

# **HUNTINGDONSHIRE BUSINESS CASE.**

**CAPITAL&CENTRIC**



A photograph of a modern urban courtyard. In the foreground, a blue narrowboat named 'Firefly' is docked in a canal. The boat has white trim and a small cabin. Behind the boat is a paved courtyard area with some greenery and a small tree. In the background, there are several buildings: a modern building with large windows and a sign that says 'APARTMENTS FOR RENT. CALLING. PUS-MCR.CO.UK', a brick building with many windows, and a taller brick building with the name 'MENTO & CO' visible. The text 'WE ARE SOCIAL MISSION DEVELOPERS' is overlaid in large white letters across the center of the image.

# WE ARE SOCIAL MISSION DEVELOPERS



# INTRODUCTION.

Huntingdonshire District Council ('HDC') are looking to appoint Capital&Centric ('C&C') as development partner to bring forward place making regeneration in the towns of Huntingdon, St Ives and St Neotts.

The redevelopment of the towns provides an incredible opportunity to act as a catalyst for, and a symbol of the region's renaissance.

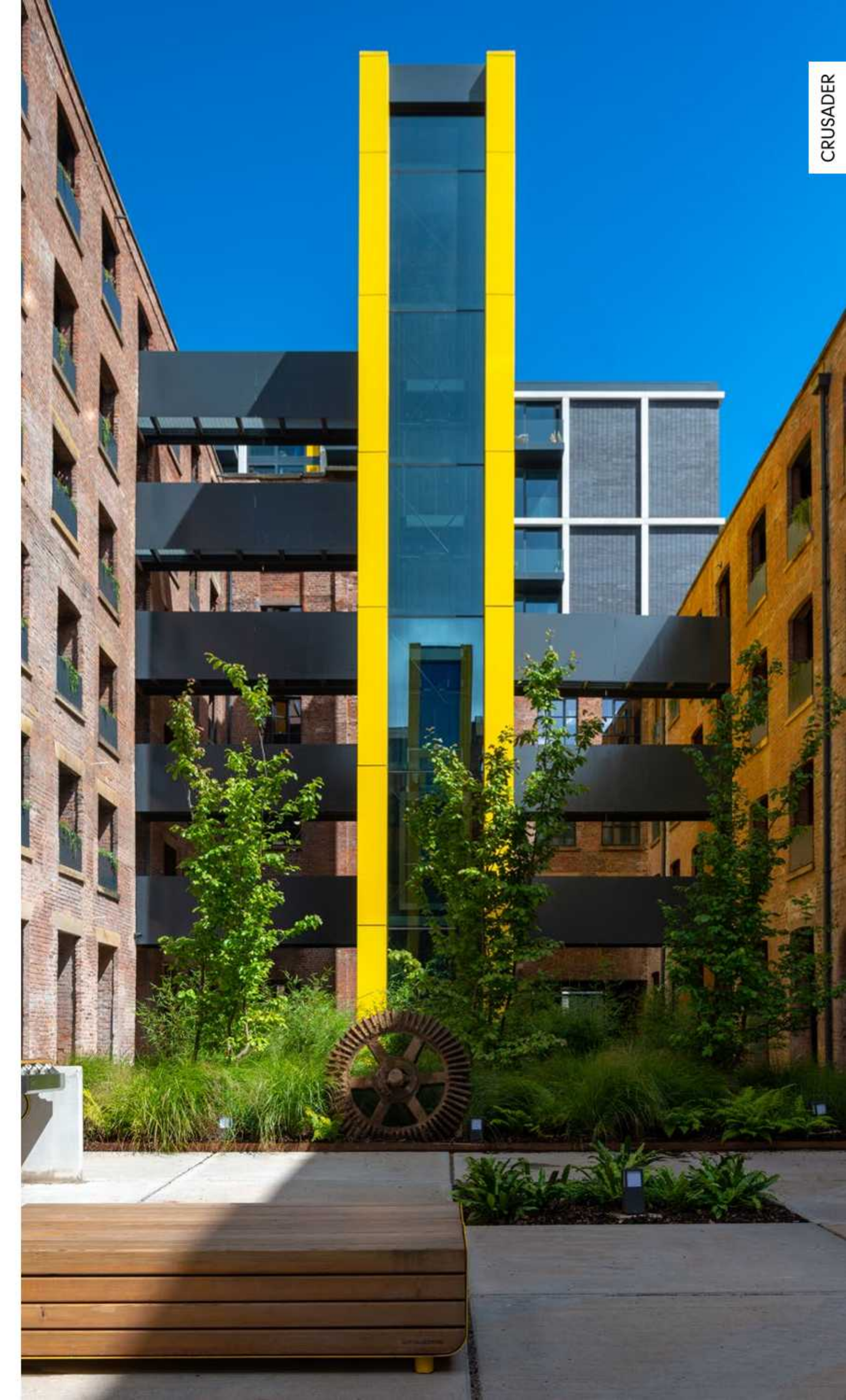
Like all towns across the UK, all three have seen a decline in their high street and a shift in population demographics caused by several key issues including internet shopping, Covid and high inflation. The impact of these seismic macroeconomic changes has not been as devastating in St Ives, St Neotts and Huntingdon as other towns across the UK, but it has still led to empty retail units, a lack of quality operators and a reduction in footfall leading to a need to make a change. There has also been a lack of quality development in the towns themselves which has led to a failure to attract young graduates and economically active people who will form the next waves of long terms residents in the towns.

The developments Capital&Centric bring forward will be pivotal in the resurgence of the town centres, providing a mix of uses, all tied together by new verdant public spaces. Anchored by aspirational residential accommodation and an independent led commercial offer, the proposals will extend the towns appeal as a place to live and visit, creating jobs and supporting local businesses.

Further still, our plans will make a new market in all three towns, proving that developments of this nature can be delivered in regional market towns, which will unlock inward investment and bring forward the development of other key sites.

Through our focus on award winning architecture and community curation, we will widen the demographic of the town centres, drawing in graduates and young professionals who are currently leaving the towns and choosing not to settle there. With a focus on luring highly skilled and educated workers from the Oxford Cambridge tech corridor, we will create homes and active ground floors full of market leading operators that will bring this new wave of resident into the towns.

By bringing national press coverage to the area, we will raise the profile and bring new visitors, and lure back existing residents, raising the discretionary spend and bolstering the economy.





## INTRODUCTION.

As with all C&C developments, our focus on social impact will ensure that we leave a lasting positive legacy for the people of St Ives, St Neotts and Huntingdon.

C&C have a proven track record of delivering market leading and multi award winning regeneration projects, creating places people want to live, work and play, the detail of which can be found in the corporate track record document in appendix A which is appended to this document.

The Business Plan aims to address three key points which are as follows:

- **Why is the development needed?**
- **How would the proposed development address these needs?**
- **How do we deliver the project**





# THE OPPORTUNITY.

## WHY IS THE DEVELOPMENT NEEDED?

C&C have for some time been conscious that, unlike core locations such as central Manchester, Birmingham and London, smaller towns and cities struggle to attract developers and funders willing to deliver high quality, high density urban homes. Part of the reason for this is that often the economics simply do not always work. However, there is also a perception, particularly from London or internationally based funds, that they don't want to invest in smaller market towns as they don't understand the market or see how they will obtain critical mass, and hence do not see them as attractive a place to invest in.

However, Huntingdonshire is a region with so many positives, including existing affluence, wonderful towns and villages and great connectivity to London and surrounding cities like Peterborough and Cambridge. It is perfectly placed to capitalise on these assets to maximise the potential of the towns and wider region.

Town centres are going through rapid change, large retail footprints are no longer required, and this is a trend that is not going to be reversed. In light of this, traditional town centres need to find a new purpose, and they need to find ways of encouraging residents back into them in order to support remaining and new retailers, but also to support the switch to leisure and cultural offerings.

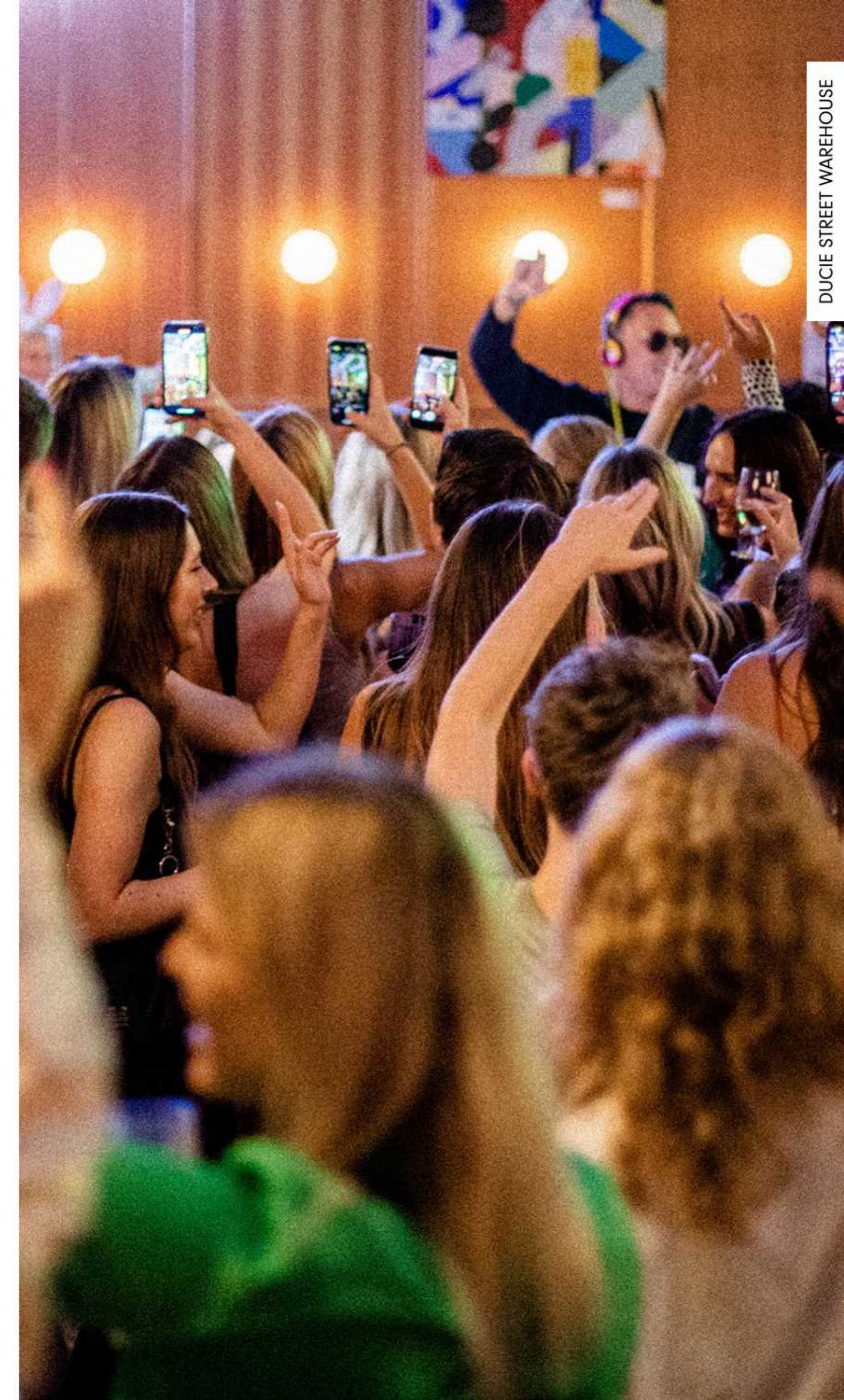
Progressive towns and cities are driving policies forward that deliver homes and businesses right back into the heart of these centres. It will be the increased footfall and dwell time both during the daytime and evening that results from these policies, that will underpin the future of their traditional hearts, securing the amenities that we need from our built-up areas.

We need to provide a mix of tenure in our towns and in Huntingdon, St Ives and St Neotts' case, this should also include a high-quality rental product. People are marrying and often buying homes later in life. The average age of a first-time buyer in the UK is now 34 years old, which is 4 years older than in 2018. Market towns such as these need to accommodate this demographic and attract them to start off their adult lives in the town itself, instead of perhaps for example being tempted to move to Cambridge or Peterborough.

It's harder to attract these higher earners back to towns such as these three once they have already settled down and put down roots in other parts of the region or UK. Providing great quality rental accommodation will hopefully encourage a lot of residents to stay within the urban area, and in the coming years move to owner occupier developments and houses in the immediate surrounding areas. It will also encourage those with jobs in Cambridge and the wider tech corridor to move to and put down roots in the region.

Each year thousands of graduates from Cambridge University and other academic institutions make a decision as to where to put down their roots, and our plan is to give them a reason to choose to do so in either St Ives, St Neotts or Huntingdon town centres. With each town bringing something a bit different, it provides the perfect opportunity to deliver a range of schemes that will appeal to a variety of people.

According to the Office of National Statistics (ONS) over the last ten years, Huntingdonshire has seen an increase of 27.9% in the 65-74 age demographic bracket, and a decrease of 7.4% in those aged between 35-49. Developments of this nature and calibre, will be instrumental in rebalancing this demographic shift and securing the long-term future of the region.





# THE DESIGN APPROACH.

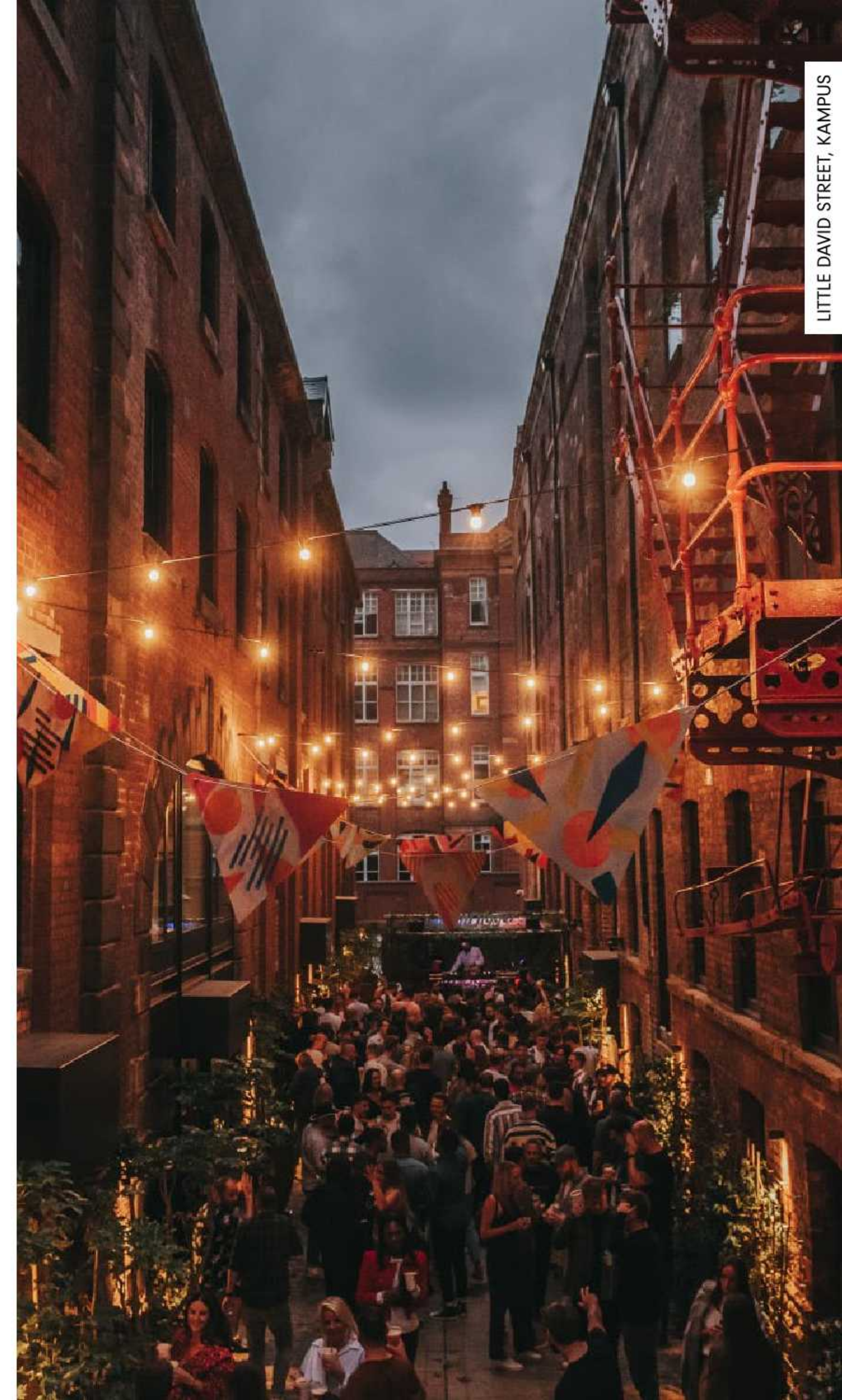
The key to this development is quality and appropriateness. Many towns and cities have been ruined by inappropriate and cheap development which, whilst it provides an initial buzz, quickly leaves the place in no better position, in fact arguably worse as poor quality buildings stand for decades to come.

This is particularly the case with the fractional overseas investor led residential model which, by its very structure, encourages extensive value engineering once the homes are sold, meaning the scheme delivered is far poorer quality than the original proposals. Then once complete, as landlords never actually visit the asset, they tend not to be managed as well, and so visually deteriorate over time.

However, our approach is wholly different, and we want to ensure that these developments stand for decades to come as a testament to what high quality development can do for a town, so the fractional sales model is something we will never employ. Every residential development we deliver, will either be exclusively for sale to owner occupiers, or institutional Build to Rent which we will retain ownership and control over, ensuring they're well maintained long into the future.

All three towns have amazing historic assets and are all very attractive market towns. Our plans will be sympathetic to the towns history while also meeting our brief of aspirational, award-winning architecture. We hold a core principle that all public realms should be as well designed and delivered as the private realm, and this equality of design extends geographically too, so that any development we deliver in Huntingdonshire is of exactly the same calibre that we would deliver in Birmingham or Manchester city centre.

Placemaking is at the heart of everything we do, and through our in-house marketing and animation expertise, we'll ensure that not only do our developments look fantastic, but there's also always a new reason for people to come into the town centre to enjoy them.





# OUR TRACK RECORD.

Of course, all of this is easy to talk about, it's the seeing it through that is more difficult. But we're doing this elsewhere on developments that are either completed or coming up to completion. We've appended a document in appendix A that summarises C&C's track record with photographs and images of what we're creating elsewhere.

At Tempest, we created Liverpool's first roof top garden for office workers in the city. Doubling as a bar and event space on warmer evenings, it also provides outdoor space for our office residents to enjoy free fitness classes or corporate cinema nights whilst the BBQ is cooking away in the background.

We also took the decision to invest our own money to fit out the top floor of the building as a co-working space for a charity, who previously hadn't expanded outside of London. As part of their operation, they provide 30% of their desks free of charge to people from disadvantaged backgrounds, in order to encourage a wider participation in start-ups. Out of this space, businesses have grown which are now worth over £800m, including the sportswear brand Castore.

At Crusader Mill, we made the bold decision to only sell the 201 loft apartments in that development to owner occupiers as we'd noticed that the majority of Rightmove adverts for the city at the time were excluding them in favour of investors. We did the exact opposite of the market, and as a result ended up with the first queue of buyers seen in the city for a decade, all waiting to acquire a unit in a building that wouldn't be ready for two years.

In order to achieve this, we realised that owner occupiers wouldn't be able to purchase an apartment off plan unless they were able

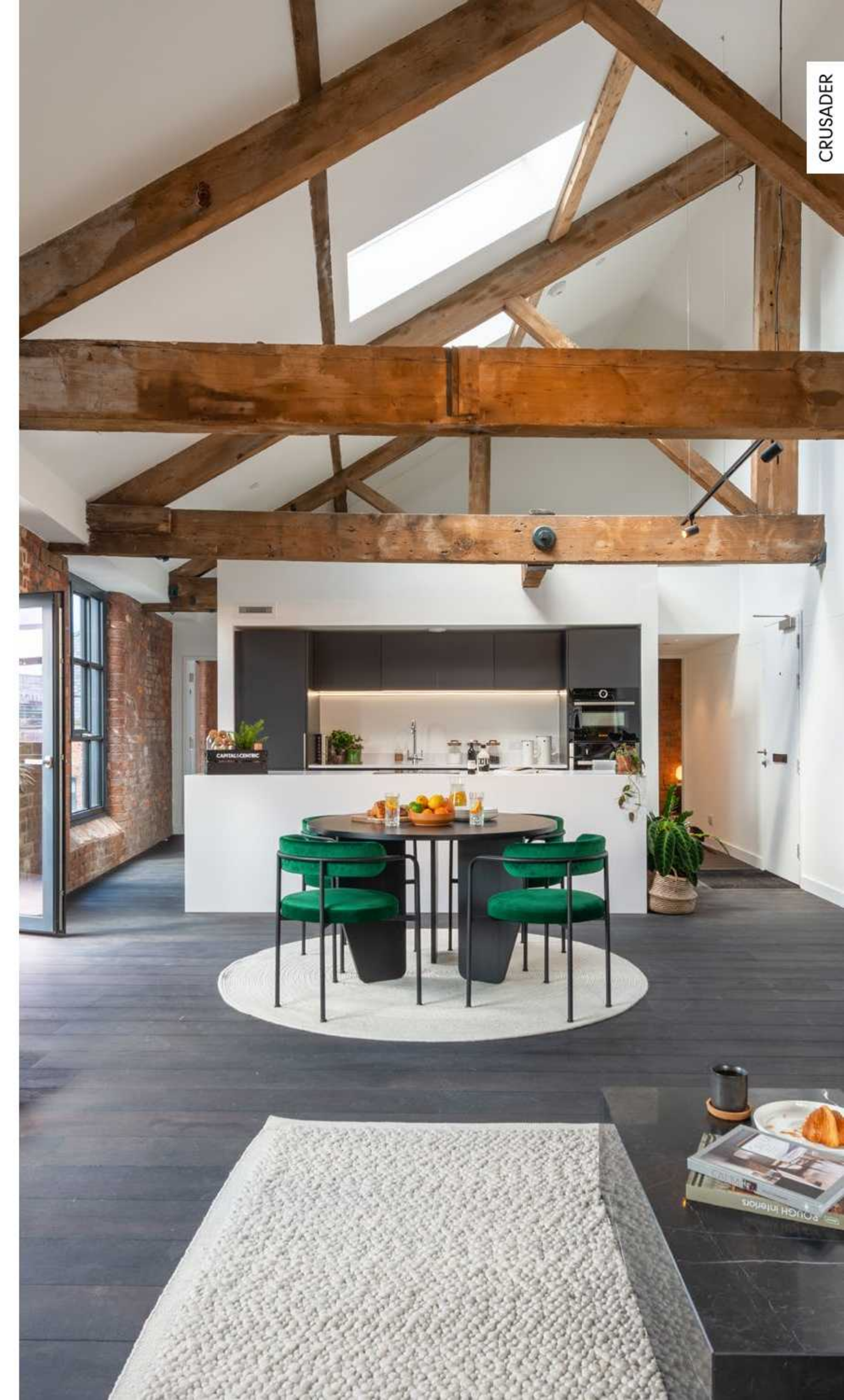
to view the finished product, so we created a full virtual reality experience in which potential purchasers could view the finished scheme, with its exposed brick walls and timber beams.

Character is an increasingly valuable commodity in a market where so many new build apartment buildings are so uniform, and so in addition to exposing as many original features as possible, we also wrote and produced a book which educated our purchasers about the 200-year history of the building they would be living in.

In order to keep our purchasers emotionally invested in their purchase we repurposed a bunch of 200-year-old keys which we found when clearing the building out, and had a metalsmith turn them into Crusader keyfobs which we gave to all our purchasers.

Again at Crusader, instead of following the crowd and filling the courtyard with car parking spaces (despite the majority of city centre residents not needing to own a car!), we decided to create a verdant courtyard garden. Far more sustainable and far more in tune with what people need today.

At Kampus, a 500+ unit Build To Rent development, our residents have the choice of new build, a 1960s conversion or old 1800s shipping warehouses to live in. But they also all share another lush garden which has palms, giant tree ferns and other exotic plants, creating a mature oasis in the heart of the city. We've also retained the old 1960s brutalist concrete security cabin next to the canal as a pop-up restaurant and event space. The commercial offer focuses on independent bars, restaurants and bakeries making it destination that attracts visitors from throughout Manchester and further afield as well as providing amazing amenities for the residents.





# RAISING THE PROFILE.

Consistently, our communities have featured in national media 'best places to live' guides, with our developments often seen as an anchor in the renaissance of a town or up-and-coming area. Our ability to play this catalytic role and put the national spotlight on local regeneration ambitions is a major strength.

Take our work in Sheffield, where we convinced an internationally renowned production company and Channel 4 to base their new primetime interior design show, despite previously considering other cities. The design series 'The Big Interiors Battle' aired in Spring 2023 and shone a spotlight on the historic Eyewitness Works and contestants got involved with local charities and small businesses as part of their weekly design challenges. All in all, it showed Sheffield as a vibrant place to build a life.

Our aim is to use the regeneration of these sites as a platform to shout about Huntingdonshire, further raising its profile, enabling the Council to secure greater support from central government, and draw in greater inward investment, thereby assisting the Council in achieving its regeneration objectives.

This type of development, and the funding structure which is laid out in this business case is a formula which has already been deployed to good effect in other towns. We have highlighted here two specific examples.





# RELEVANT CASE STUDIES.

## GOODS YARD, STOKE-ON-TRENT.

Goods Yard occupies a highly prominent location adjacent to Stoke-on-Trent Railway Station and the Trent & Mersey Canal in the heart of Stoke Town centre.

The development is a mixed-use scheme that will re-purpose a listed goods shed, and over one acre of brownfield land, to create a vibrant destination neighbourhood. The development comprises the following:

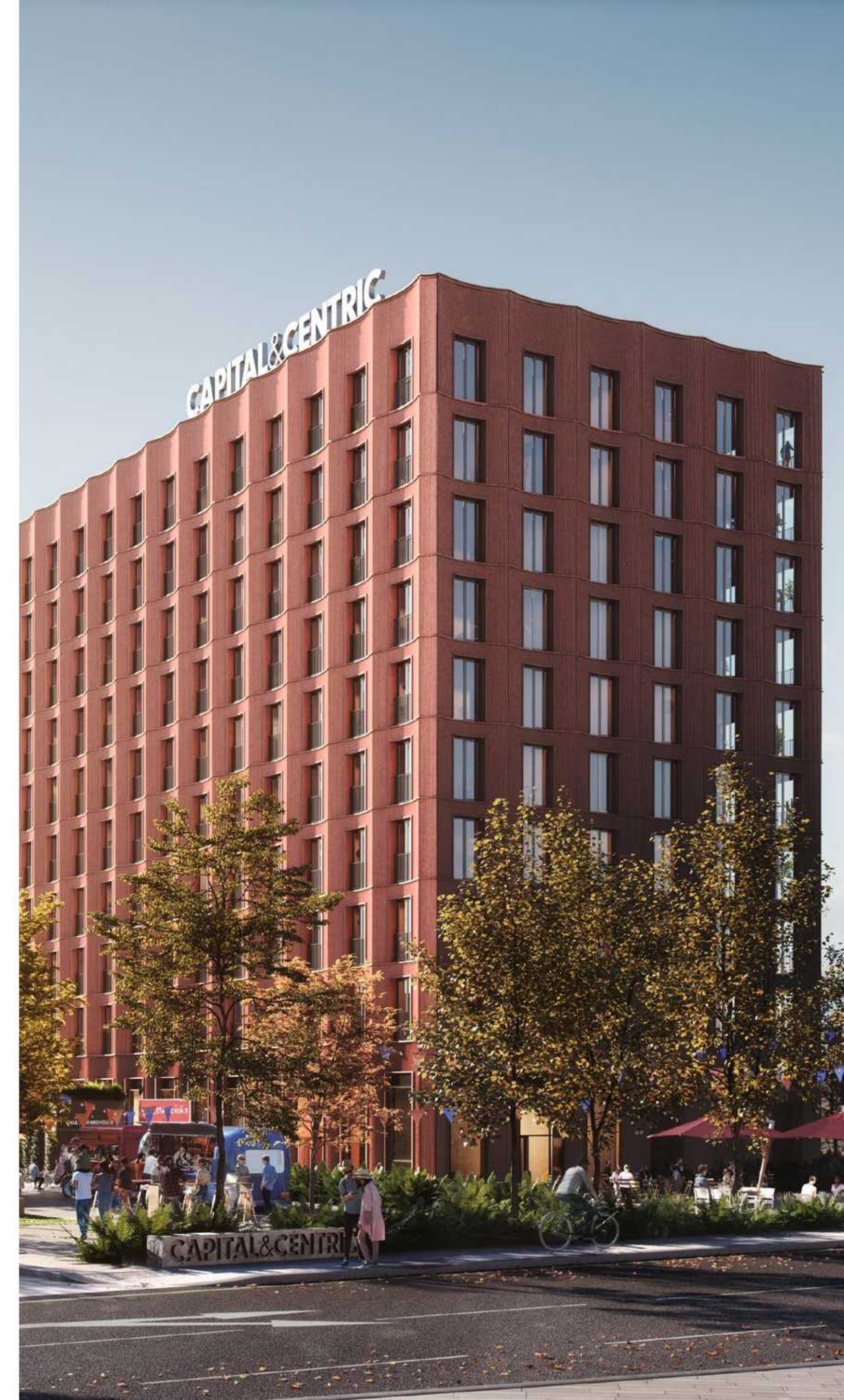
- **35,000sq.ft. of commercial and leisure space**
- **174 apartments**
- **20,000sq.ft. vaulted goods shed fronting onto the canal**
- **2,500sq.ft. signal box**
- **10,000sq.ft. new two-storey contemporary office building**
- **Half an acre of new public realm.**

Goods Yard will provide Stoke-on-Trent with an area they can be proud of, contributing to the enhancement of the local architecture, as well as creating a neighbourhood with real identity, one that nods to the city's rich heritage but writes a new, exciting chapter. A genuine community will be created with everything available to support a city centre lifestyle.

People calling the Goods Yard home will have shops, bars, cafes, businesses, and green outdoor spaces to meet up on their doorstep. The Goods Yard is a strategic priority for Stoke-on-Trent City Council, and accordingly the project was awarded £16m of levelling up funding in 2022.

As a result of this grant funding support, C&C is able to deliver a premium product which incorporates an industrial feel to apartments with exposed concrete soffits and exposed services, providing a 'New York loft' feel interior with generous floor to ceiling heights. The design of the Build To Rent building incorporates a strong historic link to Stoke-on-Trent's pottery heritage, from both an internal and external architectural perspective.

The development secured planning approval in April 2022, and construction began in September 2022, with Bowmer and Kirkland appointed to deliver the whole development under a JCT Design & Build contract.





## RELEVANT CASE STUDIES.

### WEIR MILL, STOCKPORT.

Weir Mill is a two-and-a-half acre site at the heart of Stockport town centre, home to a complex of dilapidated mill buildings and dissected by a Grade I listed railway viaduct. The site fronts onto the River Mersey and is just a two-minute walk to Stockport Interchange, which is on the direct West Coast Mainline between Manchester and London Euston. The buildings offer stunning original features, such as brick vault arches, cast-iron columns, and a vast expanse of bare brick, while the ground floor spills out directly onto the waterside. It is bounded to the west by the iconic brick viaduct – a truly prominent and iconic site for the town.

C&C is securing a future for the two historic textile mills, creating a new chapter in their story, and delivering 253 design-led new homes. The project will feature a mix of one, two and three-bedroom apartments across the mill conversion and new build block, providing real choice and diversity of product. Weir Mill will boast a tenants' lounge and private dining space, which will spill out onto a rooftop terrace, with such high-end amenity adding further significant value to each apartment.

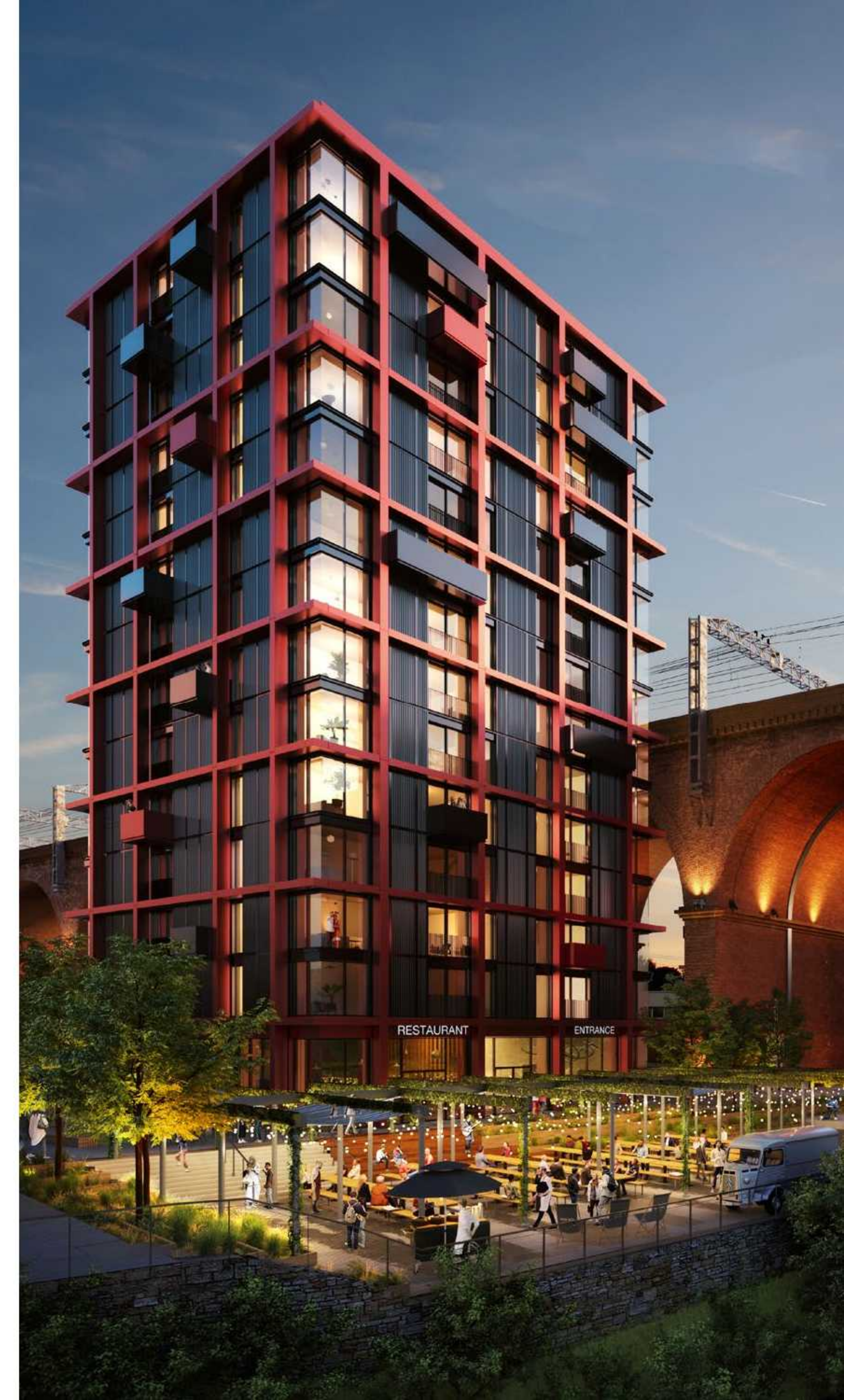
At ground level there will be 25,000sq.ft. of retail and leisure space, set around expansive public realm extending down onto the waterfront, which will be filled with the best local independents. C&C have already been approached by fantastic local companies who want to ensure they get in early. The public realm extends to over 60,000sq.ft. across three distinct areas:

- **Weavers Square, an animated public space that will house makers markets and other events to draw people into the neighbourhood**
- **Several large outdoor performance spaces underneath the viaduct arch, which will play host to live music and theatre**
- **A more intimate courtyard, with mature landscaping and secluded seating, offering residents a sheltered space away from the bustling Weavers Square.**

Weir Mill is a strategic priority for both the local authority, and also Homes England and GMCA who have collectively provided over £10m of grant funding.

The development secured planning approval in October 2021, and construction began in May 2022, with John Sisk and Son appointed to deliver the whole development under a JCT Design & Build contract.

Both the Goods Yard and Weir Mill are particularly relevant to Spode, as Capital&Centric has demonstrated expertise in revitalising large heritage assets. Through the restoration of these historic sites, they have been transformed into vibrant mixed-use developments, seamlessly blending residential, commercial, and community spaces. This approach not only preserves the character of these historic landmarks but also fosters regenerative placemaking, creating dynamic, sustainable environments that enhance the surrounding area, which is the fundamental objective of the Spode development.





# HOW WE DELIVER.

Our vision is to create a development that compliments the surrounding area and integrates the surrounding historic assets and market town feel with phenomenal new buildings that change people's perceptions of the area. This is an exceptional opportunity to bring forward several transformational residential offers with vibrant, active and placemaking commercial space.

Through the proposed works we want to achieve the following:

- **Celebrate the existing assets in the towns including rivers, parks and heritage assets**
- **Provide verdant landscaping within the town centres.**
- **Develop exceptional architecture that changes perceptions of the market towns.**
- **Bring new independent F&B operators into the towns and create a symbol of the resurgence of Huntingdonshire, as a place which is creating an aspirational future.**
- **Provide a market leading F&B offer of independent operators to drive new visitors and capture additional discretionary spend.**
- **Create an industry leading Built To Rent product, which not only draws institutional focus to the area, but also helps in reversing the brain drain and attracting young professionals and graduates into the towns.**
- **Create public spaces for local residents to enjoy.**

We envisage the development in all three towns being brought forward in two stages:

## **STAGE 1- PLANNING APPROVAL.**

This stage involves creating a masterplan for the three sites taking the design to RIBA Stage 3 and a business plan for each. The two gateways are the submission of a pre-planning application followed by the second gateway of submission of a full planning application. We propose that to deliver this stage C&C will be appointed as development manager under the Bloom Framework as detailed later in this business case.

## **STAGE 2- PROJECT DELIVERY.**

Design development for each of the three sites, through RIBA stage 4 to a fixed price building contract and project delivery. The stage involves three gateways, securing a fixed price building contract, practical completion of the projects and the project launch period prior to disposal.

## **FINANCIAL STRUCTURE.**

We all acknowledge that there are financial challenges here as values in town centres in Huntingdonshire are generally lower than those of larger more established cities, despite building costs being broadly comparable.

The parties acknowledge therefore that innovative funding structures are needed with local government support, to overcome the lack of confidence from traditional funders. This also provides the comparable evidence that will allow future developments to obtain funding more easily.





# HOW WE DELIVER.

The structure proposed here is for HDC to provide funding to allow C&C to develop the design to planning prior to appointing C&C as developer under a development agreement to further develop the design and deliver the projects.

## SECURITY.

In all scenarios, HDC will have reliance on all work undertaken via collateral warranties and full control of the expenditure through a series of Gateways.

## COSTS AND GATEWAYS.

All projects will be split into five key stages with a gateway at the end of each stage to enable HDC to review the status of the project and approve progression to the next stage.

This business case covers the work to the end of Gateway 2, the submission of a planning application. A full breakdown of all costs up to RIBA Stage 3 is summarised below.

The costs detailed below are a budget to be controlled by HBC to bring forward the design and planning application.

Gateway	Stage Description	Total
Gateway 1	RIBA Stage 1 Concept design	£1,000,000
Gateway 2	RIBA Stage 2 Planning design & submission	£1,000,000
Total		£2,000,000





## HOW WE DELIVER.

### **GATEWAY 1 - CONCEPT DESIGN.**

This includes the initial conceptual design work which reflects RIBA stage 1 and 2. Other costs including surveys, site investigations and a placemaking event. The output from this stage will be the submission of a pre-planning application.

### **GATEWAY 2 - PLANNING.**

The planning stage allows the development of the detailed planning design of RIBA stage 3. During this stage the concept design will be developed to allow submission of a planning application.

### **GATEWAY 3 - DETAILED DESIGN AND PROCUREMENT.**

This stage sees the development of detailed design including RIBA stage 4 to develop sufficient information to allow procurement of a fixed price design and build contract. The output at the end of the stage will be the completion of the Stage 4 design and the procurement of a main contractor.

### **GATEWAY 4 - PROJECT DELIVERY.**

This stage is the delivery of the project following the appointment of the main contractor. It will see the development of the RIBA stage 5 design and the completion of the project ready for launch and occupation.

### **GATEWAY 5 - PROJECT LAUNCH.**

The project launch period occurs following completion of the development until the project is stabilised, whereby 95% of the residential units are occupied and 50% of the commercial units. This will facilitate the acquisition of the scheme by the core fund.





# THE PROPOSALS.

## COUNCIL CONTROLS.

HDC would have complete control over the process and C&C will be required to pass through clear gateways before we can progress to the next stage. How those controls are managed and reported on is bespoke to the council, but we envisage the following measures will be put in place:

### 1. GATEWAYS.

We have shown two key Gateways under the appointment. These are key points in the project where C&C cannot continue to progress work until they have received formal approval from HDC that they are satisfied with the work completed. The gateways are explained in more detail earlier in this business case.

### 2. PROJECT BOARD.

We would look to set up a project board which would have key members of HDC team and progress would be reported on a regular basis to suit the council. Key decisions and progress would be reported.

### 3. WORKING GROUP.

C&C will work autonomous but would look to have in place a working group of relevant officers who would be able to input into the scheme and be provided with an update and an opportunity to influence the development.

### 4. FINANCIAL REPORTING.

C&C would provide monthly update reports which would include financial reporting against the budget.

The purpose of the above measures is to ensure HDC have control over the outputs from the development and to ensure the councils objectives are met. The agreement entered between the parties will allow the council to stop or terminate works during the process if macro conditions change and they no longer wish to continue with the schemes.





# THE PROGRAMME.

Assuming C&C are appointed by May 2025, we have assumed a 10-month programme to complete stage 1 and submit a planning application. The current programme is as follows:

Gateway	Start	End	Months
Gateway 1 - pre-ap	Aug 2025	Dec 2025	5
Gateway 2 - planning	Jan 2026	May 2026	5

## STRATEGIC PLAN.

The plan is to develop a best-in-class placemaking development that re-energises the three towns with market leading animation to the ground floor that encourages local residents and new visitors into each town. This will be supported with high quality rental accommodation that rejuvenates the towns economies. It will be a prestigious address which will exceed market rents due to its reputation for high quality design, amenities, and location.

Our plans for the site will create ‘game changing schemes’ across Huntingdonshire that will set a new benchmark development in the region and drive the strategic growth of towns.

## PLACEMAKING.

C&C will seek to partner with the best that the region has to offer to create a new destination in the town centres that will complement existing businesses and help attract more people to the towns.

The developments will maximise their potential and create a new commercial offer that will compete with those found in cities like Cambridge and Manchester.

A carefully considered management plan including events aimed at bringing amination to the sites and surrounding areas for the community and visitors to the towns, will ensure increased footfall to the area and catalyse the wider development and regeneration of Huntingdonshire.

## ADVERTISING.

- **Full Strategy to be developed through design development and construction**
- **Marketing the schemes throughout the design phase to create a buzz – press releases, local interest, social media etc**
- **On-site branding showing the change to the region**
- **Meanwhile use**
- **Strategic partnerships – High quality local independent businesses**

## COMMUNITY ENGAGEMENT.

C&C will provide a programme of Regeneration Brainery’s targeted primarily at the local schools and colleges of Huntingdonshire and the surrounding area. The Brainery will provide opportunities for children from disadvantaged and diverse backgrounds to engage in the built environment and be offered an insight into the various careers and opportunities it offers.

Once the scheme progresses, C&C and the chosen main contractor will work together to try and provide more opportunities for apprenticeships to local people. C&C and the chosen main contractor will engage in discussions with local charities and organisations to offer additional opportunities for people in the local area to get back into work.

We understand that the three projects need to be brought forward with the support of the local community. As such, we will undertake community engagement prior to submission of a pre-planning application and the planning submission. We will hold community events in each town and target a wide range of the local community to understand their concerns and gain their trust and support.

By selling the vision of what we are trying to bring to their towns, and listening to their feedback, we will deliver projects that change perceptions of each town. We will ensure the events are fun and accessible to all with food and drinks being provided to entice a wide range of residents who will all bring with them a unique take on our proposals.



# SOCIAL VALUE.

Rather than sit on the side-lines and bemoan the lack of diversity in the property sector and access to careers for young people, we did something about it. We founded the Regeneration Brainery – a not for-profit academy to inspire a diverse generation of young adults into careers in the built environment.

Starting with in-school masterclasses which inspire those listening to attend our regular week-long intensive ‘brainery’ bootcamps; we then put all our ‘Brainees’ into a graduate club where they can benefit from mentor matchmaking and industry placements. What started as our passion project has blossomed into a major force in the industry – over 6,000 students across 5 major cities, with over 500 industry mentors actively involved. It’s non-stop for the team, with plans to expand into new locations including Huntingdonshire if C&C are appointed.

## MEET SAMI.

Sami Mhar (18) is just one of the 6000+ young people who credit the Regeneration Brainery as being instrumental in their future. He knew the science and medicine path many of his classmates were taking wasn’t for him.

Attendance at a week-long Brainery fanned an initial flame to explore the sector. Whilst the hands-on tasks put him out of his comfort zone, the unparalleled access to industry experts through the week and subsequent networking events saw his determination to secure a job grow. He’s just secured and started a full-time apprenticeship with a land and property company, linked to a degree at the University of Salford. “You get out what you put in. I threw myself into the Brainery and I owe so much to it as a result” says Sami.

We will put on regular Regeneration Brainery bootcamps in Huntingdonshire to engage and inspire the next generation of property professionals. We will engage with local schools and visit them to conduct masterclasses which seek to inspire students who are currently disengaged with the education process. We’ll also be seeking to engage local community groups and other charities, to help establish links between students and employers, or from start-ups to angel investors for example. More detail on Regeneration Brainery is included in appendix D.

## COMMUNITY WEALTH BUILDING.

This is a core ethos at C&C and carries through to how we deliver each of our developments.

In Manchester we funded the conversion of a former tour bus into a safe and secure bed for the night for the homeless and then went on to plan Embassy Village. A UK-first, the community planned for disused rail arches in Manchester city centre will provide safe, secure homes for homeless people.

Far beyond a warm bed, Embassy Village is currently being delivered on site and will provide a community hub, outdoor spaces and, crucially, the support and training needed to end the cycle of homelessness. It will provide long term support and structure to help those in need back into work.

We’re proud to have helped assemble some of the best in the business to work pro-bono to make our vision a reality. We helped secure a £3.5 million donation from the Moulding Foundation to fund the project, with construction on site and due to be completed soon.



SAMI MHAR



## SOCIAL VALUE.

We don't shy away from bucking trends in order to create something special. We hit the headlines in 2017 when our first homes at Crusader Mill came to the market, where we made them just available to owner occupiers. It was an intentional move to help build a genuine community where people lived, built their lives and got to know the neighbours. It was the antithesis to the anything else on the market, where fractional ownership was creating barriers to community cohesion.

At the time, it was a bold move, and one that didn't come without risk. But we stuck to our guns and the results were worth it. Crusader is now a place where residents chat on shared Whatsapp groups, hang out in the communal gardens, go on dog walks on their lunch breaks and even plan neighbourly mini breaks. Of their own accord, they've also formed groups to assist police in tackling anti-social behaviour and do ad hoc gardening in the green shared spaces.

At Kampus, The Bungalow – our brutalist village hall on stilts – has been given for free as a residency space to budding restaurateurs, breweries, and makers, as a city centre shop window for their business.

Elsewhere, we've given over our derelict sites for use as temporary bars and restaurants whilst we went through the planning process. On top of that, we've also capitalised on the generosity of a city.

During Covid-19 lockdowns, our former MOT garage on Manchester's Swan Street was used as a supplies depot, where over £500,000 worth of supplies were donated to local charities.

These things are not money-spinners, but something we see as our role in giving back.





# KEY OBJECTIVES.

## COMPETES WITH OTHER THRIVING REGIONS.

The Covid 19 Pandemic has had a significant impact on people's working lives in many cases providing greater freedom, with people spending far more time at home both socially and professionally, with flexible working being the norm.

This move sees people's proximity to the office becoming less important, being replaced with a desire for alternative living spaces with access to amenities and experiences which will be provided in these developments across St Ives, St Neotts and Huntingdon.

The commercial offering on the site will be focused on targeting quality, local independent businesses who will provide a city centre quality product. This will be targeted at town centre residents and those from the local surrounding area, giving people a reason to visit the towns and then stay and increase spending for the benefit of the wider local economy.

This new standard of accommodation will also help to retain Huntingdonshire's talent pool including graduates, that it would otherwise lose to competing local and national city centres and bring residents with a higher discretionary spend back to the town centres boosting the local economy.

## PRIVATE SECTOR INVESTMENT.

The wider city centre masterplan will require a significant level of private sector investment. The current city centre rental market data does not support this level of investment, however that's only because there isn't an aspirational product on offer currently. These developments will exist to make a market, not to serve an existing one.

The strategic partnership between C&C and HDC, with support from other public sector bodies, enables the development of a scheme that would otherwise fail due to viability, with costs exceeding the investment value.

Once complete and stabilised, a development of this calibre will set a rental tone which will encourage further institutional investors into the local Built To Rent sector. In turn this will assist the council to access funds such as greater council tax and business rate revenue to support the wider regeneration of Huntingdonshire.

Furthermore, we believe that a market leading placemaking development will begin to bring further institutional interest to the region as others aspire to deliver developments of a similar nature. It will also provide homes and places to dwell for the new jobs created in the tech corridor and local region.

## INCREASED REVENUE.

The delivery of over 300 homes and commercial space will increase the number of residents and businesses in Huntingdonshire, leading to increase discretionary spend in the region and more activity. More than that, the increase in residents and companies locating there will lead to an increase in council tax and business rate revenue for the council.





# THE APPENDICES.

## APPENDIX A - C&C TRACK RECORD





# APPENDIX A.