

City of Mississauga  
**Corporate Report**



<p>Date: March 4, 2026</p> <p>To: Mayor and Members of Council</p>	<p>Originator's files:</p>
<p>From: Andrew Whittemore, M.U.R.P., Commissioner of Planning &amp; Building</p>	<p>Meeting date: March 11, 2026</p>

## Subject

**Proposed Vision for the Living Arts Centre Property & Downtown City-Owned Lands**

## Recommendation

1. That Council receive the report titled "Proposed New Vision for City-Owned Downtown Lands, including the Living Arts Centre Property" for information.
2. That Council endorse the proposed vision and strategic framework outlined in this report to guide future analysis, stakeholder engagement, and reporting related to the redevelopment of City-owned lands in Mississauga's downtown, including the Living Arts Centre (LAC) property.

## Executive Summary

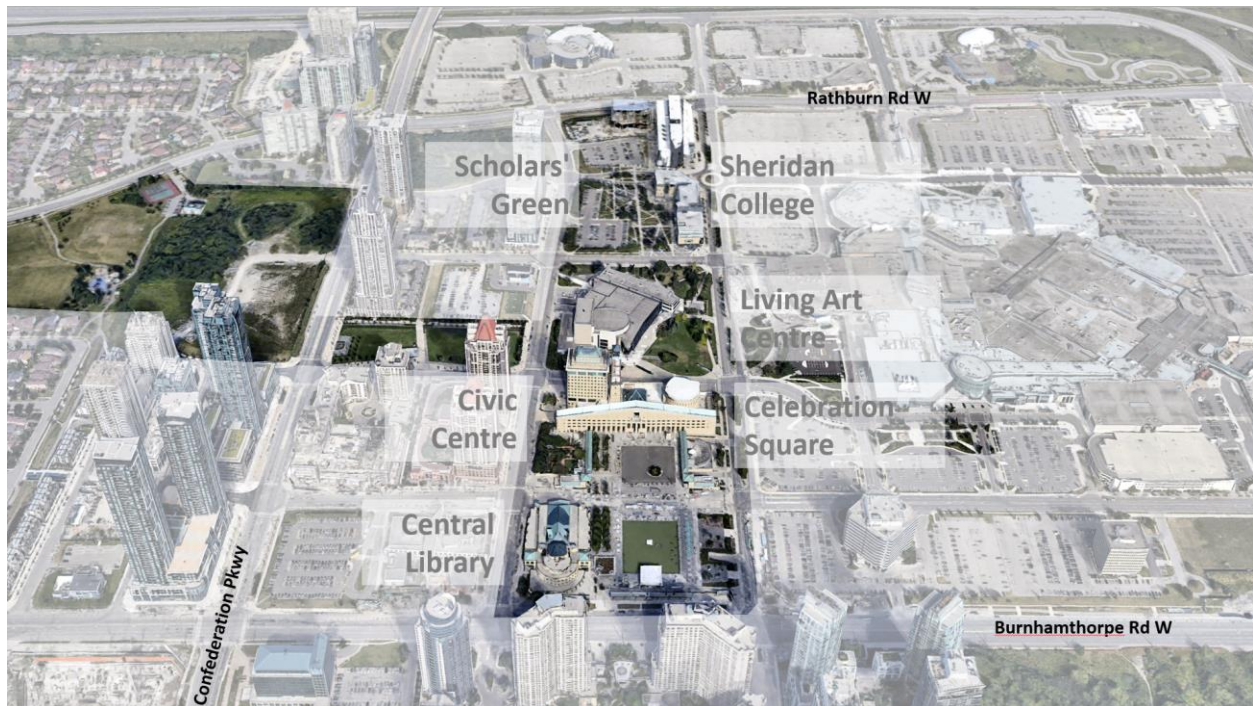
- Mississauga's downtown is at a pivotal moment of transformation, driven by major transit investments, sustained population and employment growth, and increasing demand for culture, tourism, and employment infrastructure.
- City-owned lands, particularly the LAC property and surrounding civic lands, represent a once-in-a-generation opportunity to shape the downtown's long-term economic, cultural, and civic role.
- Tourism is already a significant contributor to Mississauga's economy and a direct source of value for residents. In 2024, visitors spent approximately \$2.3 billion in the local economy, generating \$3.6 billion in total economic impact, supporting 21,460 jobs, and producing \$493.6 million in government revenues across all levels, including \$86.3 million directly to the City. These revenues offset the need for approximately \$1,100 per household in taxes and underscore the importance of investing in assets that can grow net- new visitor activity.
- Based on this analysis and information collected from the market, this report outlines a new proposed vision for City- owned downtown lands that advances a comprehensive, mixed- use civic precinct integrating employment, rental housing, culture, tourism, public

realm, and mobility infrastructure in a coordinated and mutually reinforcing manner. The proposed vision is intended to strengthen Mississauga's visitor economy, capture net- new spending that would not otherwise locate in the city and translate cultural and destination assets into durable resident value.

- The Living Arts Centre lands and Downtown precinct are uniquely positioned to function as an economic amplifier. Purpose- built cultural, convention, and entertainment infrastructure can support year- round employment, increase overnight visitation and length of stay, and enhance municipal revenues, including accommodation- related revenues. A redeveloped LAC precinct is expected to generate an additional \$1.7 to \$2.0 million annually in Municipal Accommodation Tax (MAT) revenues, providing a stable and recurring funding source to reinvest in tourism, culture, and destination development.

Key components of the proposed vision include:

- New office and rental housing development to support employment growth and downtown vitality
- A 400,000 - 500,000 square foot convention facility, positioned as a regional economic and tourism catalyst
- A new state-of-the-art music hub, including a 2,500 - 5,000 capacity performance venue, recording studios, and a music school located on the Community Commons park parcel of land.
- A signature Sky Park and enhanced programmable Community Common urban park, strengthening downtown open space and civic identity
- A redesigned and widened Princess Royal Drive, and abutting "Atrium style open space" that will prioritize programming and events, and retail activity to animate the downtown and to generate more pedestrian activity
- A precinct-based parking strategy, including approximately 1,500 - 3,000 new underground parking spaces beneath Community Common to support shared civic, cultural, and commercial uses and tunnel connections
- This report seeks Council's support in principle for an integrated approach to the development of the almost 12 acres of City owned lands in the downtown core that could include a music and performing arts venue, hotel and convention centre, retail, tourism attractions, and residential and employment uses.
- Pending Council's support for this vision, staff will develop a project plan to begin this work, with a commitment to return with this plan and further analysis early in the term of the new Council in 2027. Throughout this process, Council direction and input will be regularly sought. As part of the project plan, robust public, business, and stakeholder consultation will be undertaken to ensure all affected voices are heard.



## Background

Mississauga's downtown is entering a critical phase of transformation, supported by significant public and private investment, new transit infrastructure (e.g. the provincially supported Downtown Loop of the Hazel McCallion Hurontario LRT), and evolving cultural and economic priorities. Recent planning trends, private redevelopment initiatives, and higher-order transit investments have accelerated the need for a more coordinated, precinct-scale thinking, particularly with respect to the LAC property and the Downtown City-owned lands.

The LAC remains a cornerstone of Mississauga's cultural infrastructure currently residing on approximately 6 acres of land. However, the building itself is outdated and requires significant investment (a minimum of \$120 million as noted through recent studies) to make it viable to meet the needs of a modern city. Additionally, the suburban nature of the LAC site layout limits opportunity to introduce new uses for optimizing lands for other priorities. Proximate to the LAC, there are another 4 parcels of City-owned lands amounting to close to 6 acres that are currently used as parking lots, and passive open space. In total, there is an opportunity to transform almost 12 acres of land in the City's downtown core.

Staff suggest these lands collectively represent a rare and strategic opportunity to reshape the future civic, cultural, and economic identity of the downtown core. The LAC and surrounding City-owned lands occupy a central location within the downtown and adjacent to key civic, institutional, and transit assets. They also present broader redevelopment opportunities given their size, location, and adjacency to City Hall, Celebration Square, Sheridan College, and major transit (e.g. Hazel McCallion Hurontario LRT, GO Transit bus terminal, and City Centre Transit Terminal).

Rather than approaching the LAC property through incremental or piecemeal upgrades, staff were asked to contemplate situating the LAC lands and the other city owned lands within a broader downtown vision. This new vision would consider land use, transit integration, public

realm, and long-term cultural, arts and tourism infrastructure needs, and business and economic growth opportunities.

Specifically, staff were asked to undertake several studies to further inform the new vision including:

- Land Appraisal of City owned lands
- Land Development Analysis (Pro Forma)
- Feasibility of a Convention Centre/Hotel
- Parking Analysis

At present, these studies have been completed or are in final draft stage. Additionally, staff considered and integrated the recommendations of related studies which have been completed and approved by Council over the last five years, including the Music Strategy, Hear and Now: Impact of Live Music in Mississauga.

## Comments

This report is intended to provide Council with a clear strategic context and roadmap for future decision-making, while maintaining Council's ability to shape outcomes as further technical work, market analysis, and stakeholder engagement are undertaken. The vision outlined in this report is meant as a guide, but there is a significant amount of work that must be done, including regular consultation with Council, the public, and affected stakeholders.

### **Proposed Vision for the LAC Property & Downtown City-Owned Lands**



A central theme of the proposed vision is the role of City-owned lands as anchors of civic identity and cultural life. The Living Arts Centre is recognized as a foundational cultural asset, while also presenting opportunities to re-imagine how cultural facilities, public spaces, and civic uses can evolve to meet future needs. The proposed vision for the LAC property and City-owned lands emphasizes a renewed commitment to music excellence, tourism and business development. The vision contemplates:

- Reinforcing downtown Mississauga as a regional music, tourism and business destination
- Integrating music and convention facilities with public spaces, streetscapes, and adjacent uses
- Preserving flexibility to accommodate future cultural or civic infrastructure as market and community needs evolve

Key components of the proposed vision include:

- A 400,000 - 500,000 square foot convention & hotel (400 rooms) facility, positioned as a regional economic and tourism catalyst
- A new state-of-the-art music hub, including a 2,500 - 5,000 capacity music venue, recording studios, and a music school on the Community Common park parcel of land.
- New 9 story office and 20 story rental development to support employment growth and downtown vitality
- A signature Sky Park and enhanced more programmable Community Common urban park, strengthening downtown open space and civic identity
- A redesigned and widened Princess Royal Drive, and abutting “Atrium style open space” that will prioritize programming and events, and retail activity to animate the downtown and to generate more pedestrian activity
- A precinct-based parking strategy, including approximately 1,500 - 3,000 new underground parking spaces beneath the Community Common to support shared civic, cultural, and commercial uses and tunnel connections
- A new dedicated LRT station as committed to and supported by the provincial government

### **1. The Convention Centre and Hotel**

A central element of the vision is the inclusion of a 400,000 - 500,000 square foot convention & hotel facility, envisioned as a regional asset capable of supporting:

- Business tourism and conference activity
- Major city-wide and regional events
- Synergies with nearby hotels, office uses, cultural venues, and transit infrastructure

The convention facility is positioned as a key economic driver that leverages Mississauga’s accessibility, proximity to airport, downtown location, and growing profile within the Greater Toronto Area. With over 60 fortune 500 company headquarters, and strong industry clusters in life science, aerospace, ICT, finance and Advanced manufacturing the demand for conference meetings is very strong. Additionally, Mississauga offers a cost effective high-value alternative to Toronto.

## 2. Cultural Destination and Music Ecosystem

The proposed vision significantly expands Mississauga’s cultural ambition through the creation of a new, state-of-the-art music ecosystem, complementary to and building upon the legacy of the Living Arts Centre. Key components include:

- A 2,500 - 5,000 seat flexible music venue, capable of hosting major touring acts and large-scale performances
- Integrated recording studios and music production facilities
- A music school and creative education space, supporting talent development and cultural employment

Together, these elements position downtown Mississauga as a regional centre for music, culture, and creative industries, while reinforcing the City’s broader cultural and tourism strategies. This combination of assets would effectively define Mississauga’s new venue as a “Centre For Music Excellence”.

## 3. A Mixed-Use Civic and Economic Precinct

At the core of the proposed vision is the creation of a high-density, mixed-use civic precinct that combines employment, housing, culture, tourism, and public space. The vision supports:

- New office development to reinforce downtown Mississauga as a major employment node
- Purpose-built rental housing, supporting housing affordability, downtown vibrancy, and transit-oriented living
- Active ground-floor uses and civic spaces that animate the precinct throughout the day and evening

This integrated approach strengthens the economic sustainability of City-owned lands while supporting broader downtown planning objectives.

## 4. Signature Public Realm: Sky Park, Community Common, and Princess Royal Drive

The proposed vision places significant emphasis on the quality and prominence of public space. Key public-realm elements include:

- A signature Sky Park, creating a unique elevated open space and visual landmark within the downtown
- Enhanced connectivity and strong open space and park connections in the downtown including a redesigned Community Common, serving as part the north-south axis. A redesign of Community Common will strengthen its connection to the new music venue and the covered atrium between the convention centre halls in order to become one of the most important spaces in the new precinct
- A redesigned and widened Princess Royal Drive, that seamlessly forms part of the east-west functioning as a civic boulevard that prioritizes pedestrians, active transportation, and placemaking

These elements collectively reinforce downtown Mississauga’s identity as a people-focused urban centre and support year-round civic life.

## 5. Precinct-Based Parking and Mobility Strategy

To support the intensity and diversity of uses envisioned for the precinct, the vision incorporates a coordinated parking and mobility strategy. This includes:

- Approximately 1,500 – 3,000 new underground parking spaces located beneath Community Common
- Shared parking to support cultural, convention, office, and civic uses
- Reduced surface parking and improved pedestrian conditions across the precinct

This approach supports efficient land use, enhanced public realm, and alignment with transit-oriented development principles.

## 6. Transit-Oriented and Connected Development

The proposed vision leverages existing and planned higher-order transit, including the Hurontario LRT and a potential downtown loop extension, to support a compact, connected, and accessible downtown core. The vision supports:

- Strong physical and functional connections between City Hall, Square One, Sheridan College, and City-owned lands
- Reduced reliance on private vehicles through transit-oriented land use and design
- Enhanced pedestrian connectivity and public realm improvements

### **Consultant Studies and Technical Work Informing the Vision**

The proposed vision for City-owned downtown lands has been informed by a substantial body of consultant-led technical, financial, and cultural analysis commissioned by the City over multiple years. This work has examined site suitability, cultural infrastructure needs, market feasibility, land value, and long-term redevelopment considerations associated with the Living Arts Centre property and surrounding City-owned lands. Collectively, these studies provide a robust evidentiary foundation for advancing a comprehensive, precinct-scale vision while maintaining Council's flexibility with respect to timing, delivery models, and final programmatic outcomes. The proposed vision reflects the synthesis of the following key consultant studies and analyses:

#### **1. Venue Feasibility, Market Analysis & Project Delivery (SACL)**

In 2025, at the direction of Council, the City retained Sivertson & Associates Consulting Ltd. (SACL) to undertake the Study assessing the Living Arts Centre lands for future convention and hotel infrastructure. SACL are globally renowned for their work in planning major venues in cities around the world. Phase 1 of this work evaluated multiple redevelopment scenarios, including retention, demolition, and hybrid options, and identified the site as having strong potential to support large-scale cultural and tourism-oriented uses, provided long-term planning flexibility is maintained. While the SACL work did not constitute a full business case or final market demand study, it provided critical early-stage market context and feasibility screening, including:

- Physical suitability of the site for large-format facilities
- Planning and urban design considerations
- Adjacency and compatibility with surrounding uses
- Long-term flexibility required for convention and cultural infrastructure

SACL identified the downtown LAC lands as having strong locational fundamentals for major destination uses, including:

- Central positioning within Mississauga's downtown
- Direct adjacency to higher-order transit and future transit enhancements
- Proximity to hotels, office uses, civic institutions, and public spaces
- Ability to support shared servicing, loading, and parking infrastructure

## **2. Creative Space & Cultural Gap Analysis (Nordicity/Moriyama & Teshima Planners)**

The draft *Study* involved an assessment of existing spaces and a review of best practices to better understand Mississauga's current and future cultural infrastructure requirements. This work identified gaps in Mississauga, including the lack of:

- Large-format, flexible performance venues
- Music production, rehearsal, and education spaces
- Facilities capable of supporting touring acts and regional cultural events

These findings support the proposed development of a new state-of-the-art music ecosystem, including a 2,500 - 5,000 seat venue, recording studios, and a music school, as part of the downtown civic precinct. The vision responds to documented cultural demand rather than isolated project-specific objectives. It also aligns with the City's recently released Music Strategy that aims to make Mississauga a music city, to attract top acts and develop local talent.

## **3. LAC Facility Feasibility and Governance Analysis (Nordicity)**

The City previously engaged Nordicity to undertake a feasibility assessment related to the Living Arts Centre, including governance, capital strategy, and potential anchor tenant models. This work identified opportunities to re-position City cultural facilities within a broader economic and placemaking context, rather than as standalone assets. The Nordicity findings reinforce the proposed vision's shift toward a cultural district and ecosystem model, integrating performance, education, production, and public space to enhance sustainability and long-term relevance.

## **4. Hear and Now: Impact of Live Music in Mississauga (Nordicity/ Canadian Live Music Association)**

This report serves as a companion to the Canadian Live Music Association's Hear and Now National Economic Impact Assessment (EIA) report for the Canadian live music industry, offering a hyper-localized analysis that is specific to Mississauga. While the national report explores broader trends, such as industry-wide financial pressures, environmental impacts and sustainability, and emerging digital tools, this local study focuses on the unique impacts, needs, and opportunities associated with Mississauga's live music ecosystem. This report details the local economic contributions of live music, including its direct, indirect, and induced impacts on Mississauga's economy. It also highlights the tourism and fiscal ripple effects of live music activities within the city, and the broader sociocultural outcomes that a vibrant live music sector in Mississauga helps to support. Actionable insights are tailored to Mississauga's context, ensuring that the city's live music sector is positioned to thrive within the evolving regional and national landscape.

## **5. Market and Land Valuation Analysis (N. Barry Lyon Consultants Limited)**

To inform decision-making related to the highest and best use of the LAC lands and adjacent City-owned properties, the City retained N. Barry Lyon Consultants Limited (NBLC) to undertake

land valuation and residual land value analysis. This work assessed both current fair market value and post-development residual land value, taking into account potential redevelopment scenarios and prevailing market conditions.

The findings support a comprehensive redevelopment approach that considers:

- Long-term economic value creation
- Integration of civic, cultural, and revenue-generating uses
- The importance of coordinated phasing and land assembly

This analysis informs the proposed vision's emphasis on mixed-use development, employment space, and strategic civic investment.

### **The Expected Economic Impacts**

Tourism is a significant contributor to Mississauga's economy and a direct source of value for residents. In 2024, visitors spent approximately \$2.3 billion in the local economy, generating \$3.6 billion in total economic impact, supporting 21,460 jobs, and producing \$493.6 million in government revenues across all levels. Provincial and municipal revenues generated by visitor activity offset the need for approximately \$1,100 per household in taxes, including \$86.3 million directly to the City of Mississauga.

Visitor spending flows into everyday local businesses and employment sectors. In 2024, spending supported food and beverage establishments (\$642 million), local transportation (\$558 million), accommodations (\$430 million), retail (\$372 million), and attractions and recreation (\$146 million). This activity directly supported 14,092 jobs, with additional employment sustained through supply-chain and household spending effects.

The Living Arts Centre (LAC) lands and Downtown precinct represent an opportunity to strengthen and grow these economic benefits, not simply redistribute existing activity. Purpose-built cultural, convention, and entertainment infrastructure enables the City to capture net-new visitor spending that would not otherwise land in Mississauga, particularly from overnight stays, multi-day events, and evening and weekend activity. This supports year-round employment and personal income, enhances municipal revenues, and contributes to a more active and resilient downtown economy.

To illustrate the order-of-magnitude economic and fiscal benefits of a fully realized and stabilized precinct, the following table summarizes the approximate annual outcomes based on Canadian and North American benchmarks for convention centres, hotels, cultural venues, and mixed-use urban districts.

<b>Category</b>	<b>Order-of-Magnitude Impact</b>
Total Economic Output	\$550M - \$720M per year
Employment Supported	6,000 - 8,500 jobs
Municipal Property Tax Revenue	\$11M - \$16M per year
Total Government Revenue (All Levels)	\$90M - \$135M per year
Direct On-Site Commercial Activity	\$75M - \$100M per year

Together, these estimated outcomes demonstrate the scale of economic and fiscal benefits associated with an integrated downtown civic precinct. While individual components will be subject to further business case analysis and delivery decisions, the combined effect is to materially strengthen Mississauga's visitor economy, diversify the non-residential tax base, and support long-term employment and downtown vitality.

Furthermore, a redeveloped LAC precinct is expected to increase accommodation demand in the downtown, generating an estimated \$1.7 to \$2.0 million annually in additional Municipal Accommodation Tax (MAT) revenues, providing a recurring and dedicated funding source that can be reinvested into tourism, culture, and destination development.

Economic and market analysis undertaken as part of the City's cultural and destination planning demonstrates that music and live performance venues are proven demand drivers when integrated into a broader destination system. Comparable cities that have measured their music economies show meaningful economic and employment impacts, including Fort Worth, Ottawa, and Hamilton. Toronto's live music venues alone generate approximately \$850 million in annual economic impact, illustrating the scale of opportunity when venue infrastructure, programming, and tourism alignment are in place. These comparables establish order-of-magnitude plausibility, not a direct forecast, for Mississauga.

Mississauga's Music Strategy positions the city's diverse talent base, regional accessibility, and proximity to major markets as competitive advantages that can be translated into economic outcomes through appropriate venue scale, policy support, and destination integration.

In addition to operational impacts, redevelopment of the LAC lands is expected to deliver significant near-term economic benefits through construction activity, supporting employment across trades, engineering, design, and professional services, while generating substantial economic output during the build phase. These near-term impacts provide an immediate economic stimulus while laying the foundation for long-term value creation.

Based on a reference construction program valued at approximately \$2.5 billion, order-of-magnitude analysis indicates the build-out of the LAC lands could support approximately 28,000 job-years across construction trades, engineering, project management, and related professional services, as well as indirect and induced employment throughout the local economy. This level of construction activity is expected to generate approximately \$4 billion in total economic output and contribute an estimated \$1.1 to \$1.4 billion in value-added GDP, reflecting wages, business income, and tax revenues generated through construction and related sectors. Mississauga's economic structure, characterized by a high concentration of employment areas, corporate centres, and construction-adjacent industries, positions the city to retain a significant share of these benefits, reinforcing its role as a regional employment hub and supporting workforce stability in skilled trades and professional services.

Over the longer term, the LAC lands are intended to function as a fully integrated destination precinct, consistent with best practices identified through the City's market, feasibility, and venue advisory work. When cultural, convention, music, hotel, and public realm assets are planned and operated as a system, rather than as standalone facilities, the economic benefits

extend well beyond direct event spending. These benefits include knowledge exchange and business deal-making, increased exposure and market access for local small and medium-sized enterprises, workforce upskilling through year-round employment in hospitality, production, and event services, and a stronger environment for talent attraction and retention. Integrated precincts also support longer visitor stays, higher capture of off-site spending, and consistent activity outside of traditional business hours, contributing to a safer, more vibrant downtown with active streets, public spaces, and amenities throughout the day and evening. The presence of an onsite or proximate hotel, combined with walkable connections to transit, civic spaces, and cultural amenities, is a critical enabler of these outcomes and a prerequisite for competing effectively in the business events and live performance markets.

Taken together, the LAC lands and Downtown precinct are intended to operate as an economic amplifier: building on Mississauga's already strong visitor economy, enabling net-new activity that would not otherwise locate in the city, and translating cultural, tourism, and destination assets into durable resident value. This approach aligns economic growth with city-building objectives, ensuring that investment in cultural infrastructure delivers long-term returns in employment, fiscal resilience, downtown vitality, and Mississauga's position as a competitive and attractive urban destination.

### **Next Steps**

The financial section of the report outlines various sources the City may wish to explore to ensure the City can move forward with transformative projects while maintaining fiscal responsibility. However, long before a financial strategy can be determined, there are several key pieces of work that would first need to be completed. Consequently, should Council receive this report and endorse the vision in principle, staff will:

- Use the proposed vision as a guiding framework for further technical analysis and scenario evaluation outlined below
- Continue stakeholder and industry engagement to inform future reports
- Return to Council with refined options, implementation considerations, and decision points as work progresses

#### **a) Business case for the Convention Centre and Hotel:**

While SACL has provided some initial components of a Business Case (Strategic & Economic Rationale, Market Demand & Feasibility, Delivery & Partnership Models) more work is needed respecting the Delivery & Partnership Models (which is a major component of the business case). Additionally, staff will need to explore in more detail matters such as Public-private partnership options, Joint venture or long-term lease structures, and the degree of City ownership vs. private operation. It will also provide a Financial Model (Multi-Layered) that contemplates matters such as Capital cost (including site, structured parking, servicing), Operating revenues and expenses, Lifecycle and renewal costs, Public vs. private funding contributions.

#### **b) Business case for Music Centre:**

There have been many studies over the years on cultural spaces, and more recently, the viability of the LAC itself. While these will serve as important inputs into the Business Case more detailed analysis would need to be completed similarly to the convention and

hotel. Specifically, the Business Case would consider: The Program & Use-Case Definition including details on target audience and genres, frequency and mix of programming, community vs. commercial use, and integration with broader precinct uses. It would also address governance & operating model and provide recommendations on City-operated vs. arm's-length operator, non-profit vs. private operator, anchor tenant or resident partner model, and programming accountability and access policies. Lastly, the financial analysis (affordability-focused) would address questions such as capital cost and funding sources, operating subsidy requirements, revenue realism (ticket sales, rentals, sponsorship), lifecycle and state-of-good-repair impacts.

**c) Commercial and Transaction Strategy:**

Will set out the ideal development deal the City should pursue and provide a structure to pursue it and close it. Such strategies sit between planning/strategy work and financial/legal execution. With City projects, they are typically brought in once a preferred vision or concept exists, but before procurement or Council approvals.

## Financial Impact

Financing a major city-building initiative such as this is multifaceted and a financial strategy will need to be developed. Fortunately, there's a diverse toolkit available to municipalities like Mississauga:

- *Public-Private Partnerships (3Ps)*: These allow us to leverage private sector expertise and capital while maintaining public oversight. They're especially useful for large-scale infrastructure.
- *Joint Ventures (JVs)*: JVs enable resource pooling across departments or with external partners, aligning interests and spreading financial responsibility.
- *Debentures*: A traditional method where the City borrows against its credit rating. This is often used for long-term capital projects; and the city has limitations (15% revenues)
- *Special Levies*: These ensure that those who directly benefit from improvements contribute to their cost-common in localized upgrades.
- *Grants*: We actively pursue grants from all levels of government and non-profits. These are vital, especially for arts, culture, and community-focused projects.
- *Other Levels of Government*: Provincial and Federal funding programs are essential. They often target infrastructure, transit, and sustainability.
- *Redirected Capital & Efficiencies*: Recent decisions, like the Peel police funding formula, have created opportunities to reallocate capital more effectively.

## Conclusion

The proposed new vision for City-owned downtown lands, including the Living Arts Centre property, represents a strategic opportunity to shape Mississauga's downtown for generations.

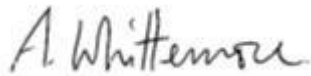
---

By emphasizing integration, flexibility, transit-orientation, and cultural placemaking, the vision provides Council with a strong foundation for informed, future-focused decision-making.

A key principle emphasized considered in the development of the proposed vision is that the City must ensure in all decision-making long-term options are protected, meaning:

- Avoiding premature decisions that could constrain future cultural or civic uses
- Ensuring land-use and infrastructure decisions do not preclude major catalytic opportunities
- Supporting phased implementation aligned with market conditions and City priorities

The proposed vision does not pre-determine specific development outcomes but establishes a framework that allows Council to maintain choice and control over the ultimate use and timing of City-owned lands.



---

Andrew Whittlemore, M.U.R.P., Commissioner of Planning & Building

Prepared by: Andrew Whittlemore, Commissioner of Planning & Building