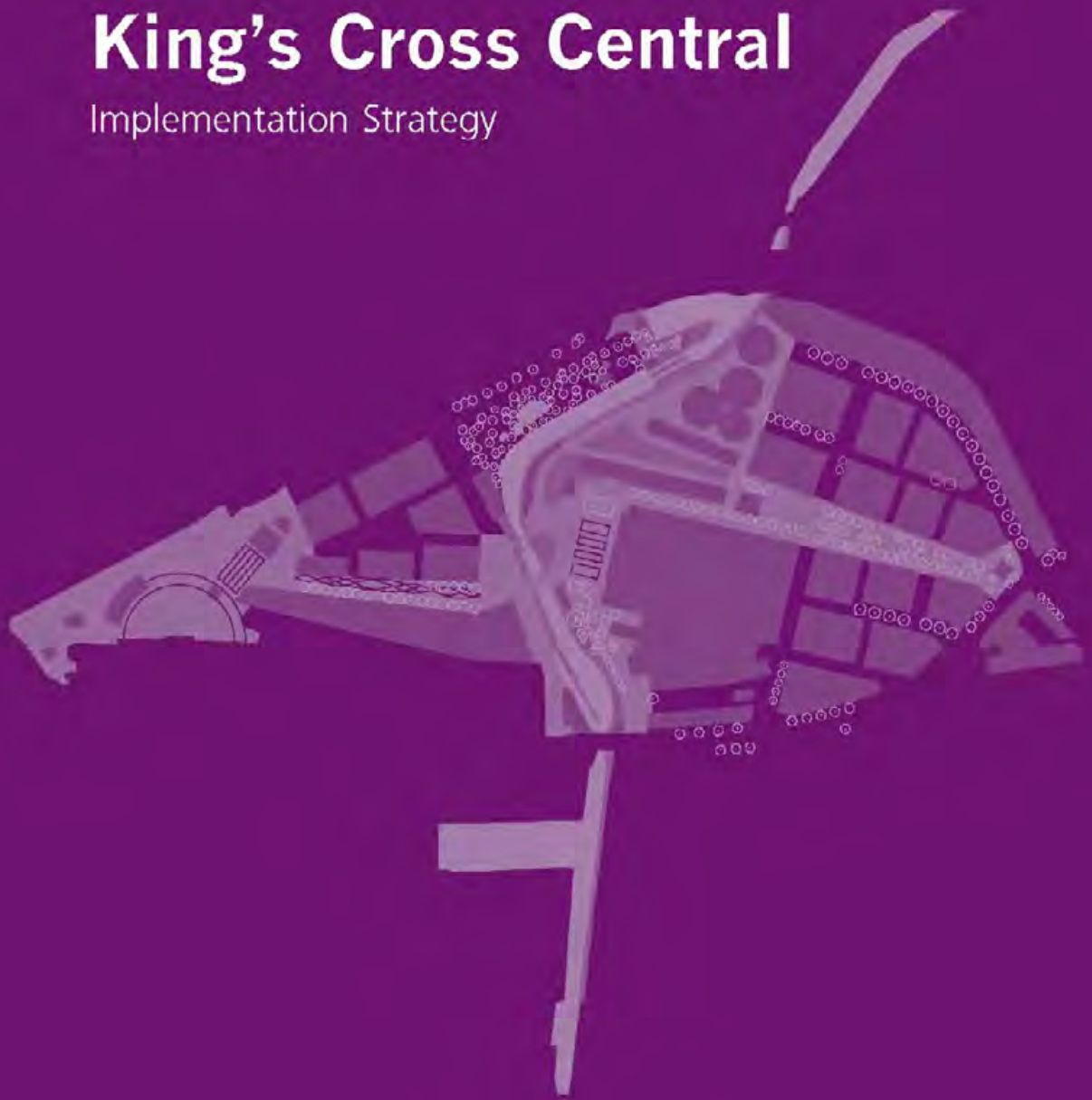


King's Cross Central

Implementation Strategy



**Argent St George,
London and Continental Railways
and Exel**

April 2004

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1 Introduction

1.1 This Implementation Strategy describes and explains the way in which Argent St George, LCR and Exel ('the applicants') would approach the implementation of the King's Cross Central development, having regard to commercial, cost, environmental, technical, place-making, planning and other matters.

Submitted Applications

- 1.2 The King's Cross Central development is the subject of the following outline planning applications:
- i. An application for outline planning permission, submitted to the London Borough of Camden, in relation to the 'Main Site'; and
 - ii. An application for outline planning permission, submitted jointly to the London Borough of Camden and the London Borough of Islington, in relation to the 'Triangle Site'.
- 1.3 In addition, the applicants have submitted a number of parallel applications for listed building consent and conservation area consent. These parallel 'heritage' applications seek consent to undertake demolition and other works that are necessary to deliver the comprehensive development proposed.

Linear Land

1.4 The applicants have not yet submitted an application for the 'linear land', which lies between the new CTRL embankment and the North London Line. The linear land site is within the applicants' control. It is separate from the Main Site and Triangle Site but still falls within the Camden King's Cross Opportunity Area. As explained in Section 7, the applicants intend to bring forward an application for the linear land site shortly.

The Status of This Strategy

- 1.5 This Strategy does not formally form part of any application. The Strategy has been submitted in support of the two outline planning applications referred to at paras 1.2(i) and 1.2(ii) above, to assist the two local planning authorities (LPAs) and others understand the deliverability of the proposed development; the steps the applicants have undertaken to enhance that deliverability; the likely programme of development and common infrastructure works; and the future procurement and planning process.
- 1.6 The Strategy addresses the Main Site and Triangle Site together, reflecting the applicants' intention to develop the Triangle Site as part of a wider, phased, mixed use scheme. As such, the Strategy incorporates and expands upon, the implementation parameters included within the Main Site Development Specification.

Document Structure

- 1.7 **Section 2** explains that the applicants, the LPAs and local communities have a common interest in facilitating, starting and completing development at King's Cross Central as soon as possible.
- 1.8 **Section 3** summarises the work the applicants have already undertaken, to develop ideas about what kind of place King's Cross should be; and to attract clusters of complementary occupiers, land uses, facilities and services that would make that vision a reality.
- 1.9 **Section 4** explains how the applicants have addressed risk and uncertainty, to enhance the deliverability of King's Cross Central as a major development project within Central London.
- 1.10 **Section 5** identifies the applicants' targets for the take-up of business and employment, residential, shopping / food and drink and other space; discusses the timetable for the development; and explains the applicants' strategy for the First and Second Major Phases. It also addresses the pattern of development - over time; by development zone; and by land use type.
- 1.11 **Section 6** describes the relationship between the principal development zones (lettered A-V on the plans included at Annex A) and the implementation of core infrastructure works.
- 1.12 **Section 7** sets out the applicants' approach to future procurement and planning.

2 Delivering Development As Soon as Possible

The Applicants

- 2.1 The applicants have already made major commitments to the King's Cross Central development.
- 2.2 **London and Continental Railways (LCR)** is the company responsible for the design, construction, operation and finance of the high-speed Channel Tunnel Rail Link (CTRL) from Folkestone to St Pancras. London & Continental Stations & Property (LCSP) is the property subsidiary of LCR.
- 2.3 LCSP has been responsible for the assembly of land required for the construction of the CTRL and controls land at King's Cross through agreements with the Secretary of State for Transport. LCSP manages all of LCR's property assets, including St Pancras Station, and, with its partners, is taking forward the regeneration of several sites around the new CTRL stations.
- 2.4 **Exel plc** is a world-class provider of supply chain solutions, encompassing logistics, warehousing and distribution, Just in Time, managed transportation, call centre and home delivery services. Exel own property to both the north and south of the Regent's Canal, including a variety of industrial buildings and the 'Goods Yard'. The main Goods Yard buildings are used for a variety of storage, distribution and leisure uses.
- 2.5 Both LCR and Exel were partner members of the King's Cross Partnership, formed in 1996 with the aim of transforming the King's Cross area into a vibrant and successful part of a world class city. The Partnership was awarded £37.5 million from the Central Government Single Regeneration Budget (SRB) funds and directed these funds, over the 7 years between 1996 and 2003, in pursuit of Partnership goals:
- i. A Better Place to Live
 - ii. A Sense of Place
 - iii. No Place for Crime
 - iv. A Place for Work
 - v. A Place For Business
 - vi. A Place for Local People
- 2.6 In 2000, LCR and Exel selected Argent St George to be their development partner for King's Cross Central.
- 2.7 **Argent St George** is a joint venture company established by two of the country's leading property developers - Argent Group plc and St George plc - specifically to devise and then deliver an exciting and successful mixed use development at King's Cross Central.
- 2.8 **Argent Group plc** is one of the most successful commercial office and mixed-use developers of the 1990s. Argent is wholly-owned by the British Telecom Pension Scheme and is perhaps best known for its 17 acre Brindleyplace development in central Birmingham, started in 1993 and completed in January 2004.

- 2.9 Built around two new public squares, Brindleyplace has been pivotal to the transformation of central Birmingham. It has won many awards and is generally regarded as an outstanding example of traditionally-master-planned, mixed use urban regeneration. Brindleyplace is discussed further in Section 4 below.
- 2.10 Argent are also active in London, Reading, the Thames Valley and Manchester.
- 2.11 **St George plc** is London's leading residential and mixed use developer and part of the Berkeley Group plc.
- 2.12 St George operate exclusively within the London area and has a reputation for quality and innovation in all aspects of the residential market. This includes successful partnerships with local authorities, housing associations and universities to deliver a variety of affordable housing and student accommodation.
- 2.13 Together, the applicants have spent over three years preparing, testing and refining their development proposals; contributing to policy reviews at the local and strategic level; and undertaking widespread consultation. At the same time (and as explained further in Section 3), the applicants have worked hard, to develop ideas about what kind of place King's Cross should be and attract clusters of complementary occupiers, land uses, facilities and services that will make that vision a reality.

Strategic Aim

- 2.14 The applicants have drawn heavily upon their unique track record, knowledge and experience, of King's Cross and other major developments, to prepare this Implementation Strategy, which sets out the aim to deliver the first and subsequent major phases as soon as possible.
- 2.15 This aim is consistent with the stated desire of both LPAs to see:

"... major development and regeneration started, and completed, as soon as possible, to overcome the problems and uncertainties that have blighted this site in the recent past."

Joint Camden and Islington Planning and Development Brief, para 1.1.3

- 2.16 The Camden UDP also refers to:
- "... the long history of uncertainty about future development at King's Cross."
- Adopted Camden UDP Chapter 13 on the King's Cross Opportunity Area

- 2.17 The "uncertainty" referred to stems, in part, from previous attempts to redevelop the site, over the last 30+ years, in particular the London Regeneration Consortium (LRC) proposals which, as the Planning and Development Brief explains, were submitted in 1989 and eventually withdrawn in 1994, "in the face of poor economic conditions" and other problems.

A Common Interest in King's Cross

- 2.18 This history, of failed attempts to redevelop the site and deliver regeneration, has influenced local people's perceptions and aspirations. The applicants' (and others') consultation findings show that local people are frustrated at the lack of progress in developing the area and delivering regeneration. They are also concerned to see that, this time, the plans can be delivered.
- 2.19 The applicants, the LPAs and local communities have a common interest, therefore, in facilitating, starting and completing development at King's Cross Central as soon as possible. This Implementation Strategy explains how the submitted development proposals reflect this 'common interest'. It also sets out how the applicants intend to achieve it.

3 Place Making at King's Cross Central

Introduction

- 3.1 In September 2002, the applicants described, in 'A Framework for Regeneration', the fantastic opportunity at King's Cross to create:
- "... a role model for a sustainable world city, a rich mix of city life at a world-class transport interchange ..."
- "... [King's Cross] should shape and define a place that is successful, safe and inclusive, one that provides many and varied opportunities for different groups to meet their economic, cultural, social and other needs. It should be attractive to residents, businesses, employees and visitors and fulfil our demanding aspirations for the built environment - human scale, variety and choice, a sense of place and belonging, the chance of delight and surprise."
- 3.2 This Section summarises the work the applicants have now undertaken, to develop further ideas about what kind of place King's Cross should be and to attract clusters of complementary occupiers, land uses, facilities and services that will make that vision a reality.
- 3.3 It describes, therefore, the evolution, to date, of a social, economic and cultural 'framework', to complement the physical framework enshrined within the Development Specifications and Parameter Plans, to help visualise, attract and guide the creation of a real place at King's Cross Central.
- 3.4 This Section presents a relatively fine grain of detail. This reflects:
- i. The importance the applicants attach to 'place making'; and
 - ii. The applicants' recognition that the 'Goods Yard' grouping of heritage buildings and spaces to the north of the Regent's Canal, in particular:
"...was once the hub of the site, a hive of activity and the meeting point for 3 transport modes - railway, canal and road. It was also a market place, a place for business, competition and enterprise. We believe that the Goods Yard should, once again, become all of these things. It should be a thriving hub of activity, a busy market place at the confluence of transport routes - the canal, the towpath, new pedestrian connections in each direction, new high quality bus services and, potentially, the Cross River [Tram]..."

3.5 The applicants have already had discussions with a number of organisations that could contribute to the development and its place making. This section identifies some of these organisations, to give a flavour of some types of uses and occupiers that could be accommodated on the site. The uses identified are, by definition, not definitive or exhaustive and there is of course no guarantee that any of the specific organisations mentioned will ultimately be seen at King's Cross - this would depend upon a host of timing, commercial, operational and other factors. In most cases, however, the discussions that the applicants have had so far cannot move much further forward, with any confidence, until outline planning permission has been granted. In some cases, the lack of planning certainty has already had an impact, e.g. in persuading organisations to look elsewhere.

Clusters

3.6 Since April 2000, the applicants have held several hundred meetings, conversations and visits with organisations and individuals keen to contribute to the place making strategy.

3.7 The ideas and opportunities that have emerged have coalesced around the following 'cluster' ideas:

- i. Children
- ii. Enterprise
- iii. Learning and Knowledge
- iv. Art and Design
- v. Recreation and Health
- vi. Culture and Visitor Attractions

3.8 Some of these clusters would work best with a tight, geographical focus, within one particular part of the development; others could and should permeate right across King's Cross Central. Promoting and establishing these (and other) clusters is part of what the 'Framework' document referred to as "planning for diversity":

- “ • in the provision of new business premises for the full spectrum of London business, from blue-chip UK and international companies to smaller, fledgling and start-up enterprises;

- in employment and training provision, with a wide variety of new jobs and other economic opportunities, across every sector of London's economy;
- in the supply of new homes, across the full range of market, social, key worker and other affordable housing;
- in the leisure, entertainment, community and cultural 'offer' at King's Cross. The sheer breadth of things to do at King's Cross and its ability to change and reinvent itself should be what defines its attraction and makes the place successful;
- in the availability of high quality local healthcare, education and other services; and
- in the imaginative design and management of successful public spaces, catering for a wide variety of uses and activities.”

Children's Cluster

3.9 We aim to make King's Cross Central a place safe and attractive for children, which would be beneficial to the development as a whole. Young children can promote social integration and help to promote an environment that is safe and harmonious. The 'Framework Findings' document reveals that making King's Cross clean and safe is the major priority for local people; it also highlights the priority afforded to improving opportunities for children and young people¹.

3.10 This does not mean a 'Disney World' approach or a school trip destination. Rather, safe, friendly and engaging streets and squares are good for people, including children; and good for business.

3.11 As explained in more detail in the Public Realm Strategy, we aim to make the public realm within King's Cross Central a destination in its own right and a key element of the 'play' strategy. Public art, within the new streets and spaces, presents significant opportunities to delight and inspire and provide opportunities for spontaneous and, in some instances, more structured play. But perhaps more importantly, the public realm generally can also provide opportunities for incidental play and delight, both for children and adults.

¹ For example, "support for local youth work" and "play facilities for children" emerged as the 5th and 6th most important social / environmental priorities, based on weighted scores. See Framework Findings, page 15.

3.12 In addition, the applicants aim to incorporate a number of specialist play and recreation opportunities within the development. The ideas and opportunities described below would be developed further as part of the evolving 'play strategy', outlined within the submitted Public Realm Strategy:

1 - 8 year olds:

- i. We aim to create a number of specialist play areas for 1-8 year olds, within the erected guide frame for gas holder no.8 and within or adjacent to, other new areas of housing.

8 - 16 year olds:

- ii. We aim to provide a number of areas where this age group can play in a more extreme way (be it skateboarding, rollerblading or something else!), without being a nuisance to others. There will, we hope, be opportunities to work with local children and young adults to design, manage and operate our new facilities, which we would look to locate adjacent to other 'play' areas, to gain the benefits of passive surveillance.

Children's Attractions

- iii. The applicants have been approached by a number of organisations promoting attractions which would appeal to children. In particular, the promoters of 'the London Children's Museum' wish to create an attraction, initially of about 2,000 sq. m., within the Goods Yard, to the north of the Regent's Canal. The word 'museum' is actually something of a misnomer: this would be an inclusive welcoming place for children, designed to connect and integrate play and learning.
- iv. If taken forward, the King's Cross Children's Museum would be unique in London: there is no equivalent museum or cultural provision within the capital at present. It is intended to be different, dynamic and imbedded within the community. The Museum would focus on 0 - 12 year olds and accompanying adults and look to attract 100,000 - 200,000 visitors per year.

- v. The applicants support the Children's Museum idea in principle and hope to work with the promoters, to take it further forward. Inevitably, this will depend upon the grant of outline planning permission for the development, which would give everyone involved the confidence to commit further time and funds to the project.

- vi. The presence of such (an) attraction(s), within the development, would (the applicants hope) encourage other operators and attractions that would appeal to children and families, to locate at King's Cross.

A Children-friendly hotel for London:

- vii. The applicants have had conversations with two hotel operators who specialise in hotel accommodation where children are not just welcome, but actively catered for: there are child care facilities and children friendly areas and bedrooms (all with monitoring equipment).

Child care:

- viii. The applicants are keen to continue working closely with Camden and their partners for child care in the King's Cross area, for example the Coram Family, to ensure that the development incorporates first rate child care facilities. The Coram Family is one of England's oldest children's charities, based at the Coram Community Campus, 49 Mecklenburgh Square, Camden. It already works with vulnerable children and young people to promote resilience, enabling them to take responsibility for their own lives and achieve their full potential. It provides pioneering, innovative, replicable, high quality services.

A Building Design / Development Exploratory Centre:

- ix. The applicants would like to see a visitor, education, sustainability, exploratory centre, within the development, just as soon as safe access can be established to a suitable site. This is likely to be a temporary building initially; one that can be moved / expanded as the development progresses. In due course, the centre may become a permanent feature of King's Cross.

- x. The applicants have visited the Building Exploratory centre at Hackney and discussed preliminary ideas with the founders and current operators of this respected and well used facility. The Hackney centre is an interactive exhibition exploring buildings and the built environment. It is the first education and resource centre in the UK to do this. Each year 70% of Hackney Schools take part in the centre's education and arts programmes and thousands of local residents join its workshops and public tours. We believe the Hackney Building Exploratory centre provides a useful model for King's Cross.

Enterprise Cluster

- 3.13 The applicants are keen to attract a full range of 'Central London' businesses to King's Cross, to transform the area into one of the capital's primary business locations, supporting the full range of one-person start-up businesses, small and medium sized enterprises (SMEs) as well as larger space users.
- 3.14 King's Cross already benefits from its proximity to the established London office markets and would be attractive to businesses looking to expand and / or relocate from these locations. In addition, the unique accessibility provided by the CTRL and other transport services creates a unique opportunity to attract and cater for companies operating at a European and international level.
- 3.15 These occupiers would contribute to, and benefit from, the wider mixed use development. For example, they would be attracted by, and underpin the presence of, a wide range of complementary local business and other services and a well-educated local workforce with the right training and skills.
- 3.16 As such, around 250 different businesses could be operating at King's Cross by the end of the next decade (2020), providing the basis for a successful and broadly-based economy and the creation of a diverse range of career, job and training opportunities.
- 3.17 The major development areas nearest to the transport interchange (development zones A and B) are likely to attract occupiers who demand high specifications and, in some cases, large floorplates. However, all of the office accommodation in this area would be capable of sub-division to meet demand for smaller units of accommodation.
- 3.18 To the north of the Regent's Canal, the applicants envisage a more eclectic mix of workspace accommodation, enabling occupiers to enjoy new, efficient but perhaps fairly basic (and therefore good value) accommodation.
- 3.19 The product range, the scale of the 'offer' and the long-term management and ownership structure would help to create a vibrant, viable cluster for enterprise. As explained in our early 'Principles' document (see 'commit to long term success'), the intention is to establish a collective ownership structure for the development as it progresses. This would allow the ongoing development to be owned - and managed - as a whole, with the companies and organisations involved taking a direct and active role in the future of King's Cross.
- 3.20 The collective ownership model offers a number of advantages. For example, it should be easier to make available imaginative 'non institutional' occupation agreements for some companies and uses, including start-up businesses. This is likely to be important in building and establishing a successful cluster with critical mass at King's Cross, as discussed further in Section 5.
- 3.21 The applicants have already discussed the principle of Business Incubator Partnerships with several higher education institutions, both science and art based (for example, see 3.23 (i) below); with the London Development Agency (LDA); and with other commercial interested parties. The applicants remain keen to explore the possibility of an innovation start up facility, where art, science and cultural based business ideas can be exchanged.

3.22 To date, the applicants have held discussions with a number of business and organisations about moving to King's Cross, including television and other media companies and an international 'green' organisation, looking for a suitable, sustainable location for its world headquarters. In most cases, however, taking these discussions further forward would depend upon the grant of outline planning permission for the development.

Learning and Knowledge Cluster

3.23 The applicants have held discussions with a number of organisations about the establishment of a learning and knowledge cluster at King's Cross. These organisations include:

- i. The London Institute
- ii. University of London and their colleges, particularly Birkbeck
- iii. The Working Men's College
- iv. The British Library
- v. South Camden Community School
- vi. The Community Learning Centres at South Camden Community School and Elizabeth Garatt Anderson School
- vii. A number of private specialist schools
- viii. Camden Education Department
- ix. The LDA

3.24 In particular, the applicants have been in discussion with the London Institute (shortly to become the University of Arts, London) about the possibility of relocating, to King's Cross, some or all of the Central Saint Martins (CSM) College of Art and Design, alongside the introduction of some new Institute facilities. These discussions commenced in November 2002 and are ongoing.

3.25 The CSM College of Art and Design, currently located on Southampton Row, is one of five constituent colleges of the London Institute. It provides specialist education and research in the fields of fine art; fashion & textiles; graphics and communication design; three-dimensional design; theatre and performance; and interdisciplinary art and design. Its students come from diverse cultural backgrounds, 65 different countries and all age groups, many with a broad experience of life and the professions.

3.26 The applicants support the CSM scheme proposals and are willing to commit further time and funds to the joint preparation of a detailed scheme initially for around 30,000 sq. m. of accommodation provisionally within the Granary, the Assembly Shed site behind and the Eastern Transit Shed. Inevitably, this will depend upon the progress of the outline planning applications and the likelihood that planning permission will be granted.

3.27 The new London Institute / CSM facilities would promote public accessibility and could include: -

- i. public galleries;
- ii. dance facilities;
- iii. a theatre;
- iv. exhibition / showcase areas;
- v. studio and teaching spaces;
- vi. workshops;
- vii. administration; and
- viii. restaurant and shop facilities.

3.28 The London Institute / CSM are keen to start utilising any new facilities at the beginning of the 2009 academic year. This would mean commencing construction in early 2007, as part of the first major phase (see Section 5 below).

3.29 Birkbeck College and the Working Men's College have expressed an interest in acquiring a joint facility of up to 5,000 sq. m. The applicants support the principle of providing diverse adult education facilities within the development.

3.30 The British Library houses the world's largest source of business information, together with copies of almost everything published within the UK. The applicants have held discussions with the British Library about making people who work at and / or visit King's Cross, more aware of the Library as a resource, promoting that resource and capitalising upon it. There may, for example, be some form of 'Information Portal' within the King's Cross development.

Art and Design Cluster

3.31 If the London Institute / CSM does relocate to King's Cross, it could help to establish the area as a location for other design led organisations, businesses, retailers and cultural attractions. In any event, the applicants are keen to promote a cluster of art and design activities at King's Cross, to make King's Cross a place where people want to be and to visit.

3.32 The applicants have held conversations and meetings, over the last three years, with a number of organisations who have expressed interest in moving to the site, some of which include:

- i. the Craft Council (who are now focusing attention elsewhere);
- ii. a number of fine art operators, who have expressed an interest in creating a cluster with some auction facilities;
- iii. a number of art collections, including the Quentin Blake's Children's Illustration Collection;
- iv. the Photographers Gallery (who are now looking elsewhere);
- v. The London Photographic Centre Initiative; and
- vi. Sculptors and others interested in the role of sculpture in and around King's Cross.

Recreation and Health Cluster

3.33 The applicants intend to promote recreation and health by the following:

- i. Encouraging people to walk and cycle within King's Cross Central, and making it easy to do so. For example, and as explained in the Green Travel Plan, the applicants are keen to attract cycle shops to King's Cross, within the early phases;
- ii. Providing outdoor recreation facilities for children, as discussed above;

iii. Providing for other outdoor recreation, both incidental and organised, for example:

a) there would be scope for low-level rock climbing, 'bouldering' or more challenging activities, within the re-erected guide frame for gas holder no.8, to provide safe and challenging physical recreation;

b) the applicants are keen to incorporate boules, tennis, wall tennis and areas / facilities for 5-a-side football;

c) accommodating opportunities for ice-skating and outdoor performance, within a multi-functional public realm.

iv. Attracting and facilitating the provision of a range of health clubs and other indoor sports facilities. The applicants have held a number of conversations with various health and leisure operators. In most cases, however, those discussions cannot move any further forward until outline planning permission has been secured. Similarly, the provision, funding and operation of publicly accessible facilities would require further discussion with the relevant local authorities.

v. Attracting and incorporating appropriate health centre facilities within King's Cross, for the new living, working and visiting population. The applicants have been contacted by a number of private operators keen to incorporate facilities within the new development, on sustainable business terms. The applicants envisage working with these operators, the Primary Health Care Trusts and the local authorities to plan appropriate new facilities and their phased delivery.

vi. Providing and promoting opportunities to sell and market a diverse range of quality food products that reflect the area's direct transport connections to many regions of the UK and continent and the many different communities in and around King's Cross.

- vii. King's Cross would provide opportunities for up to 50 eating establishments, from Michelin-starred restaurants to corner and side-street cafés. The applicants have held discussions with three internationally renowned chefs, about the possibility of opening restaurants and providing catering / teaching facilities within the development.

Cultural and Visitor Attractions Cluster

- 3.34 The applicants are keen to attract a wide variety of cultural and visitor attractions, including:
- i. places to hear music;
 - ii. places to eat and drink (restaurants and cafes);
 - iii. places to see / experience art;
 - iv. places to visit;
 - v. places to buy things and spend money!
- 3.35 In particular, there are a range of opportunities within and around the Goods Yard complex, to the north of the Regent's Canal, to provide cultural and visitor attractions. Moving west to east:
- i. The spaces in and around the re-erected gas holder guide frames**
- The ground and potentially other floors of the new buildings within the guide frames of the gas holder triplet might accommodate cafés and restaurants, crèches, cooking schools and / or other facilities. Other activities and facilities would be provided within the guide frame for gas holder no. 8, as discussed above. The adjacent public spaces present opportunities for outdoor music and theatre, exhibitions and competitions and perhaps a new 'Speaker's Corner'.
- The canal, of course, would be an attraction in its own right and Camden Town would be a 10-minute walk away; or a short cycle ride.

ii. The Coal Drops

The applicants envisage an eclectic mix of uses within the Coal Drops, comprising specialist retailers; more 'mainstream retailers'; restaurants and cafés; and visitor attractions. To date, the applicants have held discussions with a wide range of organisations interested in the Coal Drops, concerning:

- a) a micro-brewing operation, combining production and visitor areas with places to eat and drink;
- b) a glass centre, encompassing glass blowing and manufacturing operations, retail and restaurant facilities;
- c) Pollock's Toy Museum, which could enhance the King's Cross Children's Cluster (see above);
- d) the Weiner Library, which is looking to relocate an important, valuable trove of historical material, from less suitable premises elsewhere in Camden;
- e) a Japan Centre. The applicants have held discussions about a 'small gem' mixed use facility, promoting educational, artistic and sporting activities associated with the living traditions of Japanese culture together with world-class Japanese urban lifestyle and cuisine outlets;
- f) music and performance. The applicants have forged links with individuals and organisations representing the full spectrum of music and performance, from classical and chamber music to jazz, rock and pop and nightclub operations. A number of these activities could collocate or cluster together;
- g) Fringe Theatre. The applicants have discussed alternative and experimental theatre opportunities with Christopher Richardson, the owner and director of the Pleasance Theatre, located in Islington. Christopher has had a long and important involvement in the Edinburgh Fringe and he and others have ambitions to bring some Fringe events to London.

iii. The Western Transit Sheds

The Western Transit Sheds could accommodate visitor attractions requiring larger volumes of adaptable space, with an active and welcoming street frontage. The applicants have held discussions with the owners / promoters of a number of interested museums, including the Children's Museum (see above), The Post Office Museum (who own exhibitions relating to changes in graphics, fashion and transport, over time) and the London Transport Museum.

iv. The Granary, Assembly Shed and Midland Goods Shed

As explained above, the applicants are working with the London Institute / CSM to potentially develop a range of new facilities within the Granary, the Assembly Shed site and the eastern Transit Shed comprising: public galleries; dance facilities; a theatre; exhibition / showcase areas; studio and teaching spaces; workshops; administration; and restaurant and shop facilities.

The CSM are keen to enhance their role within the community and develop new facilities on a more outward looking basis. All parties are keen to develop the ground and potentially other floors of the Granary to include public facilities that would help enliven Granary Square; a 'Viennese style' all-day café / restaurant is one of the ideas that has been discussed.

v. New Pavilion Buildings

New pavilion buildings in and around Granary Square, Market Square and North Square could provide scope for new cultural and visitor attractions.

3.36 These many discussions and ideas reflect the applicants determination, as stated in the 'Framework for Regeneration' document, to reinvent the Goods Yard in particular, to:

"... provide people across London with a new destination, a collection of public places that provide many and varied opportunities for people to meet their economic, cultural, social, leisure and other needs."

4 Enhancing Deliverability

Viability and Risk

- 4.1 The history of this site demonstrates all too clearly that major development, of the type and range envisaged in Section 3, is only deliverable if it proves to be economically viable. This means that, adopting a realistic set of assumptions, the project must be:
- i. materially more likely to make a profit than a loss; and
 - ii. likely to offer its investors an appropriate rate of return; i.e. one that reflects the risks involved.
- 4.2 Any speculative development involves a number of significant risks (see i to viii below). The performance of multi-phase development projects, particularly ones with the complexity and timescale of King's Cross Central, is not guaranteed. The potential for profit, at the beginning of the project, is also the project risk margin, to cater for the risks and uncertainties involved. These include:
- i. Planning and other regulatory control risks (e.g. conditions and other restrictions, the obtaining of other consents, section 106 requirements, delays and changes in policies / requirements)
 - ii. Engineering risks (e.g. ground conditions)
 - iii. Construction risk (e.g. changes in construction requirements and construction prices)
 - iv. Letting risks for commercial office, retail and leisure buildings (e.g. demand from occupiers, voids, incentives required and rental levels)
 - v. Sales risk for residential and other development (e.g. demand from purchasers and the price they are willing to pay and, for affordable housing, the level of funding available from registered social landlords and public subsidy (grant))
 - vi. Finance risks (e.g. availability of equity and debt and interest rates)
 - vii. Competition risks (e.g. other competing opportunities within Central London, other regions and other countries)
 - viii. Political risks (e.g. changes in the tax regime, Government and European policy)
- 4.3 In particular, major developments involve a hugely complex construction process and highly volatile markets.

Complex Construction

- 4.4 The construction process on major, multi-phase developments is complicated by the full range of site-wide risks and uncertainties identified at para 4.2 above.
- 4.5 Thereafter, even for a single building, the construction process depends on many thousands of components being erected and assembled together on site, without major mistakes and regardless of the weather. Failure in any one area - be it steel fabrication, brick laying or lift installation - will cause delays to others, disrupt the programme and increase costs. These problems are perhaps particularly acute for 'one off', sophisticated commercial or mixed use buildings and for complex refurbishments of major historic structures. Major cost overruns are common and their size and frequency tends to increase with the complexity of the building.

Volatile Markets

- 4.6 The property cycle is always more accentuated / volatile than the economy as a whole, because large decisions about new accommodation are nearly always easy to defer. This applies particularly to commercial office buildings. In the middle of an economic cycle, demand from occupiers picks up and developers tend to respond by expanding their building programme. Because of the time required to produce new buildings, however, there is a lag before the new 'product' comes onto the market, leading to a shortage in supply as the economy continues to grow.
- 4.7 This shortage presents opportunities for well-placed and well-planned schemes, to attract occupiers and investment and deliver several phases of successful development, quickly. The applicants aim to ensure that King's Cross Central is in a position to make the most of these opportunities, as and when they occur, for example by making early investment in infrastructure works and by providing flexibility to adjust the balance of land uses over time and to phase development in different ways, according to market opportunities and other factors. These aspects of our Implementation Strategy are discussed further below.
- 4.8 In due course, the continuing shortage of 'product' can lead to rapid increases in sale prices, rents and capital values. This encourages developers to build even more, supported by banks and other investors. Eventually, there comes a point when strong demand drops off, such that the market is over-supplied with new accommodation, leading to falling rents, sales prices and capital values and vacant buildings. It is for this reason that new commercial buildings, built speculatively, can simply remain empty, creating long 'void' periods. Developers may still be able to sell residential accommodation, but at a much slower rate and at lower / unsustainable prices.
- 4.9 These risks have contributed to many business failures within the property sector. No other sector of the Stock Exchange had so many casualties between 1991 and 1993, when the market collapsed. The casualties included one of the development companies that formed part of a previous prospective developer consortium for King's Cross, LRC (see para 2.17 above).

Reducing Risk and Uncertainty

- 4.10 Since coming together in mid-2000, the applicants have worked hard, to address and reduce as many aspects of risk and uncertainty as possible and to enhance the deliverability of King's Cross Central as a major development project within Central London:

Legal Agreements

- 4.11 Subject to securing a satisfactory planning permission and other consents, legal agreements are already in place that provide for the release of the LCR and Exel land for development, once the Channel Tunnel Rail Link has been completed.

Working Towards Consensus

- 4.12 Since July 2001, we have published four public documents about our 'principles for a human city'; the many 'parameters for regeneration' that must be taken into account and addressed in planning and developing the King's Cross site; our initial 'framework' plans and ideas; and the 'framework findings' from an extensive and thorough process of community engagement.
- 4.13 At every stage of the project, we have worked hard to disseminate information, inform and encourage debate and, ultimately, build consensus behind key proposals and ideas².

Planning Policy Context

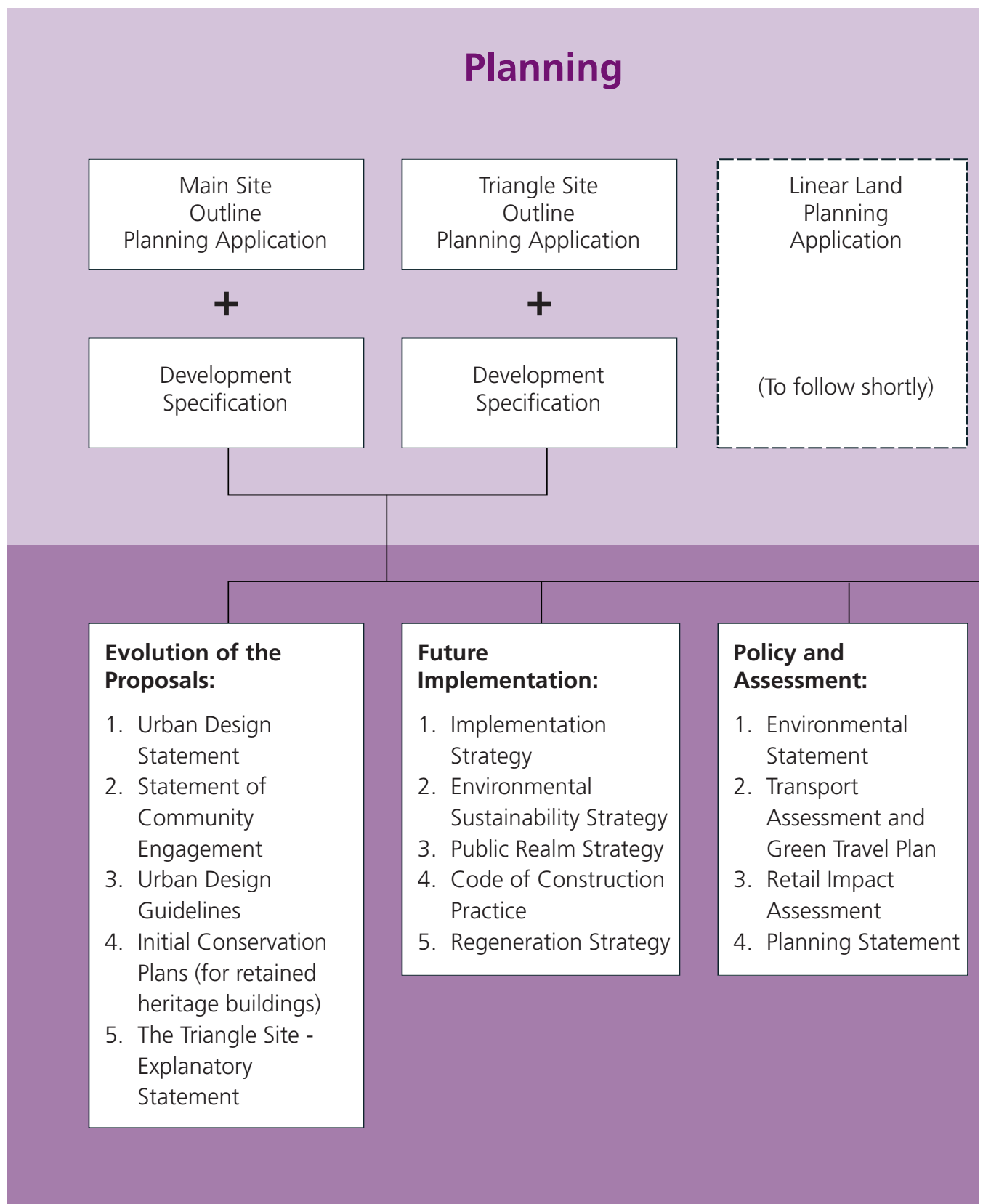
- 4.14 We have participated in LB Camden's review of its UDP policies for the King's Cross Opportunity Area and its formulation of a revised draft Planning Brief. We similarly supported LB Islington's decision to prepare a new draft Planning Brief for the Triangle Site and took part in the Council's consultation.
- 4.15 In November 2003, we welcomed and supported the decision by both LPAs to bring these documents together into a joint Planning and Development Brief for the King's Cross Opportunity Area and Triangle, as published and adopted in December 2003 / January 2004.
- 4.16 At the strategic planning level, we responded to the Mayor's Draft London Plan and took part in the Examination in Public.

² For more information, read the 'Statement of Community Engagement' prepared by FLUID and submitted in support of the King's Cross Central planning applications.

Providing for Future Flexibility

- 4.17 Our initial applications (illustrated in Figure 1) provide flexibility to adjust the balance of land uses over time and to phase development in different ways, according to market opportunities and other factors.
- 4.18 The Development Specification for the Main Site incorporates a series of 'up to' floorspace levels for each proposed land use type. It also incorporates some flexibility over the spatial mix of different land uses.
- 4.19 Retaining this flexibility is very important. It means that we will have scope to respond to the uncertainties and risks identified at para 4.2 above, during the development programme. This may, for example, mean focusing more on residential and less on commercial development (or vice versa), within the overall maximum levels for each development zone and the specified implementation parameters, such that we can continue to deliver each major phase of development as soon as possible.
- 4.20 On phasing, the Development Specifications do provide a number of important commitments, about the timing of public realm works in relation to the completion of business and employment, residential and other development. They do not, however, make any commitments as to a particular programme of works, or to a particular sequence of development activity, zone by zone.
- 4.21 This is deliberate and necessary. Retaining flexibility over phasing is vital, as illustrated by the example of the successful Argent development at Brindleyplace, Birmingham. Here, Argent revised the spatial masterplan that it inherited in 1992, to enable a more incremental approach to development and delivery; and to provide greater flexibility over the timing, sequence and land use content of individual phases and building projects, consistent with market and other opportunities.

Figure 1
Initial Applications and Supporting Documents



Heritage

Applications for Listed Building & Conservation Area Consents

(for each of the demolition / other works shown on Parameter Plan KXC011)

Policy and Assessment:

Supporting statements to address PPG15 and other relevant policies

Highways

Highways:

Indicative proposals for existing adopted highways

Initial Application Documents

Supporting Documents

4.22 The result is that Argent has continued to deliver public realm improvements, living accommodation, workplace accommodation, retail and leisure uses, in a properly balanced manner and without a break, for more than 10 years, in the centre of Birmingham. Flexibility means we were able to build through the recession. It also means that we have been able, increasingly, to innovate in the provision of mixed-use buildings, in ways that could not have been anticipated when development first began in 1993. We want to be able to do the same at King's Cross Central where, as explained in Section 3, it may be possible to complete the full development programme in 12-15 years, if optimistic, target rates of take-up can be achieved.

4.23 This analysis and commercial imperative underpins the content of the Implementation Strategy and its status as a supporting document. The Strategy is based on current, imperfect knowledge and anticipates that circumstances will change, between now and the commencement of any development and thereafter, during the life of the scheme.

Infrastructure Costs

4.24 King's Cross Central is a large, complex brownfield site. Delivering development, on any significant scale, would require very substantial infrastructure costs to be incurred. For example, extensive mains water, site drainage, electricity, gas, service diversion, earth works, highway and public realm works would be required.

4.25 The applicants have commissioned detailed technical studies of future infrastructure and utility requirements. The results are reported in the Environmental Statement and other documents and reflected in, for example, Parameter Plan KXC018 and the accompanying plan Context 001 within the Main Site Development Specification.

4.26 The applicants have also given careful consideration to the timing of infrastructure and other works, across the development period. Early investment in such works and their associated costs has certain benefits, as discussed at para 4.7 above, but it has also prejudiced the economic delivery and viability of many past development schemes. It is important, therefore, not to lose sight of the obvious 'cash flow' benefits of 'spreading' infrastructure and other costs across the development programme.

4.27 In this case, the applicants have balanced the benefits of spreading infrastructure and other costs against other factors. For example:

- i. existing capacity constraints, which mean that new investment in infrastructure and utilities would be required early in the development programme;
- ii. undertaking works together, at the beginning, can be more efficient, in terms of construction methodology, programme and minimising disruption;
- iii. the practical consequences - particularly in terms of disruption - of undertaking works later, within or alongside completed development and its occupiers;
- iv. the need to change public (and market) perceptions about King's Cross; and
- v. the overall aim to deliver the first and subsequent major phases as soon as possible (para 2.14 above).

4.28 In accordance with this aim, the applicants have set optimistic targets for the take-up of business and employment, residential, retail, food and drink, leisure and other floorspace. These take-up targets are explained in Section 5. Achieving the targets would mean responding effectively to market opportunities, as they arise. The early provision of infrastructure works would enable this to happen.

4.29 As a result, and as explained in Section 5 below, this Implementation Strategy sets out an intention to tackle many of the infrastructure works early, as part of the first and second major phases of development.

5 The Likely Development Programme

Starting Development

- 5.1 Much of the site would only be released for development upon completion and opening of the CTRL and this is expected to take place in 2007. It may be possible for some site preparatory and off-site works to take place before then.
- 5.2 The pace of development would depend upon market opportunities and other factors. As explained earlier, the applicants have not (and cannot) make any commitments to a particular programme of works, or to a particular sequence of development activity, zone by zone.

Take-up Rates and the Development Programme

Target Take-Up Rates

- 5.3 This Strategy identifies a set of optimistic targets for the annual take-up of development, as follows:
- i. 25,000 - 30,000 sq. m. of business and employment space per annum, within development zones A and B, to the south of the Regent's canal;
 - ii. 15,000 - 20,000 sq. m. of business and employment space per annum, within the development zones to the north of the Regent's Canal;
 - iii. 150 - 200 'market' residential units per annum (representing circa. 12,000 - 15,000 sq. m. of residential floorspace), with associated affordable / low-cost residential units delivered in tandem (subject, of course, to the necessary agreements and public subsidies being in place to deliver these units);

- iv. 10,000 - 15,000 sq. m. of other space (for example, retail, leisure, health, education and community uses) per annum.

- 5.4 These figures equate to an aggregate target take-up of 62,000 - 80,000 sq. m. per annum, not including the delivery of affordable / low-cost housing (see paras 5.35 - 5.37 below).

Development Programme Based on the Target Take-Up Rates

- 5.5 If we achieve these optimistic targets for take-up, year on year, the King's Cross Central development programme would take between 12 and 15 years to complete, assuming:
- i. an initial 3 year period for enabling works and construction of the first phase; and
 - ii. 12-18 months for final occupations to take place, at the completion of the development.

- 5.6 The applicants have identified and set these targets, having regard to past trends in market conditions; the commercial objectives and timeframe for this development; infrastructure works; funding requirements; and the case study information presented below.

Case Studies

- 5.7 The applicants have had regard to the phasing and take-up of other past and present development projects such as Brindleyplace, Broadgate, Paddington, Canary Wharf, Greenwich and Stratford City.

Built Development³

- i. At Brindleyplace, over 120,000 sq. m. of office, retail, leisure and car park development, together with 141 townhouses and 35 serviced apartments have been started, completed and let / handed over, in just over 10 years (1993 - 2004);
- ii. At Broadgate, some 265,000 sq. m. of office space was started, completed and let / handed over, during a 6 year period between 1985 and 1991;
- iii. At Paddington (Paddington Basin and Paddington Central), some 70,000 sq. m. of office space has been started, completed and let / handed over, since November 2000. Some 8,800 sq. m. of shops, restaurants and leisure facilities have also been developed (within Paddington Central);
- iv. At Paddington Basin, some 470 residential units have been completed since construction began in 2000. In 2003, construction began on a further 230+ units, with completion expected in 2005;
- v. At Canary Wharf, some 1, 075,000 sq. m. of office space has been started, completed and let / handed over (with a further 65,000 sq. m. of space constructed, though not let) since 1989;
- vi. At Greenwich Millennium Village, some 500 homes have been completed since December 1999 and a further 170+ units are currently under construction; and

Proposed Development at Stratford City

- vii. The Stratford City planning application looks to develop some 465,000 sq. m. of office space; 150,000 sq. m. of retail; 4,500 homes (3,150 market homes and 1,350 affordable / special needs); and 165,000 sq. m. of hotel, leisure, health and community facilities, between 2006 and 2020.

Pre-lets / Advanced Sales

5.8 Achieving the optimistic target rates of take-up stated at paras 5.3 - 5.4 above would depend upon securing pre-lets and advanced sales, to stimulate and underpin the necessary level of construction activity and capital expenditure. Pre-lets and advanced sales have played an important part in the success of other major developments. This is illustrated by the following examples:

- i. 5 of the principal commercial (office) buildings at Brindleyplace were substantially let prior to, or during, their construction. Two of these buildings now form part of the 'Core Building' for the Royal Bank of Scotland. The Core Building is the largest building at Brindleyplace, combining three buildings together (Nos. 7, 8 and 10) and was completed in January 2004, marking the end of Brindleyplace's last phase. The third part of the Core Building - Eight Brindleyplace - had already been constructed as a free-standing building at the point of letting to RBS and has since been modified;
- ii. At Broadgate, the first two buildings were pre-let before their construction work commenced in August / September 1985. The next five buildings were let during their construction. The four subsequent buildings were not fully let until some time after completion (in some cases, several years);
- iii. At Paddington, all of the 70,000 sq. m. of office space developed so far has been let before or during its construction; and
- iv. At Canary Wharf, over 830,000 sq. m. of the office space developed has been let before or during its construction. A further 245,000 sq. m. has been let after building completion.

³ At January 2004

Why the Target Take-Up Rates are Challenging

- 5.9 During periods of favourable economic conditions, therefore, the development may meet (and, in some years, perhaps exceed) the target rates for take-up stated in paras 5.3-5.4 above. At other times, it is likely to fall short. Looking at the average rate of take-up over the full lifetime of the development, achieving the optimistic targets stated in paras 5.3-5.4 would be difficult and challenging, bearing in mind:
- i. the cyclical nature of all property markets;
 - ii. the likelihood of highly adverse economic conditions at some point during the development programme;
 - iii. occupier perceptions of King's Cross, which would take some time to change. Many people will not believe that this part of London can become one of the most attractive parts of any city in Europe, until (further) significant physical and management changes have actually happened; and
 - iv. the targets given in paras 5.3 - 5.4 are considered (and stated) to be, optimistic.
- 5.10 Unless conditions are favourable throughout the lifetime of the development, therefore, the development is likely to take longer than 12 - 15 years, as discussed further below.
- c) 100 - 150 'market' residential units per annum (representing circa. 8,000 - 12,000 sq. m. of residential floorspace), with associated affordable / low-cost residential units delivered in tandem (subject, of course, to the necessary agreements and public subsidies being in place to deliver these units);
- d) 7,000 - 10,000 sq. m. of other space (for example retail, leisure, health, education and community uses) per annum.
- e) An aggregate of 45,000 - 62,000 sq. m. per annum, not including the delivery of affordable / low-cost housing (see paras 5.35 - 5.37 below);

These figures assume:

- ii. a number of "good" years, in which the development meets (and sometimes exceeds) the target rates for take-up stated in paras 5.3 - 5.4 above; and
- iii. a number of "bad" years in which rates of take-up are very low (perhaps even zero, for some sectors).

- 5.12 On this basis, King's Cross Central would take between 15 and 19 years to complete. The applicants consider this to be a realistic development timescale. Nevertheless, there is a desire and incentive to 'do better' and achieve the target rates of take-up stated at paras 5.3 and 5.4 above, whenever circumstances allow.

Further Consideration of Take-Up Rates

- 5.11 The applicants consider the following to represent a realistic profile of take-up at King's Cross Central, taking into account all of the matters identified at paras 5.1 - 5.10 above:
- i. That take-up of business and employment space, market housing, retail, leisure, health, education and community uses, over the full lifetime of the developments, averages the following:
 - a) 17,000 - 25,000 sq. m. of business and employment space per annum, within development zones A and B, to the south of the Regent's Canal;
 - b) 13,000 - 15,000 sq. m. of business and employment space per annum, with the development zones to the north of the Regent's Canal;

Speculative Development

- 5.13 This implementation strategy envisages that speculative development would take place within each major phase of development, particularly in relation to business and employment (B1) space and general market housing.
- 5.14 It is highly unlikely, however, that the applicants (or anyone else) could or would choose to undertake speculative development (only) at the rate necessary to achieve the target rates of take-up. As explained above, achieving the target rates of take-up would depend upon securing pre-lets and advanced sales, to stimulate and underpin the necessary level of construction activity and capital expenditure.

The First Major Phase

5.15 The applicants therefore consider that the first major phase of development should include the following:

Enabling Works

- i. The realignment of Pancras Road;
- ii. The demolition of the northern Stanley Building (subject to agreement with LB Camden, who own the building);
- iii. The relocation of the district gas governor to development zone V (subject to agreement with National Grid Transco);
- iv. Realignment and other works along Goods Way;
- v. Demolition of the Culross Buildings;
- vi. Demolition of the Western Goods Shed;
- vii. Demolition of the two small extensions to the Great Northern Hotel, plus removal of related railings and covering related lightwells;
- viii. Demolition of the Plimsoll Viaduct;
- ix. The dismantling, relocation, refurbishment and then re-erection of the guide frame for gas holder no. 8, within development zone N;
- x. The relocation of the dismantled guide frames for the linked triplet of gas holders, to the north of the Canal, for cleaning and other refurbishment works, prior to their re-erection on the site of the Western Goods Shed (see (vi) above) within development zone N⁴;
- xi. The new bridge BR1 over the Regent's Canal (to replace the existing Exel bridge) and establishment of the new north - south route between Station Square and Granary Square (see (xvi) below);

Built Development

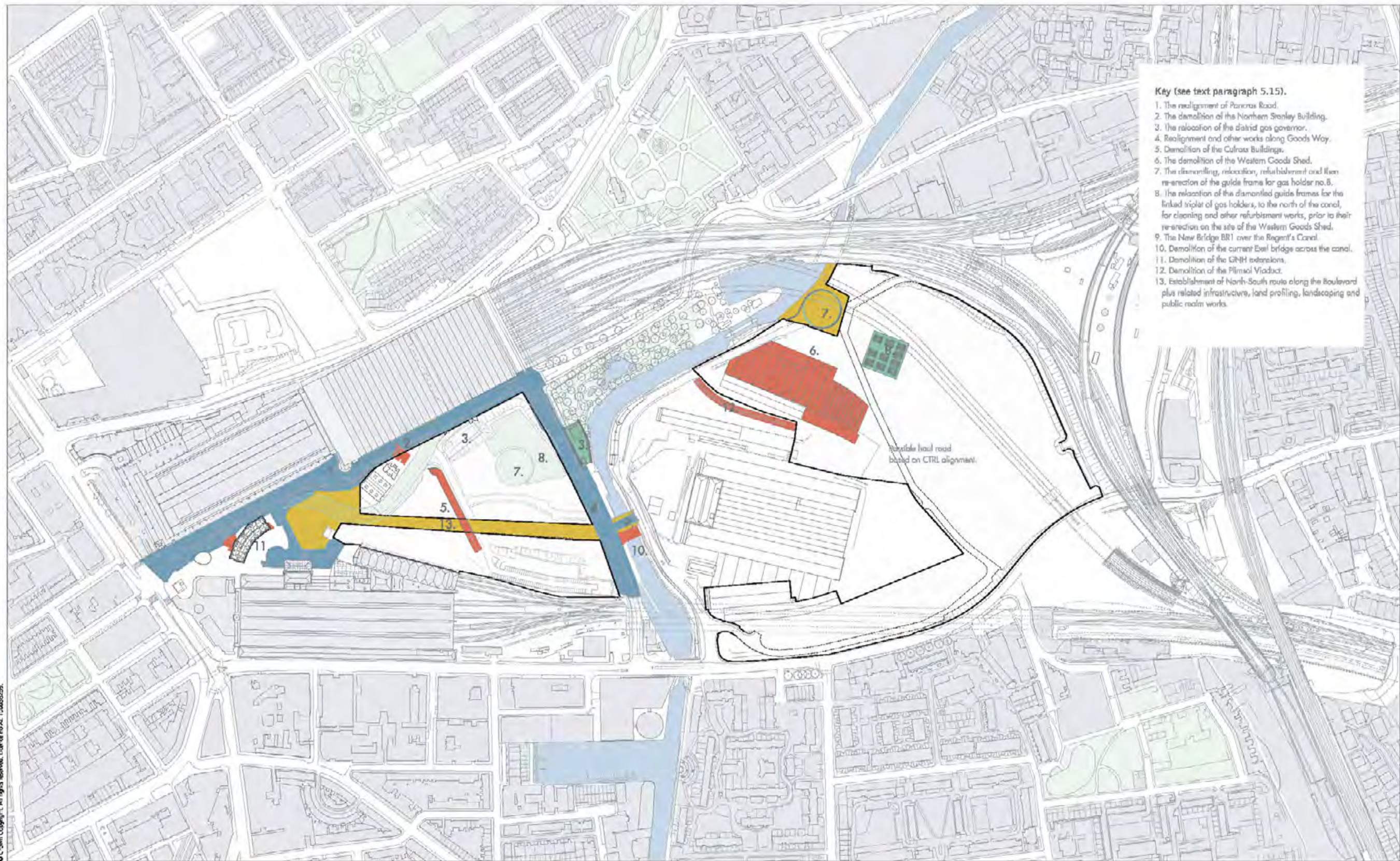
- xii. One or more B1 office buildings within development zone B, depending upon how much (if any) space has been pre-let to end users and market conditions;
- xiii. Residential development (including at least 150 market units) within development zone R;
- xiv. Initial refurbishment works to the Eastern and Western Coal Drops;
- xv. Refurbishment of some or all of the Granary complex, should agreements be in place for one or more end users to occupy the buildings.

At the same time, at least part of Goods Street may be provided, to provide access to the Granary complex and adjacent plots. The provision of Goods Street would trigger the demolition of two bays from the Handyside Canopies; and
- xvi. Establishment of the new north-south route between Station Square and Granary Square, along the Boulevard and at least part of Pancras Square, plus related infrastructure, service diversion, land profiling, landscaping and public realm works, within and associated with the zones referred to above.









5.16 The First Major Phase of enabling works (described above) would require a series of part closures and temporary diversions along Goods Way and Pancras Road. The duration of any such closures would be minimised.

5.17 As described therefore, this First Major Phase, illustrated in **Figures 2** and **3**, would be 'infrastructure heavy' and require a very substantial, early financial investment in the site, its utilities and capacity. It would concentrate on works necessary to assemble and prepare the development zones, for subsequent development, thereby addressing one of the key challenges that has faced this site for many years and delivering major public gains in terms of facilitating long-term regeneration. It would also tackle the site comprehensively - not 'cherry pick' one or two of the more attractive plots - and deliver mixed-use development, with new buildings and land uses to both the north and south of the Regent's Canal.

⁴ The linked triplet of gas holder guide frames would be re-erected around new residential (and other) development. See para 5.19 (ix) below. The new residential development would be undertaken first and the gas holder structures then re-erected around and attached to the new buildings for structural support.



- Key (see text paragraph 5.15).**
1. The realignment of Pancras Road.
 2. The demolition of the Northern Stanley Building.
 3. The relocation of the district gas governor.
 4. Realignment and other works along Goods Way.
 5. Demolition of the Curra Buildings.
 6. The demolition of the Western Goods Shed.
 7. The dismantling, relocation, refurbishment and then re-erection of the guide frames for gas holder no.8.
 8. The relocation of the dismantled guide frames for the linked triplet of gas holders, to the north of the canal, for cleaning and other refurbishment works, prior to their re-erection on the site of the Western Goods Shed.
 9. The New Bridge BR1 over the Regent's Canal.
 10. Demolition of the current Eest bridge across the canal.
 11. Demolition of the GNH extensions.
 12. Demolition of the Pilsal Viaduct.
 13. Establishment of North-South route along the Boulevard plus related infrastructure, land profiling, landscaping and public realm works.

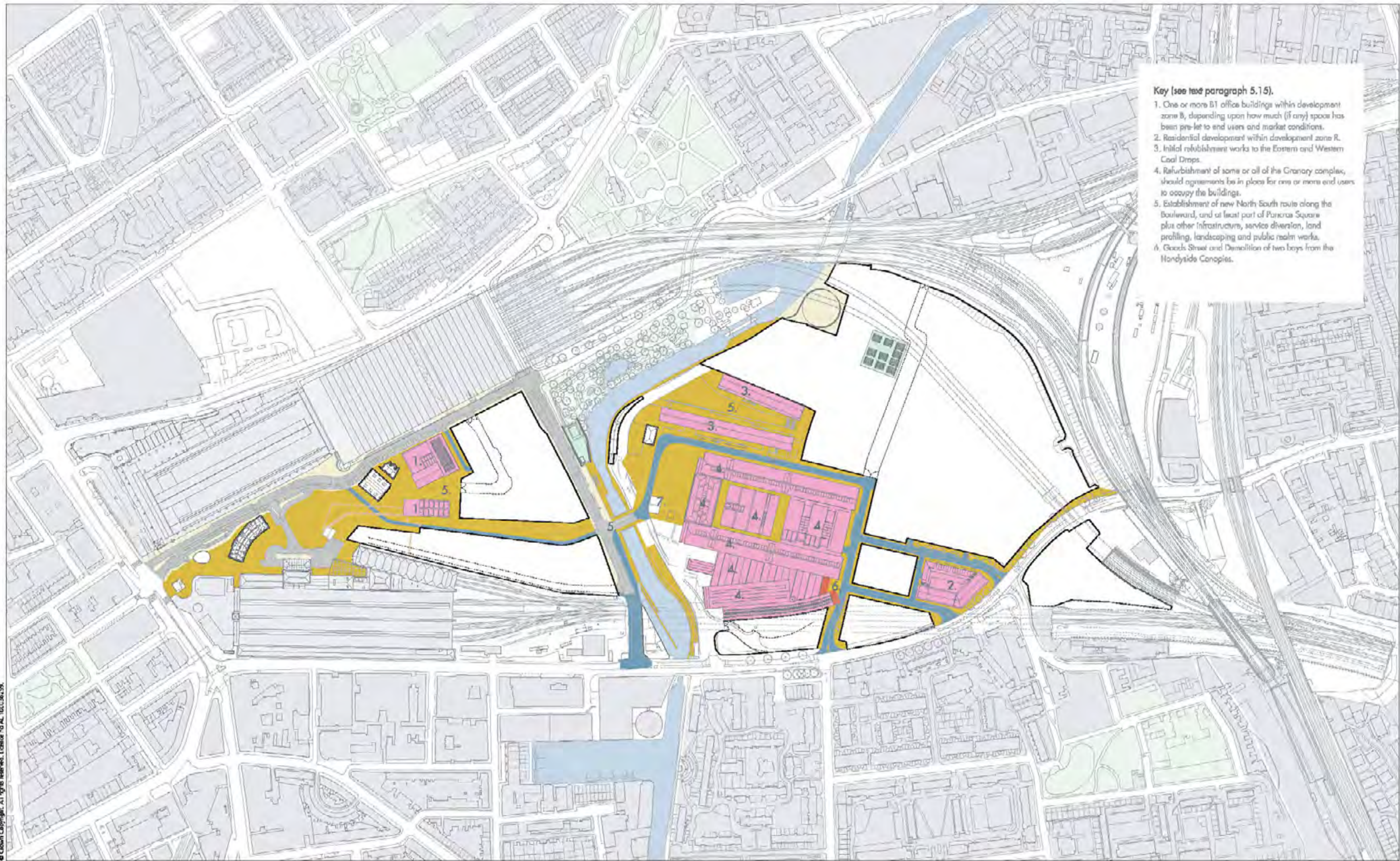
| | | | | | |
|-------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------|------------------|---------------------------------------------------------------------------------------|----------------------|
| Key: | | | | | |
|  | Regents Canal |  | Demolition |  | Features to be moved |
|  | Haul road |  | New Public Realm |  | Relocated Features |
|  | Hoarding |  | Highway works | | |

0 25 50 100



Figure 2
**King's Cross Central
 Implementation Strategy - Illustrative Plan of First Major Phase Enabling Works.**
 18.03.2004
 Allies & Morrison and Porphyrios Associates

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Key (see text paragraph 5.15).

1. One or more B1 office buildings within development zone B, depending upon how much (if any) space has been pre-let to end users and market conditions.
2. Residential development within development zone R.
3. Initial refurbishment works to the Eastern and Western Coal Dumps.
4. Refurbishment of some or all of the Granary complex, should agreements be in place for one or more end users to occupy the buildings.
5. Establishment of new North South route along the Boulevard, and at least part of Piazza Square plus other infrastructure, service diversion, land profiling, landscaping and public realm works.
6. Cleared Street and Demolition of two bays from the Hardyside Canopies.

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| | | | | | |
|-------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------|--------------------|
| Key: | | Works conducted in this major phase | | Works conducted in previous phase | |
|  | Regents Canal |  | Demolition |  | Highway |
|  | Haul road |  | New Public Realm |  | Public Realm |
|  | Hoarding |  | Highway works |  | Relocated Features |
| | |  | Built Development | | |

0 25 50 100



Figure 3
King's Cross Central
Implementation Strategy - Illustrative Build Out of The First Major Phase
19.03.2004
Allies & Morrison and Porphyrios Associates

5.18 In addition, the works described would deliver major public realm and heritage benefits. In particular, the new bridge BR1 would enable a new north-south route between Station Square and Granary Square, along the Boulevard, to be laid out and established (with the final landscaping completed fully later; see below)⁵. The guide frame for gas holder number 8 would be refurbished and re-erected and the dismantled guide frames for the listed triplet would be moved, for similar cleaning and refurbishment, to the north of the Regent's Canal. At the same time, refurbishment works would commence on the Coal Drops and potentially the Granary.

The Second Major Phase

5.19 The applicants consider that the Second Major Phase of development is likely to include:

- i. The new bridge BR2 over the Regent's Canal;
- ii. Refurbishment of some or all of the Granary complex;
- iii. The completion of refurbishment works to the Eastern and Western Coal Drops;
- iv. The new bridge BR3 over the Regent's Canal (subject to agreement with LB Camden and the London Wildlife Trust, who own and manage the Camley Street Natural Park);
- v. The Multi Storey Car Park within development zone T;
- vi. One or more B1 office buildings within development zone B, depending upon how much (if any) space has been pre-let to end users and market conditions;
- vii. One or more B1 office buildings within development zone P, R S or T, depending upon how much (if any) space has been pre-let to end users;
- viii. Residential development within development zones R and J / Q;
- ix. Residential development within development zone N and re-erection of the linked triplet of gasholder guide frames;
- x. New pavilion buildings within development zones G and H; and
- xi. Related infrastructure, service diversion, land profiling, landscaping and public realm works, within and associated with the zones referred to above.

⁵ If King's Cross Station Enhancement construction or other factors preclude establishment of / public access to, the Boulevard, it may be necessary to provide the north-south route on an alternative alignment, for example via Pancras Square and development zone B.

5.20 As described, this Second Major Phase, illustrated in **Figure 4**, would continue the delivery of comprehensive, mixed-use development, with new buildings and land uses to both the north and south of the Regent's Canal.

5.21 In addition, the works described would deliver further, major public realm and heritage benefits. The new bridges BR2 and BR3 would strengthen pedestrian connections between the 'Goods Yard' areas to the north of the Canal and adjacent areas, including Somers Town. The dismantled guide frames from the linked triplet of gas holders would be refurbished and re-erected around new residential buildings and further refurbishment works carried out to facilitate the re-use of the Coal Drops and Granary Complex.

Subsequent Major Phases

5.22 The detailed content of subsequent major phases of development is of necessity uncertain and it would be inappropriate to speculate about it at this early stage. The sequence of development would depend upon a number of complex factors, including market conditions, such that any information provided at this stage would necessarily be based on highly subjective assumptions. The overall aim, however, would be to deliver each major phase as soon as possible.

The Pattern of Development

5.23 As illustrated above, each major phase of development may include works and other development within a number of development zones, across the site. In this way, the applicants plan to:

- i. offer different types of offices and homes (i.e. different 'products'), aimed at different types of users and occupiers. For example, and as explained in Section 3, some of the offices to the north of the Regent's Canal are likely to have a different specification (and be aimed at a different range of occupiers) than offices to the south;
- ii. Build critical mass (see below);
- iii. Manage commercial risk; and
- iv. Complete the development within a reasonable timeframe.

- 5.24 At the same time, the applicants are keen to progress works in such a way that:
- i. Once occupiers begin to move into a particular part of the site, construction work within that area is completed as soon as practicable;
 - ii. Occupiers experience minimum disturbance from continuing construction work within adjacent / other areas; and
 - iii. Early, completed development phases create places with character and identity, with good connections between to and to / from surrounding areas.

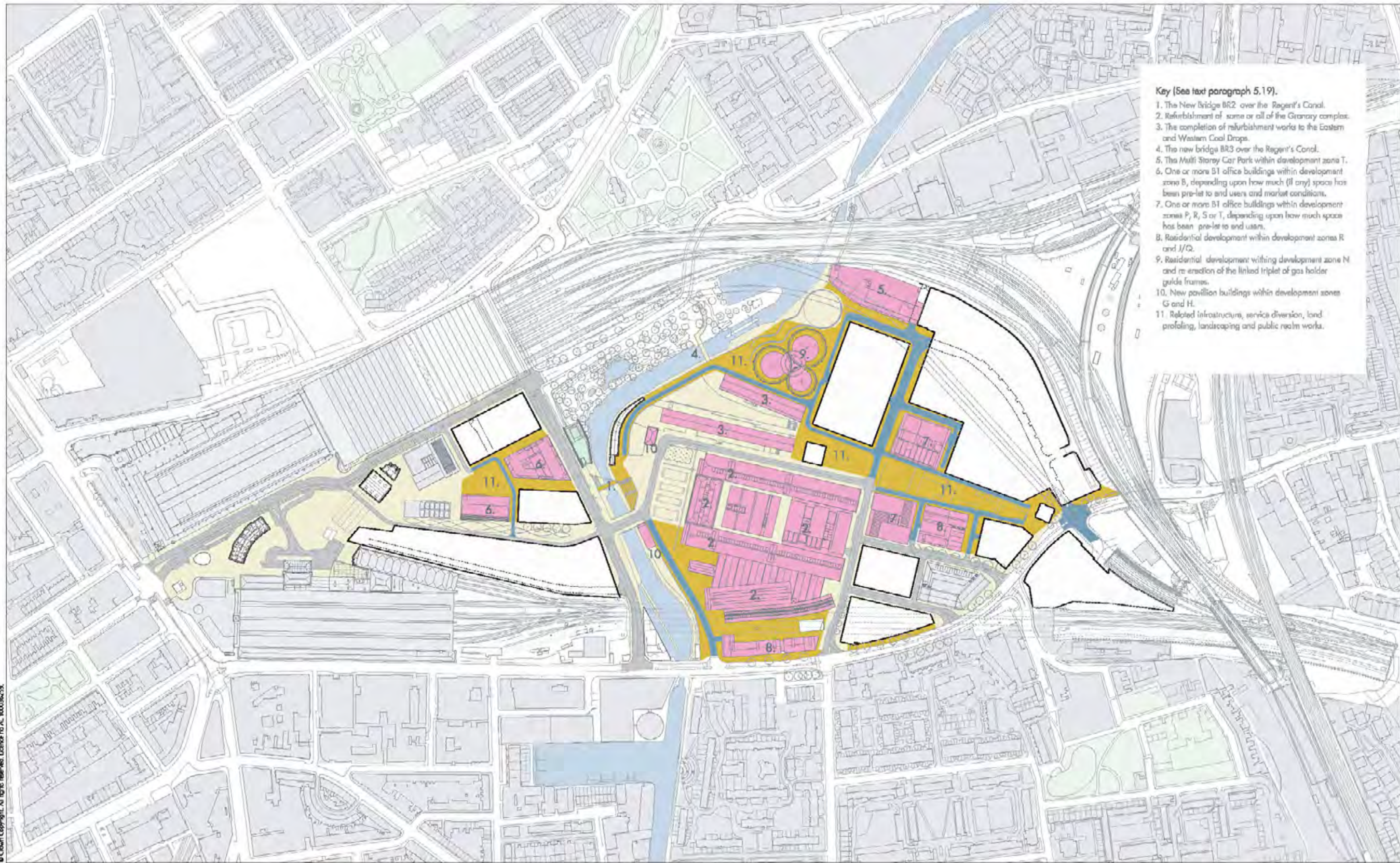
5.25 With these objectives in mind, Table 1 below sets out an assessment of the pattern of built development across the site, based upon the target rates of take-up referred to at paras 5.3 - 5.4 above.

- 5.26 For each development zone (or combination of development zones that are likely to be undertaken together), Table 1 indicates:
- i. The earliest likely commencement year; and
 - ii. The minimum number of years it would take, to complete development within that zone / zones (i.e. if the target rates of take-up are achieved).

5.27 The development zones referred to are those shown on the plans reproduced at Annex A.

Table 1
Pattern of Development (Based on Optimistic / Target Take-Up)

| Development Zones | Earliest Likely Start Year | Min. Years to Complete | Comments |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------|
| A & F | 6 | 6 | Phasing of Network Rail works (and construction access requirements) could affect this. |
| B & V | 2 (see 'The First Major Phase') | 7 | See 'The First Major Phase' above. The gas governor works are likely to take 12 months. |
| C | Demolition of the Great Northern Hotel extensions is likely to take place as part of the First Major Phase of enabling works. Thereafter, timing would be highly dependent upon Network Rail's King's Cross Station Enhancement works. At least 2 years to complete the refurbishment works proposed. | | |
| D | Likely to be undertaken before completion of development zone B. At least 12 months to complete. | | |
| E | Timing would depend upon discussions / agreement with the landowner (LB Camden). At least 18 months to complete. | | |
| G & H | 4 | 18 months | (see 'The Second Major Phase') |
| J & Q | 4 | 5 | (see 'The Second Major Phase') Housing in J may start earlier if issues relating to the ECML tunnel can be resolved. |
| K & L | 2 | 5 | See 'The First Major Phase' above |
| I & M | 2 | 5 | See 'The First Major Phase' above |
| N | 2 | 4 | See 'The First Major Phase' above |
| O | 5 | 18 months | Likely to be undertaken as part of / following the provision of Market Square. |
| R | 2 | 5 | See 'The First Major Phase' above |
| P, S (south) & T (south) | 5 | 6 | The MSCP may be delivered earlier (see 'The Second Major Phase') |
| S (north), T (north) & U | 6 | 6 | |
| Triangle Site | 5 | 3 | Likely to depend on progress within Main Site |
| Linear Land | To be addressed as part of a future outline planning application for the Linear Land | | |



- Key (See text paragraph 5.19).**
1. The New Bridge BR2 over the Regent's Canal.
 2. Refurbishment of some or all of the Granary complex.
 3. The completion of refurbishment works to the Eastern and Western Coal Drops.
 4. The new bridge BR3 over the Regent's Canal.
 5. The Multi Storey Car Park within development zone T.
 6. One or more B1 office buildings within development zone B, depending upon how much (if any) space has been pre-let to end users and market conditions.
 7. One or more B1 office buildings within development zones P, R, S or T, depending upon how much space has been pre-let to end users.
 8. Residential development within development zones R and J/G.
 9. Residential development within development zone H and re-erection of the linked triplet of gas holder guide frames.
 10. New pavilion buildings within development zones G and H.
 11. Related infrastructure, service diversion, land profiling, landscaping and public realm works.

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| Key: | | Works conducted in this major phase | | Works conducted in previous major phase | |
|------|----------------|-------------------------------------|-------------------|-----------------------------------------|--------------------|
| | Regent's Canal | | Demolition | | Highway |
| | Haul road | | Public Realm | | Public Realm |
| | Hoarding | | Highway works | | Built Development |
| | | | Built Development | | Relocated Features |

0 25 50 100



Figure 4
King's Cross Central
Implementation Strategy - Illustrative Build Out of The Second Major Phase

18.03.2004

Allies & Morrison and Porphyrios Associates

- 5.28 The remainder of this Section considers the pattern of development for the main land uses and other components of the development:
- i. Business and employment space;
 - ii. Housing
 - iii. Shopping / food and drink;
 - iv. Health, education and community uses;
 - v. The public realm;
 - vi. The gas holders and gas governor;
 - vii. (the interaction with) King's Cross Station Enhancement.

Business and Employment Space

- 5.29 As explained in the Development Specification for the Main Site, the applicants consider that at least 400,000 sq. m. of business and employment space should be developed and ideally more (up to the maximum of 486,280 sq. m.), in order to establish an enterprise 'cluster' of offices, with the requisite critical mass to be successful.
- 5.30 As stated in our document 'Parameters for Regeneration', in January 2002:
- “ So when does a development establish a cluster with critical mass? It is doubtful whether 103,000 m² of office space at Brindleyplace has established a significant cluster with the requisite critical mass to attract other companies to the region and ensure long-term success. Clearly, Canary Wharf (over 1.5 million m² of office space) is a significant cluster. Broadgate (some 347,000 m² of office space) is probably another, though it also acts as an extension to the City. To the west, Paddington (411,800m² of office space) also looks set to create a new business destination with its own critical mass.”⁶
- 5.31 Both RPG 3 and the London Plan recognise the importance and significance of clusters that achieve critical mass. The Camden / Islington Planning and Development Brief also recognises that:
- “ ... a critical mass of office floorspace in the Area and Triangle is a cornerstone of viable regeneration. It will provide most of the job opportunities.”
- (para 2.4.4.)

5.32 It follows of course, that it would take a number of years to reach this critical mass at King's Cross. This means attracting early occupiers without the critical mass in place and, at the very beginning, without all of the public realm and other physical changes that are so important in changing people's perceptions.

- 5.33 The applicants propose to overcome this initial inertia by:
- i. Having the flexibility to offer a range of high quality products (buildings and floorplates), that respond to what occupiers want over time, backed up by excellent marketing material;
 - ii. Communicating a vision for King's Cross and working hard to attract clusters of complementary occupiers, land uses, facilities and services that will make that vision a reality. Section 3 above explains the work that the applicants have already undertaken, to develop ideas about what kind of place King's Cross should be;
 - iii. Being prepared to offer / accept imaginative occupation agreements in appropriate cases;
 - iv. Being competitive on price; and
 - v. Giving initial occupiers confidence that later phases of development would be built out, occupied and managed to the high standards promised.
- 5.34 Many of the same considerations apply to other clusters that the applicants plan to attract and develop at King's Cross (as described in Section 3).

Housing

- 5.35 The intention is that each major phase of development should contain a mix of different uses, including market and affordable / low-cost housing.
- 5.36 Thresholds for the delivery of housing, including affordable / low-cost housing, would be agreed with the LPA(s).

⁶ The floorspace figures quoted from 'Parameters for Regeneration' included permitted / planned development that had not yet been constructed.

5.37 The delivery of affordable / low-cost housing would depend upon the necessary commercial arrangements and public subsidies being in place at each stage of the project and these are complex matters, for detailed discussion and agreement between the parties. It would be important to establish clear mechanisms to determine the various matters identified at para 2.9.19 of the Planning and Development Brief, probably in the form of planning obligations.

Shopping / Food and Drink

5.38 New shopping / food and drink floorspace provided within zones A, B, F, J, P, R, S and T would be within the lower floors of new B1 office, residential or other buildings. The pace of shopping / food and drink development in these zones would be a function, therefore, of the development programme for other land uses.

5.39 Other shopping / food and drink floorspace would be provided within retained heritage buildings (zones C, D, I, L, M and N) and within new pavilion buildings (zones G, H, O and U).

5.40 Retail development within these areas would form an important component of the applicants' place-making strategy; see Section 3.

Health, Education and Community Uses

5.41 Thresholds and mechanisms for the phased delivery of health, education and community facilities would be agreed with the LPA(s).

5.42 Health, education and community facilities form important components of the applicants' place-making strategy; see Section 3. Retaining flexibility at this stage means that the applicants, local authorities and other service providers have scope to decide later on the precise form of new provision within the Main Site and Triangle Site, armed with the best information available at the time. This is in line with the approach envisaged in the Joint Camden / Islington Planning and Development Brief, paras 2.10.8, 2.11.5 and 2.12.4.

The Public Realm

5.43 The public realm would be developed in phases, alongside the business and employment, residential and other development. The intention is to carry out the public realm works that relate to each phase of built development, as part of that phase and to establish well-connected places with character and identity.

5.44 The applicants have made the following important commitments⁷:

- i. Station Square and Pancras Square would be finished no later than the completion of built development within development zone B;
- ii. The Boulevard would be finished no later than the completion of built development within development zone A;
- iii. Granary Square would be laid out, established and finished at least in part, no later than the completion of refurbishment works to the Granary building within development zone L;
- iv. The public realm within and around the gas holder guide frames would be finished no later than the completion of development within the linked triplet guide frames, within development zone N; and
- v. Market Square and the Long Park would be substantially complete before 1,000 residential units are completed, within the site as a whole.

5.45 Of course, it remains open to the applicants to bring these items forward in the development programme (i.e. start and complete them earlier) and, in many cases, that is the intention, as illustrated in Figures 2, 3 and 4. The public realm works are an important component of the applicants' place-making strategy; see Section 3.

5.46 The commitments set out above are based on the very latest point at which the specified public realm works would be delivered.

⁷ These commitments are stated within the Main Site Development Specification, para 6.19

The Gas Holders and Gas Governor

- 5.47 The applicants have also made commitments in relation to the gas holder guide frames and the gas governor. The following works would be undertaken, as part of the enabling works for development zone B, subject to the grant of all necessary planning approvals and Listed Building Consents:
- i. The dismantled guide frames for the linked triplet of gas holders would be relocated to the north of the Canal, for cleaning and other refurbishment works, prior to their re-erection around new residential buildings within development zone N; and
 - ii. The guide frame for gas holder no. 8 would be dismantled and relocated to the north of the Canal, for cleaning and other refurbishment works, to facilitate its re-erection within development zone N.
 - iii. The gas governor would be relocated and re-provided within development zone V, subject to agreement with the operator National Grid Transco. Realignment and other works along Goods Way would be carried out at the same time.
- 5.48 This Strategy reflects and incorporates these commitments (see 'The First Major Phase' and 'The Second Major Phase' above).

King's Cross Station Enhancement

- 5.49 Network Rail is considering separate proposals for a new western concourse at King's Cross Station, within the 'Area for King's Cross Station Enhancement' shown on Main Site Parameter Plan KXC004.
- 5.50 The applicants have been working with Network Rail, to ensure that:
- i. the two sets of proposals (King's Cross Central and King's Cross Station Enhancement) relate well to one another and deliver a high-quality solution to the area between the two main line stations; and
 - ii. if necessary, each project could still be taken forward independently of the other, bearing in mind the many uncertainties surrounding planning permission and other consents, timing, funding and other matters.
- 5.51 As and when Network Rail apply for and receive planning permission and Listed Building Consent for a new western concourse and associated works, and confirm that the project has fully-secured funding and a firm start date, the applicants would work in partnership with Network Rail, to enable Network Rail to implement its proposals. These proposals are likely to require land within the applicants' control, both for built development and construction purposes and this will require agreement between the parties.
- 5.52 The applicants propose to implement their landscaping and access / drop off proposals for the 'Area for King's Cross Station Expansion' (shown on Development Specification Parameter Plans KXC004 and KXC007), in the event that the Network Rail proposals do not come forward or are materially delayed, beyond the start date for King's Cross Central. This would not prevent the subsequent implementation of King's Cross Station Enhancement proposals, should they come forward later.

6 Core Infrastructure Works

- 6.1 This Section describes the relationship between the principal development zones and the implementation of core infrastructure works such as the realignment of Pancras Road and related major services diversions and installations.
- 6.2 Table 2 below highlights:
 - i. Those core infrastructure works that the applicants consider are **required** to be in place before buildings within various zones can be completed and occupied, based upon the assumptions that underpin this Implementation Strategy;
 - ii. Those core infrastructure works that are **likely** to be undertaken, before buildings within various zone are completed and occupied, based upon the assumptions that underpin this Implementation Strategy.
- 6.3 In addition, each development zone would involve the carrying out of 'local' works such as demolitions, drainage, services, land profiling and substructure works.

Table 2
Relationship Between Core Infrastructure Works and Principal Development Zones

| Work No. | Summary Description (see annex B for more information) | A | B | C | D | E | F |
|----------|--------------------------------------------------------|---|---|---|---|---|---|
| CW1 | Pancras Road | | R | | | | |
| CW2 | Station Square | L | L | | L | L | |
| CW3 | LUL Link to development zone B | | L | | | | |
| CW4 | Boulevard | R | L | | | | |
| CW5 | Pancras Square | | R | | | | |
| CW6 | Service Road in development zone A | R | | | | | |
| CW7 | Route B4 on KXC007 | | R | | | | |
| CW8 | Route B5 on KXC007 | | R | | | | |
| CW9 | Goodsway West | | R | | | | |
| CW10 | Canal Square | R | R | | | | |
| CW11 | Goodsway East | R | R | | | | L |
| CW12 | Gas Governor Site | | R | | | | |
| CW13 | West Bridge [BR2] | | | | | | |
| CW14 | Canal South Bank Works | L | L | | | | |
| CW15 | East Bridge [BR1] | R | R | | | | |
| CW16 | South Square | | | L | | | |
| CW17 | Landscaping area for KXSE | L | L | L | | | |
| CW18 | Route North | R | R | | | | |
| CW19 | Canal North Bank | | | | | | |
| CW20 | Granary Square | | | | | | |
| CW21 | Public realm around Midland & Regen | | | | | | |
| CW22 | Midland Yard | | | | | | |
| CW23 | Coal Drops Yard | | | | | | |
| CW24 | Transit Street [TS1] | | | | | | |
| CW25 | Market Square | | | | | | |
| CW26 | Gas Holders zone | | R | | | | |
| CW27 | Canal Street South | | | | | | |
| CW28 | Goods Street West | | | | | | |
| CW29 | Canal Street North | | | | | | |
| CW30 | Long Park | | | | | | |
| CW31 | Goods Street East | | | | | | |
| CW32 | York Way | | | | | | |
| CW33 | York Street | | | | | | |
| CW34 | North Square | | | | | | |
| CW35 | Electrical Sub Station | L | L | | | | |
| CW36 | Dismantle and re-erect GH No 8 | | R | | | | |
| CW37 | Water Supply - off site | L | L | | | | |
| CW38 | Divert Camden Sewer | | | | | | |
| CW39 | Camley St Bridge [BR3] | | | | | | |
| CW40 | Relocate Gas Governor | | R | | | | |

R

Required works i.e. core infrastructure works that are required to be in place before buildings within that zone can be completed and occupied, based upon the assumptions that underpin this Implementation Strategy.

L

Likely works i.e. core infrastructure works that are likely to be undertaken, before buildings within that zone are completed and occupied, based upon the assumptions that underpin this Implementation Strategy.

| I | J | K | L | M | N | O | P | Q | R | S | T | V |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | R |
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7 Future Procurement and Planning

The Linear Land

- 7.1 The Linear Land lies between the CTRL embankment and the North London Line.
- 7.2 As indicated earlier in Figure 1 (which illustrated the scope of the initial applications and supporting documents) and Table 1, the applicants have not yet submitted a planning application for the Linear Land. The applicants intend to bring forward a scheme and submit an application, shortly.

Procuring Good Design

- 7.3 Following the grant of outline planning permissions for the Main Site and the Triangle Site, the applicants would start the detailed design of the first major phase.
- 7.4 The applicants are committed to delivering high quality design, within the first major phase and subsequent major phases. We stated in 'Principles for a Human City' that:

“ Our early development projects will be ambassadors for those that follow...”
(under the principle 'secure delivery')

- 7.5 To date, the applicants have worked with a number of architectural and other practices, to develop and test the development proposals. They include:

Masterplanning / Public Realm Team

- i. Allies and Morrison
- ii. Porphyrios Associates
- iii. EDAW
- iv. Townshend Landscape Architects
- v. General Public Agency

Gas Holder Studies

- vi. Wilkinson Eyre
- vii. John Thompson and Partners
- viii. Ian Simpson Architects and others
- ix. Lifschutz Davidson

Residential Studies

- x. Stephenson Bell
- xi. Broadway Malyan
- xii. Feilden Clegg Bradley
- xiii. Robert Clarke Associates
- xiv. Maccreehanor Lavington
- xv. Allford Hall Monaghan Morris
- xvi. Bill Dunster Architects
- xvii. Matthew Priestman Architects

Office Studies⁸

- xviii. Robert Adam Architects
- xix. Caruso St John
- xx. Eric Parry

Triangle Site Studies

- xxi. David Morley Architects
- xxii. Burrell Foley Fischer

⁸ Allies and Morrison and Porphyrios Associates (see 'Masterplanning / Public Realm Team') have also undertaken office studies.

Applications and Approvals for Each Major Phase

- 7.6 The applicants would continue to work with architects and other designers of similar quality, calibre, experience and standing. The applicants would also look to involve a number of new, exciting, less established architects.
- 7.7 The applicants would select and appoint architects / designers through a careful and rigorous selection process.
- 7.8 The applicants are committed to using the Urban Design Statement and the Urban Design Guidelines, submitted in support of the outline planning applications, as reference documents throughout the design process, including them as part of the architectural brief for each development plot, as it comes forward.
- 7.9 Furthermore, the applicants intend to engage the masterplanning team in an ongoing process of review and assessment; in order to ensure that the original vision is delivered and maintained.
- 7.10 In addition, for each major phase, the applicants would:
- i. look to exploit the potential role of architectural competitions, to stimulate and encourage good design; and
 - ii. find the most appropriate way to involve CABE, the London Advisory Committee of English Heritage, the GLA and other organisations, within the design process.

- 7.11 **Figure 5** shows the subsequent applications and approvals process for each major development phase, following the grant of the initial outline planning permissions and the listed building and conservation area consents anticipated in Figure 1.

- 7.12 The applicants would submit:

Planning

- i. Applications for approval of reserved matters, for development forming part of that major phase⁹;
- ii. Other information which they (the applicants) are required to submit for approval, under the terms of conditions attached to the grant of outline planning permission, in relation to development forming part of that major phase;

Heritage

- iii. Where necessary, applications for Listed Building or Conservation Area Consent, for the refurbishment works to heritage buildings that form part of that major phase;
- iv. Other information which they (the applicants) are required to submit for approval, under conditions attached to the grant of Listed Building or Conservation Area Consent, in relation to works forming part of that major phase;

Highways

- v. Highway drawings, to form the basis of an agreement with the highway authority / authorities, under s.278 of the Highways Act; and
- vi. Applications for Road Closure Orders as necessary.

⁹ Alternatively, the applicants may (for a variety of reasons) wish to bring forward stand-alone detailed applications for particular phases or buildings within the development. This is matter which the applicants would, of course, discuss with the relevant LPA(s).

7.13 No development could or would take place until the necessary approvals, consents and agreements had been secured and complied with for that particular phase. For example, in relation to retained heritage buildings and their refurbishment works, the Main Site Development Specification (Annex E) commits the applicants to submit detailed schemes for the approval of the local planning authority and, where necessary, seek Listed Building or Conservation Area Consent at the same time. These detailed schemes would be supported by Conservation Plans (see below). No refurbishment works could¹⁰ or would take place until the relevant detailed scheme(s) had been submitted and approved and any necessary Listed Building or Conservation Area Consent(s) had been granted.

Reserved Matters: Supporting Information

7.14 As indicated in Figure 5, as phases and buildings come forward, each application (or group of applications) for approval of reserved matters would be accompanied by an illustrative build out plan showing:

- i. The disposition of any buildings that are already permitted and how the approved uses are incorporated in these buildings;
- ii. The disposition of any buildings for which approval of reserved matters is sought and how the approved uses are to be incorporated in these buildings;
- iii. How those development zones, within which buildings have already come forward for approval of reserved matters under (i) and (ii) above, may be built out and completed in conformity with the development parameters set out in the relevant Development Specification and any other matters agreed subsequently with the LPA(s);
- iv. Those development zones for which buildings have yet to come forward for approval of reserved matters;
- v. The relationship between the buildings / development referred in i, ii, iii and iv above.

¹⁰ Over and above those for which the applicants have already made a Listed Building or Conservation Area Consent application.

7.15 Example illustrative build out plans, for ground and upper floor land uses, are included at Annex C. The submission of up-to-date illustrative build out plans, at each key stage of the development, is intended to:

- i. Help the LPA(s) understand how each phase of development might shape the next; and
- ii. give them confidence that the approval of reserved matters¹¹ would not prejudice the satisfactory completion of the relevant development zone(s), in line with the original planning permission.

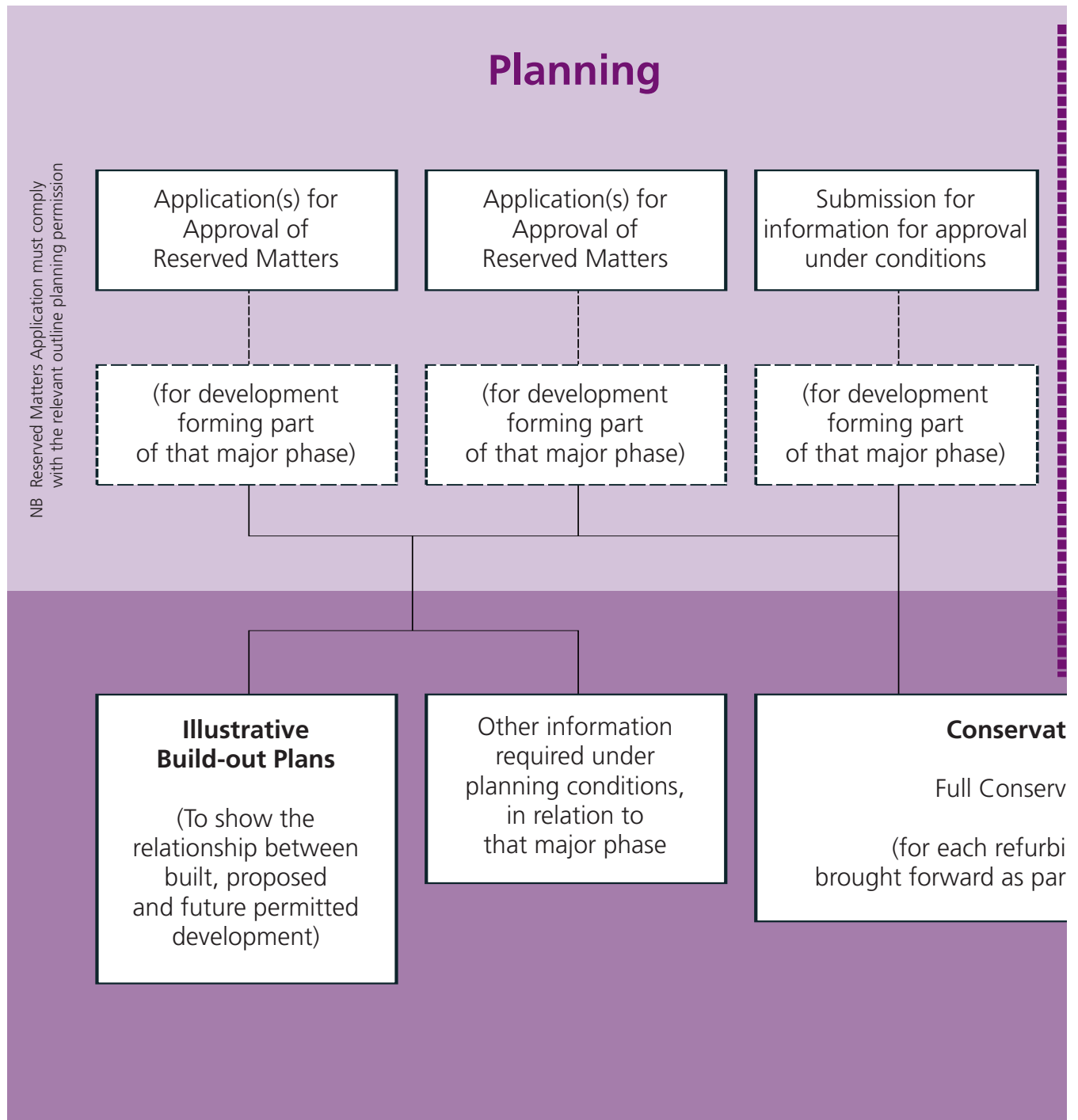
7.16 In addition the applicants would submit:

- i. an Urban Design Analysis, to explain how the design of development forming part of that major phase responds to the original Urban Design Guidelines;
- ii. an Earthworks and Remediation Plan to deliver appropriate site levels and ground conditions for development forming part of that major phase;
- iii. an Environmental Sustainability Plan, to explain how the design of development forming part of that major phase responds to the commitments, targets and aspirations set out in the Environmental Sustainability Strategy; and
- iv. as part of that Environmental Sustainability Plan, a site-wide Infrastructure and Utilities Plan, to explain:
 - a) the works that would be undertaken, as part of that major phase;
 - b) how those works relate to the long-term strategy for site-wide infrastructure and utilities; and
 - c) the findings of any relevant feasibility studies undertaken.

¹¹ Together with any matters reserved for approval by condition.

Figure 5:

Subsequent Applications / Approvals Process for Each Major Development Phase



Heritage

Applications for Listed Building & Conservation Area Consents

(for refurbishment works to heritage buildings, as part of that major phase)

Submission of information for approval under conditions

(for development forming part of that major phase)

Information Plans

Information Plans

Information Plans for refurbishment project (as part of that major phase)

Other information required under conditions, in relation to that major phase

Highways

Highway Drawings for S.278 Agreement(s)

+

Applications for Road Closure Orders

Application / Approval Documents

Supporting Information / Information Provided Under Conditions

- 7.17 The applicants would also submit any additional or further information required under any relevant conditions attached to the grant of outline planning permission, in relation to development forming part of that major phase. For example, and as explained above, detailed schemes would come forward for the retained heritage buildings and these would be supported by Conservation Plans. These would address the refurbishment, management and maintenance of the building(s) concerned.

Heritage Applications: Supporting Information

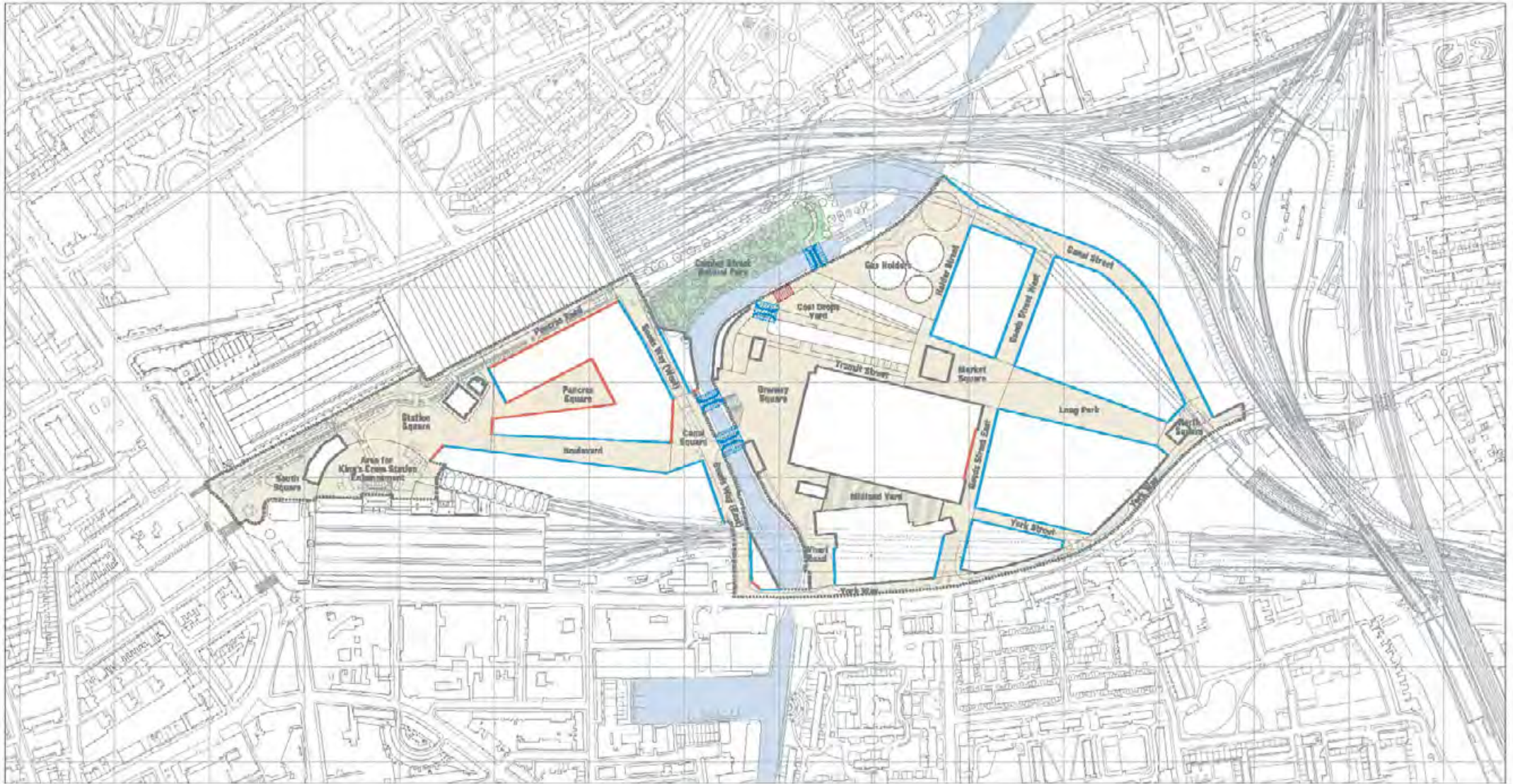
- 7.18 The Conservation Plans would also support any necessary applications for Listed Building or Conservation Area Consent, for refurbishment works to retained heritage buildings that form part of that major phase.
- 7.19 The applicants would also submit any additional or further information required under any relevant conditions attached to the grant of Listed Building or Conservation Area Consent, in relation to works forming part of that major phase.

Off-Site Utilities

- 7.20 This Strategy and the Main Site Development Specification refer to some off-site utility works. These works would be carried out by statutory undertakers or their agents under Permitted Development Rights.
- 7.21 In advance of any of these works taking place, route-proving would be undertaken along the line of proposed utility routes, to confirm their practicality and suitability.

Annex A

Development Zones and Principal Public Realm Areas



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Argant St George
 King's Cross Central
 Main Site Planning Application

Rev: K
 04/11/2018

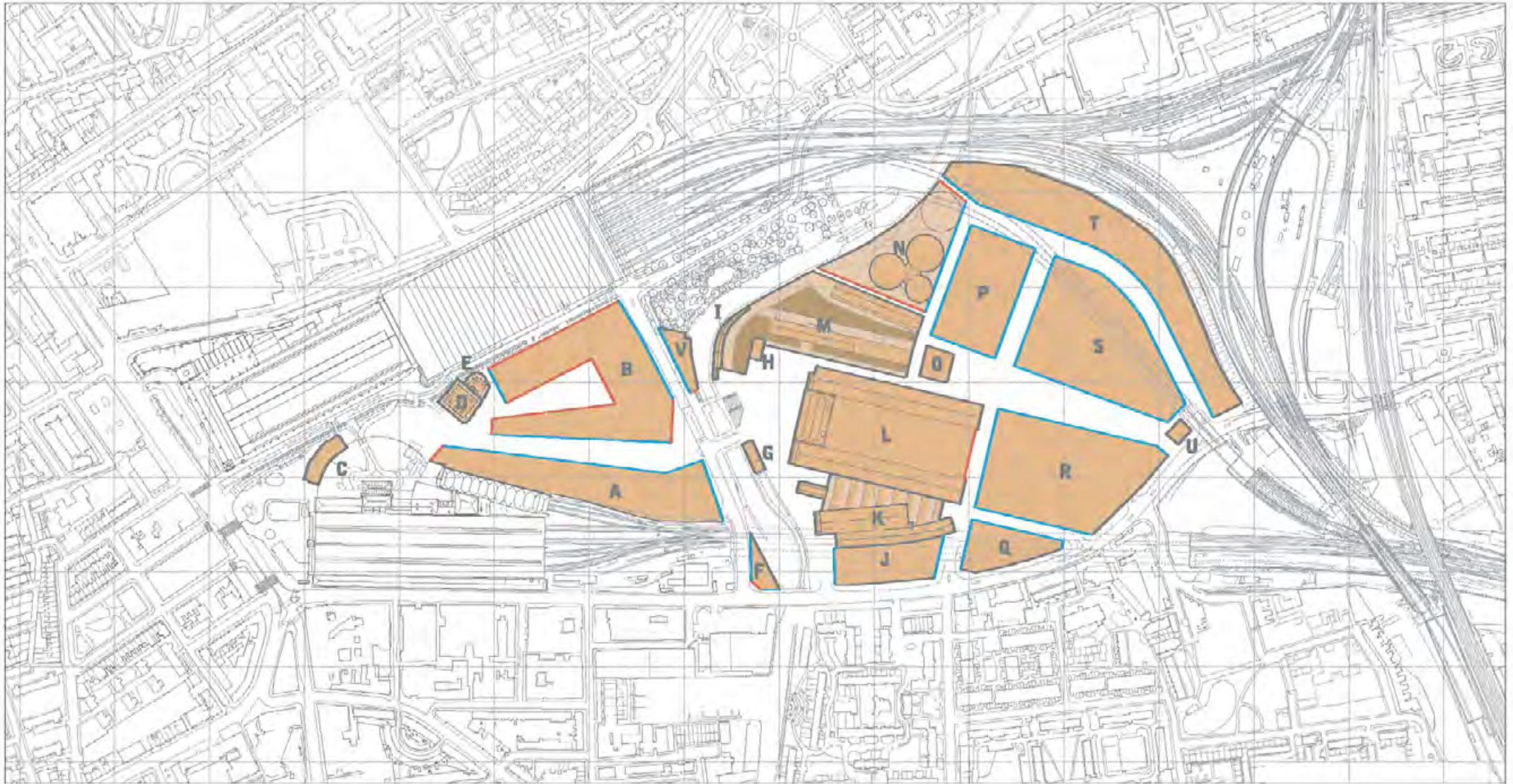
Key:

| | | | |
|--|---------------------------------------------------------------|--|-------------------------------------------------------------------|
| | Principal Public Realm Area | | Regents Canal |
| | Development Zone Boundary | | Gamley Street Natural Park |
| | Development Zone Boundary (L.O.D. ±1.0m) | | Zones for New Bridge Structures |
| | Development Zone Boundary (L.O.D. ±5m) | | Route between Lower Level of the Coal Drops and the Canal Towpath |
| | West Handside Canopy | | |
| | Indicative Position & Orientation for Gas Holder Guide Frames | | |

L.O.D. = Limit of (Horizontal) Deviation

KXC 004
Principal Public Realm Areas





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Argent St George
King's Cross Central
Main Site Planning Application

Rev: L
SHEPHERDSON

Key:

- Development Zones
- Development Zone Boundary
- Development Zone Boundary (L.O.D. $\pm 1.0m$)
- Development Zone Boundary (L.O.D. $\pm 5m$)
- West Handside Canopy
- In some cases, Development Zones include areas of public realm, as shown in drawing KXC 004. For example, Development Zone M includes the Coal Drops Yard, between the Eastern and Western Coal Drops, which would be refurbished as part of the public realm.
- Indicative Position & Orientation for Gas Holder Guide Frames, which would be Re-erected within Development Zone N

KXC 005 Development Zones



Annex B

More Detailed Description of Core Infrastructure Works

| Works No. | Description of Works |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| CW1 | Pancras Road: Realignment, major services diversions and installation |
| CW2 | Station Square: Regrading, major service diversion and installation, landscaping works |
| CW3 | LUL Link to development zone B: New tunnel and station entrance from LUL infrastructure |
| CW4 | Boulevard: Regrading, major service installation, landscaping |
| CW5 | Pancras Square: Major earthworks, creation of common vehicular service basement, landscaping |
| CW6 | Service Road in development zone A: Regrading, create new service road, advanced foundation and crash deck works for future building construction. |
| CW7 | Route B4 in development zone B: Regrading, new pedestrian route over service basement |
| CW8 | Route B5 in development zone B: Regrading, new pedestrian route over service basement |
| CW9 | Goodsway West: Vertical and horizontal realignment, major services diversions and installation |
| CW10 | Canal Square |
| CW11 | Goodsway East: Vertical and horizontal realignment [services diversions and installation] |
| CW12 | Gas Governor Site: Site preparation |
| CW13 | West Bridge [BR2]: New pedestrian bridge |
| CW14 | Canal South Bank Works |
| CW15 | East Bridge [BR1]: New road and pedestrian bridge incorporating major services plus demolition of existing Exel bridge |
| CW16 | South Square: Landscaping & highways works |
| CW17 | Landscaping Area for Kings' Cross Station Enhancement (e.g. if Network Rail scheme materially delayed) |
| CW18 | Route North: Provide a commodious route from Station Square to Granary Square (alignment may depend upon a range of factors) |
| CW19 | Canal North Bank |
| CW20 | Granary Square: Regrading, refurbish existing landscape features and create new landscaping incorporating service media |
| CW21 | Midland & Regeneration House: Landscaping works |
| CW22 | Midland Yard works |
| CW23 | Coal Drops Yard: Regrading, refurbish existing landscape features and introduce accessibility features |
| CW24 | Transit Street [TS1]: Roadworks, including major services |
| CW25 | Market Square: Landscaping works |
| CW26 | Gas Holders zone: Landscape works including play area |
| CW27 | Canal Street South |
| CW28 | Goods Street West |
| CW29 | Canal Street North |
| CW30 | Long Park |
| CW31 | Goods Street East |
| CW32 | York Way |
| CW33 | York Street |
| CW34 | North Square |
| CW35 | Electrical Sub Station plus off-site reinforcement |
| CW36 | Dismantle and re-erect Gas Holder No 8 |
| CW37 | Water Supply: off site reinforcement |
| CW38 | Divert Camden Sewer |
| CW39 | Camley St Bridge [BR3] |
| CW40 | Relocate Gas Governor |

Annex C

Example Illustrative Build Out Plans



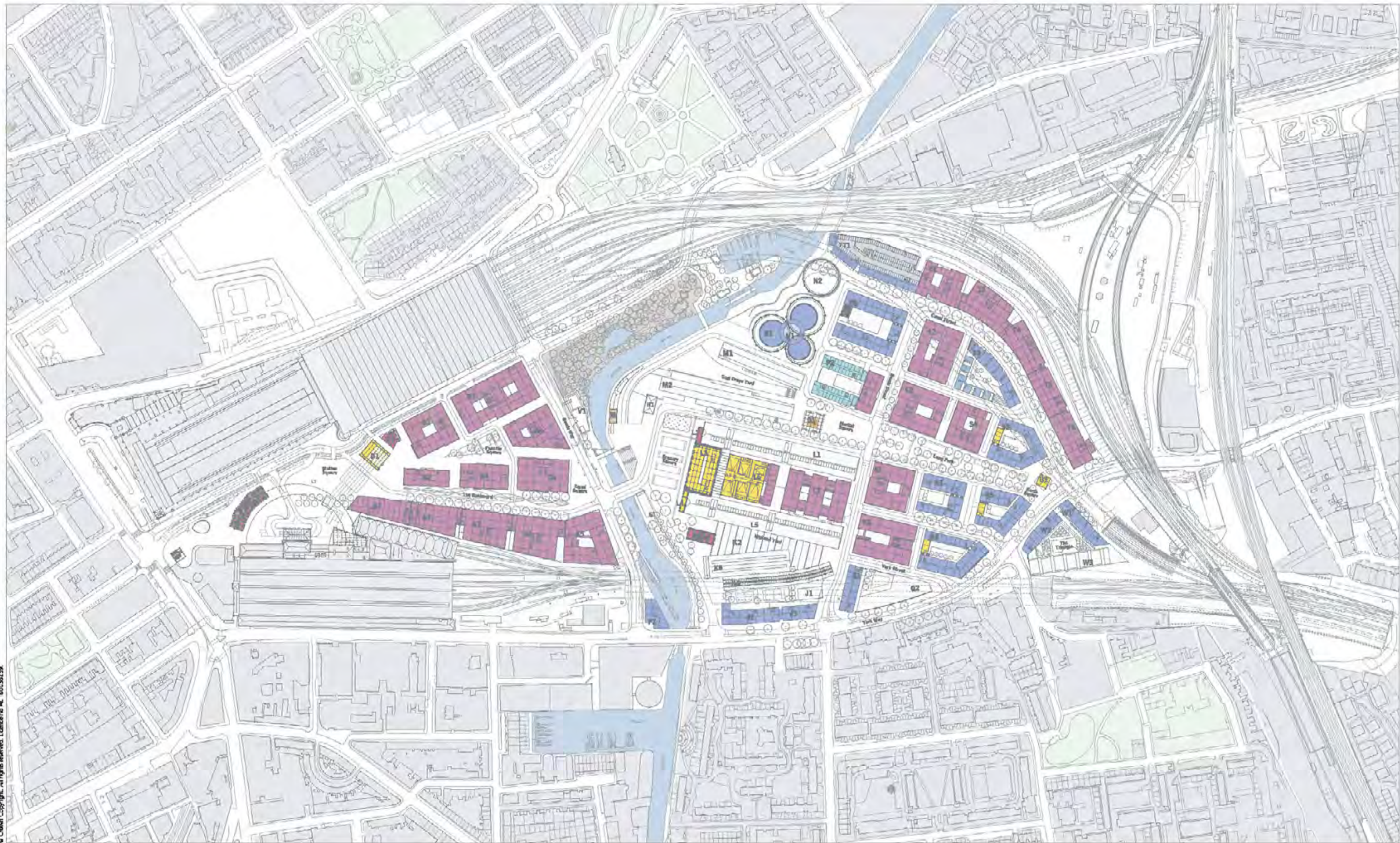
Argent St George
 King's Cross Central
 Allies & Morrison and Porphyrios Associates
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Key:

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|-------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------|-------------------|
|  | Shopping, Food and Drink A1/A2/A3 |  | Hotel/Service Apartments |  | Uses within D1/D2 |
|  | Business and Employment B1 |  | Residential |  | Other |

Annex C - Implementation Strategy
 Example Illustrative Build-Out Plan - Ground Floor





Argent St George
 King's Cross Central
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 Version 310 Rev. A
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Key:

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|-------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------|---------------------------|---------------------------------------------------------------------------------------|-------------------|
|  | Shopping, Food and Drink A1/A2/A3 |  | Hotel/Serviced Apartments |  | Uses within D1/D2 |
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Annex C - Implementation Strategy
 Example Illustrative Build-Out Plan - Upper Floors





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