



AFC Wimbledon

Returning Home, Summary Report

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COLLIERS INTERNATIONAL

AFC WIMBLEDON

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1 HEADLINES

The conditions for a stadium led mixed use project in AFC Wimbledon's preferred areas of Merton are strong, probably the **best** since Wimbledon FC left the borough in 1991.

This is a challenging and exciting project, if delivered it would have national and international **resonance**.

Recent years has seen London deliver new, creative, innovative and complex projects. A stadium project in Wimbledon will need to **learn** from successes in London and elsewhere.

From a long list of eighteen Merton locations, **three** have been identified where the context is favourable to deliver a stadium and residential led mixed use project.

- Wimbledon Stadium, Morden Underground Depot and Merton Industrial Estate

The **demand and supply** context for property uses that have a track record of co-location, in or alongside stadiums or arenas, as part of mixed use development is positive for each location.

An early order of magnitude **test of financial scale** based on notional projects for each location suggests sufficient value could be generated from commercial development in each location to enable a stadium to be funded for AFC Wimbledon.

The **Wimbledon Stadium** location presents the best option for AFC Wimbledon to return home and for Merton to facilitate a **transformational economic development project** to delivery regeneration outputs in the short to medium term. Strategic net benefits for Merton, AFC Wimbledon and a third party developer investor will include.

- Attractive **commercial** prospects and a relatively fast speed to market
- A football stadium for AFC Wimbledon along with community uses to drive social cohesion and **community building**
- **New homes**, ancillary commercial uses plus community components that enables Merton to deliver quickly on the London housing agenda
- **Improvements** to the physical environment of the wider area, better connections, an improved environment and traffic management.
- A strong **destination** in the east of the borough
- Helping to refresh the wider Merton and Wimbledon **place brand** as a place to live, visit and invest.

2 INTRODUCTION

2.1 ABOUT THIS REPORT

This report is an updated strategic review of stadium location options for AFC Wimbledon in their home borough of Merton. It consolidates the extensive work undertaken by Colliers International between 2008 and 2012. This report considers:

- Research and analysis on **location options**
- Strategic issues associated with how a stadium could be **delivered**
- AFC Wimbledon helping to be a catalyst for a **transformational** economic development project in Merton and the wider south London area

During this period Colliers International undertook a variety of work tasks for AFC Wimbledon, looking at location options, development and planning strategy, destination development, plus stadium operations and business planning issues.

2.1.1 A MULTI-DISCIPLINARY TEAM



Colliers International is a global top three property advisory business with around 500 offices in more than 60 countries with 12,300 employees. Colliers International provided management consulting, town planning and property development expertise for AFC Wimbledon between 2008 and 2012. In early 2010 Colliers International assembled a small professional team. This team agreed to work on a combination of pro bono and reduced fee rates. This full team comprised:

- Colliers International, destination, property development and town planning
- **Sidell Gibson**, master planners & architects
- **Franklin Andrews Sport** (part of Mott McDonald), cost consultants and project managers
- **Steer Davies Gleave**, transport and urban design consultants
- **Derek Wilson Sports + Event Architects and Michael Crook Architecture**, sports and event specialists

During a series of workshop meetings the team combined their collective experience, knowledge and expertise to provide advice to AFC Wimbledon.

2.2 DRIVERS OF A REGENERATION PROJECT

2.2.1 BRINGING AFC WIMBLEDON HOME?

The current situation is the best opportunity for AFC Wimbledon to return home since Wimbledon FC left the borough in 1991. We understand the following:

- Executive officer and **political desire and enthusiasm** to deliver a significant regeneration project in the borough. A major requirement is **housing** to accommodate the current and forecast population growth in the borough and across Greater London
- There is **cross party political** support to bring AFC Wimbledon home
- Merton has developed an understanding of the **net benefits** a stadium led regeneration project can bring to a local authority and community from projects elsewhere in the UK and internationally
- A stadium led project should help **refresh** the Merton destination and its place brand as a place to live, visit, invest and work
- A stadium led project can help tidy up and provide a stronger **gateway** to the borough from neighbouring Wandsworth to the east

2.2.2 COMPETITION BETWEEN PLACES IS INTENSIFYING

Destinations need to be on the front foot to stay competitive. Any city or piece of city now needs to continually refresh and adapt its offer, to make bold interventions to stay competitive and indeed grow its appeal as a destination to live, work and visit.

There are many examples from across the UK and internationally over the last twenty years of urban revitalisation initiatives. Projects in Sheffield, Manchester, Leicester, Liverpool, Glasgow, Cardiff, Birmingham and Portsmouth and elsewhere in London illustrate how places have sought to establish a strong vision, revitalise their portfolio of products and services for the 21st century and at the same time refresh their identity and appeal.

Some of Merton's offer to the local, regional, domestic and international market place is tired. The urban fabric is uninspiring and in need of revitalising. In today's world it is unacceptable for any town, city or piece of city to rest on its laurels. Within the incredibly complex London system Merton needs to position itself so it will attract and retain investment, retailers, customers, culture, visitors, residents etc. Locally there has been increasingly strong acceptance that Merton needs to be on the front foot and make bolder interventions than it has in the past.

COMPETITIVE CONTEXT

Merton faces **challenges** to remain one of London's premier mid-urban boroughs. Challenges include declining public finances, part of the complex London system, the need to fund many services, a growing and diverse London population and the growth and revitalisation of other London districts. Although Merton and especially the northern Wimbledon district are successful and popular, they do have drawbacks and limitations. The south and eastern parts of the borough, which were developed for the most part between the 1920's and 1940's, are much more suburban in character and face a range of other challenges. Merton has identified three core areas of the borough:

- Greater Wimbledon
- Morden
- East Merton and Mitcham

In London **other boroughs** have embarked on significant urban regeneration projects of varying scales, Wembley, Cricklewood, Greenwich, Kings Cross, Stratford, Dalston, Tottenham and Croydon are some.

Merton is now keen to make a step change in the borough and start to deliver an **urban renaissance** in areas where it has identified the potential to do so. A stadium project for AFC Wimbledon is seen as being an ideal catalyst for such an initiative.

2.2.3 POTENTIALLY A GREAT MERTON, LONDON AND INTERNATIONAL PROJECT

This is a very exciting and very challenging initiative. If delivery of a project were to happen, given the history of AFC Wimbledon and the complex Merton area it would have **national and international resonance** for Merton.

The AFC Wimbledon story, achievements and **brand** is strong. The market position and destination brand of Wimbledon, within Merton, also plays out powerfully at local, regional, national and international levels. Combining the two should really help Merton, Wimbledon and AFC Wimbledon position for a successful future.

Appendix 1 provides some background on the Merton context.



3 LOCATION OPTIONS

3.1 REVIEWING OPTIONS

In discussion AFC Wimbledon, and in consultation with Merton, fresh consideration needed to be given to possible locations where a stadium led mixed use project could be delivered to meet the requirements of both Merton and AFC Wimbledon. This included a review of previously considered sites and locations that might not be obvious but could provide a unique opportunity to align with Merton and AFC Wimbledon's objectives. The aim is to understand which locations might have the best economic development, regeneration, financial, sporting, business and community benefits.

3.1.1 CONDITIONS FOR SUCCESSFUL STADIUM LED MIXED USE DEVELOPMENT

Characteristics that a location should ideally offer for a stadium led mixed use project include:

- **Vacant, underused land and buildings**, especially such land and property that is owned or controlled by the public sector and/or state agencies
- Areas where the public sector are strong and **full support** between them and the football club is agreed
- Sites that have a strong economic development, **regeneration** and revitalisation story
- A project that is **sellable** to the investor, developer and occupier sector and can support a strong destination brand
- The public sector provides strong **leadership**

Other issues to consider include:

- Potential linkage with other sites, especially high value sites, in the borough or even out of borough, for off-site enabling development
- Ensuring there is a credible, deliverable and sustainable concept and business plan that supports sustainable destination development
- A location that is likely to be popular with the AFC Wimbledon supporter base. This is understood to be the north, west and south west of the borough.

Figure 1: Conditions for success

Key criteria
<ul style="list-style-type: none"> • Public sector champion - to ensure full support & leadership during the development journey; • Inefficient land & property – often owned or controlled by the public sector, so that a stadium can contribute to destination and value creation from higher value development • Regeneration - an area identified as needing revitalisation where public sector resources can be mobilised to attract private sector investment.
Supporting criteria
<ul style="list-style-type: none"> • Accessibility - Good public transport is available for stadium users and also to support a higher quantum of property development; • Sellable – a project that appeals to the private sector, public sector stakeholders and the local community through the net benefits achieved; • Brand potential - a location that offers AFC Wimbledon and Merton the opportunity to develop and thrive.

Delivery of a stadium led project in an urban context is complex; these have been identified as conditions for success

3.2 LONG LIST OF OPTIONS

A base assumption was that footprint and circulation space for a potential c 20,000 capacity football stadium could be accommodated. In 2008 Colliers International prepared a long list of 18 Merton locations, plus the Kingsmeadow Stadium in Kingston, where this base assumption could be met and outlined their opportunities and challenges.

During the following four years to 2012, and at times with partner consultants (master planners, transport, architects, engineering and cost), this long list was reduced. Colliers International and their partner consultants then interrogated the short listed options in Merton.

Figure 2: Long list of location options considered

	<i>Location</i>	<i>Comment</i>
1.	Merton Industrial Estate	Centre of the borough, South Wimbledon/Colliers Wood. Light industrial area. Seen as potentially part of an “urban new town”. Lots of existing businesses and jobs. Dominant owner AVIVA a major institution.
2.	High Path Estate	Centre of the borough, South Wimbledon/Colliers Wood. Social/Affordable housing estate. Plans for revitalization. Possible rebuild including stadium, intensification and inclusion of adjacent site into a an urban new town
3.	Wimbledon Stadium	Greyhound stadium in east of borough on border with Wandsworth. Regeneration area, vacant and under utilised land, needs improvement, rundown gateway to the borough
4.	Lombard Industrial Estate	South centre of borough, adjacent to Morden Hall Park, light and heavy industrial area
5.	Tesco Extra	South west of borough, adjacent to A3, Raynes Park, border with Kingston. Major super market, potential for intensification and redevelopment
6.	Sainsburys, M&S (ex Savacentre)	South Wimbledon-Colliers Wood area, part of a major regeneration initiative for Merton. Major supermarket/shopping centre; Redevelopment potential on own or as part of the wider South Wimbledon-Colliers Wood “urban new town” initiative.
7.	Weir Road estate	North east of the borough, light and heavy industrial area
8.	Thames Water, Mitcham	South east of the borough part of review in 2009
9.	Willow Lane estate	South east of the borough part of the review in 2009
10.	Tooting & Mitcham FC	South east of the borough, existing football club, parkland area
11.	Gresham Road, Railway depot	North of the borough, potentially not needed operationally, largely residential area
12.	Prince Georges Playing Fields	West of borough, large playing field area close to A3 and Raynes Park
13.	Wimbledon Park Athletics stadium	Small athletics facility in north of the borough, largely residential area
14.	Morden Road Park	Centre of the borough, opposite Merton Industrial Estate
15.	Merton College & Swimming Pool	South of the borough, large college campus and 1960’s swimming pool in Morden Park
16.	Wandle Valley	East of the borough, former sewage works, light industrial zone now parkland area, identified in 1980’s, significant development since
17.	Morden Park, playingfields	South of the borough, former London schools playing fields part of Morden Park
18.	Morden Underground Depot	South of borough, large area of London Transport sidings, an unconventional opportunity, raft/suspend over depot, catalyst for new Morden,
19.	Kingsmeadow	AFC Wimbledon’s existing stadium. Out of borough by c 1 mile in Kingston. Area now part of Kingston Hogsmill Valley regeneration

3.2.1 TOWARDS A SHORT LIST

A simple qualitative approach using a basic scoring and weighting system to a range of criteria was used to assess the long list of locations.

3 KEY CRITERIA – 75% WEIGHTING

Three core criteria were viewed as the most important so had a higher weighting totalling 75%

- **Champion, 25% weight:** Is the public sector likely to be supportive for promotion and delivery of the project?
- **Inefficient land & property, 25% weight:** Is land and property underused, vacant, low value or in need of improvement and where value can be added?
- **Regeneration, 25% weight:** Is the project likely to contribute to physical and social regeneration?

3 SUPPORTING CRITERIA – 25% WEIGHTING

Three other criteria were seen as important supporting components but had a lower weighting totalling 25%.

- **Access, 10% weight:** is overall accessibility good whether by public transit, walking, cycling and private car?
- **Sellable, 10% weight:** is the location and potential project likely to be sellable to the public, private and the overall community?
- **Brand, 5% weight:** would the site help strengthen and align with the Merton and AFCW development?

The scores given were based on local knowledge of the area, previous research, analysis and discussions from various meetings and workshops of the professional group during 2010 and 2011. A score was given for each criteria of between 0 and 5, with 0 the lowest and 5 the highest. The weighting was then applied to reflect the overall importance of each criterion.

3.3 SHORT LIST OF OPTIONS

Some locations were quickly deleted. These included all the “parkland” type locations due to their Metropolitan Open Land designation and expected sensitivities. Additionally parkland locations would be unlikely to generate any significant regeneration outputs and the majority were outside the areas Merton are most keen to revitalise. Some of the more challenged urban sites were excluded as

they scored poorly in key areas; this included areas seen as being unpopular with the supporter base.

The three locations that scored the highest are:

1. Wimbledon Stadium
2. Morden Underground Depot
3. Merton Industrial Estate

The overall results are illustrated in figure 3 below and the locations in figure 4.

Figure 3: A simple qualitative filter to assess a variety of locations

LOCATION	KEY CRITERIA			SUPPORTING CRITERIA			TOTAL	%score	WEIGHTED %Score
	Champion <i>Supportive Public Sector for planning & delivery</i>	Inefficient property <i>Underused, poor quality &/or vacant land % property</i>	Regeneration <i>Catalyst for sustainable long term value add</i>	Access <i>Transport</i>	Sellable <i>Public, Private, Third & Community Sectors</i>	Brand <i>LB Merton Destination & AFCW</i>			
Maximum score	5	5	5	5	5	5	30		
Weight	25%	25%	25%	10%	10%	5%	100%		
Wimbledon Stadium	5	5	5	3	4	5	27	90%	94%
Morden Underground Depot	4	3	5	5	4	4	25	83%	82%
Merton Industrial Estate	5	2	5	4	3	5	24	80%	79%
Kingsmeadow (wider RBK regeneration area)	4	4	4	3	4	1	20	67%	75%
High Path Estate	2	3	3	5	2	5	20	67%	59%
Wandle Valley	2	4	3	2.5	2	4	17.5	58%	58%
Morden Road Park	2	3	3.5	4	1	5	18.5	62%	58%
Sainsburys - former Savacentre	3	1	3	5	2	5	19	63%	54%
Morden Park Playing Fields	1	4	3	4	1	2.5	15.5	52%	53%
Lombard Industrial Estate	3.5	1	3	3	2	4.5	17	57%	52%
Merton College & Swimming Pool	2	3	2	4	2	2	15	50%	49%
Tooting & Mitcham FC	1	4	2	2	2	2	13	43%	45%
Tesco Xtra	2.5	1	2.5	3	2	3.5	14.5	48%	44%
Weir Road Industrial Estate	2	1.5	2	2	3	3	13.5	45%	41%
Thames Water site Mitcham	2	2	2	2	2	2	12	40%	40%
Willow Lane Industrial Estate	2	2	2	2	2	1.5	11.5	38%	40%
Prince Georges Playing Fields	1	3	1	3	1	4	13	43%	37%
Wimbledon Park Athletics Stadium	1	2	1	2.5	2.5	5	14	47%	35%
Gresham Way Railway Depot	1	2	2	1.5	1	3	10.5	35%	33%

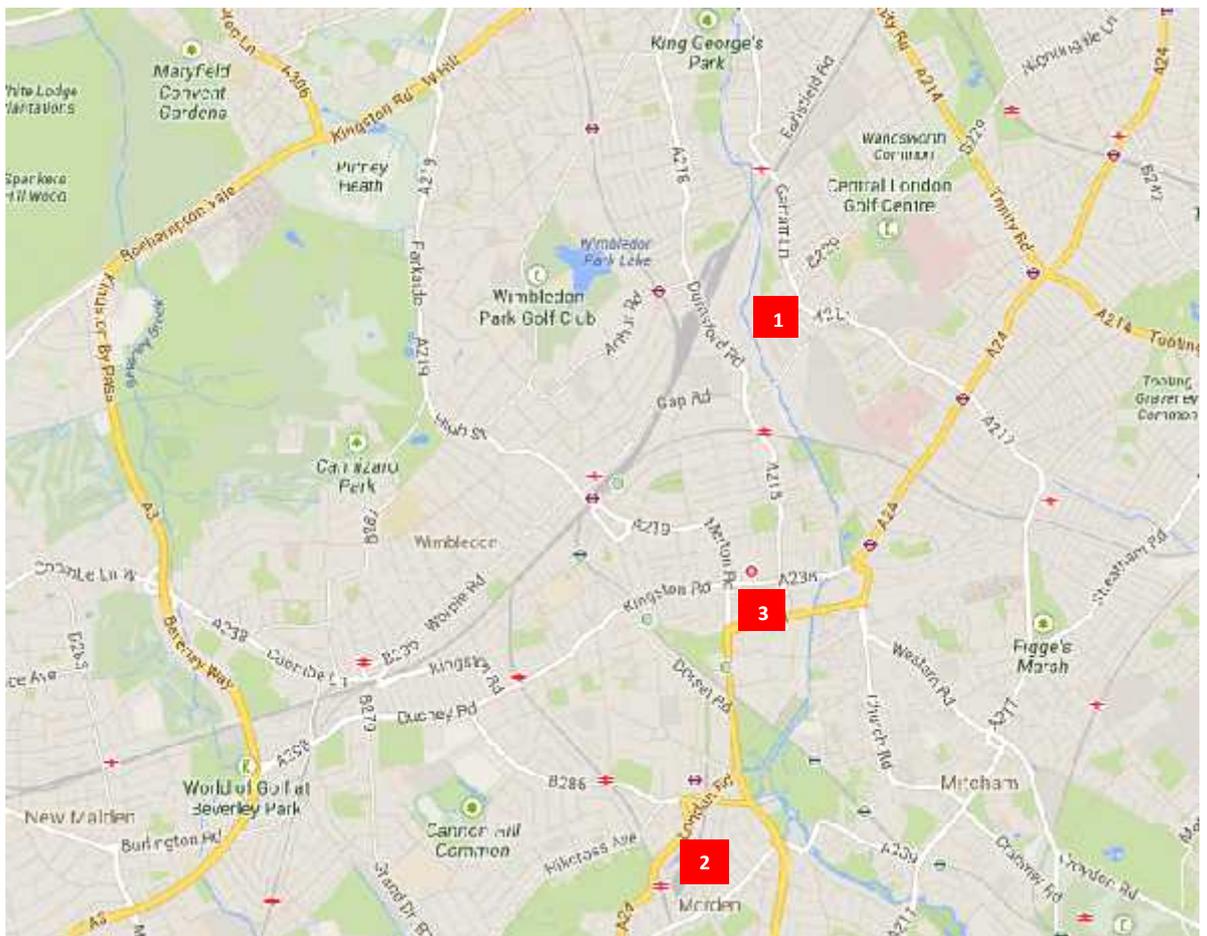
3.3.1 THE THREE LOCATIONS TO ASSESS

There was agreement from the consultant and client group that these three locations represented the best opportunity for achieving both AFC Wimbledon and Merton objectives over the coming years. It was fully acknowledged that each location would present their own range of sensitivities and complexities. However in these three locations we consider Merton is most likely to be able to use their powers to facilitate partnership working between the public, private and third sectors to deliver a stadium led project.

- Both Merton Industrial Estate and Morden Underground Depot are in two of Merton’s core regeneration areas.
- Wimbledon Stadium represents Wimbledon’s largest piece of challenged, vacant and inefficient land at a “gateway” location between Merton and Wandsworth. It is also within the Wandle Valley an important corridor for regeneration and modernisation within the London Plan.

These three locations would need to be the subject of an early development assessment and test of financial scale based around some very early master planning and costs. It was agreed and understood **that this testing of the financial scale should in no way be seen as a valuation or be used for any other purposes except considering the financial order of magnitude of what are only very indicative projects**

Figure 4: Short listed locations



1. Wimbledon Stadium; 2. Morden Underground Depot; 3. Merton Industrial Estate



4 DEVELOPMENT ASSESSMENT

4.1 WIMBLEDON STADIUM

4.1.1 OVERVIEW

Situated in the north east of Merton, the stadium is bordered by Plough Lane, Riverside and Summerstown, to the west is an electrical sub-station and light industrial uses. Adjacent to the electrical sub-station is the River Wandle which we understand means part of site is classified as a flood plain. We are not experts on this issue but believe a clever design and engineering response is likely to reduce any risk significantly. Perhaps a stadium through such an innovative design response might also reduce any flood issues elsewhere on the site and so support more commercial development such as residential.

Figure 5: Wimbledon Stadium



For “high value” south west London it certainly represents inefficient and under used land and property in what is a harsh and unattractive part of Merton.

The existing stadium is tired and it is understood the greyhound operation is challenged. This is perhaps the one area in the borough that has significant vacant, underused and inefficient land and property. With an existing stadium use plus being very close to the original home of Wimbledon FC on Plough Lane this is seen as the obvious location for a new football stadium. It is also part of the Wandle Valley corridor.

Wimbledon Stadium dates from the 1920’s and has been refurbished in a piece meal manner over the years. The stadium had a capacity of about 9,000 although

we understand this has been reduced recently. In its heyday used to have c 40,000 people attending. The remaining part of the site is hard standing although there is a building fronting Summerstown with a motor cycle driving school and café as occupiers. The Wimbledon Stadium site covers approximately 12 acres (5 ha), the stadium footprint occupies perhaps 50% to 60% of the site.

4.1.2 LOCATION CHARACTERISTICS

- Two hundred metres to the south west is Reynolds Gate the c 600 unit residential development on the site of the original home of Wimbledon FC.
- Wimbledon Station is about a 20 minute walk, Wimbledon Park Station (underground), Earlsfield and Tooting Broadway (underground) Stations are a 15 minute walk. Haydons Road station is about a 5 minute walk. The area is served by several bus routes.
- Surrounded by the electrical sub-station, the industrial uses to the north and immediate east, big box retail to the west and frequently congested road network, the environment is harsh and unappealing.
- Part of the site is a floodplain which will present design, engineering and development challenges
- Rundown, “in-between” piece of London, harsh edges
- Mix of uses surrounds: light industrial, big box retail, residential, electrical sub station
- Planning - Zoned as D2 – stadium
- Border of Merton and Wandsworth

A SITE NEEDING LATERAL AND CREATIVE THINKING

Merton’s aspiration for regeneration is likely to mean a range of experiences will be required at this location. Importantly high quality place making will be needed. This means an innovative master plan and urban design response allied to a visionary property development approach will be required that ensures the project works effective on its own but is crucially effectively connected to the surrounding area.

The opportunity is to create a strong destination at the gateway between Merton and Wandsworth in the north east of the borough and to provide a strong hub in the Wandle Valley.

4.1.3 USE AND OWNERSHIP

Wimbledon Stadium was one of six UK greyhound tracks purchased by Risk Capital Partners, from Wembley plc. Risk Capital Partners is a private equity group run by Luke Johnson a very successful entrepreneur, businessman and former Chairman of Channel 4. We understand the greyhound tracks were acquired through debt funding from a major Irish bank. This means it is now effectively controlled by the National Asset Management Agency (NAMA). This is the financial institution set up by the Irish Government following the economic, banking and property crisis in Ireland, the Eurozone and wider European Union in 2008/09.

The Greyhound Racing Association (GRA) currently operates the stadium which has a number of events per week for Greyhound racing; Stock car racing; a large Sunday market and health & fitness centre including squash courts. We understand the financial performance of the stadium and its core greyhound business is weak. With an existing use as a stadium AFC Wimbledon has previously written to Merton that the site should retain sporting use and remain a venue for sporting and leisure uses with AFC Wimbledon as the anchor sports team.

We understand Risk Capital Partners/NAMA have an agreement with Galliard Homes to develop a residential scheme.

THE GREYHOUND ISSUE

The market context for greyhound racing is challenged; it has been in long term decline. In the modern era we believe that the interests of the greyhound sector are likely to be best served at an alternate London location. If a new "London Greyhound Stadium" was to be built it is very unlikely Wimbledon would be chosen as a location. A new location that would give the greyhound sector access to a much wider market than Wimbledon Stadium can ever possibly support would be targeted.

For example locations with much better access to the whole of the London market are likely to be targeted. A new "London Greyhound Stadium" might therefore act as a catalyst project in one of the major fringe central London projects at various stages of planning. For example:

- Olympic Park and surrounds, Royal Docks and around Excel Centre, Greenwich Peninsula and Nine Elms Battersea.

We believe this type of location, or indeed an out of town location, would provide the greyhound sector with a much more appropriate location for the modern era.

4.1.4 OPPORTUNITIES AND CHALLENGES

Opportunities	Challenges
<p>Inefficient land & property. This is Wimbledon's only real significant brown field site where value can be added</p>	<p>Land owner & high cost of entrance. This is reportedly c £20m to £30m+ to acquire the site. Understanding the issues with existing tenants, of which there are a few, and their lease structure will be important. For example to secure vacant possession.</p>
<p>Existing Stadium. This is very positive for development of a new football stadium, as is the historic location of two stadiums in this part of the borough.</p>	<p>Site size. Reasonable size site but requires a creative and innovative design response to help capture value and spread benefits into surrounding area and minimize any perceived negatives</p>
<p>Transport. Public transit is viewed as good for football supporters but limiting for other uses. With a significant retail use there are likely to be concerns on car trip generation and town centre vitality</p>	<p>Greyhound operation. Greyhound racing is a niche and declining market. The greyhound sector is likely to be best served by seeking an alternate London location.</p>
<p>Operations. Strong management required along with effective design to manage event day</p>	<p>Design. The size of development, ability to master plan a strong scheme with a variety uses will require a creative and innovative design response</p>
<p>Place Making. A strong urban design response would improve the built environment and provide an attractive eastern gateway into the borough.</p>	<p>Wandsworth. The border location would mean they are an important stakeholder and influence what happens.</p>
<p>Population. Lots of local residents but none are immediately adjacent. Crowd control methods are now very effective. Early crowd management plan required</p>	<p>Congestion. The area's roads are frequently very congested. Ability to master plan the wider area including a link across the River Wandle from Riverside to Weir Road should be explored</p>
<p>Exit. The site owner is looking to exit, NAMA issue ("Value for Irish tax payer"). AFC Wimbledon provide a solution that enables development sooner rather than later</p>	<p>Flood plain. This will present engineering, design and development challenge</p>

4.1.5 DEVELOPMENT ASSESSMENT

This is a difficult site, however most are in London. This location is in between places, has a relatively weak public transport context and fragmented and harsh local environment. The flood plan issue presents an engineering design and development challenge but a stadium located in the portion of the site closest to the River Wandle might help alleviate the risks. Clearly this needs expert advice. A creative master plan and innovative design response is required. Such a major project should aim to bring the area together more coherently and provide a positive addition to the built environment and help local area revitalisation.

The location in many ways would be ideal for a new AFC Wimbledon stadium. The development idea here is to deliver a stadium enabled primarily by residential with supporting retail, leisure and community uses.

4.1.6 TEST OF FINANCIAL SCALE

Our very early test of the projects financial scale suggests that a stadium led mixed use development is viable in this location. These are order of magnitude estimates only.

- Project costs: £162 million
- Capital value: £184 million
- Profit: £22 million (13.5% on cost)

4.1.7 BENEFITS OF THIS LOCATION

- This location would probably be seen as an excellent Wimbledon location by its supporters. Return to the area that was Wimbledon FC's home from 1912 to 1991.
- We understand there is currently strong political support for a project on this location and officers would be supportive.
- Potentially significant new residential development that allows the club to grow supporter base through those in the immediate vicinity and create greater vibrancy
- A strong local regeneration project providing a gateway between Merton and Wandsworth
- Potential to tidy up a currently very rundown part of the borough and tackle the long term traffic problems through a master plan approach to the wider area. For example a link across the River Wandle at Riverside and Weir Road
- A stadium project in this location should allow the club to develop a good business from a range of events, activities and uses in the stadium itself
- Providing a hub location in the Wandle Valley to help consolidate and grow employment uses along with a larger residential population

4.2 MORDEN UNDERGROUND DEPOT

4.2.1 OVERVIEW

This was suggested by the Colliers International as a creative option. It potentially gives an opportunity to tackle the challenges Morden faces and that Merton wishes to address. The idea is that using a raft, suspension or sunken cut and cover approach, a stadium could be developed above the depot sidings. Such an approach has been delivered at the Central Line sidings as part of the Westfield White City project.

Figure 6: Morden Underground Depot



View towards the south west from Merton Civic Centre roof top. The area of the depot (Transport for London) and some surrounding land owned by Merton covers approximately 6 ha (15 acres) and is a very short distance from Morden town centre.

Despite its problems, Morden has a number of attributes that need to be nurtured as part of a wider master plan strategy to shift its appeal.

Morden is one of the most accessible places in Merton and South West London with underground, main line rail, tram and an extensive bus network. It is also on a main London arterial road, the A24, from central London to the south coast via Epsom and the M25. This site is situated to the south west of Morden town centre. It is a core piece of London Undergrounds operational infrastructure for Northern Line services.

Morden town centre has lost its way and struggled for some time as a retail and business centre, losing market share to other centres such as Wimbledon, Sutton, Kingston, Croydon and the retail parks at Colliers Wood. The local environment is difficult with the town centre dominated by the main A24 highway and bus services.

4.2.2 USE AND OWNERSHIP

The sidings are part of the Transport for London operational estate. Surrounding land use and characteristics include:

- Excellent public transport accessibility into central London and the wider London region
- Good road links into London, outer London suburbs and southern England
- Morden town centre is home to Merton Civic Offices in the landmark Crown House tower
- There is a large local population to the north and south.
 - The north is primarily private residential development.
 - To the south the St Helier Estate a very large inter war social housing project.
 - Both areas developed as a result of the underground development to Morden in the 1920's.
- Other surrounding uses include one of Europe's largest Mosques (Baiful Futuh Mosque) and the Merton Campus of South Thames College
- A variety of primarily convenience and value retail space
- To the east and west are two significant parkland areas, Morden Hall Park (National Trust) and Morden Park to the west.

4.2.3 OPPORTUNITIES & CHALLENGES

Opportunities	Challenges
<p>Lower cost of entrance. Potentially these could be minimal depending on the development agreement with the GLA/TfL</p>	<p>Cost of engineering solution. This is unknown, although we understand the cost of the raft or sidings box at White City was c £75m. This is very high and likely to be prohibitive; Likely to be complex</p>
<p>New land is being created in a highly accessible location. Something London and especially mid urban/suburban London is short of.</p>	<p>TfL Operation. Very important to TfL at this time; huge challenge</p>
<p>No or limited vacant possession. There are no other major land owners/occupiers, whilst Merton owns the car park.</p>	<p>Connectivity. Ensure the project is effectively connected into the existing Morden town centre so that benefits accrue for the whole of the Morden area</p>
<p>No decanting. With no existing occupiers whether residential or business new space for them is not required</p>	<p>Suburban/Community. The surrounding area is very suburban in character. The project would need a strong design response.</p>
<p>Delivery. This might be a project that is relatively easy to sell and deliver</p>	
<p>Destination. This can help breathe new life into Morden as other urban infill/expansion projects ie) Wembley City, Cricklewood, White City, Stratford etc</p>	
<p>Value. Is being created and not destroyed to only be recreated again</p>	
<p>Sellable. Expectation is that this presents a good story for the majority and can be sold to key stakeholders.</p>	

4.2.4 DEVELOPMENT ASSESSMENT

The development idea here is to deliver a solution not just for an AFC Wimbledon stadium but also to address the decline of Morden over the last twenty five years. With land in short supply the vision is to employ an engineering solution to develop over the existing Northern Line depot. This might be similar to what has been achieved in recent years at the Central Line depot at Shepherds Bush for the Westfield White City retail led project.

This would then create additional “land” for development of the stadium, probably at the south west end adjacent to the main line railway and the Baiful Futuh Mosque. A major master plan response including surrounding land, including the

town centre could then be opened up for further residential led mixed use development. Connections would be created into the existing Morden town centre to help full revitalisation of the Morden town centre destination.

4.2.5 TEST OF FINANCIAL SCALE

Our very early test of the financial scale of a notional project suggests that a stadium led mixed use development is viable in this location. These are order of magnitude estimates only

- Project costs: £337.4 million
- Capital value: £405.6 million
- Profit: £68.2 million (20.2% on cost)

4.2.6 NET BENEFITS

- Probably acceptable to the majority of supporters as an appropriate Wimbledon location
- Excellent accessibility for the majority of the existing supporter base. Accessibility via rail, underground, tram, bus and road provides access to potential supporters in the London, south London and Surrey region;
- Potentially significant new residential development that allows the club to grow supporter base through those in the immediate vicinity and create greater vibrancy;
- AFC Wimbledon might use the adjacent Morden Park playing fields immediately to the south as a training ground and community coaching base
- A stadium project in this location should allow the club to develop a good business from a range of events, activities and uses in the stadium itself
- AFC Wimbledon being seen to be part of a transformational project that helps to revitalise Morden a major target of Merton.

4.3 MERTON INDUSTRIAL ESTATE

4.3.1 OVERVIEW

This area is located in the centre of the borough a short distance south of the HighPath Estate and fronts at the western end the A24 Morden Road. This location consists of two main zones:

- Merton Industrial Estate (MIE) AVIVA: 1980's industrial, distribution and DIY retail boxes in the ownership of AVIVA, fronting Merantun Way, A24 Morden Road and Jubilee Way
- MIE-Lyon Road: Mixed ownership, small scale light industrial and business space units between Lyon Road and the River Wandle at the eastern end of the location.

Both zones are within the South Wimbledon-Colliers regeneration area, a major long term target Merton has for transformational regeneration. Both zones have significant business occupation and employment.

The idea here is that the majority of business uses might be relocated to alternate sites in the borough, for example the adjacent Lombard Industrial Estate. This area would then become a large scale residential and mixed use district incorporating a stadium for AFC Wimbledon. Potentially the area would also extend further east and take in the Colliers Wood area. Merton has an early concept of developing an urban new town for the borough.

Figure 7: Merton Industrial Estate



This is currently in productive use with many businesses and jobs. A clear danger that must be avoided is destroying value. The largest site owner is AVIVA who own much of the land and property from Morden Road to Lyon Road. Whilst the eastern end is multi ownership with many smaller occupiers.

4.3.2 LOCATION CHARACTERISTICS

Covering an area of approximately 12 ha (30 acres), this location is within the South Wimbledon-Colliers Wood regeneration zone Merton. The location is at the centre of the borough just south of the High Path Estate. The site is bordered by A24 Morden Road to the west, Merantun Way to the north, Jubilee Way to the south and the River Wandle to the East.

The area marks the transition of mid urban London to suburban London. Other uses close by included the Lombard Industrial Estate to the south that has increasing vacancy levels, common across London. A notable recent development is the construction of a London region fire control centre on the south side of Jubilee Way.

4.3.3 USE AND OWNERSHIP

As outlined earlier there are two zones in this location.

- A 1970's/80's industrial estate plus two DIY retail boxes (Homebase & Wickes) owned by Aviva. We call this area MIE-AVIVA;
- A multi-occupied, multi-owned, higher density industrial/business space zone by Lyon Road. We call this zone MIE-Lyon Road.

We have met with AVIVA. At the time they were interested in the approach, however confirmed they had undertaken some very early thoughts on asset management with many lease due to expire in the latter part of this decade. For the time being AVIVA considered it is an important part of their property portfolio.

4.3.4 OPPORTUNITIES AND CHALLENGES

Opportunities	Challenges
<p>Environmental structure & heritage. This is strong in surrounding areas and indeed there are powerful stories that can help in place making. For example the River Wandle and its industrial heritage</p>	<p>Employment. Significant existing and viable businesses and jobs might be put at risk unless alternative location is available.</p>
<p>Transport. Public transit is excellent and will facilitate greater development. Gateway into the borough and provide southern fulcrum for Wimbledon Broadway to help extend this southwards.</p>	<p>Sensitivities. Amongst the local business community and the political sensitivities as to what business and jobs under threat might mean for a redevelopment project.</p>
<p>Development Quantum & Quality. This could be significant across residential, business space, retail, leisure, public realm and community uses. Office uses potentially provide more jobs on site</p>	<p>Design. The size of development is likely to be c 4 to 8 stories would this fit into the local context well. Costs of required basement parking will be high. Major transformational project so strong masterplan approach required</p>
<p>Place Making. Connectivity into surrounding areas and capture of the value & energy from core Wimbledon area and help spread this further south and east.</p>	<p>High cost of entrance. To start a project this will be high, getting Aviva on side and securing vacant possession is very costly. The same would need to be done for the multi-owned and occupied Lyon Road zone which would be very complex</p>
<p>Gateway & Frontage. Potential to present a significant new approach for the borough and capitalise on the Wimbledon brand and address.</p>	<p>Decanting businesses. If an alternate site is achievable this is likely to be complex, costly and sensitive as the London Olympic Park and Emirates Stadium projects have shown. This will be very complex with a large number of individual property deals to be secured</p>
<p>Partnership. Public, private sector together in some form of development alliance.</p>	<p>Destroying significant value to create value. Significant costs of achieving a cleared site to develop again. This is not good regeneration practice.</p>

4.3.5 DEVELOPMENT ASSESSMENT

The development idea here is to deliver a major transformational project for Merton. The project would seek to develop significant housing, modern business space and additional retail and leisure uses. This would be a very complex project, foremost would be the concerns of existing businesses and their employees. We understand there are around 800 jobs on the estate. In addition with AVIVA, a major financial institution, owning the majority of the location this would present an opportunity through their consolidated ownership, financial strength and property expertise.

The long term vision is for a “new town” for Merton. This envisages a project of a series of strong urban blocks encompassing a mix of uses. The stadium as the catalyst would have a flexible location but early master planning work suggests the eastern end, adjacent to the River Wandle (and high voltage power lines) is most appropriate

The costs of securing vacant possession are likely to be very high for a project to be progressed in the short to medium term. So unless Aviva is willing to undertake a major redevelopment this is likely to be a long term opportunity when leases expire.

4.3.6 TEST OF FINANCIAL SCALE

Our very early test of the projects financial scale based on a notional master plan suggests that a stadium led mixed use development is viable in this location (based on AVIVA land only). These are order of magnitude estimates only.

- Project costs: £511 million
- Capital value: £609 million
- Profit: £97 million (19% profit on cost)

4.3.7 NET BENEFITS

- We understand there is currently strong officer and political support for a transformational regeneration project at this location and extending towards Colliers Wood.
- This would be a truly major project with major residential and economic development potential for the borough.
- Potential significant new residential development that allows the club to grow supporter base through those in the immediate vicinity
- Club might use the Morden Road playing fields a short distance to the west as a training ground and community coaching base
- Stadium project in this location should allow the club to generate strong income flows from a range of events, activities and uses in the stadium itself.

However unless a readily available site is available to accommodate the businesses and jobs, the club, might be seen as responsible for businesses closing and people losing their jobs. In turn this might well see a weakening in political support.

Figure 8 provides a summary of a notional development project in each location.

Figure 8: Notional Project overview

LOCATION	Location Review Criteria	Scale (estimated)	Risk areas	Strategic Concept Vision
Wimbledon Stadium	Strong score across all criteria. Accessibility relatively weak	Quantum: 400,000 ft ² + Capital Value: £184m Project Costs: £162m Profit: £22m (13.5% on cost)	Land owner (RCP/NAMA), Greyhound operation; Traffic congestion; Joint operations; Harsh existing environment; Flood plain issue; Retail ?	Private sector residential led; Improved connections, public spaces; strong urban block(s); Creative and innovative design response; stadium within community; well managed destination
Comment: Priority location for action, understandable, credible, sellable and deliverable project. Would help deliver a strong north/east gateway to Merton and a hub location in the Wandle Valley. Speed to market of residential should be fast and thus delivery of major regeneration project achieved. Would be complex but a creative/innovative design and developer vision should enable delivery.				
Morden Underground Depot	Strong score across all criteria, although weaker on land and property due to unique nature and operational needs	Quantum: 1.3m ft ² Capital Value: £405m Project Cost: £337.6m Profit: £69.2 million (20.2% on cost)	Land owner (single) TFL tube operation; Complex Engineering solution (high cost of raft/suspension); Construction, phasing; local community	A highly accessible, great value and quality London location. Morden urban extension; stadium block; residential, office, retail, leisure; Good value proposition. Like: Wembley City, Stratford City & Cricklewood, Shepherds Bush/White City, St Denis Paris, Telstra Dome Melbourne
Comment: Seeks to revitalise existing town centre, so urban design, highways work and linking into existing underground station required. Refresh Morden destination brand. However TFL operational needs, very high engineering costs and complexity mean this is currently not appropriate for a football stadium.				
Merton Industrial Estate	Strong score however existing ownership & occupation means cost of entry likely to be very high, difficult project to see with existing businesses and jobs so difficult to sell	Quantum: 2.0m ft ² Capital value: £609 m Project costs: £511 m Profit: £97 m (19% on cost)	Aviva and important part of their portfolio; Multiple land owner area very complex; Existing & viable uses; Vacant possession costs businesses & jobs; Decanting; lots of complex property deals	Merton “new town”; South Wimbledon Colliers Wood area; Public private partnership Strong stadium block. Like: Cricklewood, Wembley City, Stratford/Olympic Park
Comment: Potentially an exciting project in target regeneration zone of major scale. Costs and complexity very high at this time, potential for the longer term as vacant possession is secured with major institution in AVIVA helping to deliver.				

5 CONCLUSIONS

All three shortlisted locations present possibilities for both AFC Wimbledon and Merton. After four years of very limited development activity, except for the strongest London locations, the **development cycle** is slowly starting. With negligible development over the last four to five years and population growth continuing to increase in Merton and London the need for development, especially homes to be built is pressing. These need to be well thought out neighbourhoods that connect into existing area, they need to have community building. This is what AFC Wimbledon would help to contribute to by returning home.

5.1 RECOMMENDATION

Investigations and consultations over a number of years by Colliers International, has identified the **Wimbledon Stadium** location as where a project can be delivered. This is where the ambitions of Merton, AFC Wimbledon and a developer investor can be achieved. This is almost certainly in some form of development and management partnership.

5.1.1 SPEED TO MARKET

Wimbledon Stadium is the location in the **short to medium term**, where a well thought out new residential neighbourhood to meet current and forecast population growth can be delivered.

This location is where “speed to market” of housing for Merton and London, plus a football stadium for AFC Wimbledon, along with supporting community, retail and leisure uses can be achieved. AFC Wimbledon has advanced rapidly since 2002. The current Kingsmeadow Stadium offers a difficult match day experience, limited revenue earning potential and limited potential to develop more community outreach programmes in their home borough.

At Wimbledon Stadium we believe

- The barriers to entry are relatively low and development should be able to commence soon
- The neighbourhood football stadium helps unlock the site and provides a community hub with a range of community, social and commercial amenities
- Planning gain and social/affordable housing requirement might be expected to be lower given the football stadium and its community components

- A football stadium through its design response might reduce flood issue, improving commercial potential elsewhere on the site
- With a clever and innovative design response, flood plain issues can be reduced and an attractive urban London neighbourhood can be delivered that will appeal to a large and growing market.
 - Singles, couples, small families and seniors seeking a good value London housing option (to buy or to rent) in a high quality master planned urban district with many transport, services and amenities either on site or close by.

LONGER TERM

Modern Underground Depot and Merton Industrial Estate both have merit for master plan led development for the borough. However we think both are some way off due to their complexity and costs of entry.

5.1.2 AFC WIMBLEDON AT WIMBLEDON STADIUM CAN

Regenerate for what has for a long time been a blighted part of the borough.

- Mobilise public and private investment and support, to introduce higher value land uses, **create value**, in an area in need of regeneration, and to generate a range of economic and social **benefits** for the local community. The latter will be critical.
- Deliver a new neighbourhood football stadium that is **enabled** by the required quantum of residential development. This will probably also include ancillary retail, leisure, some office space, a hotel and serviced accommodation.
- Deliver a **comprehensive master plan** for the Wimbledon Stadium site itself and the **wider area**. This would incorporate high quality and innovative design and attractive new public spaces and connections.
 - For example establishing an “**East Wimbledon**” neighbourhood that helps to **tie together** what is currently a fractured piece of Merton and South London. It should also seek to improve the local area traffic situation that is an important local issue; in particular the Durnsford Road, Gap Road and Plough Lane junction
 - Projects elsewhere in the UK and internationally show the potential contribution of a modern stadium development to **place-making**. For example, the Olympic Stadium was the buzzing heart of the Olympic Park during London 2012 and it will continue to anchor the legacy use of the site. The Emirates Stadium in Islington and smaller stadiums such as Orient’s Brisbane Road are indicative of the urban revitalisation that can be achieved.

- The project will play an important role in **economic development**. Apart from the jobs created at the football stadium itself, the development will generate a large volume of new leisure spending on match or event days, further supporting employment in the local area. On other days the football stadium is likely to act as a conference and meetings venue (generating higher value bed nights), small scale office space, leisure and community uses. These should complement an appealing mix of ancillary commercial uses on the wider site to create an active destination throughout the year.
- The project will require modern **active management** techniques especially on event days. As part of the locations master plan this should be mainstreamed and learn from best practice in the management and operation of similar “event districts” districts within urban locations in London, the UK and overseas. The management of event crowds in an urban context is now well understood, strategies and practical initiatives to minimise disturbance to residents will be required and these should be assembled soon.

5.1.3 COMMUNITY BUILDING

The club and football stadium should help anchor this new neighbourhood district, acting as a hub and alongside Merton initiatives, create and maintain a sense of community to support place making. AFC Wimbledon is a supporter-owned club with strong ties to the local area through their history, fan base and ownership structure. The Football Club’s vision is to redefine a community or neighbourhood stadium for Wimbledon. It will be a an **asset for people** of all ages and backgrounds, an important place in the social life of the community, a source of civic pride and identity, and a catalyst for investment, jobs and training opportunities.

Central to this is the **AFC Wimbledon brand**. This is potentially an important theme to be explored and developed that could help elevate this part of Merton and even drive market demand for the project. Community, collective, working together, enjoyment and being networked are all characteristics AFC Wimbledon has displayed over the last 11 years. These place brand characteristics might also help in refreshing the wider Wimbledon and Merton place brand in the coming years. This project can help to define the future of Wimbledon and Merton.

APPENDICIES

SUPPORTING INFORMATION

1 MERTON OVERVIEW

1.1 CORE STRATEGY

As part of its statutory requirement Merton prepared its *Core Strategy* document. This is a major part of the *Local Development Framework* that frames the longer term town planning and development strategy for the borough. The Core Strategy document and the Local Development framework being approved in early 2011 and adopted in summer 2011. This document also needs to conform to the London Plan (prepared by the Greater London Authority GLA) this was updated in 2011. In both documents Merton and the GLA has created a favourable planning environment that would help accommodate a stadium as part of a transformational project to supports its strategic objectives and economic development aspirations.

1.1.1 MERTON'S STRATEGIC OBJECTIVES

- Environmental leadership
- Social cohesion
- New homes & physical regeneration
- Strong & diverse long term economic growth
- Healthier and better place to live, work and visit
- Better connected borough
- High quality urban and suburban environment.

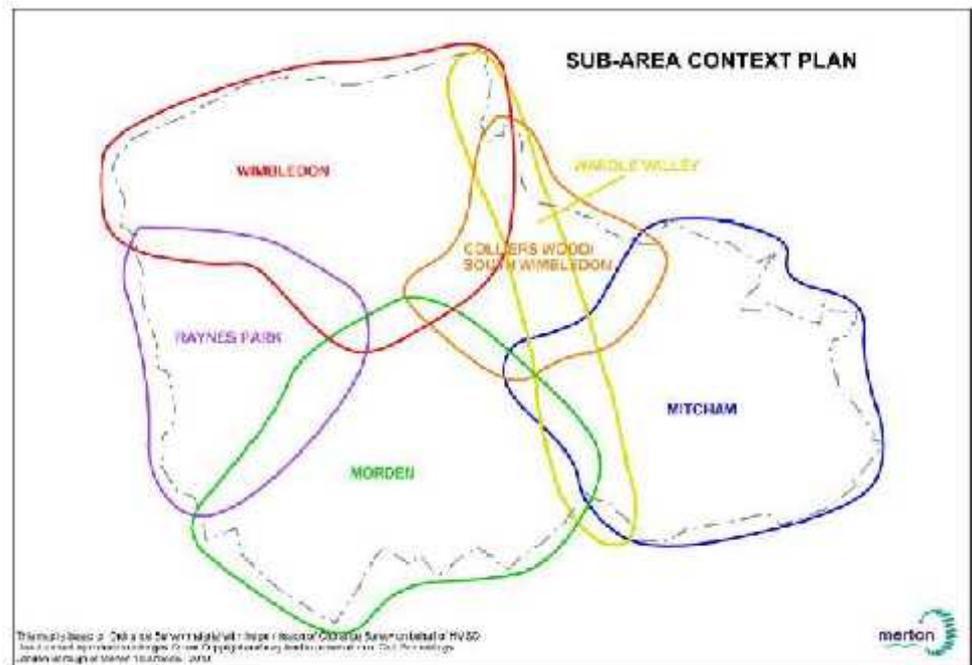
In particular Merton's Core Strategy outlines the South Wimbledon-Colliers Wood area and Morden as the two key areas for significant regeneration and development activity. The Wimbledon Stadium area within the Wandle Valley is also looked on favourably for regeneration. These areas are likely to be viewed positively by AFC Wimbledon and their supporters.

1.1.2 AFC WIMBLEDON SUPPORTERS LOBBY MERTON, FROM THE CORE STRATEGY

The largest response on any single issue throughout all the Local Development Framework consultations came from supporters of AFC Wimbledon wanting a football stadium or a multi-purpose sports complex with new community facilities within the borough. They identified the site of Wimbledon Greyhound Stadium as their choice of location. This is located

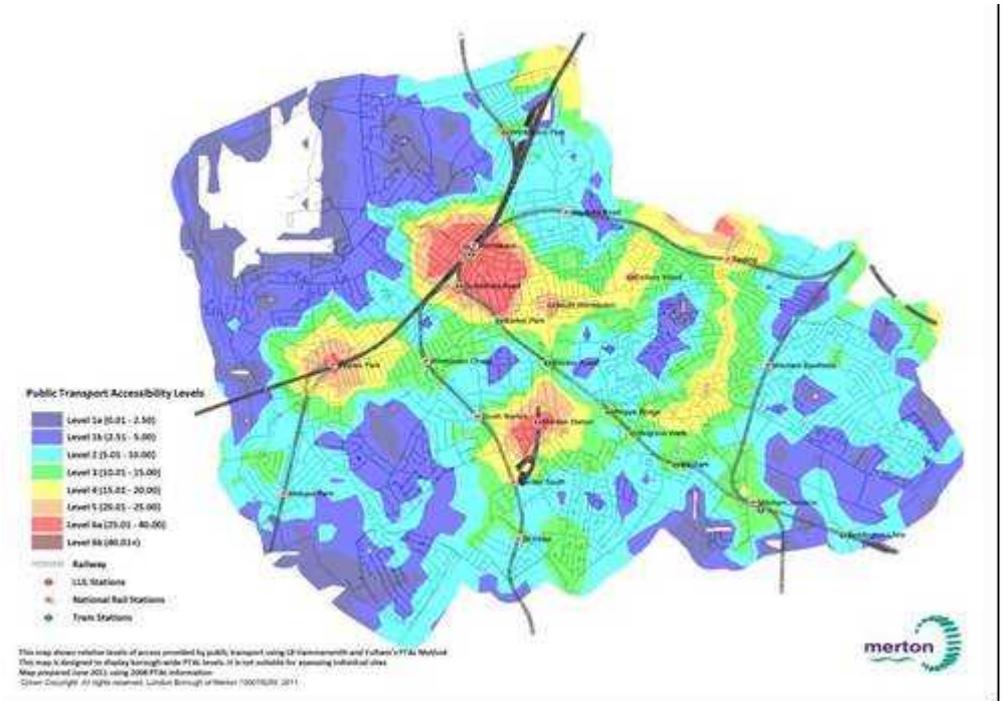
within a functional flood plain therefore the site is restricted in the range of uses it can offer, in accordance with PPS25 and Chapter 24 'Flood Risk Management - Policy 16'. Building on our legacy in sport, we support the provision of a sports stadium within the borough.

Figure 9: Districts within Merton



The Wandle Valley, including Wimbledon Stadium and South Wimbledon-Colliers Wood area is seen as crucial to the revitalisation of the borough and its ability to accommodate the current and forecast population growth of London. Morden has also been identified as a major target for regeneration.

Figure 10: Wimbledon & Morden both have excellent public transport accessibility



Wimbledon Stadium has the weakest public transport, as measured by the PTAL rating. Rail and underground stations are about 10 to 15/20 minutes' walk. This is seen as a positive for sports stadiums as crowds can be dispersed in a more managed approach and spending captured by local businesses.

Figure 11: Wimbledon sub area

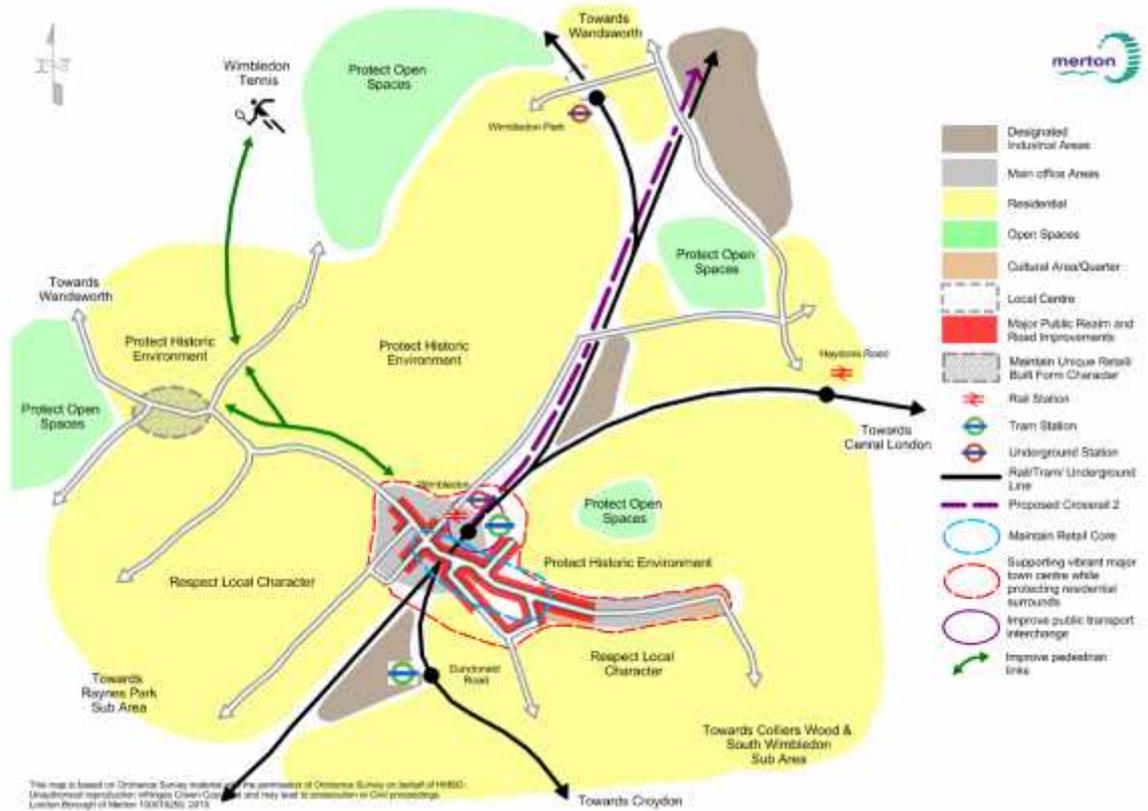


Figure 12: South Wimbledon-Colliers Wood sub area from Merton's Core Strategy

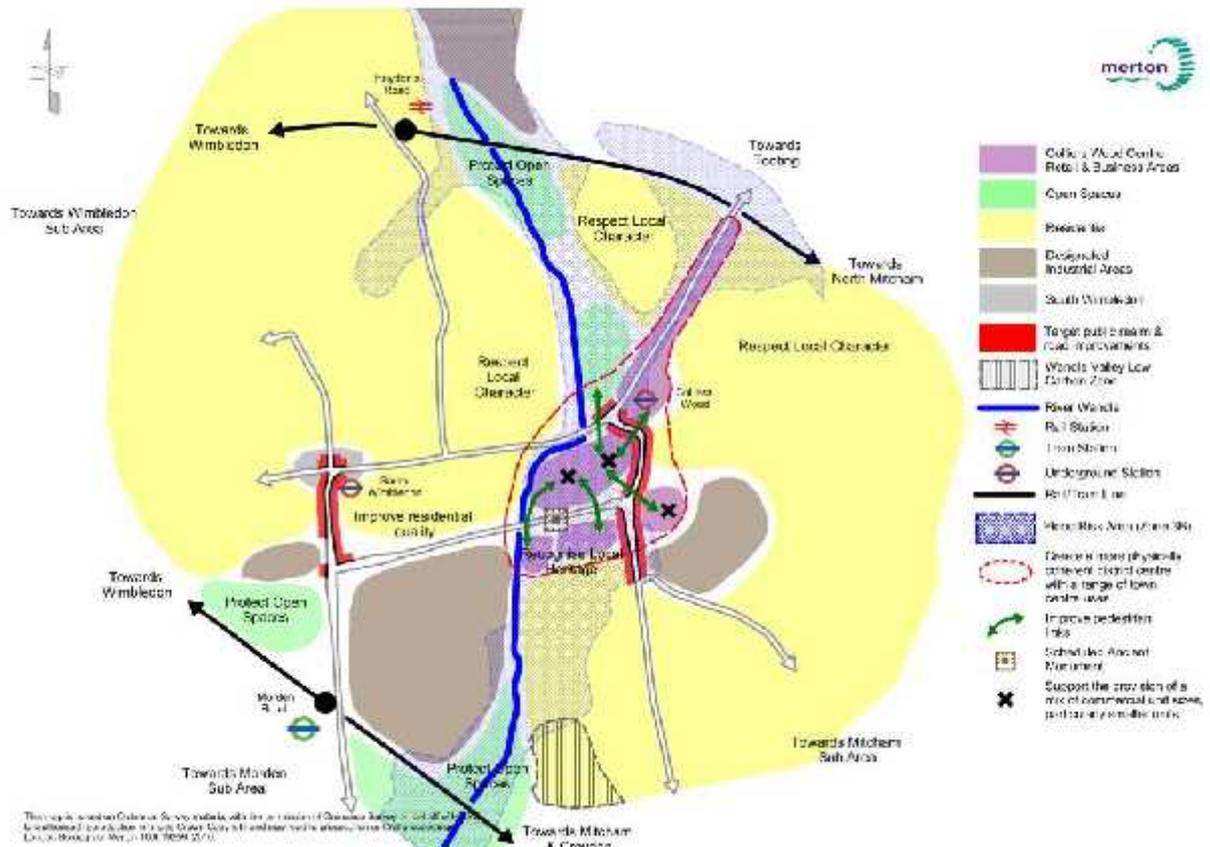
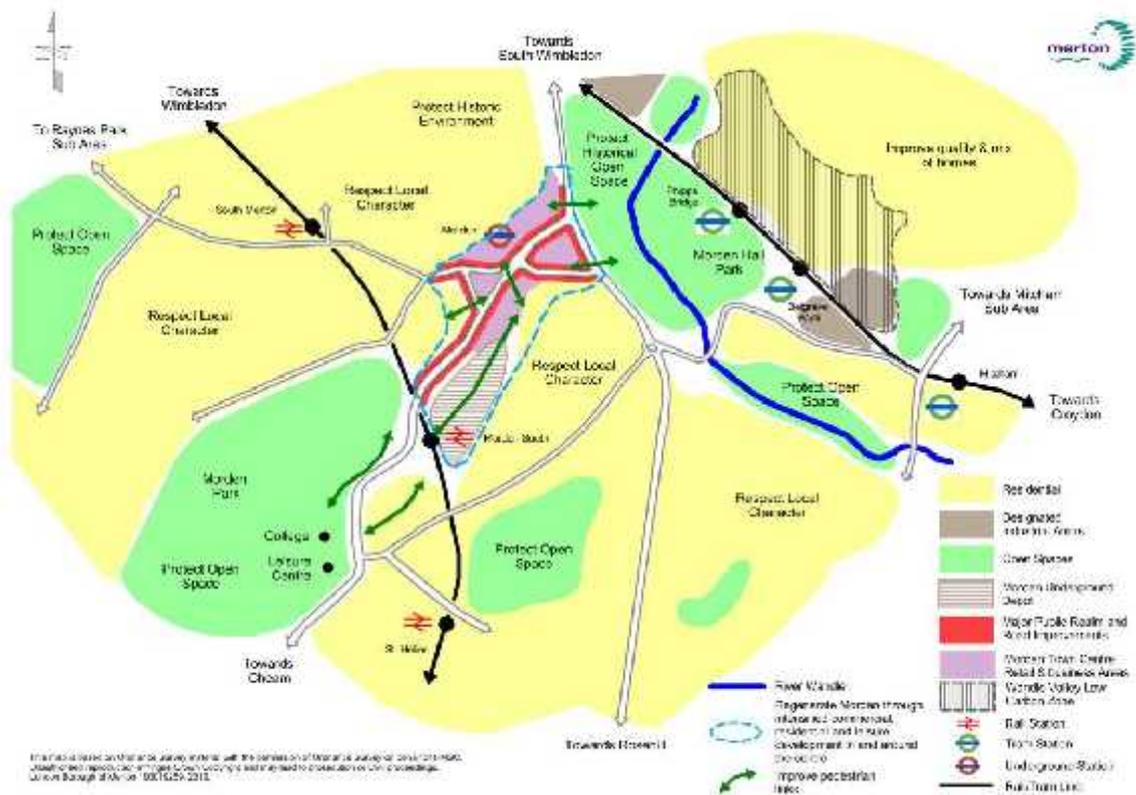


Figure 13: Morden sub area from Merton's Core Strategy



1.2 MERTON PROPERTY OVERVIEW

The following tables provide a summary of the property context within the Merton area in terms of potential property sectors and uses that might form part of a stadium led mixed use district.

Figure 14: Property overview in Merton and potential as part of a stadium led mixed use project

Use	Description	Strength	Weaknesses	Potential
HOTEL	A mid to upper market hotel. Within or adjacent to stadium.	Income from event-day hospitality and non- event day conference and meetings; Track record elsewhere; Merton has a gap	Competition from other SW London hotels and conference venues; Relatively complex property needs	Good
Comment	<i>Probably strongest potential for mid to upper market brand, operators understood to have requirements in Wimbledon.</i>			
OFFICE	Business space for small occupiers, local sole traders; Serviced office centre (i.e. Regus) for surrounding industrial businesses incubation centre. A big local user (council, back office from St Georges/St Helier hospital)	Potential revenue stream; Does not require prime pitch or heavy footfall location; Different use time compared to majority of event days; Space for “one man/lady bands” in professional services sector. Flexible informal base to work and meet	Challenge of configuring office space floor plates within a stadium development; Demand in this location? Some stadium developments have struggled to fill office space e.g. Southampton	Average to medium
Comment	<i>Possible to include in stadium structure, consider possible pre-let to large local user such as health sector to free up space on existing hospital sites. Serviced business centre type facility could be a good fit as would incubator and local small business/ sole trader sectors</i>			
Retail	Small cluster of convenience and comparison retailers to create a local daily shopping destination.	Revenue stream; Drive footfall on non-event days Create activity and strong frontage	Planning consent?; Demand on non-event days would be linked to wider development and regeneration of the area; property and operational needs	Good
Comment	<i>Outside of stadium structure but possible to help create an active frontage. Sainsburys Local, Tesco Metro and other daily shopping uses. Perhaps some form of focused retail offer in a well research niche sector</i>			

Use	Descriptio	Strengths	Weaknesses	Potential
Food & beverage	Cafes, bars and restaurants to create a destination on event days and non-event days.	Revenue stream; Good fit with stadium as major leisure anchor; Drive footfall, extend dwell times	Demand on non-event days would be linked to wider development and regeneration of the area	Good
Comment	<i>Inside and outside stadium structure to help create activity. Mid market positioning, would it be Pizza Express or Pizza Hut? Probably chain F&B</i>			
Private residential	Apartments for sale or rent.	The highest value use; Create a balanced community of people living around the stadium Create activity and public policing	Planning consent?; Negative perceptions of exclusivity do not fit with a community stadium	Good
Social/ affordable residential	Housing for key workers or low income groups.	Planning/ political support; Create a balanced community of people living around the stadium Create activity and public policing	Lower values than private residential;	Average to Good
Serviced apartments	Long stay apartment lets for corporate London market. International workers being based in London on contracts	Creates a new stadium community; Users for other aspects of stadium Managed by hotel operator; Attractive values	Needs strong and efficient management	Good
Student accommodation	High density accommodation for students	A successful emerging use-type in London Create vibrancy and footfall throughout the day		Average to Good
Comment	<i>Outside stadium structure, perhaps in stadium corners or immediate stadium block/precinct, generates users for other facilities in stadium block. Recent projects at Wembley, Emirates, Orient show successful housing projects close to stadiums in the London area work. More planned at Tottenham, Brentford, Stratford & Millwall. Quantum and typology likely to depend on location.</i>			

Use	Description	Strengths	Weaknesses	Potential
Healthcare	Primary Care Trust or other ambulatory care facility or healthy living centre. Possibly a sports medicine centre. Other private healthcare uses/operators	Unlock public funding streams; Embed the stadium within the community Track record of private operators in stadium space Driver of footfall; Link in with St Georges	Opportunity costs of using space potentially below commercial rents; Potential for conflicts with other uses Challenge of configuring a sizeable, attractive education facility within a stadium	Good
Comment	<i>Inside stadium structure, discuss with St Georges, St Helier and others in the public sector. Are there private healthcare providers for certain medical facilities, treatments (elective, MRI, CT scanners etc.)</i>			
Private health and fitness	Branded private gym and health centre (e.g. physiotherapy, rehabilitation, counseling)	Good fit with sports and fitness theme Potential revenue stream; Does not require prime pitch; Drive footfall during the day	Not a strong anchor user Complex property use Lots of M&E; Lots of representation in already in Merton	Average to Good
Comment	<i>High local provision but review if part of a major new residential led project</i>			
Education	Primary school, nursery, crèche or adult education centre. Part of South Thames College Wimbledon College of Arts	Unlock public funding streams Embed the stadium within the community Relatively simple property use/requirements Driver of footfall	Opportunity costs of using space potentially below commercial rents; Potential for conflicts with other uses Challenge of configuring a sizeable, attractive education facility within a stadium	Average to Good
Comment	<i>Inside stadium structure, track record of lifelong learning elsewhere. Investigate potential of including a primary school in stadium structure if part of major new residential led project and identified local need as would help to generate footfall in mornings and afternoons to benefit other commercial components?</i>			

Use	Description	Strengths	Weaknesses	Potential
Multi-purpose community facility	Flexible facility for meetings, events, socialising and hire by local community groups. Could include a performance space for studio and workshop dance, theatre etc.	Embed the stadium within the community. Does not require prime pitch. A relatively small space requirement Simple property use/requirements Driver of footfall	Opportunity costs of using space below commercial rents; Require revenue support?	Good
Comment	<i>Inside stadium structure, track record elsewhere, keep as flexible as possible. Free up site in central Wimbledon</i>			
Commercial Leisure	Bowling, casino, nightclub, cinema and similar Children's play centre, edutainment type concept,	Potential fit into stadium voids for nightclub and bowling Help maintain activity, attract and retain supporters before and after matches	Need to understand business model Cinema offer strong in town centre Clash against core operation	Good
Comment:	<i>Stadium voids might provide space, market test potential commercial operators, track record elsewhere, market test potential operators</i>			
Conference and exhibition	Large flexible space for a range of functions and activities; doubles as match day entertainment venue	Good fit with stadium infrastructure (F&B), access, adds to interest; Is there a sector to focus on? Likely to be demand in this part of London; Link to hotel strong; Relatively simple property use/requirements	Need for strong and focused management as part of stadium operation	Good
Comment:	<i>Inside stadium structure, track record elsewhere, understand what Merton wants and potential hotel operator linkages</i>			



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