

# **Wembley masterplan**

**DRAFT**

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## **WEMBLEY MASTER PLAN:**

This document has been prepared to provide guidance on the scale and form of the redevelopment opportunity for the site which accords with the existing planning policy requirements and satisfies the Councils regeneration objectives for the area.

The masterplan illustrates that a range of benefits can be delivered as part of a comprehensive approach to the site. These include:

- A world class setting for a world class stadium
- An exciting and vibrant new urban quarter
- A range of jobs for the existing and new community
- A promenade linking Wembley Park with Wembley High Road
- An improved Olympic Way with new pedestrian ramp leading to the Stadium
- A network of public squares/spaces
- Improved public transport facilities

The masterplan is not intended to be prescriptive or inflexible. It provides an indication of an overall scheme that, in principle, reflects the Councils vision for the future redevelopment and regeneration of the area.

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# The Vision

## Wembley 2020

Imagine a new Wembley! A new place, a new home, and a new destination – modern, urban and exciting. At its core will be a comprehensive range of leisure and commercial facilities, exploiting excellent public transport connections to the rest of London and the United Kingdom, and all in a contemporary, lively and distinctive setting.

The National Stadium is undoubtedly the landmark – a beacon of sporting and architectural excellence and the pinnacle of aspiration for sportsmen and women the world over. The London Convention Centre – the natural first choice for national and international conferencing – and a new purpose-built arena or refurbished Wembley Arena will attract visitors from across the UK. A new civic building will be the centrepiece for the community – a place where local people can meet, learn, have fun and access the full range of public services.

Wembley will have a modern, service based economy. Hotels, restaurants, offices, shops, leisure uses and an array of other businesses will provide thousands of new jobs, and meet the needs of both visitors and local residents, 24 hours a day, 7 days a week. Where once there was a redundant and under-used commercial land, there will be a thriving city quarter offering a unique experience with a range of quality and affordable homes. The new Wembley will epitomise the very best of modern urban living.

By 2020, Wembley will be a national and international destination, a key contributor to the London economy and the vibrant heart of the London Borough of Brent.

# SECTION 1

## Introduction

### Background

The new National Stadium, which is currently under construction, will be a beacon of sporting excellence and an iconic architectural building. When completed in September 2005, it will add a distinctive landmark to the London skyline. Locally, the Stadium has acted as a major catalyst to regeneration, creating significant interest in redevelopment opportunities in Wembley and attracting investment to the region. Wembley is changing. The Council is supportive of this change and the regeneration opportunities.

Within the Adopted Unitary Development Plan (2004), policies support the regeneration of the Wembley area as a regional sport, entertainment and leisure destination. The regeneration of Wembley town centre is also supported which will involve the eastward expansion of the existing centre towards the Stadium. The Council believes that a comprehensive approach is needed to achieve a world class setting for the stadium and this strategy has also been supported by the Inspector at the inquiry into the UDP. In her report, the Inspector recommended the establishment of a development framework and masterplan for the Comprehensive Development Area identified in the UDP plan.

The Mayor of London supports the need for regeneration at Wembley and has designated the Wembley Regeneration

Area as a nationally important Opportunity Area in the London Plan.

The Council has set out its vision for the future redevelopment of the area in its 'Vision for New Wembley' (2002) document. It describes, in broad brush terms, the core principles for and key components of the regeneration of Wembley.

The Wembley Development Framework (Destination Wembley – a Framework for Development 2003) sets out in more detail the principles and parameters for development. This document is endorsed by the Mayor of London.

The masterplan should be read in conjunction with these documents. Together, they will form the detailed guidance which allows for the consideration of future planning applications.

### Masterplan area

The masterplan covers an area of approximately 75 ha and is broadly defined by Empire Way to the west and the two rail lines that converge to the west of the North Circular Road. However, the core area of the masterplan is based on the Comprehensive Development Area, but including the pedestrian link to Wembley High Road in the south west, to Wembley Park Station in the north and eastwards along the Stadium Access Corridor (SAC).

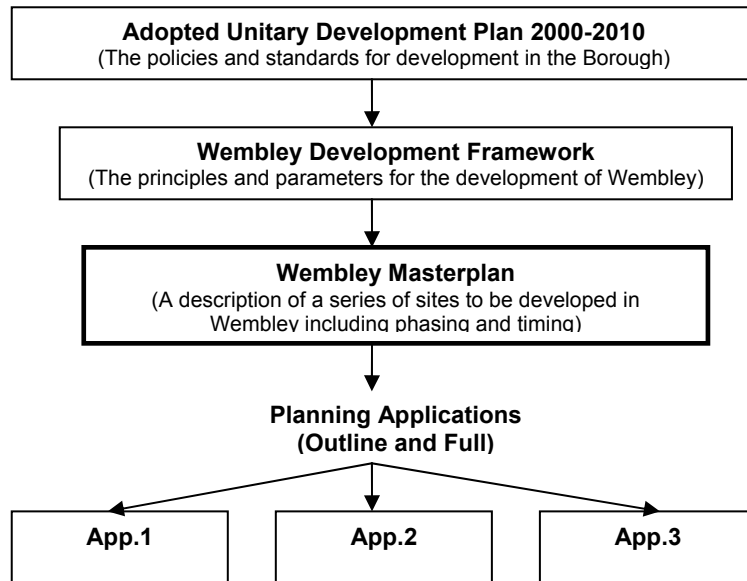
The land within the masterplan area is in multiple ownership. There are, however, fewer landowners in the western area, with Quintain Estates & Development plc being the majority owner in the Comprehensive Development Area.

## Process

The masterplan sets out the long term vision/strategy for physical, social and economic regeneration of the area. As a document, it has been prepared in response to the Wembley Development Framework.

The masterplan has been developed in consultation with key landowners and stakeholders in the area. The draft masterplan was subject to a wide consultation with approximately 2400 consultees. The revised document will, when read in conjunction with the Development Framework, enable the Council to consider planning applications for development sites within the Comprehensive Development Area and in adjacent areas covered by this document.

Given the extent of complexity of the regeneration of the Comprehensive Development Area and the wider Wembley Regeneration Area, it is not possible at this stage to define how the area as a whole will be developed over the many years ahead. The purpose of the Masterplan is therefore to address the key principles and issues required to bring forward regeneration so that there is a comprehensive approach to the masterplanning process for the area as a whole. This Masterplan will therefore necessarily have to be flexible and responsive to changing circumstances over the life of the regeneration of Wembley. The Masterplan creates the basis for co-ordination of the regeneration process.



## **Structure of masterplan**

The masterplan presents the following information

- Section 2 provides the context for the masterplan area in terms of use, planning policy, constraints and key infrastructure proposals influencing the future development of the site.
- Section 3 sets out the objectives for the masterplan
- Section 4 sets out the structuring elements for the area to become a major new urban quarter and presents the masterplan
- Section 5 sets out the transportation requirements for the area
- Section 6 outlines the Environmental and Sustainability issues
- Section 7 sets out the Community infrastructure requirements
- Section 8 describes the Districts that will be created
- Section 9 sets out the implementation of the masterplan.

(Photos should include an aerial showing the area and images)

## **SECTION 2**

### **Context and Constraints**

#### The Historical Context

Wembley Park evolved as a golf course and housing estate until the site was chosen for the 1924-25 British Empire Exhibition. The Football Association built a new, all-purpose stadium on the site of Watkins' tower (a rival to the Eiffel Tower which was partially built then demolished in 1907 through a lack of funding) in time to host the 1923 FA cup final.

The 1924 Empire Exhibition Masterplan introduced a strong formal discipline to the area. A formal avenue was established on a north-south axis from the new Wembley Park Railway Station through to the Empire Stadium, which was later to become Olympic Way. Cutting across this route was a large rectangular lake and garden/park running in an east west axis. The lake was used for boating and provided a setting to the buildings.

The Exhibition produced a number of varying sized pavilions celebrating national achievement within the Empire, and state of the art technology and production. Buildings addressed the park and created an inward looking campus arrangement. The Exhibition buildings were mainly rectangular boxes following the east-west geometric street grain. The effect was of a formal arrangement of buildings with a clear hierarchy of routes and spaces.

#### The Existing Urban Context

The Empire Exhibition closed in 1925 and subsequent development has slowly moved away from the Exhibition layout. The great central park has been lost and the formal ceremonial route to the Stadium – Olympic Way - has no sense of enclosure.

The construction of the concrete 'Pedway' in the mid-1970's, whilst successful in separating pedestrians from the traffic which passed along Engineers Way, further eroded the appearance of Olympic Way and the view from Wembley Park Station to the centre of the site and the Stadium.

The historic east-west grain is still in evidence, particularly along Engineers Way and Fulton Road. However, attitudes towards building design in the latter part of the 20th Century further blurred the notion of buildings containing space, many of the buildings on the site standing in isolation. This pattern of development over the last 75 years has systematically destroyed any clear sense of urban form and left the Stadium isolated and ill defined.

The loss of the central park took away the sense of internal focus to the former Exhibition site. New buildings generally address Empire Way and turn their back onto the Stadium and Olympic Way. As a result, an array of service bays and 'left over' spaces now characterise the area. Empire Way, therefore, has an unbalanced quality. Residential blocks on one side face office, conference, hotel and entertainment buildings on the other, set back from the street edge. This has consequently affected residential quality and the



character along Empire Way over time.

The existing Wembley town centre does provide an important retail focus but has been in a state of long term decline and has remained rather disconnected from the Stadium and land around it.

The industrial hinterland to the east has seen little new investment, and clearly needs regeneration and reconnection with Wembley. The River Brent corridor, which has recently seen improvements, provides the current 'green' amenity space in an otherwise industrial area.

As a general principle, the Masterplan is based on the Empire Exhibition layout including the axial siting of the Stadium. One building from the original Exhibition, the Palace of Industry, now remains - together with the adjacent remnants of the Palace of Arts. These buildings were originally laid out to respect a formal, rectangular discipline. The Masterplan explores the potential for their redevelopment in a manner that would fit the overall grain of the district comfortably and sensitively. Such a redevelopment would facilitate a far more amenable layout, potentially creating linear parkland connecting to the east and north just as the urban design scheme forges links south and west to the High Road.

The Masterplan envisages a strong linkage from the south-west through to the north and thus the real opportunity exists to re-engage the Arena, for it to be refurbished and re-orientated within a new masterplan, and make it the new cultural and entertainment heart of the area.

**LANDUSES AND ACTIVITIES AROUND SITE. Drawing showing major uses**

**SCALE COMPARISON**

## Planning Context

### Regional

- The London Plan

The Mayor of London has identified Wembley as a nationally important Opportunity Area for leisure and related development. A strategic priority for west London, the plan considers that Wembley should realise its potential as a national and internally significant sports, leisure and business location, coordinated with town centre regeneration and new housing (policy 5D.1).

The London Plan also highlights the importance of good design which is central to the objectives of the plan in order to achieve the best use of space and a compact city in an attractive environment. In this respect the Plan supports higher densities for urban areas with high public transport accessibility.

- Mayors Economic Development Strategy: Success through Diversity (LDA, July 2001)

This document recognises the strategic role Wembley plays supports regeneration at Wembley as part of an arc of economic opportunity stretching across west London.

### Local

- Adopted UDP 2000-2010

The policies within the UDP, particularly in the Wembley Chapter, set out the Council's vision for Wembley. Some of the key policies are listed in Appendix A

The masterplan lies within the Wembley Regeneration Area.

- Wembley Development Framework

In September 2003, the Council approved the Wembley Development Framework as Supplementary Planning Guidance. The Framework sets out the Council's ambition for the area surrounding the stadium. It provides a more detailed interpretation of Brent's vision document – Our Vision for a New Wembley and of Wembley related policies within the Adopted Unitary Development Plan. It also outlines the Council's planning requirements for the production of a masterplan for the area surrounding the new English National Stadium, including the Comprehensive Development Area. .

- The Hub Study

This document, prepared by Arup in October 2003 on behalf of the Council, examined the feasibility of creating a more effective link between the High Road and Stadium regeneration area. Having examined a number of options, the study proposed a preferred alignment centred on the arch of the Stadium and linking back to High Road.

- 'Our Vision for a New Wembley

This document was produced in November 2002 and sets out, in broad brush terms, the aspirations and ambitions of the Council for Wembley.

## Development Constraints/opportunities within the masterplan area

- New Stadium

The new National Stadium, designed by Lord Foster, is significantly larger than its predecessor. Although it will create a prominent landmark on the London skyline, it will also create a challenge in terms of scale for buildings that define the stadium concourse/space. Its prominence is increased by its location within the masterplan area, set on one of the high points of the area. The main concourse is at 52.8m Above Ordinance Datum (AOD) and the building drum, which forms a shoulder to the Stadium, is at level +80.6m AOD, some 44m or 14 storeys above Engineers Way. The Stadium will be capped by a grand steel arch or 'tiara' that is inclined to the north and will be visible from most parts of London. The arch is a monumental gesture, large enough for the London Eye to pass through.

The concourse will provide a challenge for the buildings that define it. On event days, the area surrounding the Stadium will be inundated with crowds. On a limited number of days during the year, crowd capacity may well be at a maximum, with 90,000 spectators visiting the stadium. The uses lining the approaches to the Stadium and the concourse will need to be able to operate on these days.

- Listed buildings

The Arena (formerly Empire Pool) is the only listed building in the masterplan area. It is Grade II listed. The building was designed symmetrically on its east-west axis with two 'bookend' portions at either end of the pitched roofed hall. Located at the western end of the Exhibition Park, it opened to the east with a public garden. This end of the building was conceived as a light, open structure that clearly encouraged people to walk from the eastern garden directly into the building. Over time, this open-ended quality has been lost.

Any proposals for the Arena will need to have full regard to government policy set out within PPG15. Development surrounding the Arena will need to respect the scale and setting of this building.

There are also three K6 telephone kiosks located on Empire Way. These were designed in 1935 by Sir Giles Scott.

- Levels

The level changes across the site are significant, rising from 33 metres AOD in the north of the masterplan area to over 52 m AOD on South Way, adjacent to the stadium. The Stadium concourse level is 52.8 AOD. This level change is most marked in the south of the area, where the height AOD changes by over 15 metres over a relatively short distance. This presents challenges in terms of the

connections for pedestrians. However, it also presents opportunities in terms of interest.

- Land ownership

The masterplan area is in multiple ownership on its fringes, although the ownerships within the Comprehensive Development Area are reasonably limited. There are eight main ownerships (see plan).

- Infrastructure

- Roads. The existing highway infrastructure is limited and constrained. There are only 3 east west routes through the masterplan area which restricts access. The local road network is close to capacity restricting the main access to the area from the east.
- Stations. Public transport accessibility to the area is good, although the current experience for travellers arriving at Wembley is poor. This is because of a generally poor environment and capacity and very limited disabled access.
- Railways – The railways that lines that service the area also create severance. The masterplan area is partially defined by rail lines which isolate the area and compound the problems of accessibility for vehicles and pedestrians in the area.

### **PLAN SHOWING CONSTRAINTS**

- Utilities

The current capacity is unlikely to be adequate for the scale of the redevelopment opportunity.

- Flooding

The Environment Agency has advised that the masterplan area is bounded by the indicative flood plains of the Wealdstone Brook and River Brent. Therefore, there is a flood risk to future development and the proposals may have impacts elsewhere. In order to assess these impacts, Flood Risk Assessments (FRA's) should be provided in support of applications that fall within the areas of flood risk.

### **PLAN SHOWING EXISTING INFRASTRUCTURE**

## **SECTION 3**

### **Objectives**

The following objectives set out a number of the broad principles that underpin the masterplan.

#### **To promote Wembley as a major visitor destination**

The masterplan will set out the framework to deliver a critical mass of attractions including sporting, leisure, tourism and mixed use development in association with the new National Stadium so that Wembley becomes a national and international visitor destination. It will be a place where people want to visit and a place where people want to stay.

#### **To deliver a ‘world class setting for a world class Stadium’**

The regeneration of Wembley provides a great opportunity to transform the area around the Stadium into an exciting new urban quarter for London – a New Wembley. The masterplan will ensure that the Stadium setting will be developed in a comprehensive and coherent way to create a truly integrated and high quality environment. The design approach will provide a network of high quality streets, boulevards and spaces lined with strikingly contemporary buildings and incorporating public art, creating a safe, lively and exciting sense of place.

#### **To create better linkages**

The masterplan needs to ensure that New Wembley is connected and integrated with the town centre and that it is well connected with the public transport facilities that serve

the area. The extension of the town centre eastwards with improved links to the Stadium and its surroundings will enable the regeneration benefits arising to spread into the heart of the existing town centre. The masterplan will also ensure that linkages within the site are set out so their delivery can be coordinated within a clear physical structure, as each site comes forward for redevelopment.

#### **To promote Wembley as one of London’s most accessible destinations**

Wembley will be a major public transport destination with safe and convenient access without the need for a car. Public transport, walking and cycling will be favoured over the car with streets, spaces and buildings being vibrant, attractive, safe and fully accessible for all. Improvements to the areas infrastructure will be needed to facilitate an accessible Wembley.

#### **To promote best practice in sustainable development**

Principles of sustainability will run throughout development proposals across the masterplan area. Wembley will represent a demonstration of the ongoing best practice in achieving mixed use development which minimises resource use (and the need to travel) and maximises the opportunities for sustainable lifestyles. High quality design will result from an integrated approach to implementing environmental technologies and infrastructure across the key development sites to take advantage of economies of scale.

**To provide a development for local people**

The masterplan will promote a development which is inclusive and acts as a focal point for Brent's many communities – Brent' Wembley. Local people will work, learn, meet, be entertained, rest, shop, and access a whole range of important public services. It will be a place which celebrates and embraces the diversity of the local communities, reflected in the facilities on offer, the business base and the events that are staged in the area.

**To achieve a business Wembley**

The masterplan will promote the development of a careful mix of uses that supports Wembley's role as an economic driver for Brent. Capitalising on the powerful brand of Wembley, which is recognised the world over, the development opportunity would bring tangible benefits to the competitiveness of the London economy and local benefits in the form of employment and training for local people.

## SECTION 4

# THE MASTERPLAN

### Structuring

The masterplan is generated from a number of structural elements.

- **Accessibility and linkage**

One of the main aims of the masterplan is to promote opportunities of integration with the surrounding area. At present, the area experiences severance by the rail lines, with opportunities for linkage largely confined to the south and west.

- **Central spine/Promenade**

One of the key policies, this proposes creating a link between the three stations that serve the area. The resulting promenade/pedestrian spine creates the major organizing structure along which the major events in the masterplan area occur. It creates the dramatic diagonal linking Olympic Way with the High Road. The latter links the Stadium regeneration area with the town centre, and will facilitate the spreading of regeneration benefits.

- **Network of anchor public spaces**

Along the spine, a series of public spaces provide events which punctuate the route and provide the opportunity to create distinct places. These will assist in pedestrian orientation.

### DRAWING showing movement systems and key public space

- **Stadium and concourse**

The Stadium concourse is one of the key spaces. Formed at level +52.8 AOD, it will be the principal means of circulation and the highest open space within the masterplan area, providing an exceptional vantage point for pedestrians. Because of level changes across the site, immediately north of the stadium will be an intermediate space at level +46 AOD, creating an arrival point for those travelling from Wembley Park, some 9 metres above Olympic Way. Development will need to key into this and other spaces with routes spreading out from the concourse and connecting into adjacent streets and spaces.

- **East west urban grain – permeability within the site**

The structure of the masterplan and the areas beyond is based on an east- west axis creating a traditional grid pattern to maximise permeability to surrounding neighbourhoods and create a clear movement system through and across the site. This increases the opportunity of development to engage with Empire Way.

- **Blocks**

The 'east – west' grid, which creates good accessibility or permeability, generates development parcels. These vary in size but their dimensions generally allow for maximum flexibility in future detailed layout proposals. Within these parcels, the indicative masterplan shows perimeter blocks as

a development form, providing clear definition to the public realm whilst creating private internal space.

- **Legibility/Districts**

The masterplan defines a series of identifiable areas connected by a network of new public spaces. Each district or quarter would develop with a unique and distinctive character providing local qualities within a larger masterplan vision that unites Wembley and creates a setting for the new National Stadium. The character of these districts will be assisted by landmark buildings and distinctive views.

- **Massing**

The size of the Stadium building in Wembley is unprecedented and the dramatic change in scale from the Stadium (international) to surrounding residential dwellings (domestic), presents a significant challenge. The proposed design response is to conceptually relate the Stadium to a medieval cathedral city formed on a hill where the cathedral is clearly visible and buildings grade up to it from low lying surrounding areas.

Consequently, the general site massing arrangement should, where appropriate, step up in height from the scale of existing surrounding buildings on the fringe of the masterplan area to the Stadium drum so that the elliptical roof bowl can appear to float over the masterplan development. The scale of development proposals adjacent to the stadium should respect and complement the predominant form and scale of the new Stadium. Local views of the roof bowl need to be maintained and enhanced and long views of the arch must be maintained.

Axial views along Olympic Way from Wembley Park Station should be enhanced. The new Stadium should be framed with buildings which define and provide some containment to this linear space. The buildings either side of the stadium piazza should appear to step up from those on Olympic Way but should not rise above the stadium plinth; they should be more prominent in the urban landscape and form a gateway to the Stadium concourse.

As a counterpoint to this stepped massing approach, a cluster of higher buildings with vertical proportion could be located to the south west of the stadium adjacent to the southern arrival space. This could enhance the distinctiveness of this district and provide a further dynamic and exciting addition to the built form.

In addition to the Stadium, development within the masterplan would need to protect or enhance the setting for the listed Wembley Arena. Buildings that form the space around the Arena would need to be at a scale appropriate to the listed structure.

- **Built form**

One of the key objectives of the masterplan is to create a world class setting for a world class stadium. This will require design and materials of the highest quality.

The design of buildings should be contemporary and varied, creating exemplars and innovation at an international level. Each plot within the masterplan area should be treated as an individual and exciting challenge. The buildings for these



sites must relate to context but should project a distinctive character equal to the internationally recognised quality of the Stadium. At ground level, buildings should engage fully with the public realm. Long blank facades are inappropriate and can compromise surveillance and safety considerations. Increased ground floor heights will allow for changes of building use over time.

Materials should be used that support and underpin the high quality design. Detailing is important; inventive and challenging details that provide successful solutions will be supported. Sustainability is an important issue and should be carefully considered.

- **Public realm – quality of public realm**

The quality of the public realm is equally as important as the buildings in contributing to ‘place-making’. High quality materials should be used throughout, which are fit for purpose, appropriate to the location and for which the maintenance burden is relatively low. The quality of design of the streets and spaces should be exceptional, setting exemplary standards for London, and indeed, internationally. Spaces need to be designed so that they respond to the character aspirations for the different areas. The streets and spaces need to be designed to create safe and secure environments, which are comfortable for people to use. Activity and natural surveillance are essential in this respect

Other important elements of the public realm are set out below:

- **Public Art** – Public Art should be seen as an integral part of the public realm, reinforcing the quality of the urban experience and adding value to the development. Opportunities for the introduction of innovative public art exist in open spaces, key arrival points and along the spine route linking the three stations. Consideration should be given to local community involvement in the commissioning of public art.
- **Street furniture** – Street furniture is important element which can help create a sense of place and identity. The regeneration within the masterplan area presents an opportunity to establish a coherent image in the public areas, assisted through the introduction of a palette of street furniture, including signage, seating and litter bins. This palette should build on the range of street furniture introduced in the High Road which is contemporary in its design and appearance. Consideration will need to be given to the suitability of particular designs and their locations in the context of event day crowds.
- **Water** – Water can add dramatically to the drama, interest and so the value of the public realm. It can also be used to disguise unwanted noise. Imaginative proposals will be supported. However, careful consideration will need to be taken of the use of water in areas that will be intensively used by event day crowds. Additionally, safety considerations in any water features will be paramount.

- **Lighting** – Lighting should be an integral part of the design of the buildings and public realm and thought should be given to the integration of lighting within private developments as well as the public realm. Lighting can be used to strengthen and create identity within spaces, movement corridors and with buildings. It also contributes to the safety and comfort of pedestrians and the feeling of safety within the public realm. This is particularly important in pedestrianised areas and for routes to and from public transport facilities.
- **Maintenance** – The maintenance of the public realm is crucial to the success of the area. A maintenance strategy should be developed concurrent with proposals to ensure that issues such as appropriate materials, event day usage, etc are considered at an early stage.

## SECTION 4a

### Land uses

#### PLAN SHOWING USES – CULTURAL ETC early drawing

##### Vision

The vision for Wembley outlined in the Council's SPG, 'Destination Wembley', envisages the Masterplan transforming Wembley into a unique piece of urban London, building on and maximising the benefits of the National Stadium and the area's internationally recognised name, through the development of a high density mixed use neighbourhood which provides a leisure and business destination for London and local people, jobs and business opportunities, new homes and local facilities, in an exemplary and sustainable environment.

##### Policy Context

WEM3 *Location of Large-Scale Retail, Leisure and Entertainment Uses* requires that large-scale leisure, entertainment and retail uses will be directed to the National Stadium Policy Area, subject to compliance with the sequential approach to selecting sites for such uses (see Policy SH3 of the Shopping Chapter), and to the requirements of Policy WEM9 relating to public transport accessibility. Additionally this policy requires that development within the National Stadium Policy Area should

contribute to achieving a mix of land uses. It clearly states that new development on the Major Opportunity Sites to the east of Wembley town centre should function as an extension of the existing town centre and be integrated with it. It should benefit the town centre in quantitative and qualitative terms and enhance its role as a gateway to the National Stadium and associated development. Finally it requires that major foodstores will be directed to sites within or adjoining the existing town centre (see Policy WEM30). Elsewhere foodstores will be restricted to a maximum of 2,000 sq m gross floorspace.

##### Objectives, Context & Constraints

The core objective of Brent's vision is to achieve a “critical mass of attractions and economic use to sustain the vitality of the area” with the “National Stadium as a focus of a complex of national and regional attractions set within an area of improved facilities, services, transport and the environment” which can act as a strategic destination for London.

The Framework states that; “Wembley will become a vibrant and dynamic urban environment achieved through the careful mixing of uses. Wembley is proposed to combine leisure retail, residential, entertainment, education, employment and other commercial uses to create a vibrant and attractive environment. Combined, the careful blending of uses will achieve a self-reinforcing development that will provide interest and attraction throughout the year.” (Pg.12).

The framework identifies the following preferred uses and outlines the reasons for their selection;

- Leisure and Culture;
- Community Focus / Civic Building;
- Conference and Exhibition / Convention Centre;
- Retail;
- Business and Employment;
- Hotels;
- Residential; and
- Education Campus.

The comprehensive and co-ordinated provision of leisure, retail, entertainment and cultural uses would provide an attractive offer which develops and enhances the existing and is complementary to the retail accommodation which currently exists both on the site and in the High Road. This, together with an engaging active environment and a sense of place, exploiting the significant existing attractions of Wembley Arena and the new National Stadium, would increase the propensity of people to stay within the immediate and wider area. This would have knock on benefits for the High Road in terms of linked trips, taking advantage of the offer, and this would add to the benefit which would undoubtedly result from the development in its own right.

As stated in the Framework in order to contribute to the area becoming a destination and provide the year round activity which will sustain it, the Council will support a range of uses including large scale leisure and entertainment uses and general attractions providing that the proposals complement the Stadium use, are properly integrated into the town centre

and meet guidance on the sequential approach to development. In terms of the sequential approach to development east of the town centre, the key considerations will include the proximity of proposed development to the edge of the existing centre, the ability for pedestrians to link with the High Road easily and the attractiveness of the route.

The proposed uses within the Masterplan are necessarily indicative, as the delivery of a number of these uses is beyond the direct control of the landowners or developers, e.g. new civic facilities.

The selection and disposition of uses which will form Destination Wembley are primarily dictated by the policy framework as outlined above. This is namely the UDP policy; concerned with appropriate uses, their locations and relationship with the High Road and National Guidance in terms of the sequential approach and issues of vitality and viability. These elements form the core principle and coupled with the high public accessibility of the location support the objective of developing Wembley as a destination. The fundamental determinate is the relationship of proposed uses to the High Road and their ability to act as an extension to the Town Centre. One key factor for consideration is the interaction of these preferred uses with the stadium itself. For example, careful consideration of the juxtaposition of residential uses with the stadium will be required. It is envisaged that ensuring an appropriate mix of uses on this site will result in a vibrant, interesting and exciting place that will offer as wide a range of activities as possible to as wide a range of people as possible.

## **Preferred Uses**

### Destination Uses – National Stadium and Leisure Facilities

The new National Stadium, at the heart of the vision for the masterplan area, is currently under construction and is anticipated to be complete in late 2005. Together with the Arena – which is proposed to be re-furbished and modernised – and conferencing – these facilities could attract some four million visitors each year to Wembley from the international, national and regional leisure markets.

The area could therefore have a strong and improved major visitor offer. What the area currently lacks are supporting facilities, catering for the needs of visitors and creating a sustainable local and sub-regional market, built upon the existing High Road offer, so that the area does not have to rely on the peaks created by major events while having limited numbers of visitors on non-event days.

The masterplan therefore promotes leisure, entertainment and culture, building around the central critical mass of the Stadium, Arena and conferencing facilities. Public spaces can provide the central focus for these uses, surrounded on all sides by active leisure and entertainment frontages. Restaurants and bars should be incorporated on the main routes from Wembley Park Station, Wembley Stadium Station and Wembley Town Centre extending and building up the existing offer.

The leisure and entertainment market is dynamic and market driven, with formats and occupier requirements changing

rapidly over time. Given these features it is not possible to define what the likely uses will be in the masterplan area, but it is clear from developments elsewhere that the creation of an initial critical mass will promote market interest in the wider area for higher value leisure and retail uses. These would of course be subject to planning policy and guidance and the required sequential tests.

It is appropriate that the focus for leisure development should be close to existing attractions, for example the Arena.

### Conference and Exhibition / Convention Centre

The Council considers there to be scope at this location for various facilities to fulfill this function. It is envisaged that Destination Wembley will have the profile and facilities enabling it to play a significant role in conferencing, exhibitions and convention centre activities across London and beyond.

It is considered appropriate that these uses be focused around existing offer and hotel development.

### Retail

Leisure and retail uses are sought as part of the comprehensive mixed-use approach to the development of this area. Studies have identified the significant unsatisfied need for such uses from within the area. Subject to sequential tests and a clear strategy for the development of

complementary uses in a controlled eastward extension to the town centre, such uses would form a key component of the development of the CDA. In this way, the leisure and retail offer of Wembley town centre would be expanded to the benefit of the existing retail patterns in the area.

Retail uses proposed in the masterplan seek to ensure the provision of a much needed retail offer. The Capacity & Strategy study by Drivers Jonas demonstrated a need for new comparison goods floorspace at Wembley. Comparison shops which develop and enhance the existing offer on the High Road and in Central Square would be most appropriate. The retail offer should provide facilities which encourage visitors to stay longer in the area and surroundings and provide for the needs and aspirations of the existing and new residential and business communities and those of visitors.

Active ground floor uses should be found across the site. An appropriate mix of uses will be encouraged above thereby increasing employment densities and promoting efficient development.

The northern part of the masterplan area already contains Olympic Retail Park which includes large single use retail units. The masterplan offers the potential opportunity for the re-provision of this space, as part of a co-ordinated strategy, with retail uses in appropriate locations to link with main pedestrian arteries and public transport as part of a higher density mixed use offer.

Of all of the preferred uses retail is the most locationally critical. It is subject to clear tight policy control which draws the centre of gravity towards the southwest side of the site. Additionally, in order to act as an extension to the town centre interacts with and enhances the High road. Opportunities for linked trips should be maximised.

As a town centre extension new retail development will be focused in the South-West quadrant of the masterplan area unless it is purely to meet the needs of the new resident population. Due to synergies with the stadium specialist sports retail will be encouraged on plots adjacent to the stadium where the focus and link with the High Road can be easily retained.

### Business and Employment

An analysis of the office market in the Wembley area suggests that the main medium term barrier to office development in Wembley is the lack of supply of Grade A office stock and the poor quality and image of the area. The key therefore to developing Wembley's role is to use the development of the new National Stadium as a catalyst to create some new high quality office stock in the context of a radically improved environment.

Market conditions are such that significant new office space is only likely to come forward towards the end of the development period. However, it does eventually have the potential to generate a momentum of development which can then spread across the area, north towards Wembley Park and south around the Town Centre link. This has been

the process of development in other locations which were previously seen as secondary office markets, such as Docklands, Paddington and City Fringe.

Offices form a desirable element of preferred uses because of their contribution to the critical mass of activities, their employment value and year round occupancy. Offices are considered to be appropriate and acceptable on plots throughout the site due to the high levels of public transport accessibility, site permeability and anticipated town centre extension. The Council will seek a new Civic focus within the masterplan area at a location to be determined.

### Hotels

Wembley is an attractive location for hotels, which will benefit from high profile locations along main routes. For example adjacent to public squares and the main pedestrian routes or close to rail stations. However, due to high accessibility levels hotels may be considered appropriate on plots throughout the site.

### Residential

The masterplan aims to meet Local and National policy requirements to make more effective use of urban land by transforming Wembley from an area of largely single use, large footplate and low density uses to a thriving mix of high density uses set in a high quality environment. The provision of substantial residential development of a mix of type and tenure contributes to this vision by utilising the upper floors

of appropriate buildings and creating a permanent residential presence, which would bring new spending power and activity to the area and build upon the existing community of Wembley. Residential uses would also provide natural surveillance, activity at different times throughout the day and year and can hopefully grow towards a sense of inclusion with the wider community of Wembley.

It is anticipated that due to the location and density of housing proposed that family housing will not be the most appropriate dwelling type. Where family housing is proposed it should be directed to the lower floors where reasonable access to amenity space can be established.

Any residential development should include a substantial proportion of affordable housing. This type of high density urban living is a good opportunity to provide key worker housing. Other appropriate dwelling types may include student accommodation.

Appropriate small scale convenience goods retail to meet the day-to-day needs of the residential population ought to be provided near to the residential plots. Other local needs services, such as health facilities, should also be provided in appropriate locations to be easily accessible to the new resident population.

Residential uses, whilst desirable, need to be located sensitively so that an appropriate living environment can be established for future residents. However there is potential for conflict with the Stadiums functioning and visitors and this must be mitigated against. It is important that residents have

suitable levels of private space which cannot be accessed by the visitors to the attractions; that sound insulation and internal planning are given appropriate focus and also that residents are able to move freely to and from their homes; this is particularly important on stadium event days.

With these factors noted it is suggested that the most appropriate location for residential and associated developments will be on floors above active uses across the site where an appropriate residential environment can be established.

#### Community Focus / Civic Building, Culture & Education Campus

The Masterplan recognises that the success of the area's regeneration can be supported by a diverse range of cultural and community activities and uses. The Framework identifies the potential for uses linked to the international sporting reputation of the Stadium and of the arts and music related functions of the Arena and other facilities. The ethnic and faith diversity of the local population also needs to be reflected in the cultural facilities provided.

The provision of new commercial and residential uses in the CDA would also create their own needs for supporting community uses. Accordingly, the cultural, community and education facilities need to embrace both the needs of the existing and the new community. The precise location and types of cultural, community and education facilities to be

provided within the CDA would be dependent on discussions with local partners and funding agencies.

It is also important to develop an active programme of public activities to utilise and animate the new public spaces in the area. The outdoor spaces should be utilised for entertainment, culture and the arts. They could be used for processions, exhibitions, markets, theatre, sport, festivals, etc.

The College of North West London is located to the north of the masterplan area opposite Wembley Park Station. The College is currently reviewing its accommodation requirements and the masterplan offers the potential to accommodate replacement facilities.

Further direction on community infrastructure is provided at Section 8.

The focus for educational facilities should remain in the North of the masterplan area close to Wembley Park station.. Other community uses such as health facilities should be located where they can best serve the new resident population.



## **SECTION 5**

### **Transportation**

#### **1. Vision**

The new Wembley will be one of the most accessible major venues in the country. Wembley Stadium and the Wembley Regeneration Area will become known as public transport destinations. Key vehicular access routes will be maintained, and indeed enhanced, to serve existing, proposed and future development opportunities.

Transportation underpins the successful regeneration of the masterplan area – improvements to both the rail and road connections will be key to realising the full potential of the area as a world class international, regional and local destination. The Borough's strategy is to focus transport investment, especially public investment, in support of the key regeneration opportunity and to provide additional capacity and quality in areas of high demand to promote a shift away from the private car.

#### **2. Strengths & Challenges**

Wembley has long been recognised as a prime location for regeneration and major redevelopment due to a high degree of accessibility by public and private transport modes and the availability of significant land assets. The current transport strengths and challenges are summarised as below.

#### Strengths

Excellent existing strategic road connections:

- A406 London orbital (inner)
- M25 London orbital (outer)
- M1 Northbound
- M40 North-west bound
- M4 West bound

A choice of London underground tube lines:

- Bakerloo - Wembley Central Station
- Jubilee/Metropolitan - Wembley Park station
- Piccadilly - Sudbury Town station (outside WCA)

The national rail services:

- Chiltern Railways - Wembley Stadium station
- Silverlink/South Central - Wembley Central

There a number of current and planned transport upgrades which will further improve the area's infrastructure:

- The Estate Access Corridor – Under construction
- The Stadium Access Corridor – Section 1 of 3 programmed
- The Stadium Access Corridor – Sections 2/3 of 3 under review
- Wembley Park Station Capacity Improvements - Under construction

- Wembley Stadium Station (Wembley Link) – Works programmed
- Wembley Central Station – Capacity Improvements Works programmed.
- Wembley Central Station - Enhancements works imminent
- Wembley Walking Project – Phases 3/4 under construction
- Olympic Way pedestrian walkway – Under design

### Challenges

Despite the excellent strategic connections, the transport network within the masterplan area does present a number of key challenges to the regeneration of the area:

- Restricted choice of direct rail services to Wembley from outside London.
- Antiquated station fabric of Wembley Park Station and poor passenger facilities associated with the station on non-event days.
- The potential for Wembley Stadium station to provide more service is limited by the capacity and pattern of service to the Chiltern Line.
- Poor linkage between the three stations and the development site.
- Continued need to upgrade the interchange facilities at Wembley Central and enhance the physical environment.
- Congested High Road and other local access roads, especially Wembley Hill Road/ Empire Way/Wembley Park Drive/Bridge Road.

- Restricted access to/from North Circular Road A406. Requirement to improve capacity on Great Central Way and Drury Way/Brentfield Road junctions. The need to improve local access to be residential area of St Raphaels by separating traffic with other destinations.
- Limited bus penetration to the eastern section of the WCA.
- Comparatively poor public transport accessibility from the local areas to the North-East and South-west of the WCA.
- Signing strategy needed for routes/destination/car parks within the WCA as required for visitors, residents and businesses.
- Lack of cycling facilities in the development area, particularly a western cycle link from the town centre to the stadium area.
- The differing demands placed on WCA roads during event days and on non-event days.

### **.3. Overall Objectives**

The transport strategy for the masterplan area is underpinned by the objectives identified in the Wembley Development Framework, which we set out below:

- Promoting accessible/sustainable modes of transport, thus minimising car use
- Promoting a choice of modes
- Integration between different modes and between land use and transportation
- Improving infrastructure/promoting quality

- Improving international access
- Minimising the impact on the residential and business community
- Improving access to employment opportunities.

#### **4. Current Transport Initiatives**

The measures referred to in the list below are in the Council's view, what will be required to support large-scale redevelopment and regeneration. With regards to the current and future initiatives, the Council expects developers to contribute towards subsequent phases and sections of infrastructure development and construction.

##### Estate Access Corridor (EAC)

The scheme provides much improved access to the north east of the Wembley Park Industrial Estate during normal non-events days. Moreover, it also provides continuous access to the estate on major event days at the Stadium, even during dispersal periods. The scheme is currently under construction and should be completed by late 2004.

##### Stadium Access Corridor (SAC)

The Stadium Access Corridor is intended to provide an improved route and opportunities for more efficient management of traffic, especially event day traffic, between the stadium and the North Circular Road. It is proposed to create a three-lane carriageway, which will be operated on a tidal flow basis for events, whilst at other times retaining one lane to each direction with central right turn facilities.

##### Section 1 of SAC

The London Borough of Brent has commenced a programme for constructing the SAC between Hannah Close and Fourth Way. This work completes the tidal link to the one-way gyratory scheme. Planning consent was successful in March 2004 and compulsory purchase order (CPO) is currently being sought such that construction may take place between January and September 2005.

##### Sections 2 and 3

An earlier planning consent for the whole SAC (Section 1, 2 and 3) remains in existence but no steps have been taken to implement Section 2 and 3. The Council has not identified funding sufficient to take the scheme forward. In the meanwhile the LDA are investigating the regeneration case for constructing these sections.

##### Wembley Park Station

TfL have commenced work on site to carry out capacity improvements to the station with the objective of increasing the passenger movement to 38,000 per hour at peak times on stadium event occasions. The current contract is due to provide the capacity upgrade by September 2005 with completion of the facilities by Spring 2006.

A study has been undertaken for the further enhancements which are needed to the station and precincts in order to support regeneration and development in the area. Works

will include transport interchange with buses and taxis, enhanced pedestrian facilities, new station façade/entrance, upgrades beneath Bobby Moore Bridge and the facilitating of other passenger requirements such as toilets.

#### Wembley Central Station

A scheme to create a safer station and improved environment was undertaken in 2003, funded by a TfL-led partnership in conjunction with Silverlink Trains. This includes automated ticket barriers, extra CCTV cameras, new supervisors' office, more customer information, improved lighting and refurbishment of the booking hall. The Council has now promoted a scheme to provide major capacity improvements on match days, principally a new overbridge accessed from London Road and Station Grove. A major upgrade scheme for the station which is about to commence in conjunction with the surrounding development by St Modwen Properties, which will provide improved access and safety to the platforms from the new station entrance.

The Council is also pressing the SRA and TfL to upgrade the Silverlink Metro and Bakerloo lines using Wembley Central station. This would complement the modernisation work being done under the Tube PPP that covers only the Kilburn Park-Elephant and Castle section of the Bakerloo Line

The Council will endeavour to pursue the linking of Wembley Central Station to the Crossrail network, providing a much-improved link to Central London, although currently this is not a favoured route by Government.

#### Wembley Stadium Station

Minor improvements funded by TfL have improved customer information, signage and waiting facilities at this station. Options for a major redevelopment at the station, including the provision of a new bridge link and route connecting the Stadium area to the High Road (and Wembley Central) and a new arrival space were considered in the Wembley Hub Feasibility Study. These improvements will have a major regenerative impact in providing improved access to high quality direct public transport access for future users of developments within the masterplan area, and a direct link between the town centre and Stadium regeneration area. Additionally, the arrival space will assist in marshalling crowds using the station on event days.

Train services between Wembley Stadium Station and London Marylebone (12 minutes average journey time), as well as between Wembley and the M40 corridor will be attractive to the many residents, workers and visitors associated with development within the masterplan area. To make best use of this opportunity, further development of station facilities will be necessary.

The Council would expect developers to contribute towards a public/private partnership, where public funding has already been identified. In any further station enhancement proposals, consultation with Network Rail and Chiltern Line will be important early on in the design process to ensure that the new station is safe and convenient for the passengers and the operator

### Olympic Way

The current ramp was constructed in the 1970s and should be replaced with a more fitting structure which safely and comfortably transports visitors to the Stadium and area to the intermediate level. The new structure should make a significant design statement but should complement the Stadium design rather than compete with it. An architectural competition would be an appropriate procurement route to ensure that the design contributes to the Stadium setting. It should be in place for Stadium opening.

### Parking Controls

In order to cater for major events, a parking control and traffic management scheme is being developed in consultation with LBB, the Police, local residents, Wembley National Stadium Ltd and events management organisation. The scheme under development will require adaptation to cater for everyday use associated with a major development.

### Signage

The stadium has agreed in principle with the Council and Transport for London for a system of Variable Message Signs (VMS) and CCTV cameras to manage event-related traffic on the A406. The Council will expect developers to develop a signing strategy commensurate with their proposals which provide direction to visitors and residents and real-time information with regard to car parking and local events.

## **5. Masterplan Transport Strategy**

All development would be expected to consider and have regard to the future capacity, inclusive of existing operational, capacity of the highway and public transport network within and throughout the masterplan area including its zone of influence/impact. In considering development proposals, the Council will also base its planning decision on a presumption that a proportion of the future spare capability within these networks will be required to serve developments elsewhere in the zones of change and the zones of influence.

Transport improvements and initiatives, in conjunction with and complementary to existing initiatives, required to meet the objectives of the Wembley Strategy will be achieved and undertaken over a number of years as many of them will be dependent in terms of form and cost on the final scale and nature of the development that takes place. However, there are a number of key items that need to be brought forward / considered by developers in the masterplan area.

The following considerations are pertinent to all developer land in the masterplan area and are described in the sub-headings:

- Highways and Traffic
- Parking
- Public transport
- Sustainable travel measures

## Highways and Traffic

- Major highway access

- Ensure completion of the SAC westwards to meet First Way, major access to be predominantly via SAC and EAC to the North Circular Road and its links to the wider National Highway network to minimise the impact on the existing residential and business community.
- Event day traffic to National Stadium and Wembley Arena to be provided via SAC from the North Circular Road.
- Ensuring minimal impact to existing business and residential amenity during construction and operation.
- Provision to accommodate aspirations for pedestrian, cyclists, bus priorities, and road safety measures.
- Ensure that the North-South Highway Corridor (Wembley Hill Road/Empire Way/Wembley Park Drive/Bridge Road) has sufficient operational capacity for current and future developments. It is envisaged that significant upgrades will be required at all key junctions in this route.

- Minor highway access

- Local access to the masterplan area is limited to local traffic.
- With any future proposals, the need for temporary traffic management measures associated with event days is to be minimised.

- Improve capacity at junctions along Wembley Hill Road/Empire Way/Wembley Park Drive and Bridge Road.
  - Provision to accommodate aspirations for pedestrian, cyclists, bus priorities, and road safety measures.
  - Improve capacity at junction with SAC, First Way-Fifth Way-Fourth Way gyratory including the consideration of turning the one-way gyratory into two-way operation.
  - Improve traffic management and traffic operation on both the western and eastern approach road interface with the Wembley masterplan area.
  - Ensuring minimal impact to existing business and residential amenity during construction and operation;
  - Provide efficient traffic management on the internal road layout that minimises the opportunity for through traffic whilst maintaining accessibility.
  - Ensure a holistic network of direction signing is provided for in conjunction with each major development.
- Pedestrians - In view of the significant amount of pedestrian traffic that would be generated between the three stations, bus routes and the main development, it is necessary to:
    - strengthen the links between the stadium and the stations/interchanges.
    - provide strong connections between the High Road and the new commercial areas.
    - consider options for segregating pedestrians from traffic where appropriate and provide additional and

improved pedestrian crossing and safety measures (through better design and management).

- provide additional and improved directional signing and information and facilities at transport interchange points.
  - propose a hierarchy of routes, which increase the choice of routes and accessibility of the area.
  - treat Olympic Way as one of the most important streets in London, and a major pedestrian space forming part of a primary route in the development.
  - provide a high quality public realm throughout the development and especially along the major routes into the area including the SAC.
- Cycling - the provision of enhanced facilities for cyclists in the Borough particularly in the Core Area is sought from each development to feed into the borough wide strategy:
    - the provision of cycle facilities as part of any proposals including dedicated routes linking into the London Cycle Network,
    - secure cycle parking at development, transport interchanges, local centres.
    - additional and improved directional signing information at transport interchange points, and provisions of cycle pools.

### Parking

Any proposal for the masterplan area should be supported by a Parking Strategy that brings together the control and

management of both the on-site and off-site parking proposals for the development.

- Stadium events:
  - For each event, a risk assessment and method statement to be produced and approved by LBB / Police/ WNSL.
  - the co-ordination and approval of any temporary or permanent measures necessary to ensure the safe and efficient operation of the transport system during major events.
  - The manoeuvring of event day traffic to be managed within the footprint of the 2,900 space NE car and coach park and traffic impact to be kept to a minimum.
  - The needs of the mobility impaired to be accommodated.
- Arena events – would be expected to follow the above requirements.
- Within the masterplan area
  - The location of parking will be dictated by the form and location of the access in order to minimise the circulation of traffic within the site and to maximise the opportunity to create car-free pedestrian environments. This opportunity, however, should not inhibit disabled access.
  - Vehicle access should be predominately directed from the east via the EAC and SAC.

- on-site parking schemes should also take into consideration the measures needed to ensure that they do not provide additional parking capacity for events at The National Stadium. Developers will be required to demonstrate that a suitable and innovative strategy is in place.
- on-street parking controls will be required to ensure that local residential and business amenity is protected and will form a substantial element of any development proposal that depends on either highway or public transport access.
- It will also be required to ensure that there is a continual emphasis on public transport as an alternative to the car. It is essential that easily accessible on-street opportunities are restricted in the vicinity of the development.

### Public Transport

- Rail - Existing proposals to improve station infrastructure are currently underway. At Wembley Park Station, the Council is seeking to improve the interchange and pedestrian environment surrounding the station. At Wembley Central and Wembley Stadium stations, considerable scope exists for further improvements, including better access.
  - Improvements to Interchange at all three stations;
  - Improvements to station access for pedestrians at Wembley Park, Wembley Stadium and Wembley Central;

- Improvements to passenger waiting facilities at Wembley Central and Wembley Stadium;
- Increased service frequency and train capacities at Wembley Stadium and Wembley Central; and
- Enhanced station building and passenger facilities at Wembley Park.

- Buses - Bus use in Wembley is well established and well used by local people. Although buses are on average 80% occupied at peak times there are sections of the routes which are congested. Whilst Wembley has also enjoyed considerable investment from the London Bus Priority Network and London Bus Initiative there is the need to ensure that future developments have regard to future capacity and includes the following facilities:

- Increasing demand through new service penetration into key local centres as well as new and existing developments within the masterplan and wider regeneration area.
- Providing 'kick-start' investment for new services, especially new direct links between Wembley and other parts of West London, eg Park Royal and Chiswick Park.
- Providing or contributing to Bus Priority and infrastructure schemes.
- Providing increased capacity (double decking existing single deck routes, high capacity 'bendy buses' on the busiest routes, extra frequency);
- Providing travel information at public transport interchange, information kiosk at local centres e.g.



supermarkets, libraries, colleges, job centres, and stadium.

- Bus priority measures will be key to improving the reliability of bus services.
- Bus only routes linking Wembley Park and Wembley Stadium stations via the Boulevard. This will be complemented by improved bus priority measures in Wembley High Road, giving more reliable journey times to and from Wembley Central Station.
- Provision of a new bus interchange at Wembley Stadium Station as part of the Wembley Hub proposals.
- New interchanges at Wembley Park, Wembley Stadium Wembley Central stations, preferably with grade separated access between train platforms and bus stops.
- Busways. Initially a dedicated route for buses only, capable of converting to guided bus or tram with minimum additional construction cost, providing access between (a)Wembley Park interchange with Wembley Stadium station interchange through the masterplan area, then feeding into Wembley High Road towards Wembley Central and Stonebridge Park interchanges.
- (b)Engineer's Way and the eastern parts of Wembley Estate: An east-west busway linking Wembley Park Busway towards Brent Park.
- Dedicated public transport corridor between Wembley Stadium station hub and Stonebridge Park, using Harrow Road bus priority measures.
- Wembley High Road bus lanes in both directions for as much of its length as practicable. All future building

development to permit minimum three lane widths and adequate footway. Grade separated access between local platforms at Wembley Central and bus stops (including new access from station to north side of High Road)

- Additional bus priority measures along line of route to improve reliability of all bus routes serving Wembley
- Taxis - The provision of adequate facilities for licensed taxis will be an important part of the transport infrastructure. This includes:
  - Adequate ranks at all three stations, particularly Wembley Park and Wembley Central.
  - Direct covered access form rail stations and shelters for waiting passengers.
  - Taxi ranks near the Arena and other key points in the masterplan area.
  - Consideration of feeder parking and turning requirements, as well as to the interface with other modes.

#### Sustainable travel measures

- Travel Plans
  - The Council will seek the adoption of travel plans where appropriate. A travel plan is a management tool which enables organisations to understand their travel needs and implement initiatives which

encourage modal shift towards public transport, car sharing walking and cycling.

- As a 'living document', the travel plan will include a monitoring and marketing strategy to ensure the continuity of the travel plan initiative. Any development is required to prepare and implement the travel plan after due consultation processes with the Council and the key stakeholder groups.
- Further initiatives need to be developed in conjunction with local residents, businesses and organisations that promote alternatives to the car, such as travel plans, personalised travel diaries, car clubs, bike week, and walking week
- **Alternative Modes**
  - The Council will consider any proposal that promotes the use of alternative modes of transport. The success of any such proposal will depend on sustainability and long term commercial viability.
- **Travel Information**
  - The Council will encourage the innovative use of new technology in all aspects of delivery information to the travelling public in the Wembley area.
- **City Car Clubs**
  - The Council will encourage developments that incorporate the provision of City Car Clubs. A Car club is a flexible pay-as-you-drive alternative to car ownership, which reduces overall car use.

### Mechanism for Implementation

The area under consideration is extensive, with development potential of a significant scale. Regeneration will occur over a considerable period of time and in a phased manner.

Infrastructure requirements must be identified at the outset to maximise the potential of the area, and sufficient land and funding secured to deliver transport improvements at the required time. Clearly, most access improvements are required early in the process, whilst funding opportunities may not arrive until later in the development programme. For this reason, the Council has listed the key schemes which will facilitate regenerating in a matrix with stakeholders who will be able to contribute, administratively or financially, in the provision of the schemes (see Appendix B). The matrix is not an exhaustive list of projects, but is indicative of how the Council will wish to secure the implementation of all the necessary and desirable improvements by appropriate, phased financial contributions.

## **SECTION 6**

### **Environmental & Sustainability Issues**

Sustainable development principles underpin this masterplan document and are reflected throughout the previous sections in order to the Council's vision for a Sustainable Wembley. This Section therefore simply emphasises and outlines the environmental sustainability objectives the masterplan area will adopt when considering phased development across the site, but particularly within the CDA.

The wider Masterplan area comprises a range of existing land uses and development opportunity sites, from town centre retail units to industrial estate warehouse buildings. The primary objective across the Masterplan area in relation to environment and sustainability issues will be to ensure high quality standards are met in relation to refurbishments whilst new landmark developments within the CDA encapsulate and showcase the leading advances in environmental building design and management. Independent assessment tools will be used to measure proposals against sustainability criteria at both pre- and post-construction phases. Furthermore, as environmental technologies and financial viability improve the benchmark set for further phases within the masterplan can be higher.

Outline planning applications for larger sites will each set out a package of sustainability commitments that can be fed into the design process to enable such environmental

technologies to be realised. These will cover the broad range of environmental issues and will highlight how future phases of development can, where appropriate, link together to achieve the necessary economies of scale for certain technologies to become feasible. Issues will include:

- Transport (see section 5)
- Energy
- Microclimate
- Water
- Waste
- Pollution
- Green space and biodiversity
- Construction and procurement

Sustainability commitments will be 'tradeable' whole-life commitments to span design, construction, operation, and eventual refurbishment or deconstruction. They will also seek to establish mechanisms to encourage site users (residents, workers, and/or visitors) to adopt sustainable lifestyles, notably through integrated IT systems, ongoing site support initiatives, and the provision of advice and guidance. Delivering such objectives will require partnership working supported by legal agreements produced as part of any planning approvals by the Council.

#### Transport

In addition to transport planning objectives to maximise public transport, cycle and pedestrian access and penetration within masterplan sites (covered in section 5), the promotion of car-free developments and/or car clubs to further minimise unnecessary car usage will be paramount. These initiatives can be brought together into an

independently audited Green Travel Plan setting annual targets for continuous improvement.

### Energy

The pace of change within the energy sector will require masterplan developments to be able to continually assess proposals against best practice and ensure that utilities and building infrastructure specifications are able to accommodate future change.

Detailed energy objectives will cover three elements. Firstly, energy conservation issues - through highly energy efficient building design criteria incorporating maximum use of passive solar energy and specifying significantly higher insulation standards than current minimum standards.

Secondly, to then provide the resultant energy demands of the development by using the maximum percentage of renewable energy production that can be accommodated.

Finally, as well as the 'future proofing' outlined above, to ensure energy is supplied as efficiently as possible to investigate opportunities for combined heat and power for any demand not able to be produced from renewable sources.

Wherever development entails the installation of energy using equipment (e.g. household appliances, office air conditioning) top energy efficiency criteria will be specified as standard and, linking back to the creation of a 'new lifestyle culture', the managing agent will establish plans for ongoing advice, guidance and incentives for action amongst its residents, commercial tenants, and visitors.

The Mayor of London and Brent Council are actively promoting the concept of zero emission developments and within masterplan areas that are considered most suitable for this approach, particularly the CDA, development proposals will identify how this objective can be delivered.

### Microclimate

Development proposal land uses across the Masterplan area will be governed by the microclimate comfort levels such sites can offer in relation to wind, daylight and sunlight levels. Design and any subsequent mitigation measures to bring such levels within suitable limits will be outlined for each phase of development and cumulative impact calculations and modelling will be undertaken to ensure a consistent approach is adopted.

### Water

Sustainable water management entails both the efficient use of water within buildings and the integration of sustainable urban drainage systems (SUDS) and rainwater and greywater reuse technologies within the development as a whole. Again the specification of high efficiency household appliances and commercial/retail plant and equipment will reduce overall water demand, as will appropriate landscape planting to integrate native and drought resistant plant species and where necessary efficient and well-managed irrigation systems.

Finally, on-site supply of water through borehole technologies will be considered as part of an integrated water management strategy for the masterplan area.

### Waste

The majority of controllable material usage for developments within the masterplan will arise throughout any demolition and construction phases for individual elements of proposed development (this is covered in the procurement paragraph below). However, the potential operational waste arising from new residential and commercial land uses will create significant environmental impact if not addressed as part of the design and site management proposals associated with any development. New development, particularly within the CDA, will minimise operational waste by ensuring building design integrates or can accommodate appropriate unit and communal recycling systems to maximise participation. Also, as highlighted above, site management proposals will include ongoing 'sustainable lifestyle' promotion and support initiatives amongst all site users.

#### Pollution

Good design, the use of best practice environmental technologies, and ongoing controls at the operational stage of a development can help minimise the potential impacts and risks associated with air, water, land and noise pollution. The likely mixed-use pattern that will emerge across much of the Masterplan area means that development proposals will exhibit high levels of noise insulation within building design and that leisure and night time activities are carefully planned and executed.

New build on contaminated land must follow remediation best practice principles. Finally, whilst minimising construction pollution (discussed below) proposals must not significantly impact on traffic generated pollutants, notably NO<sub>x</sub> and PM<sup>10</sup> levels, therefore transport network layouts,

car park management and public transport promotional campaigns will be integral to all areas.

#### Green space and biodiversity

The masterplan seeks to address the current under-provision in the area of local green space and areas for biodiversity whilst meeting broader objectives regarding the overall delivery of the Vision for Wembley. Significant additional green space is proposed in the form of a new public park to the north of the Stadium. Semi-private enclosed communal areas will add to this provision, green roofs will be integrated into detailed building design, and a new public square, 'First Square' will offer further landscaped recreational space for residents, workers and visitors alike. In addition, significant levels of new tree planting and where appropriate vertical habitats will be vital to create an attractive public realm and further opportunities for local biodiversity.

#### Construction and procurement

Construction Management Systems (CMS) will be established for all major development proposals setting out mechanisms for minimising construction impacts on the environment and the local community. Materials specification criteria to encompass supplier auditing and the use of certified products (e.g. FSC timber) and/or companies (e.g. ISO14001 accreditation) will be an integral part of such CMS standards. In addition, where demolition is required ahead of new construction the Council recommended ICE Demolition Protocol will be used to recovery resource for reuse and recycling.

The Council's SPG19 Sustainable Design, Construction and Pollution Control forms a useful reference document for more detailed consideration of elements of this chapter, whilst similar guidance produced in conjunction with the Mayor of London's 'London Plan' will further support this Masterplan's objective to ensure the delivery of best practice environmental and sustainability thinking for Wembley.

## **SECTION 7**

### **COMMUNITY INFRASTRUCTURE**








The Council considers that the masterplan area has a capacity for the creation of at least 10,000 new jobs and a significant number of new homes. This would establish a new, mixed use urban quarter for Wembley and a new community. The delivery of these homes and jobs would be phased over a number of years and it will be important to consider how development proposals link to the overall vision for the area. It is therefore proposed that all major planning applications should provide economic and social impact assessments to consider their contribution to achieving the objectives for Wembley and their impact on community facilities.

These assessments should consider the contribution to generating employment and stimulating the local economy, linking with employment training and job brokerage activity, and the demand for community facilities generated by any new residential development.

Given the scale of development envisaged it will be important that new supporting community infrastructure is put in place in parallel with development proposals. Homes are envisaged to be apartments and cater for a range of housing types, household types and tenures. A significant proportion would be non-family properties.

This would impact on local community provision and an overall framework would need to be established to ensure that contributions to the provision of this infrastructure are

spread fairly and evenly between developers as they bring proposals forward. Initial assessments of impact suggest that demand for the following types of facilities is likely to be generated, either on or off site:

-  Nursery Provision and Childcare;
-  School Provision;
-  Primary Healthcare Provision – adopting the Government target of 1,500 residents per GP a need for up to seven GPs to serve the local population is anticipated – probably as part of a One Stop Primary Care Centre;
-  Shops and Local Services;
-  Cultural and Faith Provision, potentially including library provision;
-  Youth facilities (indoor and outdoor leisure, meeting places, events and culture).
-  Sport provision.

Given the fact that developments would be phased over a period of time and that public service providers have statutory requirements placed upon them to provide and fund a range of these services it will be important that a jointly agreed population forecasting model be adopted between developers and public service providers to identify

the likely phasing of development and the requirements in terms of community infrastructure.

This can then be translated into thresholds, against which either improved provision off site or new provision on site will be required. Developers would be expected to contribute in line with the impact of their development on the overall requirements of the area avoiding a situation where either developers in the early stages being required to contribute to provision for which their scheme alone may not create demand or on developers in later phases being required to provide facilities for which previous development phases have contributed to the demand.

The actual requirements for the delivery of facilities and timetable for contributions would be set against agreed triggers and ongoing testing of population modelling assumptions to ensure that, as development takes place, the right type of facilities are being provided.






In addition to the provision of physical community facilities, effective strategies for community development, employment and training and sports and cultural provision will need to be established. These will need to ensure the development of a mixed and balanced community with pro-active programmes to ensure that local residents can benefit from the employment, educational, sporting and cultural opportunities which the new Wembley can provide.

Turning to mobility issues, the Council's SPG "Wembley: A Framework for Development" (September 2003) identifies accessibility for disabled people as a key factor to be

considered in the redevelopment of the Regeneration Area. The Adopted UDP highlights the importance of accessibility of access routes and facilities within developments for disabled people.

To achieve this aim, the design of all elements of the built environment should consider current inclusive design good practice. All aspects of development, from the tube and rail stations, to the pedestrian infrastructure and the design of each parallel within the masterplan should all consider the design needs of disabled people.

The key issues include the following:

-  Consultation with local disabled groups;
-  Minimising travel distances from bus stops to key destinations;
-  Minimising gradients;
-  Providing accessible pedestrian routes across the site which are easy to use for visually impaired people and meet the needs of people who cannot negotiate steps;
-  Reducing the reliance on the car should not prevent the provision of blue badge parking within a reasonable travel distance of all key development sites;

Ensuring that each development within the masterplan produces an access statement to demonstrate a commitment to current inclusive design good practice.



## **SECTION 8**

### **Districts**

A combination of street pattern and land ownerships has defined four main districts within the masterplan area.

These are:

- the southwest district which links the stadium regeneration area to the High Road
- the central district, which surrounds the stadium
- the north west district, which includes land to the west of Olympic Way
- the north east district, which includes land to the east of Olympic Way.

These areas are considered below and collectively contribute to the vision for the area.

Also detailed is the main processional route which connects with three of the above and the eastern business district which may be one of the last to be regenerated.

### **SOUTH WEST DISTRICT/TOWN CENTRE LINK**

#### **A BROAD PEDESTRIAN ROUTE LINKING THE HIGH ROAD TO STATION SQUARE, A DISTINCTIVE ARRIVAL SPACE FOR VISITORS.**

The focus for this district is Station Square, the arrival space for visitors from the High Road and those using Wembley Stadium Station, and the link to the High Road. This link will facilitate the extension of the town centre eastwards and will be tied in to station improvements at Wembley Stadium

Station. The link will also provide a strong physical and visual link to the stadium.

#### **Station Square**

One of a network of spaces in the masterplan area, Station Square is on the primary route linking the three rail stations that serve the area. Station Square will not only need to provide a high quality arrival space for visitors to the area, it will also need to provide an area for the marshalling of crowds using Wembley Stadium Station on event days. The treatment of the square will need to allow for intensive use; surfaces should be high quality, non slip and trip hazards should be avoided. The edges of the square should be active, allowing for uses to spill into this public space.

South Way is likely to pass through the square and consideration will need to be given to reducing pedestrian/vehicular conflict at this point. The opportunity to provide for a bus interchange within the square or on South Way should be explored. The potential for routing buses along the Boulevard would be an integral part of the design of the Square (north of South Way), in discussion with London Buses.

Existing buildings such as Mahatma Gandhi House, the Ibis Hotel and York House help to promote the concept of a cluster of taller buildings in this area, emphasizing a higher density around the station interchange and creating a setting for additional taller buildings around the square. There would, however, need to be consideration of the potential impact on smaller scale development outside the masterplan area.

The square provides an excellent opportunity for a public art installation. The square will need to provide a link between the Boulevard and the High Road link

#### High Road Link

The link will provide an improved link for pedestrians traveling between the High Road and the wider development opportunity surrounding the stadium. Part of this route will involve improvements to the pedestrian crossing facilities on Wembley Hill Road and the Triangle. The bridge, creating a direct link across the Chiltern Line, also provides the opportunity for an architectural 'gateway' statement, signaling the arrival at an exciting new destination and new station facilities.

The issue of access to the uses on event days, particularly any residential use on upper floors, will need to be considered carefully.

This district would have a development capacity of approximately 66,700 - 81,000sq. m. It should be developed for retail, community and commercial uses at ground floor particularly, around the new Square, with the opportunity for commercial and residential above. An indicative breakdown is set out in Tables 2 and 3, and a block plan is at [Fig.](#)

## CENTRAL DISTRICT

A BROAD BOULEVARD LINKING OLYMPIC WAY TO STATION SQUARE WITH DEVELOPMENT WRAPPING AROUND THE STADIUM AND DEFINING THE STADIUM CONCOURSE/PIAZZA. DEVELOPMENT INCREASES IN SCALE TOWARDS THE STADIUM. THIS IS THE CULTURAL HEART OF THE MASTERPLAN

This district will have a vital role to play in terms of its relationship with Stadium and successfully accommodating the significant changes in level and scale that characterise this part of the masterplan site. At the heart of the masterplan area, and with the landmark new National Stadium at its core, it is a district which promises to be dynamic in its urban form, vibrant in its use and exciting as an experience.

### Stadium Piazza

This space will provide an arrival space for visitors to the Stadium. Sitting between Olympic Way and the Stadiums main concourse, this will be a raised space with significant views north and the imposing form of the stadium to the south. In essence this space will be the mouth to the stadium concourse and one of the entry points to the stadium itself. With steps to Engineers Way and ramps rising to the Stadium Concourse, this area will have a grandness which should be echoed in the architecture of the defining buildings and the treatment of the landscape which should be predominately hard. PHOTO

The changes in level, especially close to the Stadium, provide the opportunity to accommodate the car parking required for Stadium events.

### Olympic Way Pedway

Delivering pedestrians into Stadium Piazza will be the new Olympic Way pedestrian bridge/ramp or Pedway. This will replace the current concrete structure and will be an elegant, iconic solution – an exceptional design which responds to the international profile of the Stadium and its main approach.

### Arena Square

Arena Square is located at the northern end of the boulevard, providing a new setting for the reoriented Arena. The Grade II listed Arena will provide a focal point to the square which can also be used as a performance space when the Arena is not in use. Active frontages on the other sides of the square will help create a lively and animated space. A range of leisure, entertainment and cultural uses, surrounding the square will help to establish this area as a vibrant cultural focus to the district.

### The Boulevard

The key element of the design is the main linkage and primary organising space, running between the new town-centre link in the south-west area of the masterplan area and Olympic Way – the Boulevard. Together with the High Road link and Olympic Way, it will form the spine to the proposed development and the masterplan. Proposed east-west routes would radiate out from this main route. A new public space should be located at the north end of the Boulevard,

providing an appropriate setting for the re-orientated Arena and a cultural 'hub'. This space would be a vibrant, cultural open space.

The proposed height of buildings at the north end of the Boulevard should respect the scale of the Arena , stepping up gradually to greater height to the south west, with taller landmark buildings on either side of the Boulevard to act as gateway 'focal points' into the development from the southern approach.

Around the Stadium interface, the proposed massing should be consistent with the height of the Stadium plinth, creating a positive edge and allowing for public space around the Stadium to be contained, but also allowing a generous opening to the north for a visual and physical connection with the ceremonial approach along Olympic Way.

To the west, the building height should respond positively to the existing three / four storey residential terraces on Empire Way. The 14 storey York House dominates the district (as do the Ibis hotel and Mahatma Ghandi House) and would contribute to a cluster of taller buildings in the south-west area.

### Capacity

This district would be capable of accommodating a development of up to 497,500 sq.m of development made up of leisure, retail, hotel, community, commercial and residential uses. The breakdown is set out in Tables 2 and 3, and a block plan is at [Fig.](#)

## NORTH WEST DISTRICT

### A CENTRAL SQUARE SURROUNDED BY MIXED USE DEVELOPMENT AND BOARDERING THE PROCESSIONAL OLYMPIC WAY – ONE OF LONDONS FINEST STREETS.

The Palaces of Arts and Industry currently still dominate this area. Although one of the last vestiges of the 1924 Exhibition, the floor plans and internal structure make them difficult to reuse and they would significantly reduce the regeneration opportunity. However, certain elements of the buildings façade could potentially be reused to underpin and complement future buildings and structures on the site. This will depend on the built form and design quality of any replacement development.

Bordering this district is Fountain Studios, which occupies a building originally constructed in the 1970's. This is used for recording TV shows and other events. If compatible with the owner's requirements, further development to extend or enhance this facility would be welcomed as part of the masterplan.

The character of this district will be distinct, offering the opportunity to provide a contrast to the Central district. It will provide an opportunity for a wide range of uses including commercial, leisure/entertainment, education, and retail. It may also provide an opportunity for a civic, academic or conferencing facilities. Although well connected, this district should have a distinctive focus, perhaps in the form of a central square providing informal recreational opportunities.

The following considerations are important in relation to proposals for development of this area:

- Architectural relationships with the adjacent buildings within the Central District, including the Arena and any new public spaces;
- Possibilities for a feature or landmark building to terminate the vista along the boulevard link and, potentially, mark the beginning of a possible park to the east;
- Views from Olympic Way and the Pedway to the Stadium;
- Options to relieve the existing pinch point between Olympic Way to Arena Square;
- The creation of active frontages to Empire Way, Wembley Park Boulevard and Arena Square;
- Opportunities for further leisure, entertainment, retail, hotel, office and residential accommodation;
- Opportunities for a civic building and new educational facilities;
- Medium to high buildings (five or six rising to ten or twelve storeys) to reflect a tapering of buildings away from the Stadium;

- Relationships with the Pedway and potential links to the land to the east;
- The enhancement of Olympic Way as an attractive ceremonial route to the Stadium and as part of the new continuous link between the High Road and Wembley Park Station;
- The use of Olympic Way by buses, as an extension of Wembley Park Boulevard;
- A new structure to replace the existing Pedway.
- The provision of open (green) space to provide for more passive recreational pursuits, perhaps centrally located with distinct development around it.

The massing concept is based on the overall massing strategy for the CDA, which builds up from the edges i.e. along Empire Way, respecting the low rise residential properties to the west, with general heights of five to six storeys, rising to eight storeys in the core of the development and increasing up to 10 storeys along Olympic Way. The latter should form a positive edge to this wide and significant ceremonial route.

Appropriate building heights on Fulton Road should generally be between six and seven storeys with emphasis on the corners. On the southern side of the north-west area, redevelopment would need to interact and respond to the setting of the Arena and any adjacent new open space. Vibrant frontages are encouraged.

The College of North West London, which is Brent's primary tertiary education provider, has expressed interest in relocating from two separate buildings at the north end of Olympic Way to a new purpose built complex within the CDA. This is obviously subject to a more detailed feasibility study to identify the Colleges accommodation and locational requirements.

This district could accommodate approximately 164,600 - 203,600 sq. m of leisure / entertainment, retail, commercial, civic, educational and residential uses. This is shown on Tables 2 and 3, and on Fig.

## NORTH EAST DISTRICT

THIS DISTRICT IS CHARACTERISED BY A LINEAR PARK PROVIDING AN ATTRACTIVE OUTLOOK FOR DEVELOPMENT SURROUNDING THE STADIUM AND A GREEN LUNG FOR THE MASTERPLAN AREA.

The important landholdings in this district are held by institutional investors, Clerical Medical Life Fund and The Junction retail fund. These two properties have different uses and characteristics:

The Clerical Medical holding comprises a modern office building on approximately 11 floors adjacent to Olympic Way. Wembley Retail Park (together with an industrial / distribution area) on the other hand is a low rise retail park. Both sites command reasonably high value, especially the latter, and there can be no presumption that the uses will be displaced in the short term. In the event that redevelopment does take place, however, this district would be an ideal location for significant open space with water feature.

Factors affecting their regeneration would include the effects of Olympic Way and the raised Pedway, which could serve this north-east area from the main centre of leisure / retail and cultural activity in the masterplan area. Removal or replacement of the Pedway may be needed to create the proper linkages, and the treatment of Olympic Way is important. The value of the existing retail uses and the relatively significant height of the Clerical Medical building are also important factors.

The following design and layout considerations would be relevant to the redevelopment of the north-east district:

- Architectural relationships with the surrounding development;
- The potential incorporation of a park or public space to open-up land to the east;
- The creation of a linear geometry of development in response to any linear park;
- Possibilities for a feature or landmark building to terminate Wembley Park Boulevard and beginning of a possible park to the east;
- Views from Olympic Way and the Pedway to the Stadium;
- A strong development edge to Olympic Way;
- Active frontages to Olympic Way;
- Upper floor uses of commercial and leisure;
- Medium to high buildings (six to ten storeys);
- Relationships with the Wembley Industrial Estate and potential links to the land to the east;

- Options for improving the First Way / Engineers Way junction and improving links out to the North Circular Road.

The east-west grid should be carried through to this district to form the basis of the underlying layout. In addition, the position of this district in relation to the proposed park encourages and promotes a more linear approach to development layout with the opportunity for water as a focus and linking feature.

A generally more consistent massing profile should prevail here (heights of eight to nine storeys preferably) tapering away from the Stadium. However, buildings of up to 10 storeys could be accommodated along Olympic Way, to provide a significant edge to this wide thoroughfare. The existing Clerical Medical commercial building would be complementary to this massing strategy. Care must be taken to ensure that important views of the Stadium are preserved.

This district should integrate with others. The relationship with development to the south will be challenging, but development should generally be lower, allowing views of the development surrounding the Stadium. The outer edges of the district on the eastern side should have regard to the existing commercial uses but also the possible future redevelopment of this area in time as the regeneration benefits from the redevelopment of the CDA spread beyond into wider areas.

This site could accommodate approximately 119,900 - 146,800 sq. m of retail, commercial and residential space. This is shown in Tables 2 and 3 and on [Fig. 20](#).

## **OLYMPIC WAY**

**THE MAJOR PROCESSIONAL ROUTE TO THE STADIUM, THIS WILL BE ONE OF THE MOST IMPORTANT 'STREETS' IN LONDON WITH STRIKING BUILDINGS AND ACTIVE USES SPILLING ONTO WIDE FORECOURTS.**

This linear space falls between two districts but can be considered a district in its own right. Likely to be 80 metres wide in places, Olympic Way will be the major route for visitors to the stadium on event days and will still form the major approach for visitors to the masterplan area.

The route will be dominated at its southern end by the view of the stadium and leading up to it, the new pedestrian ramp/bridge, elegant and contemporary in its design and complementing the architectural features of this iconic building.

Uses will spill out of striking buildings that will line and define this route, creating a truly grand approach to the stadium and the wider masterplan area.

## **EASTERN BUSINESS DISTRICT**

**A MAJOR EMPLOYMENT AREA FOR WEMBLEY, THIS DISTRICT WILL BE COMPOSED OF ATTRACTIVE**



## BUSINESS COURTS, CREATING A BUSINESS VILLAGE TO THE EAST OF THE STADIUM.

This district will continue to provide a major employment opportunity for Wembley, building on the existing business offer and encouraging new business and investment into the area.

The urban form will be predominately business courts, set in well planted streets. Pedestrian access will be onto the streets that will be in a grid pattern. The character will be contemporary and high tech, creating an attractive environment for users and those traveling through the area.

The massing should step down from the stadium and from the Stadium Access Corridor, the main access route into the area. Heights closer to the stadium and SAC will be in the region of five to six storeys.

## **SECTION 9**

### **Implementation**

The implementation of the masterplan is dependant on a number of factors relating to phasing, funding and delivery.

#### **Phasing**

The overall timescale to develop the vision encapsulated within the masterplan will extend over a number of years. Some elements will be more appropriately developed in the short to medium term, and some in the longer term.

One key determinant in the short term scenario will be the programme for Stadium build-out. Development of the Stadium car park (Central District) will need to commence in 2004 in order to achieve operational status by the time of Stadium opening in autumn 2005.

Linked to Stadium opening will be other elements associated with providing the necessary infrastructure to safely deliver visitors to Stadium events. This will include changes around the major public transport facilities, particularly relating to Wembley Stadium Station and the link to the High Road. In the south west district, the Town Centre link is clearly a priority, linking the Stadium area to Wembley Central and Wembley Stadium station. This link will secure proper connectivity between the existing town centre and the CDA.

Other factors affecting phasing will be the provision of public transport, particularly the provision of bus routes to service the redevelopment.

It will be important for 'trigger points' to be established for the provision of key local services at various stages – for example, in relation to community infrastructure, health and education and open space provision.

Care will need to be taken during the construction of all phases of redevelopment that access to the Stadium is maintained and that the operation of the Stadium is not compromised. This will require the prior agreement of proposals to maintain access with the redevelopment of each phase.

#### **Funding**

The matrix (Appendix B), which should be read in conjunction with Section 5 of the masterplan, sets out options for the funding of different elements of the transport infrastructure that may be required to serve the masterplan area when fully developed. Care will need to be taken to avoid the uneven loading of requirements on later phases, which may then act as a future disincentive to development. Developer contributions secured through Section 106 agreements will form a significant funding resource for these and other provision including community, social and public realm infrastructure. This aspect is also set out below.

#### **Delivery**

The comprehensive proposals, informed by the masterplan, will need to be the subject of a number of separate planning applications (and Listed Building applications where appropriate). The Council anticipates the following initial applications:

- The Central District

As mentioned, this application will be driven by the programme for the Stadium and the need to provide the car and coach parking for the Stadium when it opens. This application will probably be accompanied by a Listed Building application for the Arena and its setting.

- The South West District – High Road Link

This application will provide the link from the High Road to the stadium area, improving connectivity in the area and essential infrastructure.

- Olympic Way/Olympic Way Pedway

This application will set out the new proposals for the Pedway and improvements to Olympic Way as a movement corridor. This will be needed for Stadium opening.

- The North West District

This phase of development will probably follow those surrounding the Stadium.

The applications will need to be supported by Environment Impact Assessments and Transport Assessments. Depending on the uses proposed, and the development proposals, the applications may also need to be supported by a number of other assessments including a Retail Impact Assessment and a Heritage Assessment. A more comprehensive list of requirements can be found within the Wembley Development Framework document.

The Council will use planning agreements (and conditions where appropriate) to ensure an appropriate balance of benefits throughout the masterplan area. This may also

include securing mitigation measures identified in the technical assessment mentioned above. Planning obligations will also be used to secure key elements of the Councils economic, social and regeneration objectives for the masterplan area, such as improved infrastructure including the provision of bus ways, the implementation of the three station strategy and vehicular access to the area, as well as employment and affordable housing provision.

#### CPO

Wider regeneration objectives may only be achieved through intervention or land assembly. The Council will consider using Compulsory Purchase powers if this is necessary to secure a high quality and sustainable development that meets the objectives of the Council as set out in the Adopted Unitary Development Plan and the Wembley Development Framework.

## APPENDIX A

### **KEY WEMBLEY REGENERATION AREA UDP POLICIES**

**WEM1** REGENERATION OF WEMBLEY

**WEM2** PEDESTRIAN ROUTE / PROMENADE

**WEM3** LOCATION OF LARGE SCALE RETAIL, LEISURE AND ENTERTAINMENT USES

**WEM4** RESIDENTIAL DEVELOPMENT WITHIN THE WEMBLEY REGENERATION AREA

**WEM8** ACCESS TO DEVELOPMENT - THE NATIONAL STADIUM POLICY AREA

**WEM10** COMPREHENSIVE DEVELOPMENT - THE NATIONAL STADIUM POLICY AREA

**WEM11** IMPROVED RAIL STATIONS AND PEDESTRIAN LINKS

**WEM17** URBAN DESIGN QUALITY - WEMBLEY REGENERATION AREA

**WEM18** THE PUBLIC REALM - WEMBLEY REGENERATION AREA

**WEM19** DESIGN OF BUILDINGS ALONG OLYMPIC WAY

**WEM20** VIEWS OF THE STADIUM

**WEM21** RIVER BRENT CORRIDOR/WATER COURSES IN WEMBLEY

**WEM29** OPPORTUNITY SITES AT THE JUNCTION OF OLYMPIC WAY AND ENGINEERS WAY

**WEM32** WEMBLEY STADIUM STATION/SOUTH WAY SITE

## **OTHER KEY UDP POLICIES**

**STR2** PRIORITISING LOCATIONS AND LAND-USES TO  
ACHIEVE SUSTAINABLE DEVELOPMENT

**STR5** REDUCING THE NEED TO TRAVEL

**STR11** PROTECTING AND ENHANCING THE  
ENVIRONMENT

**STR14** PROTECTING AND ENHANCING THE ENVIRONMENT

**STR15** PROTECTING AND ENHANCING THE ENVIRONMENT

**STR20** MEETING HOUSING NEEDS

**STR27** REGENERATING AREAS IMPORTANT TO LONDON AS A  
WHOLE

**STR29** SUPPORTING TOWN & LOCAL CENTRES

**STR38** MEETING COMMUNITY NEEDS

**SH3A** MAJOR TOWN CENTRES AND DISTRICT CENTRES

**BE2** TOWNSCAPE: LOCAL CONTEXT & CHARACTER

**BE3** URBAN STRUCTURE: SPACE & MOVEMENT

**BE4** ACCESS FOR DISABLED PEOPLE

**BE5** URBAN CLARITY & SAFETY

**BE7** PUBLIC REALM: STREETScape

**BE9** ARCHITECTURAL QUALITY

**BE10** HIGH BUILDINGS

**BE11** INTENSIVE & MIXED-USE DEVELOPMENTS

**BE12** SUSTAINABLE DESIGN PRINCIPLES

APPENDIX B

Items	Description	Stakeholders/ Contributor				Status	Comments
		LDA	TfL	LB Brent	Private Developers		
1.	Estate Access Corridor (EAC)			√	√	Current	SRB Funding
2.	Stadium Access Corridor (SAC) Section 1			√	√	Current	SRB Funding/Regeneration & Stadium
3.	Stadium Access Corridor (SAC) Sections 2 & 3	√			√	Feasibility	Development/Regeneration & Stadium
4.	A406 Major Junction Upgrade		√		√	No scheme	Strategic/Major funding required
5.	A406 Minor Junction Improvements		√		√	No scheme	Development/Regeneration
6.	Harrow Road, Traffic Management Enforcement		√		√		Bus Corridor Development
7.	Wembley Triangle Junction Improvements	√			√	Current	Development/Regeneration
8.	Wembley Link	√			√	Current	Development/Regeneration
9.	Wembley Hill Road/Empire Way/Wembley Park Drive/Bridge Road improvements				√	Feasibility	Development
10.	Wembley Hill Road/Empire Way/Wembley Park Drive/Bridge Road improvements Traffic Management				√	Feasibility	Development
11.	First Way/Engineers Way/Fifth Way Junction Improvements				√	Scheme Options	Development
12.	Relocation of one way roads to two way working				√		Development
13.	High Road/Ealing Road Junction Improvements				√	No Scheme	Development
14.	Bus Service Improvements		√		√		Development/Regeneration
15.	Wembley Busway/Boulevard				√	Outline	Development
16.	Wembley Park Station Enhancements				√	Feasibility	Development
17.	Wembley Stadium Station Interchange	√	√		√	Feasibility	Development
18.	Wembley Central Station Enhancements				√	Outline	Development
19.	Controlled Parking				√	Feasibility	Development
20.	Wembley Walking Projects		√	√	√		Various
21.	Wembley Cycling Projects		√	√	√		Various

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