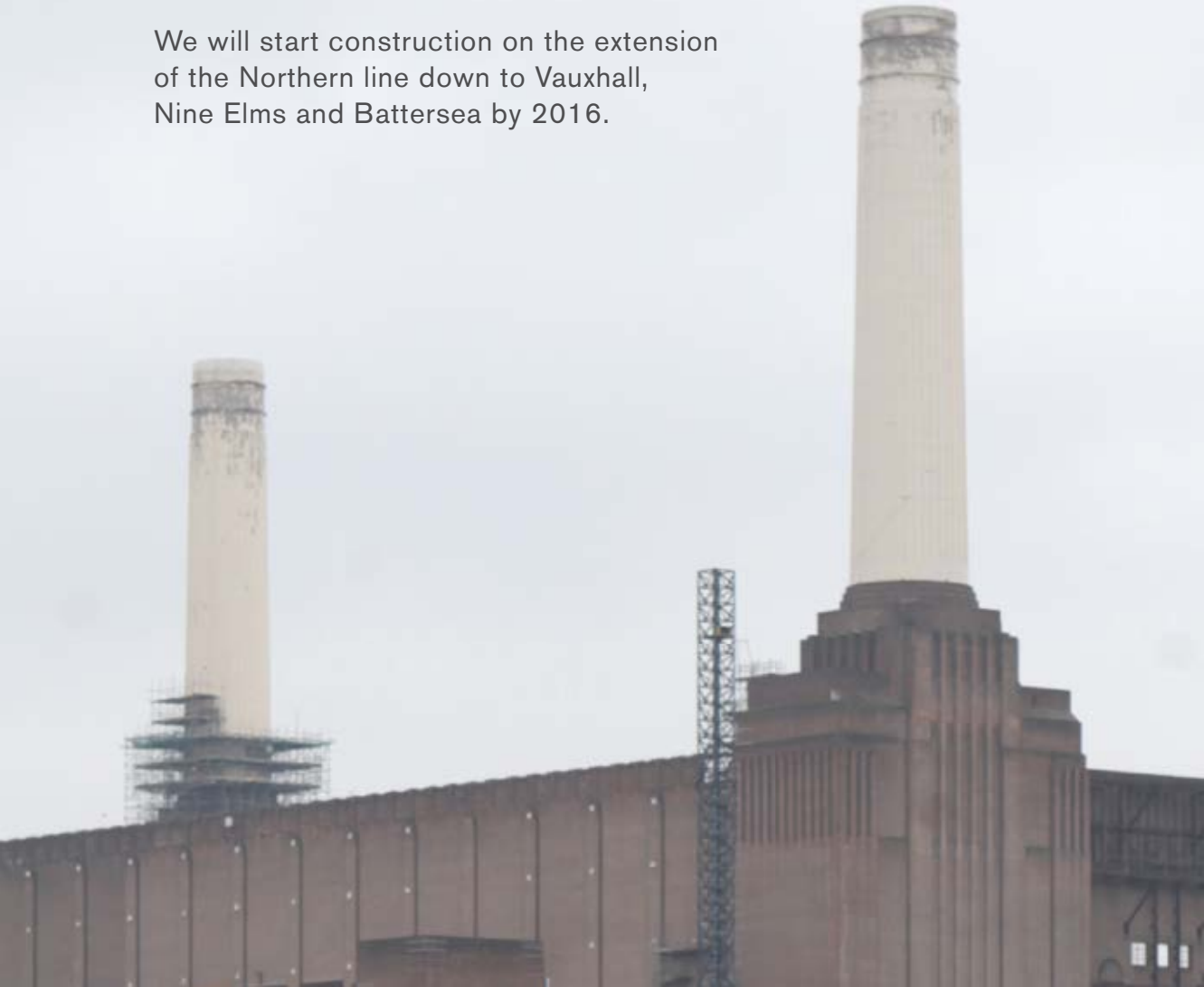
OPPORTUNITY AREA

VAUXHALL, NINE ELMS, BATTERSEA

Driven by new transport infrastructure - including the Northern line extension, rail, bike and river boats - this part of central London will move forward a century in a matter of years, creating 25,000 jobs and 16,000 homes across the £8 billion office, retail and community development.

Many of the new homes in the soon to be rejuvenated Battersea Power Station have already been bought off plan. The US and Dutch Embassies are to be at the heart of a new diplomatic quarter south of the river while parkland and a river passage for pedestrians and bikes alike will make up 50 acres of new public space.

We will start construction on the extension of the Northern line down to Vauxhall, Nine Elms and Battersea by 2016.



things that will most effectively promote London and London's economic growth.

London now contributes 22 per cent of UK GDP - more than at any time in history. Add on the 15 per cent contributed by the rest of the south east (much of which is effectively London commuter belt) and you can see that London is the supercharged motor of the UK economy⁵⁹.

London has continued to show great robustness, in spite of the recession, with an employment rate of 70 per cent⁶⁰, and is a significant net contributor in tax to the rest of the UK.

We need to make sure that motor keeps firing on all cylinders (or solenoids, to use a zero emission alternative), and that means getting some basic things right.

Playing to our strengths

London is still one of the greatest financial capitals on earth, and there is absolutely no point in bashing or vindictively regulating an industry that generates £63bn in taxation⁶¹. London has the right time zone, the right language and the critical mass of talent to be the best place in which to raise finance in the global economy - a function that will always be necessary as long as the world operates a free market economy.

We need to safeguard that position, and not heed the calls of other countries who want to knock London off its perch. London is now poised to extend its role in bond markets, and has been chosen by the Chinese authorities as a prime centre for offshore renmimbi trading. London is the place where Indian telecoms companies buy African mobile phone companies.

It is the natural capital of the BRICs and the emerging economies; and we should remember that those international companies also come to London for accountancy, insurance, legal services - in all

London exports bikes to Holland, lavender to France and TV aerials to South Korea.

of which London excels and which are at least partly dependent on banking.

Of course it is right to regulate bankers sensibly, and it would be a good thing if banks showed a greater commitment to the society in which they make their profits; and in particular it is right that as many London businesses as possible should pay the London Living Wage, to reflect the exceptional cost of this city to those on low incomes.

But it makes no sense to 'rebalance' the economy by decimating banking. The way to 'rebalance' is by encouraging those sectors in which London is also performing well, and where we stand to overtake the rest of the world.

The content capital of the world

Take the cultural and artistic sector. Ten years ago the government introduced a tax break for movie making that has resulted in a 75 per cent increase in the number of films made in the UK⁶²; and when you consider that a big production like Harry Potter can have a budget of £200m you can see the massive economic boost this business can give.

With the new tax breaks for TV, we stand at the dawn of a new golden age for the production of media 'content' in this city. Some in the business now believe that in the next ten years London will become the biggest such centre on the planet, eclipsing even Los Angeles - and that plainly should be our objective.

We need to ensure we have the TV and film studio capacity to allow this to happen, and we are giving active consideration to a new 'Davos'-style summit of 'content' providers, to entrench London's growing dominance in this sector. There is no reason why London should not have an animation business as big as Disney or Studio Ghibli in Japan.

In 1967 London Bridge's stones were sold and reassembled at Lake Havasu, Arizona - now the state's second most visited tourist attraction.

The science capital of the world

The London economy is infinitely diverse and resilient. We export bicycles from Chiswick, TV antennas from Wandsworth, cake from Waltham Forest, smoked salmon from Tower Hamlets; and with the growth of 3D printing there is real scope to 'reshore' manufacturing to what was once one of the great workshops of the world.

London has one of the world's most powerful and innovative biosciences and health sectors, with a leading position in the science of stem cells and regenerative medicine. The £700m Francis Crick Institute is now being built at St Pancras - in which the country's leading universities and medical charities are cooperating to understand the basic biology behind human health. This will be just a part of that growing cluster of academic health science expertise - a 'Med City' that stretches along the Euston Road corridor from Whitechapel to Imperial West at White City.

To take those breakthroughs and commercialise them, we will have the Cell Therapy Catapult to bring ideas to market and to find money-spinning applications in other disciplines.

Strange new mushrooms

In the words of Ben Okri, the fields are sprouting strange new mushrooms. Ten years ago most politicians would not have predicted that London would become the European capital of 'tech' - with about 40,000⁶³ jobs now dependent on that sector and many of them concentrated in the once run-down areas of Shoreditch and Hoxton.

Then there is bio-tech, nano-tech, fin-tech, green tech and other offshoots of an industry that has been driven by the revolution in information technology.

We need to do everything we can to encourage these entrepreneurs and the government's recent commitment of £50m

Composer George Frideric Handel and guitar legend Jimi Hendrix lived at the same house off Bond Street - not at the same time though.

for a 'tech hub' is certainly welcome. We must do far more to ensure that these start-ups are able to raise the capital they need, both in equity and debt.

But the main reason talented people choose to work in London is the 'vibe'; and though there is not much that politicians can do to create the 'vibe', they can create the conditions for these good vibrations.

To good education, good transport, affordable housing and a good quality of life we should add good internet access. London must be not only the digital and e-commerce capital of Europe (Londoners already shop more online than any other people) but also have the best Wi-Fi - lightning quick networks across the city.

A city open to the world

If London is to compete in the 21st century, and fulfil its colossal potential, it must remain open and in some ways we must be even more open.

It is cruel to many young Londoners that in the last decade so many of the city's new jobs have been taken by incomers, especially hard-working people from the Accession countries of the European Union. We need to think hard and soberly about how to solve this problem; and the answer is surely not to slam the door on legal migration of people who are plainly going to add to the economy (and in the case of EU countries door-slamming is not an option).

We need to ask ourselves some searching questions about the education and motivation of London-born young people that prevents them from getting these jobs themselves. This country plainly failed to control illegal immigration over a long period, and it is right that we are now tightening up. But it is absurd that we are losing so many Chinese tourists - who visit Belgium more than the UK - because of the cumbersome visa arrangements in place.

The world's first traffic light arrived at the House of Commons in 1868. It blew up the following year, injuring the policeman who was operating it.

The background is a semi-transparent map of the Park Royal area in London. It shows a network of roads including Freightliner Terminal, Willesden Junction, and Towing Path. It also depicts railway lines and stations like Old Oak Common and Kensal Rise. The map is overlaid with a red semi-transparent rectangle containing the text.

Freightliner
Terminal

OPPORTUNITY AREA

PARK ROYAL - OLD OAK COMMON

At the centre of plans for Park Royal City sit proposals for a 'super hub' station at Old Oak Common. Built as a station on the HS2 line between London and Birmingham, Old Oak Common should also act as a potential interchange with Crossrail and other national main lines, relieving pressure on Euston station.

Development of transport infrastructure on this scale has the potential to drive significant regeneration of the surrounding area - 22,000 homes and 50,000 jobs in a commercial hub around the station in the wider Park Royal industrial area.

We will provide a transport link from Kensal Rise to Crossrail at Old Oak Common.

Last year London was officially the most popular city on earth, with 16.9 m visitors⁶⁴; and the tourism business supports 226,000 jobs⁶⁵. But we can do still better.

London has succeeded for centuries by being open to talent and open to competition - the crossroads of the global economy. It would be fatal now to try and shut ourselves off.

We need to be as tax-competitive as is possible and as is consistent with social justice. We need to remember the mistakes of the 1950s and 1960s, where we failed to upgrade our connections with the rest of the world: the London docks became too small, business was lost to Rotterdam, and the London economy took a huge knock.

Competing in the air

In the 21st century it is aviation that will increasingly account not just for movement of people, but for high-value exports. London already sends more fish abroad by air than by boat. The trouble is that London and Britain's hub airport is at breaking-point, full to 98.5 per cent capacity⁶⁶.

The average taxi-out time (the bit between leaving the gate and actually getting in the air) is 18 per cent longer than at Paris CDG, 31 per cent longer than at Amsterdam and 40 per cent longer than at Frankfurt⁶⁷.

At busy times planes spend 30 to 40 minutes waiting to land and pointlessly spewing hundreds of thousands of tonnes of CO₂ into the upper air. The result of this epic congestion is that there are now 21 emerging market destinations that are served by other European hubs but not by Heathrow. These include Manila and Jakarta⁶⁸.

There are now eight cities in mainland China that are served by other European countries but not by the UK⁶⁹. Heathrow is still the

The name Elephant and Castle is derived from local craftsmen whose products included ornate knives with ivory handles.

world's busiest airport - but it simply cannot find the space to send planes to the world's growing markets.

There are currently 8,915 seats per week from Heathrow to China; but there are 11,008 from Schiphol, 15,078 from Paris Charles de Gaulle and 17,483 from Frankfurt⁷⁰. This means that British business people are being physically handicapped in the rush to find opportunities in the new growth economies.

They have to fly to mainland Europe and change, and the same applies to potential Chinese investors coming the other way. In a world where people's time and convenience are at a premium, this is a crazy position for a great trading nation.

We need an urgent solution, and the first step is to rule out a third runway at Heathrow. One of the key arguments of this paper is that we improve the prospects of London by improving quality of life. We are cleaning the air, reducing noise from vehicles, reducing congestion.

How insane therefore that some people are still suggesting a third runway at Heathrow - a policy that would erode the quality of life for millions of Londoners. There are already 766,000 Londoners who suffer from excess noise pollution from planes - and that is a third of all the sufferers from aircraft noise who live in the vicinity of all 76 European airports that are measured for this purpose by the EU Commission⁷¹.

To add a third runway would aggravate their suffering and extend it to millions who are not currently affected; and yet even a third runway would not be enough to deal with the likely demand in the next 20 or 30 years. Rival countries already have hub airports of between four and six runways - and new airports and new runways are being added all the time.



One of London's bustling markets

Just over half of Londoners live in a home
they own - 51 per cent in 2010.

AGENDA 2020

LONDON LIVING

Meet the 20-20-20 Challenge targets to cut crime and costs by 20 per cent and boost public confidence by 20 per cent.

Reconvene the Outer London Commission to rejuvenate more of our high streets and town centres.

Ensure that children growing up in east London have the same life-chances as those growing up anywhere else in London through work with boroughs and stakeholders.

Introduce measures in the Mayor's Cycling Vision to reach at least 15 per cent modal share for cycling in inner London and implement plans to extend the Barclay's Cycle Hire network to north, south, east and west.

Deliver the best ever World Athletics and Paralympic World Championships in 2017.

A Team London Ambassador in every London primary and secondary school by 2020.

Boost business sponsors for Team London volunteering by 50 per cent, by 2020.

Build on the success of Exhibition Road and other urban realm schemes to make London more liveable.

Make the London Living Wage the norm across the capital.

As soon as a third runway was built at Heathrow it would be inadequate to the task, and there would be clamour for a fourth runway - an environmental catastrophe for London.

A need for Victorian boldness

By far the best solution is to take the bold step - in the spirit of the Victorians who made London's transport infrastructure - and to give us the aviation capacity we will need for the long term, at a new hub airport.

Of the three best options that have been identified by TfL, the inner and outer estuary solutions offer massive potential for regeneration and hundreds of thousands of jobs.

The inner estuary site is especially practicable, since you could get there from Paddington in 26 minutes by rail, and even quicker from London Bridge and King's Cross.

The south east of England is one of the richest and most productive parts of Europe and the world - and yet the area to the east of London contains very significant areas of unemployment and deprivation.

It is time for London (GLA and boroughs collectively) to form a new trilateral relationship with Kent and Essex and to flesh out that vision for the Thames Gateway: for new transport links by sea, air, rail and road; for new clean power generation; for new parks and nature reserves and opportunities to develop tourism.

This year London will see the opening of the London Gateway 'superport' in the lower reaches of the Thames Estuary - restoring to our city the maritime facilities that were lost in the disasters of the 1960s and 1970s.

Gigantic cranes will be capable of handling six of the world's largest container ships at the same time, giving London's new port

an overall capacity of 3.5 m TEU (ie containers) per year - greater even than the mighty Rotterdam. It is easy to see how this new deep-water port could be integrated with new aviation capacity - creating a logistics hub and aerotropolis that would be the most powerful and advanced in Europe.

Such a project would take time to deliver - though not necessarily longer than a third runway at Heathrow - but it would be a lasting solution that would give London a competitive edge for the next 50 years.

Asserting our ambition

It would be a powerful assertion that we are not only the most important commercial, financial, cultural and technological capital in Europe - but we are prepared to take the big steps necessary to maintain that lead.

Some of the funding for this project would unquestionably come from private sources - the sovereign wealth funds, for instance, in search of long term yields on infrastructure.

And some funding would unquestionably have to come from government: but then the economic gain to UK plc. would be enormous, and if we fail to expand aviation capacity then we will face decades of declining competitiveness and the humiliation of watching the Dutch, French, Germans and Spanish (and others) collectively eating our lunch.

London is not a city state

This document is an argument for prudent investment in London. It comes at a time when both London boroughs and the Mayoralty have shown they can cut waste and cut council tax, and significantly reduce public sector head count. But it is intended to show the vast economic benefits of stable and continuous funding for the essentials of a great city. In some ways stability and

30,000 people in London rent allotments to grow their own fruit and vegetables.

dependability of funding is the most important thing: with long term commitments, we can beat down prices.

Hence the parallel work of the Independent Finance Commission, led by Tony Travers, to find a way of achieving greater fiscal autonomy that may be acceptable to government. But this is no vision for London as an independent city state.

London is the capital of England, of Britain, of the UK, and the point is rather that London is intimately connected with the rest of the UK - and that a pound invested in London drives jobs and growth around the country.

It is the need for new homes in London that will fill the order books of building supplies firms in the Midlands. When Transport for London needs to upgrade the Tube, that means jobs for train builders in Derby; jobs for sleeper manufacturers in Stafford; jobs for wheelmakers in Manchester; jobs for escalator makers in Market Harborough.

It is because London has a strong financial centre that there are financial services in Edinburgh and Leeds. The largest private sector employer in Dorset is JP Morgan, a London-based bank.

Telling the world

Post-Olympic London has an amazing story to tell, of investment and confidence in spite of a recession, and London's promotion and marketing agency London and Partners is telling that story, around the world, with passion and brio.

But it is also vital that we explain to the rest of the UK that this is win-win: that London's success feeds through to the rest of the UK.

As we look forward to the middle of the 21st century, it is clear that an ever growing proportion of the human race is choosing to live

Over 5,000 people attend London Fashion Week, which generates over £100m of orders.



The 6000 seat Velodrome at the Lee Valley Velopark

in cities - already 50 per cent of the planet. It is also clear that a properly run city is the greatest achievement of mankind.

A beautiful and long meditated urban environment is the most extraordinary legacy one generation can leave the next. People in cities now live longer, have better health care, better education, a higher per capita GDP, a lower carbon footprint, more opportunities for recreation and a vaster set of potential life partners than those who live in the countryside.

At different times there have been many cities that have laid claim to the title - from Babylon to Athens to Rome to Constantinople to Baghdad and beyond.

Our objective is simple. At a time of intensifying competition between the great urban centres, we are resolved that it is better to be mildly hubristic than unambitious.

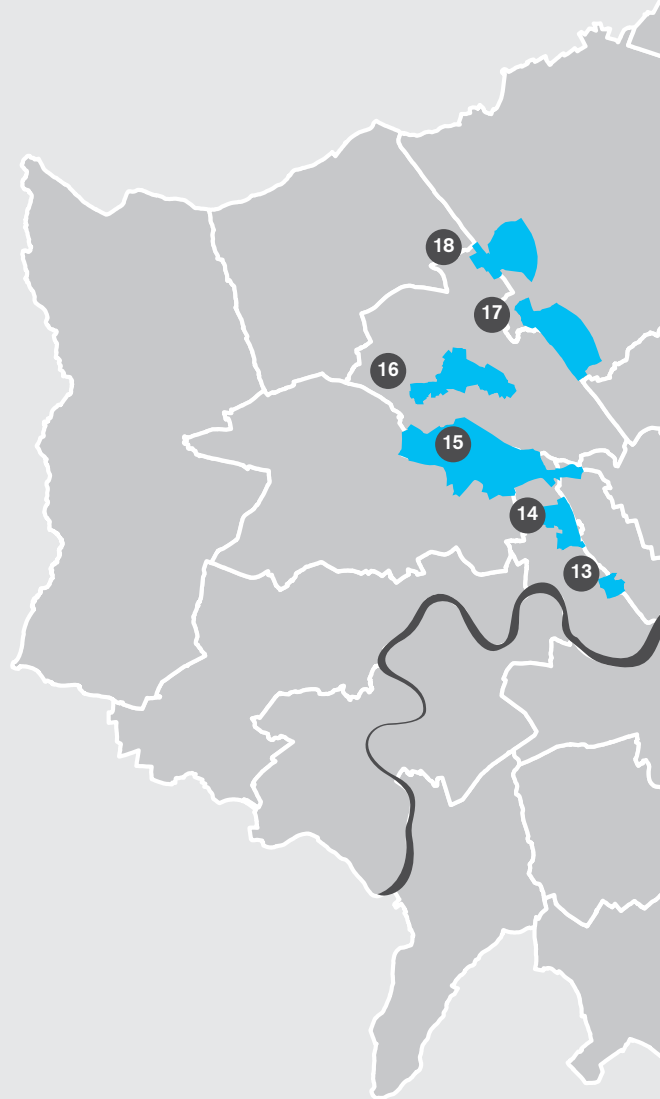
As a place to work, live, play, study, invest, do business and recreate the soul, our goal is to lengthen London's lead as the greatest city on earth.

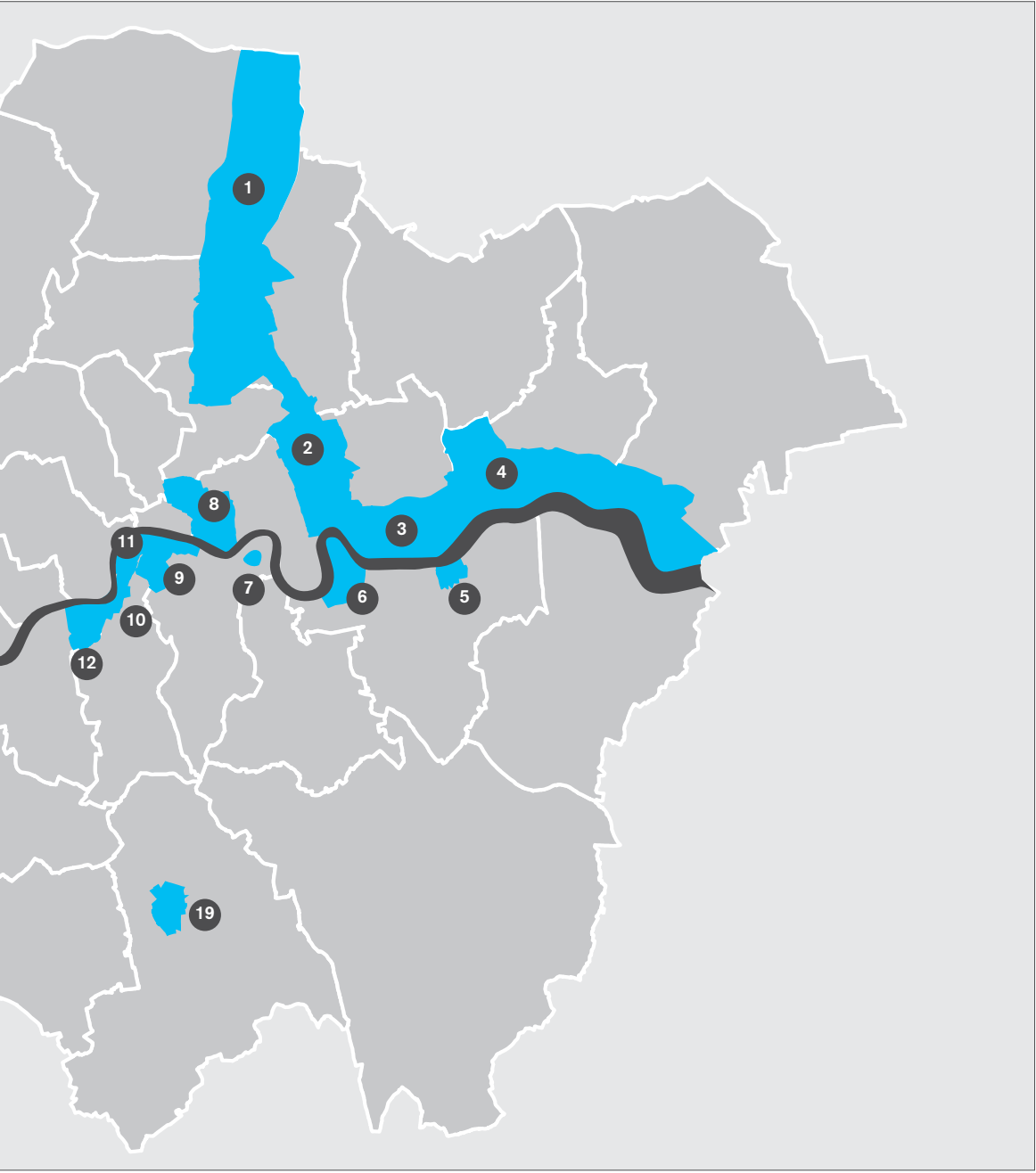
Around 250 festivals take place in London every year, including Europe's biggest street festival, the Notting Hill Carnival.

OPPORTUNITY AREAS MAP

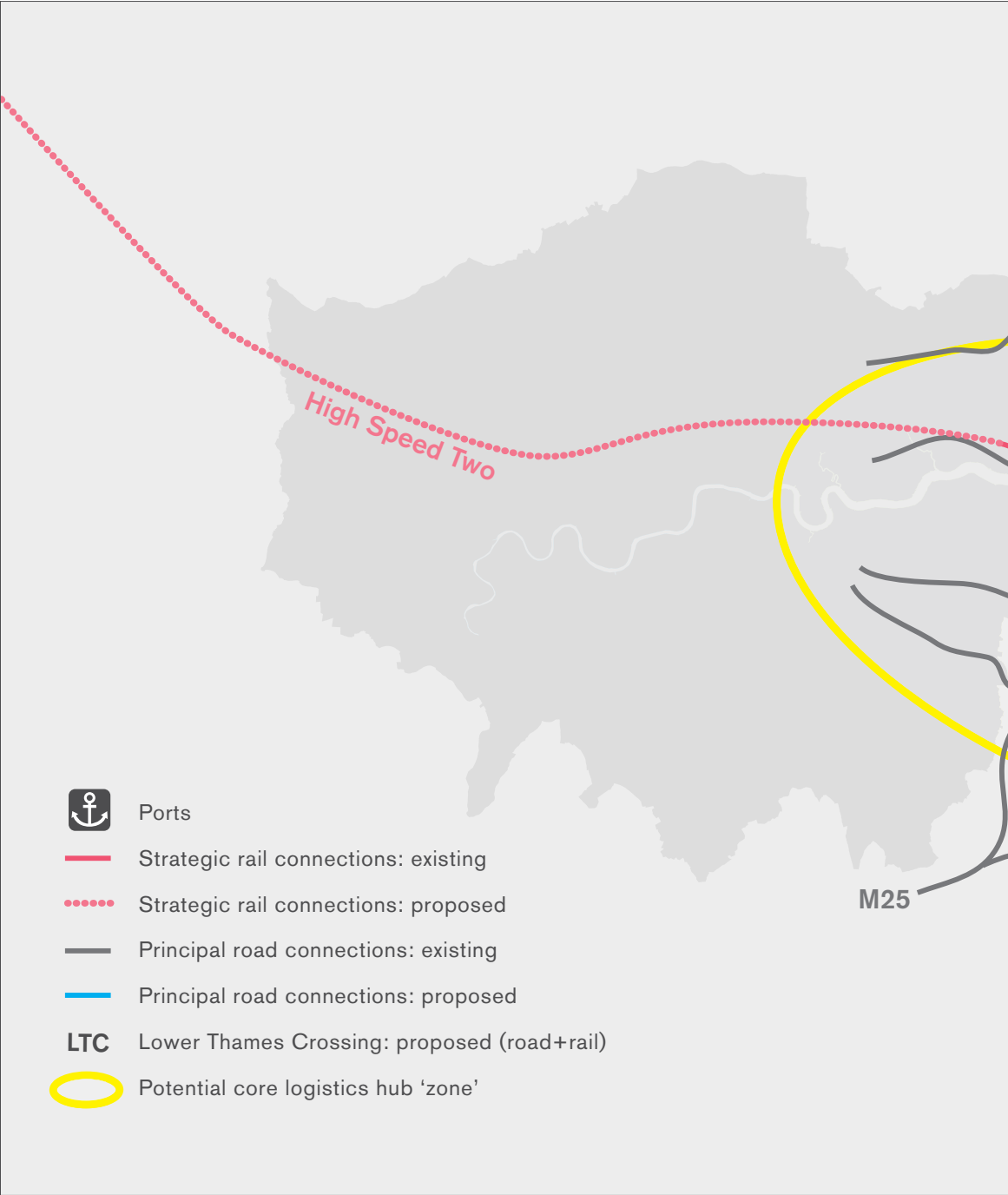
1. Upper Lea Valley
2. Lower Lea Valley and Stratford
3. The Royal Docks
4. London Riverside
5. Woolwich
6. Greenwich Peninsula
7. Canada Water
8. City Fringe, King's Cross, Euston
9. London Bridge and Borough
10. Elephant & Castle
11. Waterloo
12. Vauxhall, Nine Elms, Battersea
13. Earls Court
14. White City
15. Park Royal - Old Oak Common
16. Wembley
17. Brent Cross - Cricklewood
18. Colindale
19. Croydon

In total these opportunity areas will create
201,300 homes and 328,500 jobs.



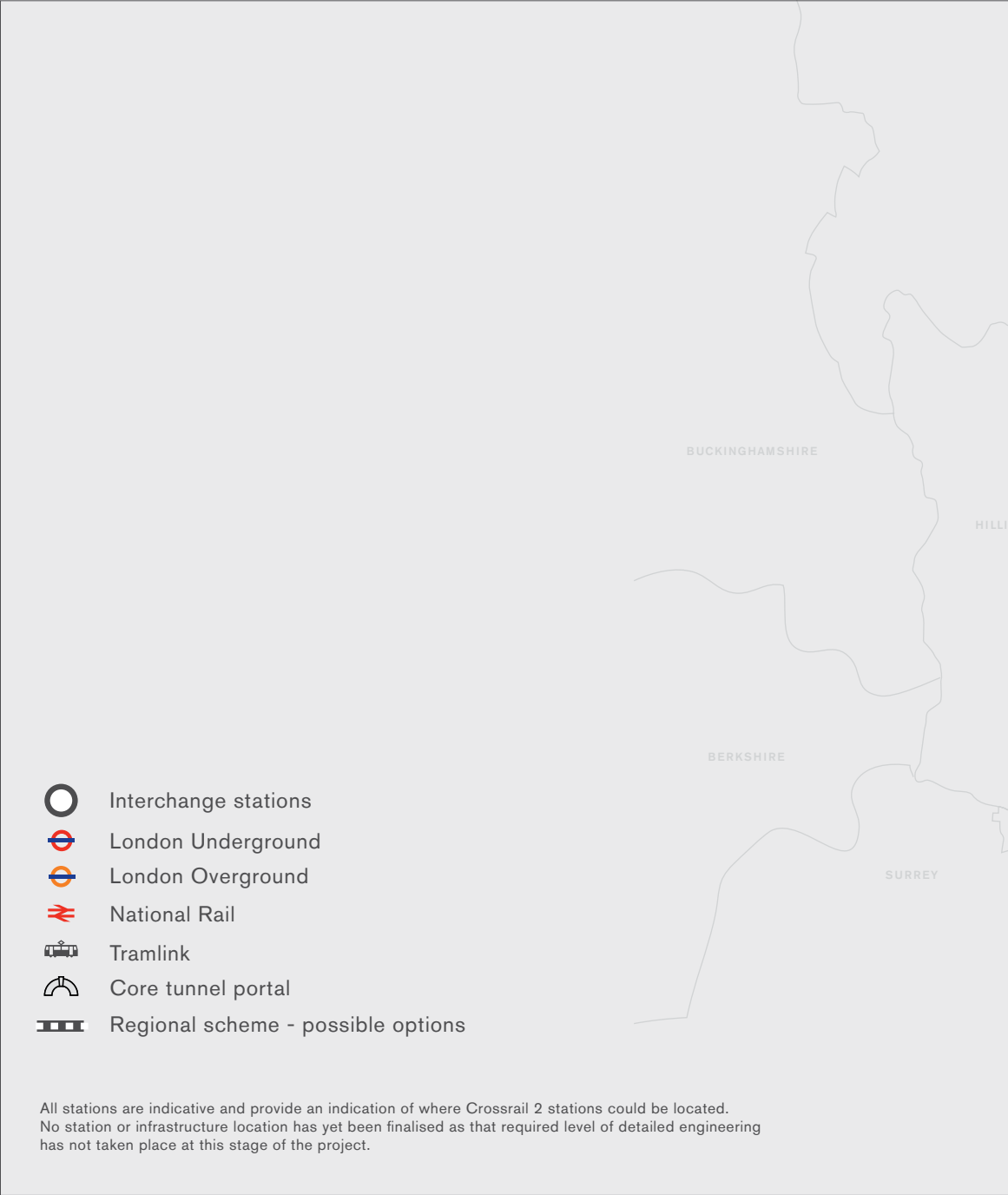


THAMES ESTUARY MAP





CROSSRAIL 2 MAP





Footnotes

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- 3 2008 figure based on GLA Population Projections (2012 Round SHLAA based). 2011 figure taken from the 2011 Census, Office for National Statistics. Projection for 2016 taken from GLA Population Projections (2012 Round SHLAA based).
- 4 GLA Population Projections (2012 Round SHLAA based).
- 5 ONS Sub-National Population Projections (2011) (Principal Projection)
- 6 ONS Live Births Series, July 2010 to June 2011. 133,404 births during the period, equivalent to 2,565 per week.
- 7 GLA calculation based on growth of one million people and the 2012 proportion of the total population in employment of 48 per cent.
- 8 GLA calculation based on growth of one million people and average household size of 2.5 persons per household as reported in the 2011 Census.
- 9 Table X02 – Estimates of Unemployment by Age, Regional Labour Market Statistics (April 2013), Office for National Statistics.
- 10 In 2011 "output per hour in the UK was 16 percentage points below the average for the rest of the major industrialised economies in 2011, the widest productivity gap since 1993. On an output per worker basis, UK productivity was 21 percentage points lower than the rest of the G7 in 2011." Source: ONS, 13 February 2013, International Comparisons of Productivity – Final Estimates for 2011 http://www.ons.gov.uk/ons/dcp171778_299752.pdf
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- 12 The Wealth Gap in London. GLA Intelligence Update 02-2013 <http://www.london.gov.uk/mayor-assembly/mayor/publications/gla-intelligence/wealth-gap-london>
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- 18 The Mayor's Education Inquiry Final Report, October 2012, pp12 <http://www.london.gov.uk/sites/default/files/The%20Mayor%27s%20Education%20Inquiry%20Final%20Report.pdf>
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- 20 GLA Population Projections (2011 Round SHLAA based). GLA calculation based on growth in number of population aged 4 to 10 and an assumption of 30 pupils per class.
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- 23 As measured in workers with 93,000 workers working in Canary Wharf, whilst 74,500 workers are employed at the Frankfurt banking centre. Sources: <http://www.canarywharf.co.uk/aboutus/The-Estate/General-Information/> <http://www.frankfurt-main-finance.com/en/frankfurt/facts-and-figures/>
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