



ECCLESTON
PLACE SW1

CITY OF WESTMINSTER

A ULI Advisory Services Panel Report

Eccleston Place, London, England

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Urban Land
Institute

About ULI

ULI – the Urban Land Institute – is a non-profit research and education organisation supported by its members. Founded in Chicago in 1936, the Institute now has over 30,000 members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines and working in private enterprise and public service. In Europe, we have around 2,000 members supported by a regional office in London and a small team based in Frankfurt.

ULI brings together leaders with a common commitment to improving professional standards, seeking the best use of land and following excellent practices.

We are a think tank, providing advice and best practices in a neutral setting – valuable for practical learning, involving public officials and engaging urban leaders who may not have a real estate background. By engaging experts from various disciplines we can arrive at advanced answers to problems which would be difficult to achieve independently.

ULI shares knowledge through discussion forums, research, publications and electronic media. All these activities are aimed at providing information that is practical, down to earth and useful so that on-the-ground changes can be made. By building and sustaining a diverse network of local experts, we are able to address the challenges facing Europe's cities.

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About ULI Advisory Services

ULI advisory service panels provide strategic advice to sponsors on land use and real estate development issues. Panels link developers, public agencies, and other sponsors to the knowledge and experience of ULI and its membership.

Established in 1947, this programme has completed over 600 panels in 47 states, 12 countries, and 4 continents. Sponsors praise panels for their comprehensive, pragmatic approach to solving land use challenges. ULI's Advisory Services programme brings together experienced real estate and land use professionals who volunteer their time unpaid to develop innovative solutions for complex land use and real estate development projects, programmes, and policies.

International advisory services teams help sponsors find creative, practical solutions for issues such as city centre redevelopment, land management, development potential, growth management, community revitalisation, brownfield redevelopment, military base reuse, workforce and affordable housing, and asset management. Local governments, private developers, community development corporations, and many other public, private, and nonprofit organisations sponsor advisory services assignments.



Acknowledgments



Eccleston Place

Source: Urban Land Institute.

The Panel would like to thank each of the stakeholders that made this panel possible, in particular, Grosvenor for inviting them to London to comment on the opportunities and challenges facing Eccleston Place. The Panel also wishes to thank Land Securities, Feilden Clegg Bradley Architects and Ramboll for their insights into the development potential of this region of London.

The Panel is grateful to Haydn Cooper and Catherine Stevenson at Grosvenor, who undertook the Eccleston Place site tour, developed an extensive briefing book and provided ongoing information to allow the panelists to understand the area and key challenges it faces.

Our sincere thanks also go to the 80 residents, business owners and local government officials who volunteered their time to be interviewed and presented their ideas, vision and concerns about the Eccleston Place, Belgravia, Victoria and the Victoria Coach Station (also referred to throughout this document as VCS). The panel was impressed by the commitment, enthusiasm, vision and openness for the future of the area by all interviewees.

The Panel hopes the recommendations set out in the report will provide new enthusiasm and support for a clearer direction for Eccleston Place and be a key driver for integrating and developing a unique area of London.

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Source: Urban Land Institute.

Introduction

The Panel's Assignment

"South Belgravia has a serious identity crisis!"

Peter Vernon – CEO, Grosvenor

The Eccleston Place Regeneration Area, as defined by the Grosvenor Estate (the 300 acre London estate established in 1677 and managed by the Grosvenor property company for the Duke of Westminster) is a distinct and compact area of central London surrounding Eccleston Place, south of Ebury Street and the southern half of Elizabeth Street. However, many local people do not recognise it as part of Belgravia at all – some are adamant that it's merely a suburb of a neighbouring area whilst others feel it is merely a "thoroughfare" or even a "no-man's-land": hence the "identity crisis". One Grosvenor representative said:

"Our occupants aren't quite sure where they are and visitors certainly aren't sure. Everyone has a different answer!"

In simple terms, Eccleston Place is currently a transition zone – a buffer between three famous London neighbourhoods: Belgravia, Victoria and Pimlico. Belgravia is the largest Regency estate in Europe and has "stratospheric" property values but increasingly absent residents. Belgravia has become a byword for exclusivity, discreet but significant consumption and the epitome of aspirational London. Victoria is growing out from the shadow of Westminster and evolving from a featureless swathe of government offices into a revitalised business district with cutting-edge architecture and high-end tenants.



Source: Urban Land Institute.



Belgravia Street.

Source: Amanda Slater, flickr.



London Victoria Station

Source: Oliver Mallich, flickr.

Victoria is also capitalising on the major London transport hub at its heart with a National Rail station, major London underground interchange and plentiful buses, coaches and cars negotiating the historic streets thronged with residents, office-workers and tourists. According to statistics from Transport for London, National Express and the BBC, 162 million people a year come through this area and that does not include the London buses or the Megabus traffic.

South Belgravia, which immediately surrounds Eccleston Place, has pockets of vibrant retail and commercial activity, some very engaged residents and vast potential to benefit from its proximity to both Belgravia and Victoria and also the lesser-known Pimlico to the South; which echoes much of Belgravia's residential style but with a different accent, having attracted a significant retail element including design shops and organic restaurants.



Coach entering Elizabeth St.

Source: Urban Land Institute.

However, the proverbial ‘elephant in the room’ is the presence of London’s main Coach Station on Eccleston Place – a legacy from 1932 when the boom in road travel could barely have been imagined. Victoria Coach Station (also referred to as VCS) has generated decades of congestion, pollution and ill-feeling amongst many local residents and presented significant barriers to the re-development and regeneration of the area. Years of political and practical uncertainty about the future of VCS have created a sort of limbo where almost all major decisions have been put on hold. Real estate values fall far from potential returns and, despite opportunities, some residents feel that

*“...everything around us is improving
... but this area is stagnating...”*

This challenge has not gone unnoticed – Grosvenor has conducted six extensive studies over recent decades and there have been five separate studies focused on the Coach Station since 1989 alone. The next step is to stop ‘admiring the problem’ and spring into action.

Grosvenor has committed to a programme of reinvestment in the south Belgravia area to deliver a regenerative transformation delivering more integrated refurbishments, and developments that enable a stronger and more vibrant community to thrive. However, the CEO, Peter Vernon acknowledged very clearly that

*“without Eccleston Place we are just
nibbling around the edges of what we
might otherwise achieve.”*

Therefore in early 2012 the Urban Land Institute (ULI) were asked by Grosvenor to convene an objective Panel of its members, all international experts with diverse experience who agreed to volunteer their time for an exhaustive on-site review over 6 days in May. (See Appendix 1 for panel details). The Panel were asked to take a fresh look at the opportunities and challenges facing Eccleston Place in the next 10-15 years with a mandate to think big and come up with some new ideas.

This report presents the overall recommendations of the panel’s intensive process that included unprecedented community engagement (see Appendix 2 for breakdown of interviewees). Hopefully these recommendations will form the first steps towards a new masterplan and redevelopment programme that will take advantage of various lease expiries, more flexible planning legislation, and Grosvenor’s newly invigorated relationships with tenants and the wider community to create an area that lives up to its vast potential.

Grosvenor posed the following questions to the panel as the initial assignment:

- What are the appropriate and complementary land uses which will create a neighbourhood?
- What is the appropriate scale?
- What are some of the implementation tools and techniques?
- How should the development relate to:
 - Victoria Station, Underground and Crossrail 2?
 - Buckingham Palace Road and other local roads?
 - Should the current road layout be retained?

Through their deliberations, the Panel chose to take a broader thematic approach to these complex questions. The public presentation (held at the Grosvenor Hotel on Friday 18th May 2012) focused on these core themes and this report follows a similar structure:

- A distinctive neighbourhood and a new identity
- Fully realising a vision for Eccleston Place: the future for Victoria Coach Station
- Quick wins: Investing in streetscape, marketing and public outreach
- Conclusions and summary of recommendations

The Panel Process

Once the Panel's assignment had been confirmed, ULI staff proceeded to invite professionals from ULI's global membership, with experience and expertise relevant for this particular Panel. A detailed briefing book was circulated prior to the panel meeting in London. This provided background information, in-depth resources and detailed maps in relation to the assignment, thereby setting the framework to inspire panelists to develop their initial thoughts for Eccleston Place. The Panel spent six days on site considering the issues, speaking to stakeholders and analysing data. Each Panel member volunteered their time to ULI without remuneration.

A brief summary of the Panel process is listed below:

Day 1 Introduction to Eccleston Place

Panelists were given an in-depth introduction to the assignment by ULI and Grosvenor. Various members of Grosvenor staff gave insights into South Belgravia and Eccleston Place's past and current constraints and provided the panel with details of their development ambitions.



Source: Urban Land Institute.



Source: Urban Land Institute.



Grosvenor Presentation

Source: Urban Land Institute.

Day 2 Site context

Panelists were taken on a walking tour of the surrounds of Eccleston Place by Grosvenor, during which they were briefed on the history, buildings, coach-related transport issues and the area's relationship with neighbouring communities of Belgravia, Pimlico and Victoria. In addition, Land Securities provided a presentation of current and future developments for the commercial office and government buildings surrounding Victoria Station, Feilden Clegg Bradley Architects presented their perspective of the area's design opportunities and Ramboll presented the geo-technical survey details of Eccleston Place.

Day 3 Stakeholder interviews

The Panel spent a full day interviewing local businesses, residents, Council members, local and central government representatives, coach operators from Victoria Coach Station and related organisations interested in the future development of Eccleston Place. Eighty individuals agreed to attend a series of one-hour, small-group interviews to share their personal and professional views of the current challenges and potential opportunities for the two sites surrounding Eccleston Place. Many contributions made during these interviews are reflected in this report but are entirely anonymous.



Day 4 Boardroom workday

The Panel started the day by collating their thoughts and findings from the first three days and formulated a framework for the panel assignment. This process was followed by debate, in-depth discussions and research to refine the findings.

Day 5 Boardroom workday

The Panel continued its deliberations, refining the framework and debating the pros and cons of various options. In parallel, the Panel started creating a presentation of the key recommendations for the future development of Eccleston Place.

Day 6 Presentation

On the final day, the panel gave a presentation of their recommendations to Grosvenor and the public together at The Grosvenor Hotel. Following the presentation, local businesses, community members and Grosvenor were given the opportunity to question elements of the recommendations and express their views on the findings.



The site in context

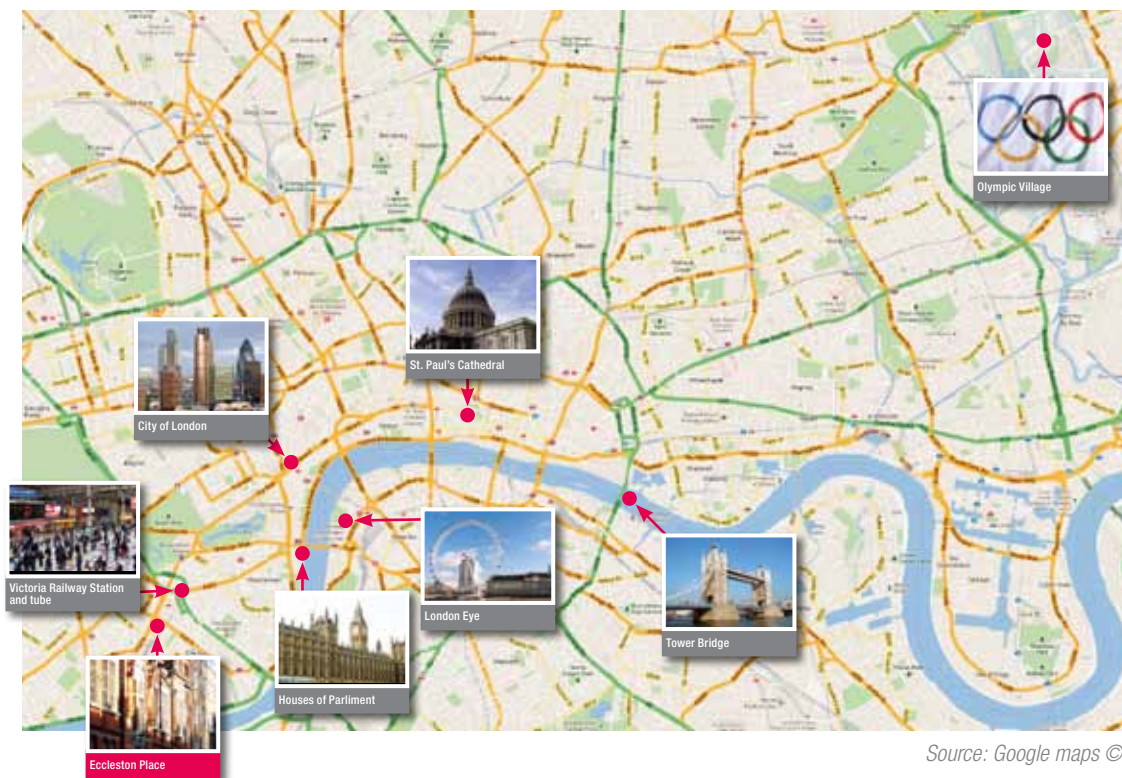


Figure 1. Location of Eccleston Place in London

Source: Google maps ©

Eccleston Place is located next to Victoria, central London at the heart of an existing and busy transport network (Figure 1). Victoria is one of the major rail, underground, coach and bus hubs for London. It is under ever-increasing pressure as the city continues to expand and evolve, particularly towards the East. The wider area is in flux with significant redevelopment taking place in Victoria. The increasing volumes of residents, businesses and tourists mean that the transport links and visitor experience through this historic part of central London are under more pressure now than ever.

The landlord and the site

Grosvenor is renowned as one of the premier landowners in London and a leading global property development and investment company. The Grosvenor Estate dates from 1677 when the marriage of Mary Davies and Sir Thomas Grosvenor brought together 500 acres of swamp, pasture and orchards to the west of the city of London. 300 of these acres remain as Grosvenor's London estate, most famously Belgravia and Mayfair. The company is privately owned by the Duke of Westminster, with the shareholders holding the shares and assets 'in trust' for the benefit of current and future members of the Grosvenor family (*adapted from Grosvenor Annual Report, 2011*).

The study site for the Panel – hereafter referred to as 'Eccleston Place' – was set out by Grosvenor as the area bounded by Eccleston Street to the north, Buckingham Palace Road to the east, Semley Place to the south, and Ebury Street to the west. The site covers nearly 10 acres including roads. Grosvenor's map (Figure 2) divides the area into north and south sites. The north site, the land to the north of Elizabeth Street, extends to 4.4 acres and includes a listed terrace of 1890s offices (126-158 Buckingham Palace Road), an Audi garage and the Victoria Coach Station departures hall (1.1 acres). The south site is also 4.4 acres and contains Semley House, a residential block of social and private housing, a petrol filling station and the departures hall of the coach station (2 acres) owned by Transport for London. As already noted, the area has no real identity of its own, exacerbated by the jumbled collection of property types and uses and confusing wayfinding.



Figure 2: Eccleston Place Advisory Panel Assignment Area.

Grosvenor takes its responsibilities seriously – with an enshrined commitment to the preservation and conservation of London alongside its role as a landlord and developer. In South Belgravia, Grosvenor has enjoyed good relationships with numerous long-term tenants. The Panel heard almost universally positive feedback on Grosvenor from the stakeholder interviewees. One school governor told the Panel:

“We’ve always found Grosvenor very sensible to deal with”.



Semley House.

Source: Urban Land Institute.

Another long-term residential tenant praised their hosting of regular community events. Where there were concerns about Grosvenor’s landlord functions, they primarily related to the raising of rents for shops on Elizabeth and Ebury Streets, which were felt to have contributed to the flight of some retailers from the area.

The Eccleston Place site is located within the Westminster City Council area and abuts three distinct neighbourhoods: Belgravia, Victoria and Pimlico. These contrasting areas are outlined opposite. Eccleston Place is close to intense current and planned development activity. New buildings and communities in the wider area present both opportunities and competition.

Additional local developments in the pipeline include:

- Development of the nearby Chelsea Barracks site (forecast completion: 2022+) will result in a significant new community only 0.3 miles from the panel site (448 dwellings are being built), creating a potential new market for businesses and services in Eccleston Place.
- 2021-2031 is the projected start date for the construction of Crossrail Line 2, Chelsea-Hackney line (see page 13). A large part of the south site at Eccleston Place is to be ‘safeguarded’ for a logistics site and access shaft. In effect, this means that the departures hall of the coach station will have to move at that point.
- Land Securities developments at Victoria. Land Securities have several, key developments in the pipeline which will transform the Victoria area and its public realm. Those nearest to Eccleston Place are Victoria Circle Phase I (due to complete: 2016) and Phase II (2018) which are major, multi-building developments including a 20 storey tower, and providing space for a range of uses including housing, retail, offices and a library. In addition, 2012, 2013 and 2015 are the respective likely completion dates for 123 Victoria Street, 62 Buckingham Gate and Kingsgate House. All of these planned developments will result in more people travelling through Victoria underground and rail stations, creating potential markets for housing, retail and other businesses and services.



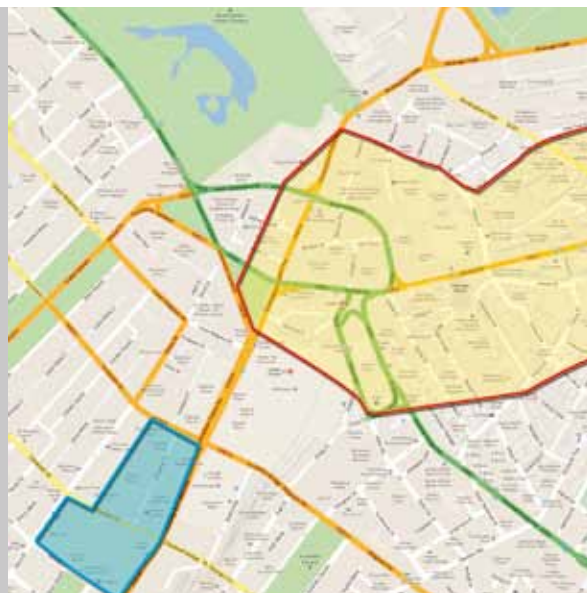
Source: Google maps ©



Belgravia is the area to the southwest of Hyde Park Corner, stretching away towards Pimlico and Chelsea. Much of the district was built by Thomas Cubitt, under a special Act of Parliament, passed in 1826, empowering Lord Grosvenor to drain the site, raise the level and develop the area. A writer in 1831 observed "Lord Grosvenor has built a new and elegant town on the site of fields of no healthy aspect, thus connecting London and Chelsea, and improving the western entrance to the metropolis, at a great expense." (Edward Walford, "The western suburbs: Belgravia", Old and New London: Volume 5 (1878), pp. 1-14). The area has been home to notable residents including musicians Frederic Chopin and Wolfgang Amadeus Mozart, poet Alfred Lord Tennyson and author Mary Shelley. It continues to provide high quality, primarily private housing.



Victoria is the area surrounding Victoria Railway and Tube Stations and comprises many large commercial office buildings, including government departments. The area offers an eclectic mix of uses in new and regenerated buildings along with public spaces. In addition, it plays a significant role as one of London's key transport hubs and attracts a growing number of users, helping to lend it a busy and commercial feel.



Source: Google maps ©

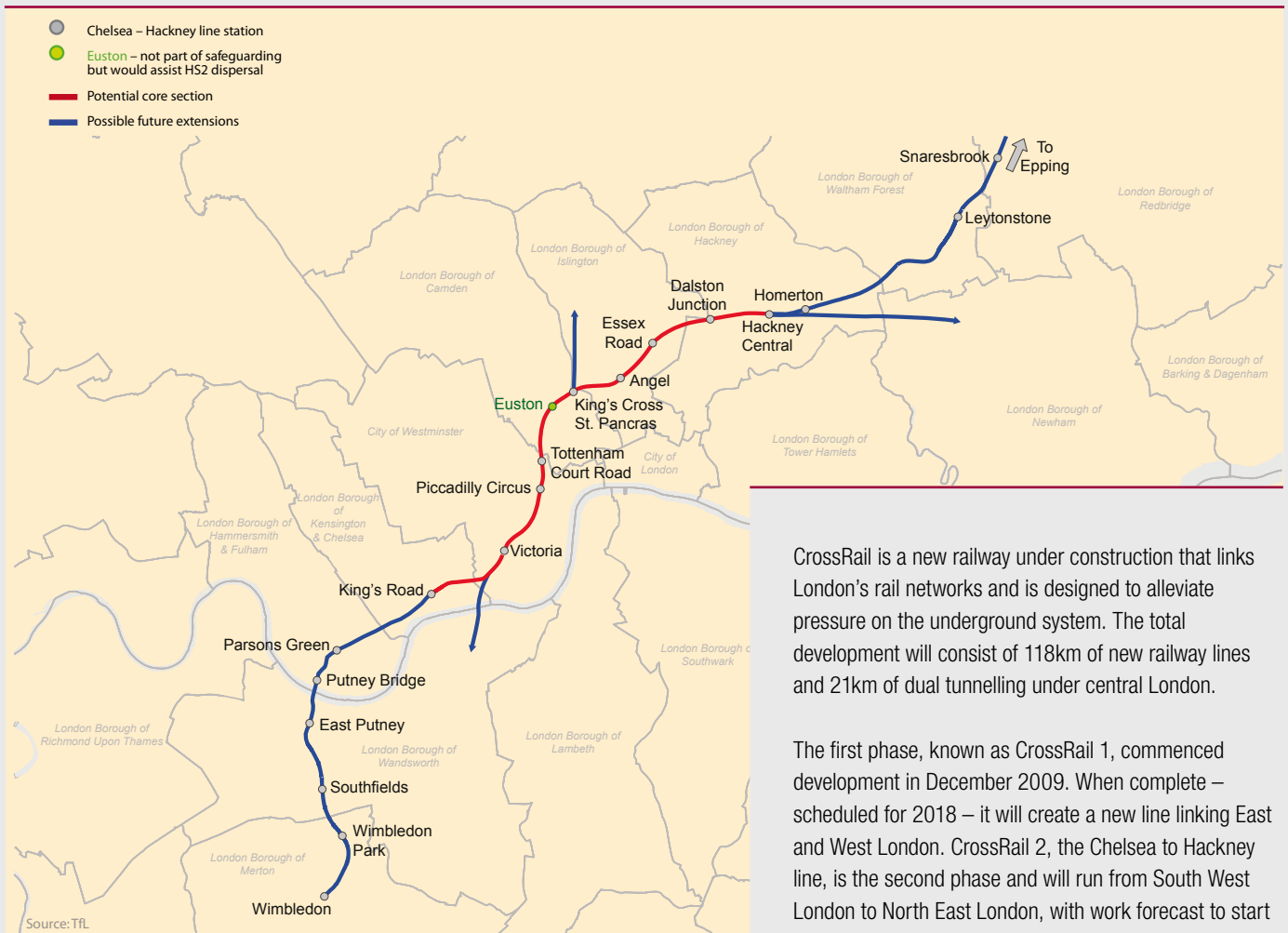


Source: Google maps ©



Pimlico is the neighbourhood located to the south of Eccleston Place separated from Belgravia by the railway line to the north, the River Thames to the south and the former Grosvenor Canal to the west. The area was also planned by Thomas Cubitt and is protected by the Pimlico Conservation Area. It has over 350 Grade II listed buildings. The housing stock is more mixed in Pimlico. It has several large social housing estates, now offering mixed tenure. The large school, Pimlico Academy, sits on a key, central site.

CrossRail



CrossRail is a new railway under construction that links London's rail networks and is designed to alleviate pressure on the underground system. The total development will consist of 118km of new railway lines and 21km of dual tunnelling under central London.

The first phase, known as CrossRail 1, commenced development in December 2009. When complete – scheduled for 2018 – it will create a new line linking East and West London. CrossRail 2, the Chelsea to Hackney line, is the second phase and will run from South West London to North East London, with work forecast to start between 2021 and 2031. Tunnelling for CrossRail 2 is planned to run from Parsons Green in South West London, below Chelsea and Belgravia (under Eccleston Place) to Victoria and through to Leytonstone in east London.

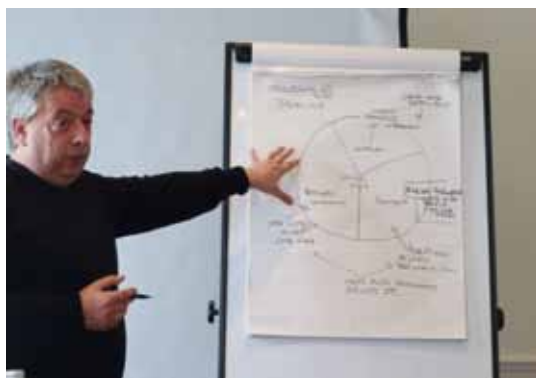


Source: <http://railpro.co.uk>

Despite broad acknowledgement of the need for CrossRail, it has had a messy and protracted genesis – taking 22 years to secure planning permission before any works could commence. Large-scale infrastructure projects of this type tend towards delays and it is entirely possible that the commencement of Phase 2 could be delayed, altered or stopped entirely. Therefore, whilst it is important to acknowledge the 'earmarked' site for drilling that falls within South Belgravia, it should not be a barrier to the masterplan development overall.

The people

Information on age is available for the ward of Belgravia, where the median age is 42 years compared to 38.8 years for London as a whole.¹ Only 18% of the population in the wards of Belgravia and Knightsbridge are from ethnic minorities, compared with 29% for London.² Even so, the area contains a complex mix of residents featuring a high number of different nationalities and backgrounds. There are wealthy retirees who use the local amenities and may be actively involved in the community, but there are also many owner-occupiers from abroad who are absent much of the time. Add to this, local business owners, office-workers, social housing tenants, people who travel into work and visitors who may pass through or arrive by coach, bus, underground or rail.



Source: Urban Land Institute.



Source: Urban Land Institute.

¹Westminster City Council, 2001 Census, Knightsbridge and Belgravia Ward Profile

²Greater London Authority, Data Management and Analysis Group, 2001 Census: Ethnic groups in London and other districts.



Source: <http://belgravialife.com>.

Earlier in 2012, Grosvenor developed a survey: **'Belgravia Life'** to evaluate the perceptions of local residents, businesses and visitors in regard to the site area. Launched in April 2012, the survey has attracted nearly 300 responses at the time of writing (210 online and 70 via postcard). A majority of residents were very positive about the area, recognising it as quiet, prestigious, exclusive, historic and well maintained. Only 4 respondents thought that the area was unkempt. The area is seen as not being trendy or busy.

The parts of Belgravia which are most enjoyed by residents include Wilton Place, Elizabeth Street, Pimlico Road and Belgrave Square. The areas least enjoyed were Victoria Coach Station, Eccleston Place, Lower Belgrave Street and Grosvenor Gardens.

As one would expect, there was a plea for any future development at Eccleston Place to be done sensitively in a way that causes minimal impact on the area and retains the local character.

There was great consensus in the survey on what should be done to improve the local area, which was echoed in the stakeholder interviews. The top three suggestions were:

- 1) more cafes or restaurants;
- 2) relocation of, or improvements to, VCS; and
- 3) better open space/more trees.



Coach on Eccleston Place.

Source: Urban Land Institute.

The presence of VCS is something of a ‘bogeyman’ blamed for all ills of the area with a strong sense of division between ‘locals’ and users of the coach station. Whilst everyone acknowledges that London needs a coach station there is a clear desire for it to be elsewhere and a perception that if the coach station was removed from the area, many problems would be solved.

Most residents and businesses believe the coach station has a negative impact on the area and on visitors’ first impressions of London, with one calling it

“a pocket of unpleasantness.”

Another resident told the Panel:

“We have people using our doorways to be sick, as a toilet, to leave their food in”.

School teachers find it unsafe to take their students into the streets because of the high volumes of traffic and poor pedestrian space.

The lack of open space was of particular concern to survey respondents. Whilst Belgravia (North and South) has historically had a number of private gardens for residents, it has never had a significant public space and one 18th Century riot started in the area because of this! Many residents expressed concern that the limited provision was being encroached by new private residential developments that advertised public gardens, which turn out to offer ‘key-only’ access.

The Panel was struck by the strength of community felt by some residents and comparative isolation described by others. There was a sense that the area does not currently hang together as a whole. Stakeholders repeatedly described the area as “no-mans-land” between the historic opulence of Belgravia and the urban bustle of a renewed Victoria.

Some interviewees stated firmly that:

“It’s not Belgravia!”

whilst others had more aspirational views:

“I could see roof-gardens and cafe terraces around here!”

This feedback from our interviewees was reinforced by the results from the Belgravia Life survey. Respondents outlined multiple different interpretations of their perceived ‘borders’ and polarised opinions about how cohesive the local community felt. Some residents believed South Belgravia was ‘not a community’ and it contained people who were ‘international and transitory’. Others saw it as well established and very close knit. ‘Exclusive’ was the most common description of the existing community.

A distinctive neighbourhood and new identity

“The struggle for attention and preference is not limited to the contest between countries and cities; even within cities there is a fierce competition between city centers vs. neighbourhoods, big box retailers vs. main streets, shopping malls vs. traditional down towns. This heightened competitive environment makes it important for places, no matter their size or composition, to clearly differentiate themselves and to convey why they are relevant and valued options.” – Bill Baker, Total Destination Marketing³

South Belgravia may well be defined by its residents and visitors alike as ‘exclusive’ but beyond that there was no clear idea of what the area offered or represented in contrast to its well-defined neighbouring areas. Lack of identity stifles the potential of any area. There is some evidence that those places with a strong neighbourhood character have higher house prices, lower crime rate and better public health.⁴ ‘Identity’ can be developed around a physical asset such as a station or a cultural facility. Or it can be created through clustering of industry or commerce or through the type of people that live there. As people identify with a location – whether a cluster, city, or country – their participation in its opportunities is more likely to increase.

Despite its central location, influential residents and huge potential, Eccleston Place has never performed as successfully for the Grosvenor Estate as its postcode would imply. However, Eccleston Place has the potential to be the bridge between Belgravia, Victoria and Pimlico in a much more effective way – whilst also generating its own vibrant sense of place. Building on the pockets of existing community spirit and business successes, there is potential for a renewed neighbourhood with its own distinct identity.

³Bill Baker, Destination Branding for Small Cities - Second Edition / © 2012 Creative Leap Books. All Rights Reserved, also cited on Wikipedia as definition of place branding.

⁴For example, a) Kiel, Katherine A. and Zabel, Jeffrey E., The Impact of Neighborhood Characteristics on House Prices: What Geographic Area Constitutes a Neighborhood? (December 1997). Wellesley College Dept. of Economics WP No. 98-08 b) Aldert Vrij and Frans Willem Winkel. “Characteristics of the built environment and fear of crime: A research note on interventions in unsafe locations.” Deviant Behavior. Vol. 12: No. 2 (1991), 203-215 and c) Claudia J. Coulton, Jill E. Korbin and Marilyn Su. “Measuring neighborhood context for young children in an urban area.” American Journal of Community Psychology. Vol. 24: No. 1 (1996), 5-32



Elizabeth Street Branding & Website

Source: <http://elizabethstreetlondon.com>

The next iteration of identity is brand. Place branding is big business – and many areas have reinvented themselves entirely to capitalise on historic assets, convenient locations or new opportunities. Elizabeth Street and Pimlico Road have already branded themselves for promotional purposes with some significant success.

But branding is not about logos and brochures. It is about a tangible concept which then drives action, decisions and creates momentum around a product or place. The risk for Eccleston Place is that the success of stand-alone brands for Elizabeth Street and Pimlico Road prevent the wider area being recognised as a cohesive neighbourhood offering, beyond these existing retail successes.

The quirky retail mix is a huge asset when compared to the homogeneity of many UK high streets. As one business owner said:

‘you can walk in one direction and buy fish and chips, the other and buy a hat from Philip Treacy’.

However, the area offers a lot more than just retail – and the future redevelopment could enable Eccleston Place to become the epitome of a successful mixed-use neighbourhood.

What is mixed-use?



Mixed-use development: Malmö, Sweden.

Source: La Citta Vita, flickr.

'Mixed-use' is a term for a development project that 'does what it says on the tin' - with multiple uses on the site, often residential, retail and commercial but sometimes hotel, industrial or transport-focused too. Although the term is broadly applied and continually evolving, ULI has, for 30 years, defined a mixed-use development as having:

*"three or more significant revenue producing uses; significant functional and physical integration of the different uses; and conform(ing) to a coherent plan."*⁵

The excerpt below comes from an article written for ULI's Urban Land magazine, and highlights exactly why mixed-use is both the Panel and Grosvenor's preferred model for the future redevelopment of the Ecclestone Place area.

⁵ ULI Mixed Use Development Handbook, 2nd edition.
<http://uli.bookstore.ipgbook.com/mixed-use-development-handbook-products-9780874208887.php>

⁶ Hermann J. Kircher, President, Kircher Research Associates, Toronto. <http://www.kircherresearch.com/Lifestyle-2.pdf>

"Mixed-use development incorporates many of the features now demanded by an increasingly sophisticated and educated customer base, particularly in mid- to high-income areas.

Concentrating shop, live, work and play in one area fosters walking and bicycling. Mixed-use developments tend to be more environmentally friendly than their single-use counterparts.

Successful mixed-use developments are area-specific and reflect their local, unique environment. They are not 'cookie cutter' projects. Landscaping is used as a unifying element, and trees, flowers and foliage can provide geographic relevance.

Its logical extension would include a partnership with the local government to add more civic and cultural services, including public infrastructure (parks) and institutional (library, museum), medical and sports facilities, as well as educational uses (schools, universities and technical colleges)."

- Hermann J. Kircher, 'Mixed-Use: More Than Flavour-Of-The-Month'⁶



Malmö, Sweden.

Source: La Citta Vita, flickr.

Imagine the strength of a truly mixed-use redevelopment of Eccleston Place with a coherent 'umbrella brand' for the whole neighbourhood? The Panel feel that this should be the aspiration for Eccleston Place. Maximising the existing benefits of its location, superior connectivity and creative / entrepreneurial business in the area to capitalise on the 'London buzz' and adding discreet but accessible public spaces – gardens, squares and open streetscapes. The Panel interviewees echoed the results of the Belgravia Life survey, asking for more cafes, restaurants, shops and a cinema – all amenities that would accentuate Eccleston Place's identity as a vibrant lifestyle-focused neighbourhood.

Our vision

The Panel encourage Grosvenor to aim high and create a masterplan that is sweeping, visionary and will deliver a destination neighbourhood that is community-driven with a strong sense of identity. There will be a sense of destination that is culturally aware, perhaps through the addition of an auditorium/art theatre/culture complex.

Each move needs to be thought out so that it will become a place that fosters social interaction and balances physical and social qualities. These moves should be invested in by the community in a bottom up approach; identifying community talents and assets so that it is meaningful and inclusive of the neighbouring areas.

From a physical perspective, the Eccleston Place site has some clear advantages. It is a 10 acre, deep parcel of land with leases expiring in similar timescales. There appears the potential to develop close to 1 million square feet of space. This provides scope to reconfigure the site rather than simply modifying it. The site also has the enviable advantages of "Best in London" transit linkages, footfall, and diverse demographics. And with many leases on properties in the north site expiring in 2014 and 2015, there is an opportunity for Grosvenor to start a stage 1 redevelopment there as buildings become available. Action should not be delayed by waiting for the relocation of the VCS arrivals hall.

The Panel noted that planning for the Eccleston Place area needs to be cohesive rather than piecemeal to effect a full-scale transformation of the area. The results need to be transparent and permeable – at the moment there are routes into the site but not through it, causing 'bottlenecks' of people, vehicles and goods throughout the day. Serious thought needs to be given to the interaction and integration among retail, commercial, residential and open spaces to generate a truly successful mixed-use development.



Duke of York Square, London, See Case Study 12.

Source: Urban Land Institute.



Duke of York Square, London.

Source: Urban Land Institute.

The community are not short of their own ideas!

"A well-managed boutique hotel would be a definite addition to the neighbourhood."

- resident and business owner.

"We need to avoid becoming full of high-street chains – our independent retailers are crucial to retaining the character of the local area."

- business owner.

"There is a gaping hole in the area and a cinema – an art-house cinema would be fantastic." **- resident.**

"A gentle gradation between Belgravia and Victoria would be good. We would welcome an art-house cinema and a sports-centre. We really need a good butcher, a greengrocer, a fishmonger and a cheese-shop!" **- resident.**

Attracting an entrepreneurial market

There is an opportunity to create a differentiated, exciting business quarter at Eccleston Place offering both office space and services. The quantity and quality of premium, large-scale office space being developed by Land Securities along Victoria Street will result in many more people using Victoria railway and tube stations. This represents a potential market for businesses and facilities in Eccleston Place if people can be enticed to the south side of the station for lunch or after-work activities.

In addition, Grosvenor already provides some small office suites in townhouses along Buckingham Palace Road that complement the large floor plates, which Land Securities developments offer; and this offer could be significantly expanded. The Panel believes it can do so in the following ways:

- **Capitalise on its heritage buildings.** Several of the existing buildings within the Eccleston Place area already offer office space including Chester House (11-19 Eccleston Place), 25 Eccleston Place and the terraced buildings of 126-158 Buckingham Palace Road. These vacant (ie on short term lease) buildings provide space with a strong heritage element but is of lower quality. Grosvenor is rightly holding a number of these on short-term lease in order to ensure that they have flexibility and can complement the broader masterplan and area redevelopment. The Panel would encourage Grosvenor to consider some conversion to residential uses, particularly for upper floors. Case study 1 on Palazzo Tornabuoni (p21) outlines the creative re-invention of historic buildings for a range of new uses aimed at the luxury market that could be a parallel for South Belgravia and Eccleston Place.



Hub Kings Cross - <http://kingscross.the-hub.net/about>.

Source: Hub Kings Cross.



Source: Urban Land Institute.

- **Get creative with small spaces:**

“Small interventions are possible here.” - resident.

Sadly, not every building in the Eccleston Place site is an architectural treasure! High-quality refurbishments can revolutionise tired interiors and older facades but in some cases it is best to start anew. Where small pockets exist, it is worth considering case studies such as the bSide6 building in Portland, Oregon, outlined in case study 2 (p22) for an innovative approach to in-fill development.

- **Expand the existing offer of small office spaces** to complement the large office accommodation in Victoria and support the growth of local businesses. Small to medium offices (up to 100 employees each) for creative entrepreneur (non-retail) occupiers will bring new customers for existing restaurants and businesses. There could also be a role for serviced offices and incubator live/work space along the lines of the Hub at King's Cross or the community-orientated work spaces which New York City has established to support start-up firms in biomedical, food manufacturing, artistic and other sectors (<http://www.nycedc.com/service/incubators-workspaces>). However, there could be near 1 million square feet of development space possible in the Eccleston site. So while the Panel believe that its offer should include a significant proportion of smaller offices, there will also clearly be room for some larger tenants in bigger floorplate offices.

- **Attract a sectoral, entrepreneurial cluster.**

Some businesses have the potential to cluster and derive advantage from this. Grosvenor could brand Eccleston Place as a location for a cluster of businesses. The Mayor of London is particularly supportive of this type of innovation, often highlighting the success of Silicon Roundabout – the concentration of digital high technology firms and media agencies located around Old Street and Shoreditch - as an exemplar for London. Eccleston Place's scale, location and outstanding connections with the rail and tube network make it suited for a sectoral cluster or clusters, rather than being simply another generic space provider.

- **Build on existing success of lifestyle businesses.**

One broker/agent interviewee told the panel:

“There's no industry story – just a random mix of companies occupying space”.

In fact, nearby Elizabeth Street and Pimlico Road has a small but vibrant group of high-end lifestyle businesses including a yoga studio, a fine cigar emporium, jewellery designers and a thriving luxe bakery and cookery school that is keen to expand.

Another option might be to consider adult or business education facilities e.g. languages, legal, architecture, design – that do not require large-scale university and college campus sites, but could be independent establishments as well as off-shoots of London based institutions. The seeds of an entrepreneurial ‘cluster’ of lifestyle businesses are already in Eccleston Place and offer a potential quick win in terms of place branding and identity.



Peggy Porschen.

Source: Urban Land Institute.



Tomtom Cigars.

Source: Urban Land Institute.

Case study 1

Palazzo Tornabuoni, Florence, Italy: Capitalising on historic buildings to reinvigorate once-famous streets

In 2010 ULI recognised the meticulous restoration of Florence's 15th-century Palazzo Tornabuoni with an Award for Excellence. This project developed the palace into an opulent mix of 38 residences, boutique retail and restaurant space which elevated an entire section of this cultured city. Occupying a full city block and home to numerous artistic treasures from the 15th through the 17th centuries, Palazzo Tornabuoni possesses an architectural splendor on par with some of Florence's finest edifices but had fallen, with the area around it, into a state of disrepair.

Constructed for Giovanni Tornabuoni in the 15th century, the palace was owned by the Medici family during the Renaissance, and Pope Leo XI dwelt there as well. According to music scholars, the world's first opera was written and performed in the palace. Although the palace enjoyed a long succession of wealthy owners who patronized the arts, it lost some of its lustre and for the past 100 years, the 183,000-square-foot (17,000-m²) palace served as a bank headquarters.

The exacting restoration of the palace – by Kitewood Partners and R.D.M. Real Estate Development - to its original glory took four years under the supervision of Florence's Soprintendenza ai Beni Artistici e Storici, or superintendent of fine arts and history.



Source: Roberto Quagli.



Source: Massimo Listri.

Marketed as the Palace Residence Club, Palazzo Tornabuoni offers 38 residential units. Owners may purchase membership in a studio, one-bedroom, or two-bedroom unit, and a handful of residences are available for full ownership. Four Seasons Hotels and Resorts currently manages the private residence club and provides a host of amenities to members. The retail space features top restaurants and luxury retailers such as Cartier, Bulgari, Bottega Veneta, and Max Mara. In addition to complementing the streetscape with its renewed splendour, Palazzo Tornabuoni complements Florence's broader effort to move away from quick, one-stop tourism towards high-quality, "stay awhile" tourism. The restoration also acted as a catalyst for regeneration of the streets around the Palazzo thereby benefitting local residents and businesses as well as the affluent tourists.

Source: ULI Foundation, 2010, Awards for Excellence, 2010, Winning Projects

Case study 2

Infill Office, Outsize Impact: bSide6 building, Portland, Oregon, USA

The development of bSIDE6 in Portland, Oregon, USA is an example of how a small parcel of land (12x30m) can be developed by using innovative design to maximise the capacity for significant commercial space. Like Eccleston Place, bSIDE6 is located in the downtown fringe of the city, with excellent transport links and abuts an area containing significantly larger neighbouring commercial buildings. The developers maximised the use of the site to create a unique building that is of equal quality to the large neighbouring properties. Each floor plate averages 350sqm making it suitable for single tenant occupancy.

Characteristics of the development that make it a success include:

- Use of innovative design and technology to extend the building out over the pavement while maintaining the street size. This involved:
 - o maximising the allowable height and building envelope,
 - o use of post-tension folded plate concrete structure to project floors and external walls which created column free floors allowing maximising tenant flexibility.
- An architecturally distinct building that creates a presence within the area and a clear point of difference in comparison to that of the large neighbouring commercial buildings.
- Staircases, bathrooms and lifts were clustered away from the street side of the building, maximising the total available floor area, make the most of natural light and views of the area.

The proximity to larger commercial buildings, transport, a striking architectural design and available floor area has helped fill the building to 95% occupancy at comparable market rents to neighbouring large commercial properties.

Source: Will Macht, 'Infill Office: bSide6 building, Portland, Oregon, USA', Published in Urban Land Magazine online, 8 August 2012 <http://urbanland.uli.org/Articles/2012/June/ul/MachtInfill#.UCP4tQUMC64.mailto>



Side view of bSIDE6 showing protruding areas.

Source: Stephen A. Miller.



bSIDE6 at dusk.

Source: Stephen A. Miller.

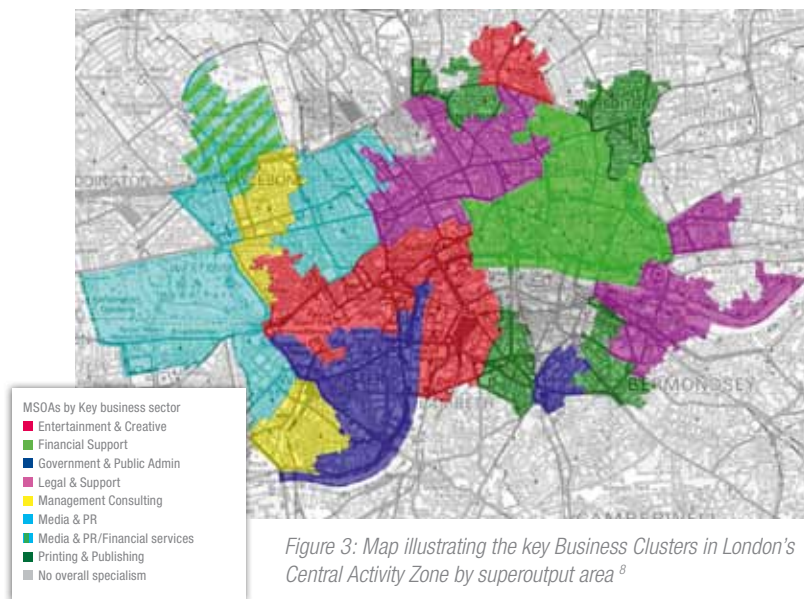


Figure 3: Map illustrating the key Business Clusters in London's Central Activity Zone by superoutput area⁸

To cluster or not?

Alfred Marshall was the first commentator to recognise the phenomenon of clustering (or agglomeration) in the late 19th century.⁷ He looked at the benefits accrued by textile firms locating in specialised industrial districts in England.

Marshall and others since have identified a range of benefits organisations can derive from clustering:

- savings in transport and communication costs;
- sharing specialised services;
- collective or regional procuring making purchasing more efficiently;
- creation of pools of specialised workers, who acquire cluster-specific skills valuable to the firms;
- exchange of information and knowledge which can lead to innovation;
- increased productivity; and
- better business formation as a result of lower barriers to entry.

⁷Alfred Marshall, *Principles of Economics*, (London: Macmillan and Co., 1890).

⁸London Councils, *Supporting London Business Clusters*, Final Report, February 2011 by Colin Buchanan and Bone Wells Urbecon

⁹Michael E. Porter, "Location, Competition, and Economic Development: Local Clusters in a Global Economy," *Economic Development Quarterly*, 14, no. 1 (2000): 15-34,

Clusters have historically developed naturally, for example, the financiers of Wall Street, the theatres of Broadway, the dot coms of Silicon Valley. London has distinct locations that are synonymous with particular types of firms (Figure 3). Historic London clusters include:

- jewellery in Hatton Garden;
- law around the Inns of Court in Chancery Lane and Holborn;
- print and publishing in Clerkenwell;
- cultural and entertainment in West End;
- media and creative businesses in Soho;
- property and management consultancies in Mayfair;
- government in Whitehall;
- retail in West End; and
- antique dealers in Notting Hill.

More recent London clusters include:

- hedge funds in Mayfair;
- digital / tech companies in Shoreditch;
- culinary in Marylebone and;
- fashion in Camden.

Even in a world of decreasing transport and communication costs, clusters are still relevant. Professor Michael Porter (a leading authority on city and regional competitiveness) argues that globalisation, technology, and mobility have reduced the importance of larger agglomerations in favour of smaller clusters today.⁹

With much evidence supporting the benefits of clusters, governments and landlords often try to support their creation. For example, Land Securities has had some success in developing a fashion district around Victoria, which now includes HQ offices for Tom Ford, Burberry and Jimmy Choo.

Since Grosvenor takes a long-term view of its estate, promoting a cluster may be an appropriate strategy for Eccleston Place. If Grosvenor goes down this route, it should consider which sector is right and what pre-conditions it needs to put in place – the lifestyle option highlighted above is just one idea. Developing a cluster can be a long-term endeavour, but if successful it could:

- encourage a steady stream of tenants and, thus, economic resilience; and
- help to forge an identity for Eccleston Place. Successful clusters give an automatic identity and story to a neighbourhood, enabling people to feel an attachment to that place

An enlightened landlord such as Grosvenor can take an area and upgrade it by taking the long view and giving concessions to the businesses that will add and contribute to the notion of the type of community they are trying for. Transforming a shopping street will invigorate the residential market and make it 'cool'. It is the small retail and businesses (so valued by local residents) that establish a distinctive village atmosphere. The most important thing at this early stage is not the rent but the right mix of users,

which will get the right customer. Eventually it all falls together and rents and property values rise. That combined with open space and the pedestrian experience should be the first areas of concentration. Finally, size need not be a barrier. Small and Medium-sized clusters, such as the city fringe cluster in East London (case study 3), can be just as effective as 'quarters' such as the Meatpacking District in New York. (case study 4).

Capitalising on the 'buzz' in an urban quarter

Case study 3

'City Fringe' furniture industry cluster, East London, UK

The area of Shoreditch and Bethnal Green form part of the City Fringe furniture industry cluster in London. A variety of organisations such as upholsters, polishers and glaziers supported by material and tool suppliers have a long history in the area. Following the decline of the furniture manufacturing industry in the 1960s, the area has redefined itself as home to niche furniture designers.¹⁰ Key to the development of this cluster has been the London College of Furniture and Worshipful Company of Furniture Makers, which form anchor organisations and played an important role in re-energising the area. Thinking about the future of Eccleston Place, the East London furniture cluster provides some useful parallels:

- An area that collectively creates an identity and utilises the power of the 'London' brand as an attraction to developing business in the area;
- Strong links to central and broader London and UK both through its supply chain and employee base; and
- a business sector that encourages entrepreneurship and knowledge exchange.

¹⁰Furniture MSSSP Research and Evaluation, September 2009, City Fringe Partnership



City Fringe Furniture Industry Cluster. Source: Perseverance Works.

Case study 4

Meatpacking District, New York, USA

The Meatpacking District in New York is a former meat market area located on the fringe of Manhattan, New York. As a result of structural changes in the retail sector, many of the markets relocated or closed down in the 1970s and 1980s. Nightclubs moved into the area which then became characterised by crime and anti-social behaviour.

In the 1990s, fashion boutiques and other high end retailers invested in the area leading to its transformation. Young professionals settled there attracted by the proximity to the city centre and wealthy neighbouring districts and the emergence of high boutiques and fashionable restaurants.

In 2003, as a result of extensive lobbying, the area was designated the Gansevoort Market Historic District which protects many of the historic buildings and unique streetscape. In addition, this status imposed a 80 foot limit on construction, protecting the District from high rise development and preserving the mix of small shops, restaurants and some residual markets that make up the area's character today.



Meatpacking District.

Source: La Citta Vita, flickr.

Building a mixed-use community: the housing challenge

The Panel conducted some on-site research work on the current and potential functional mix of the Eccleston Place site and housing provision is clearly the primary issue. London needs housing of all types and tenures yet the recession has slowed the development of new homes in the capital (and across the UK) to a virtual standstill over recent years, thus exacerbating the pressure on existing affordable and mid-level housing in less affluent areas.

“This area feels like a ghost-town in the holidays.” - resident.

A community needs people. One of Eccleston Place's challenges is the relatively high proportion of absentee owners, who enjoy the area's exclusivity, beauty and amenities on an occasional basis as part of their international lifestyle. The aspects that make the area so appealing to these part-time residents put it firmly out of reach for many other potential residents who aspire to the area but can't compete for the limited supply of available properties. More housing is required to sustain local services and businesses and to generate a wide social and age mix of the residential base.

Grosvenor have also identified an established trend of young couples who love the area but move away after 3-5 years because central London living is not always compatible with young families. That's not to say it is impossible to bring up young children in the area. One resident and business-owner told the Panel:

“I take my child to Hyde Park – a lack of open space is not a problem here.”

Representatives from the thriving local primary schools within walking distance of the Eccleston Place site told the Panel that they were heavily over-subscribed and there may be opportunities to explore relocation and/or 'swaps' of premises as the schools look to expand.



Source: Urban Land Institute.

However, the Panel did not feel that focusing the future of Eccleston Place solely on families would generate the 'identity' or vibrant sense of place that the area needs. Even a significant increase in school places, playgrounds, sports facilities and green space would not be enough to accommodate existing demand, let alone expanded capacity. But also, the traditional nuclear family is declining and the housing market is slowly adapting. The Panel would encourage a focus on the largest and fastest-growing demographic group in London – 'non-traditional households' i.e. young professionals who have bought a property together as a way to get on the housing ladder which they could not do alone or entrepreneurs looking for 'live/work space' as outlined above, particularly in demand for creative and lifestyle businesses.

“If you put in more housing you can put in more shops and services.”

- business owner

New research into housing types for the coming demographic profile suggests a fresh approach to community development. The possibility exists for Grosvenor to become a leader in the development of new approaches to housing to meet the exacting requirements from young professionals of the 'innovation economy.' By adding homes for young professionals alongside affordable family housing, a new group of year-round inhabitants (and potential customers) can come into the area alongside existing residents who form the backbone of the community. Many residents in the interviews recognised the importance of mixed-income communities, not least since a share of available local employment consists of lower-wage service jobs.

Some of the larger existing buildings within the Eccleston Place site lend themselves particularly to conversion into large studios and live/work space. Elements to consider when building this type of facility include flexibility, adaptability for desks in a variety of combinations, small conference areas, state-of-the-art technology, printer stations and business centres. An apartment house that has these available allows for work to get done at home - knowing that back up, shared by others, is also available and nearby. This all requires large capacity tele-data infrastructure. People who work at home are untapped as a market with huge potential.

A leading example of how flexible buildings were integrated for residential and business use is the new neighbourhood of Hafen City in Hamburg Germany (Case Study 5).

Case study 5

Hafen City, Hamburg, Germany

Hafen City is a new residential and business development within the harbour area of Hamburg. While both the site and the scale of the buildings are larger than Eccleston Place, the process of development and the mix of residential and offices within flexible buildings provide a good example of how Eccleston Place could be developed.

The initial masterplan for the development of Hafen City was created through an international design competition in 1999 with construction beginning in 2001. The winning attributes of the masterplan included a varied urban landscape and smart partitioning of neighbourhoods with in-built flexibility and adaptability. There are offices adjacent to residential buildings where both can be converted to the opposite use. Visitors cannot differentiate between the building uses. The planning process was very open, with many of the planning documents available to the public through forums, presentations and online (www.hafencity.com).



Hafen City buildings, offices and residential mix.

Source: Lawrence Barth.



Hafen City buildings and paved surfaces. Source: Lawrence Barth.



Tricycle Theatre.

Source: Failing Angel, flickr.

Broadening the cultural offer:

There are few cultural facilities in or near Eccleston Place. Westminster City Council's library, which was especially well valued by residents, and the pool hall on Semley Place are the exceptions. Many residents highlighted a wish for a cinema (the nearest is in Chelsea, half a mile away). The inclusion of an independent art-house cinema could fit well with the need to provide a cultural heart in the area and London already has a number of proven successes:

- Electric Cinema in Notting Hill:
<http://www.electriccinema.co.uk/>
- The Tricycle in Kilburn: <http://www.tricycle.co.uk/>
- The Everyman Cinemas in Maida Vale and Hampstead:
<http://www.everymancinema.com/cinemas/hampstead/find-us>



Everyman Cinema

Source: Andrew Woodyatt, flickr.

This facility could be combined with a restaurant/bar and offer flexible space for other activities such as art exhibits/crèches/meeting/lecture/small conference space during the day. A semi-public space on the ground floor of such a facility would give visitors, office tenants and residents in the area a spot where they could meet, socialise and work. It would create an 18 hour use in the area and provide an anchor attraction for local residents of Belgravia, Pimlico, the new Chelsea Barracks and the areas' commercial community.

The following short case studies illustrate different aspects of what could be achieved at Eccleston Place:

- Studio K in Amsterdam is a similar scale to Eccleston Place. It provides an example of spaces which could be developed to cater to community activities.
- The Oberlin Dance Collective in San Francisco exemplifies the impact of a new cultural facility on the wellbeing and vitality of a neighbourhood
- The Brunswick is a case study from London where the inclusion of key attractions (a supermarket and independent art cinema) and a re-working of the site have made it more permeable and attracted people to an area which would be otherwise tucked away and quiet.

All three are anchor cultural and leisure facilities within mixed use communities whose strong creative offer draw people to their local areas.



Electric Cinema.

Source: Hisgett, flickr.

Case study 6

Studio K Amsterdam, Timorplein Amsteram-Oost, The Netherlands

Studio K is a mixed use entertainment facility containing a cinema and café/restaurant located within a busy, multicultural area of Amsterdam. Based on a multi-use cultural establishment, Studio K offers a destination where people can experience art, culture and good food in a changing environment.

Studio K was conceived by, and is managed by, a not-for-profit, student-run foundation Stichting Onderlinge Studenten Steun (SOSS). The original aspiration was to provide a space which serves different interests and needs, reflecting the local community. All profits are re-invested in the Studio K or the foundation.

Although its management structure is entirely different to Eccleston Place, it is worth exploring for its role as a catalyst for reinventing the area. The facility is attributed with playing a key role in stimulating the economic recovery of the Timorplein Amsteram-Oost neighbourhood, mainly by attracting new residents and visitors to the area. Two key factors have been identified as key to this success:

- Design - the building itself is highly visible in the neighbourhood and has been successful in providing a central meeting point for locals and visitors. The inclusion of a large terrace which provides a space for people to socialise, eat and relax facilitates the building's connection with the neighbourhood and its people. As one researcher put it: "guests ... do often mention that Studio K feels like a place really owned by the people that work there even though it still stays open to visitors".¹¹
- Provision of flexible space which can accommodate cultural and community activities. A range of uses have developed including weddings, exhibitions, workshops, debates and small festivals.



Studio K.

Source: Foursquare.

¹¹ Hannah Langen and Kees Boersma, 2011, The Organization of Studio K: finding the balance between Organizational Identity and Community Commitment in an Amsterdam Neighborhood, Paper presented at the International RC21 conference 2011

Case study 7

Oberlin Dance Collective (ODC), San Francisco, USA



Oberlin Dance Collective Theatre.

Source: Michael David Rose.

The Oberlin Dance Collective (ODC) is a contemporary arts institution in San Francisco, California. Their mission is to inspire audiences, cultivate artists, engage community, and foster diversity and inclusion through dance. Its two-building campus in the Mission District reuses buildings from the 1930s.

The buildings are across the street from each other at opposite ends of a residential block. They form a centre of excitement and activity in a changing neighborhood.

Programmes and numerous neighborhood activities have contributed to community development, stability and access to creative art-making. The original building opened in 1979 with subsequent additions and acquisitions in 2005 and 2010. The complex is 36,000 square feet and provides eight studios, 2 performance venues, office suites, a dancers clinic and a performing arts training centre.

Key elements for Eccleston Place:

- Key attraction within the neighbourhood, whose physical presence creates a sense of community and creativity;
- Destination that supports the wider social and business community by bringing use to the area outside of regular business hours;
- Attraction with an exciting and changing performance programme which draws in creativity and young professionals to the area;
- Classes in dance, pilates, yoga for the public as well as professionals;
- Rental space for events.



Oberlin Dance Collective Theatre.

Source: <http://odcdance.org>.

Case study 8

The Brunswick, Bloomsbury, London, UK

The Brunswick Centre, located in Bloomsbury, Camden, London, was developed between 1967 and 1972 and is one of the earliest examples of mixed-use development in the UK. When it was first built, the project failed to attract sufficient private buyers and as a result a large proportion of the housing was leased to the London Borough of Camden.

Despite initial difficulties, the Brunswick was very successful in re-inventing itself in the 2000s. Many of the shops vacated in 2000 and a £22 million refurbishment started. Refurbishment included water features, new designer shops, and areas to sit. Overall, there is 170,000 sq ft of space with retail units ranging from 470sq ft to 3,870 sq ft. The southern boundary was opened up to attract people from the adjoining Russell Square underground station. This has significantly increased the footfall and the permeability of the site.

The development now contains 560 flats, shops, cafés and restaurants. The anchor attractions are a supermarket, which draws people to the back of the site from the underground station, and an art-house cinema, the Renoir. The Renoir cinema opened in 1972 in the basement of the Brunswick Square development. After mixed success, it was renovated and re-opened in 2006 under the management of the Curzon cinema group. Their programming is key to the success of the cinema and the wider area.

The area now successfully integrates leisure facilities, shopping and residential use within an urban setting and size (48.2 acres). The project has managed to rebrand itself as a destination through the theatre, grocery and other shops, and to the opening up of the block.



Communal space at The Brunswick

Source: Lewisham Dream, flickr.



Flats in The Brunswick Centre.

Source: Seier +seier, flickr.

Introducing better permeability and public spaces

The Belgravia Life survey highlighted residents' concerns about lack of public space in the area. This report has already noted the challenge of narrow pavements, over-crowded streets and 'bottlenecks' of pedestrian and vehicular traffic. Eccleston Place is not permeable - ('permeability' in this context describes the extent to which urban forms permit movement of people or vehicles in different directions) and the site has 'edge' conditions in a central area – meaning it falls off around the edges, it has dead ends and does not meld into its neighbouring areas and so cannot benefit from their advantages that would normally 'bleed' across.



Eccleston Place Courtyard

Source: Urban Land Institute.

In a new Eccleston Place, architecturally significant buildings, both old and new, would abut delightful courtyards and fluid public spaces. The site would have an overall openness and permeability and an ordered integration of residential spaces with commercial activity. Restaurants, cafes and bars, would be alive long after offices empty, with open spaces used by residents, office-workers, and visitors alike. In-scale buildings would relate to the pedestrian streetscape, with mid-rise stepped back structures at the edges and corners.

This aspiration for building a better sense of place for Eccleston Place could be practically achieved by:

- **Opening up Eccleston Place (the road) and creating a pedestrian area.**

This would allow integration into the redeveloped west side with new housing and business/retail developments. The installation of 'shared surfaces' in Eccleston Place is one way to achieve this. Experience elsewhere in the UK (for example, Fitzrovia and Poundbury) and in other cities such as Copenhagen and Barcelona show that merging the divisions between pedestrians and vehicular traffic can reduce speeds, improve safety and create inviting, peaceful and social spaces (case studies 9 and 10).

- **Opening up the walled garden,** east of Eccleston Place and part of the listed buildings that front onto 126-158 Buckingham Palace Road to create an expanded public realm (see photograph on the left).

- **Creating a cultural facility,** as described above, to the rear of the properties on the east side of Ebury Street and a quieter Elizabeth Street would knit north and south Belgravia.

Case study 9

Shared Surfaces:

Las Ramblas, Barcelona, Spain. Las Ramblas is a road and pedestrian boulevard that connects two areas of Barcelona and provides the heart to city. The character and framing of the street is created by tall shaded trees, five-to-seven story buildings with shops on the ground floor and many access streets that link the area to destinations such as theatres and markets. Restaurants at the edges serve food outdoors in the centre of the street which is landscaped.



Shared Surfaces Las Ramblas Barcelona

Source: Matthieu Marquer, flickr.



Shared Streets in Copenhagen

Source: Cian Ginty, flickr.

Copenhagen, Denmark. Copenhagen began transforming its streetscape into more pedestrian friendly thoroughfares over 40 years ago. Initially the community was concerned that removing cars from the streets would harm business. In fact the opposite has been true: businesses have thrived and the city is now recognised internationally for its pedestrian friendliness.

While of a different scale, both Las Ramblas and Copenhagen offer unique qualities that could be adopted in the future development of Eccleston Place. These qualities include:

- Design that encourages cars to drive slowly with trees that frame the pedestrian and vehicle zones;
- Buildings that encroach on the streets with original characteristics retained;
- Safe pedestrian zones that link surrounding commercial, residential and leisure areas; and
- An area that is not only seen as a thoroughfare from A to B but as a place for people to stop and interact and engage with their surrounding environment.

Case study 10

New Road, Brighton, UK



New Road before development.

Source: Gehl Architects.



Source: Gehl Architects.



New Road after development.

Source: Gehl Architects.

New Road is a street that was designed in 1805 to divert people away from the Brighton Pavilion, to provide more privacy for its royal occupants. However, over two centuries of heavy vehicle traffic rather than the intended pedestrian access led to the road becoming run-down and unattractive.

In 2007, Landscape Project and Gehl Architects were commissioned to undertake a study of the pedestrian and visitor experience of the Brighton area and provide advice on how to make the city more walkable, relaxed, accessible and attractive. The study involved detailed analysis and consultation with local businesses, residents and area users on how people move through the area. The resulting project was the development of New Road into a shared space where the vehicle and pedestrian lines, such as kerbs and crossings merged into one. Pedestrians move more freely throughout the area and the addition of cafés and lighting has brought a daytime and evening use to the area.

Creating a shared surface at New Road has increased pedestrian traffic by 62%, reduced vehicle traffic by 93% and resulted in many more people spending time in the area.¹² Gehl describe New Road as

“a place where all transport modes are welcome but where the pedestrian is king.”

Sources: www.gehlarchitects.com/#/159503/
www.brightonbusiness.co.uk/html/ni20050723.561628.htm www.landezine.com/index.php/2011/04/new-road-by-landscape-projects-and-gehl-architects/

¹²Gehl Architects www.gehlarchitects.com

The Panel was particularly impressed by the spaces created at Duke of York Square and St Christopher's Place in London (Case studies 11 and 12). Both of these examples will be well-known to many residents and provide hidden, pedestrianised streets which offer a refuge parallel to, or just off, a busy throughfare akin to Buckingham Palace Road. They offer a mixed use of retail, catering and housing with - in the case of the Duke of York Square - a key anchor cultural facility. Critically, they cater for both residents and visitors.

Case study 11

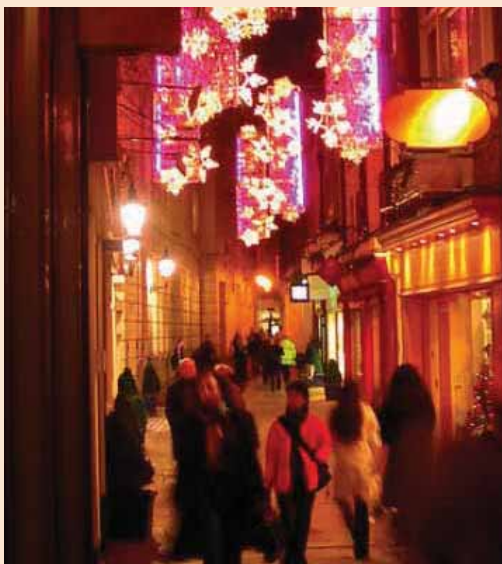
Hidden, pedestrianised places off busy main roads in Central London St. Christopher's Place London, UK

St Christopher's Place is a shopping, residential and business area located around a small laneway and square behind London's busiest shopping area, Oxford Street. At street level, the uses include boutique shops, al fresco dining and galleries with higher stories offering flats, serviced apartments and offices. There are clear parallels with the sort of neighbourhood we would envisage at Eccleston Place:

- Closely built, mixed use development that offers a pedestrian-only area with shops and small businesses that serve both residents and the broader community, and a square where people can meet and socialise.
- Distinct brand that defines the area and plays a role in attracting visitors and businesses. This includes an online presence that helps reinforce this brand and build awareness about the area.
- Retail has a predominantly boutique focus and the many restaurants offer an international range of cuisine. Collectively, they offer a lively atmosphere and help to create a special neighborhood.
- Oasis of order, calm and high quality public realm only seconds walk from Oxford Street.



Source: Google maps ©



Source: Ken Douglas, flickr.

Case study 12

Duke of York Square, Chelsea, London, UK

Duke of York Square is a pedestrianised mixed-use development containing the Saatchi Gallery and restaurant, offices, shopping, al fresco café's and restaurants. Located within walking distance from Sloane Square tube station and parallel to the busy Kings Road, the area offers a peaceful space for people to meet, shop and relax.

Relevant characteristics of Duke of York Square include:

- Privately funded mixed use development containing offices, a targeted shopping precinct and a Mediterranean piazza environment;
- Use of historical elements demonstrated through the reuse of heritage buildings and paving materials;
- Permeable area with residential buildings set back from the main pedestrian area;
- Open space that is free of cars and connected to its surrounding main roads;
- Master plan that involved a large vision and collaboration with English Heritage, residents and local government.



Duke of York Square.

Source: Urban Land Institute.

*Duke Of
York Square.*



Source: Urban Land Institute.



Duke of York Square.

Source: Urban Land Institute.



Duke of York Square.

Source: Urban Land Institute.

Taking advantage of quick wins to build a long term destination

The panel exercise has generated huge local interest in Eccleston Place. The Panel were delighted to see more than eighty local businesses and residents attend the stakeholder interviews and to hear from many others during the week (Appendix 2). Some expressed concerns about the timing of the project, but we also encountered much goodwill about the redevelopment of the site – from both residents and businesses.

It is important that Grosvenor builds on that goodwill and continues a meaningful dialogue with the community and the local authorities. This will build buzz and energise the community and stakeholders. In addition, the Panel believe it is vital that Grosvenor and its partners implement a series of 'quick win' improvements to improve the amenity and experience of the area now. Our suggestions are detailed in Section 5.

Eccleston Place Reinvented

In summary, we envisage a re-invigorated neighbourhood which is vibrant, yet peaceful and organised, and offers uses which are complementary to the offer in surrounding areas. This will require:

- A mix of small and larger office space but with a marketing focus on small, entrepreneurial professional services organisations with the ability to expand.
- New housing (private and affordable, possibly linked to studio space) for young professionals and non-traditional households.



Source: Urban Land Institute.

- Flexible buildings which can accommodate both residential and commercial use as demand changes and the broader redevelopment evolves.
- Greater mix of shops, particularly food shops, to serve increased residential and office markets.
- Addition of a cultural facility potentially including an independent cinema, restaurant/bar/gallery and flexible space for other activities such as crèches/meeting space during the day.
- Improvements in permeability and the creation of a better sense of space by opening up Eccleston Place, using shared surfaces, creation of a pedestrian area and transforming the walled garden into an expanded public realm that connects with Eccleston Place.

However, this full vision is only achievable with the relocation of Victoria Coach Station (VCS), the subject of the next chapter.



Deli on Elizabeth St.

Source: Urban Land Institute.



Waitrose and Post Office.

Source: Trevor Coultart, flickr.

Fully realising a vision for Eccleston Place: the future for Victoria Coach Station

Background:

The current coach station is located on two separate sites, arrivals and departures, which are transgressed by a busy road, Elizabeth Street. They are located more than 500m away from the extensive London Underground system and the mainline railway terminus of Victoria Station which offers services directly to southern London, Kent, Surrey, Sussex, the South Coast and the Channel Ports.

The Victoria Coach Station departures facility has occupied its current site since 1932 when it was developed to replace the street-based services in Lupus Street and other sites in Pimlico. As coach travel increased, a second site for arrivals was introduced in the early 1980s. At that time, the site was considered a good choice because of proximity to London Underground and overland rail services. However, as the population increased, coach travel demand has also increased and people’s travel patterns have become more complex. Consequently, many transport networks in the area are significantly overburdened. Coaches are again using the streets for arrivals and departures with implications for traffic flow and the experience of pedestrians.

“It’s like a tidal flow of people.”
- transport operator.

^{13A} London Coach Terminal Review LCTR 2005
^{13B} Tsn research international, 2012



Victoria Coach Station. Source: Urban Land Institute.

On average, 14,000 people use VCS every day both arriving and departing. Over 60%^{13A-B} of arrivals are not going onto other coach services, which means approximately 8,400 people, are criss-crossing between the immediate area of Eccleston Place, Buckingham Palace Road and the main Victoria Station interchange (figure 4). Such a high level of people movement requires careful consideration to the overall passenger experience and to the development of better directed footfall. This is required to support existing businesses, newly emerging businesses in the area and an improved quality of life for the residents.



Roof of arrivals hall. Source: Urban Land Institute.

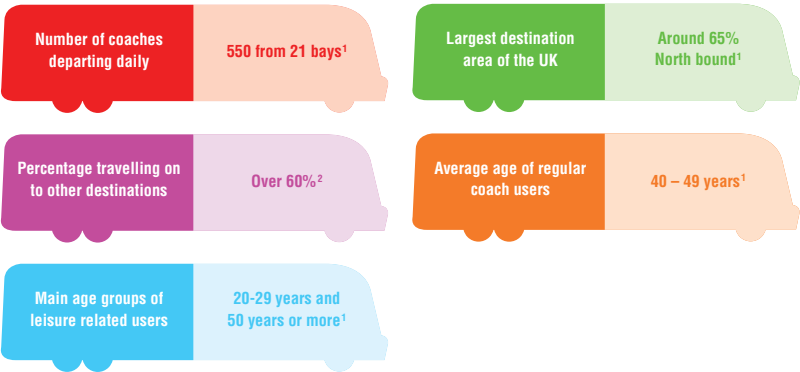


Figure 4: Victoria Coach Station - the numbers – (Source: ^{13A}London Coach Terminal Review LCTR 2005 and ^{13B}Tsn research international, 2012)

Local views on VCS

The Panel heard a huge range of views from interviewees on Victoria Coach Station – mostly extremely negative. A lack of clear information from the local authorities about footfall, passenger flows and crime rates has led, in some cases, to a startling difference in terms of perception and reality. As noted earlier – VCS has become something of a ‘bogeyman’ to whom all ills are attributed! Ways to address this are suggested in the following section.

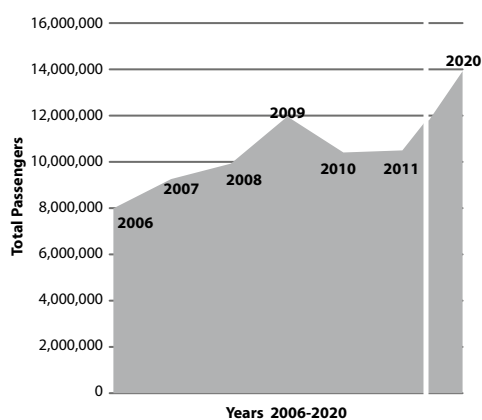


Figure 5: Total and forecast passengers for Victoria Coach Station

Even the most ardent opponents of VCS acknowledged that there is a need for a London Coach Station – but most agreed that it was in the wrong place; particularly given the projections for UK coach travel to increase.

In 2009, nearly 12 million passengers travelled through VCS. This is forecast to increase to 14 million by 2020 (Figure 5). The population of users contributes relatively little to the particular character of the Eccleston Place area or to the ambitions of residents, businesses and professionals in the wider Victoria and Belgravia area. Arguably, other locations in London would benefit from the presence of this largely youthful coach ridership, and a new coach station or series of stations could become part of an urban strategy elsewhere.

VCS and Eccleston Place

The principal issues affecting the future redevelopment of Eccleston Place are:

- 1) the location of the coach station: Eccleston Place, Elizabeth Street and Semley Place are too small to properly accommodate the coaches;
- 2) the traffic movements it generates: the area is already heavily congested with 82 million passengers using Victoria Underground Station annually and Victoria Mainline Station handling 70 million passengers¹⁴ each year – the second busiest station after Waterloo (86m14);
- 3) the distance between the coach station and Victoria Underground and overground station creates a barrier; and
- 4) poor signage inhibiting the flow of people and their luggage in already cramped areas.

The arrivals hall is currently located on a site bounded by the rear of listed properties in Ebury Street to the west, by Elizabeth Street to the south, Eccleston Place to the east and predominantly Chester House to the north. Coaches with passengers enter the site via the junction of Buckingham Palace Road with Eccleston Street and then turn into Eccleston Place, where the arrivals entrance is located as illustrated in Figure 6.

Empty coaches then transfer to the departures hall, exiting the arrivals hall via the south west corner of the site turning left into Elizabeth Street, right into Buckingham Palace Road and then right into Semley Place and using the south east corner entrance points into the departures hall.

Just this simple explanation of the movements required to operate a coach drop-off and pick-up service on two sites shows the high number of traffic movements required on predominately narrow residential roads and onto part of the Inner London Ring Road Network, namely Buckingham Palace Road. Clearly this has an effect on use patterns and the environs of the immediate area.

Both the vehicle and pedestrian traffic dominates the way that one 'experiences' Eccleston Place. This contributes to the issue of the identity - or lack of - for this area sandwiched between other distinctive neighbourhoods.

Our recommendation – preferred option

There is no doubt that VCS is not in the optimum location for the whole host of reasons given by our interviewees. However, no one has properly grasped the baton to manage the issues surrounding this key transport facility.

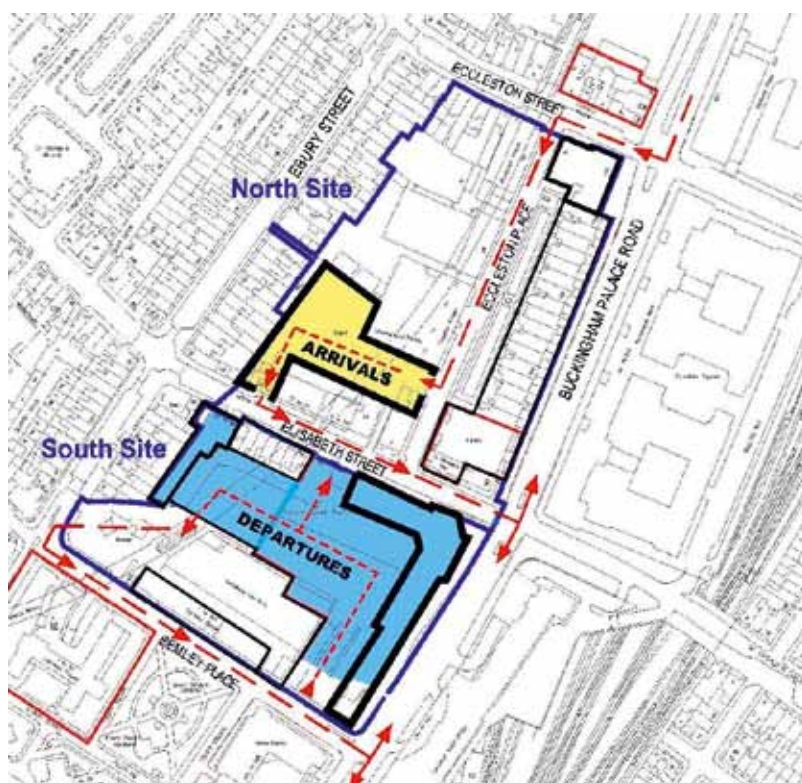
Better connectivity with other transport modes is now critical. But there has been and continues to be much debate as to whether :

- a) the relocation would be better suited to a series of hubs around the capital; or
- b) if it were relocated at a single integrated transportation hub, where should that be.

The issue of where and how the coach station could be relocated was not in the Panel's brief and would merit an advisory panel of its own; but the Panel recommends that the coach facility should be fully integrated with a London overground train service and the Underground system to accommodate current travel patterns. Within London there are limited sites with significant access to multi-modal integrated services. The most appropriate option appears to be the relocation in conjunction with High Speed Rail 2 at Euston Station. The Panel would strongly urge an immediate and serious exploration of these options with the Department for Transport at official and ministerial level if opportunities are not to be lost.

Figure 6: Current Coach Travel within the area of Eccleston Place.

¹⁴ Transport for London



Drawing by Panellist José Ramón Olaso.

In the long-term interest of all stakeholders, the Panel advise the creation of a pro-active Task Force, with representatives from local businesses, the travelling public and local residents, Grosvenor, Westminster Council, Transport for London, National Express, Victoria Coach Station Limited and its various coach companies and other key transport stakeholders. The Task Force should start an urgent dialogue to seek solutions to relocate London's Coach Station to a more viable and better connected site. Such an initiative should not be delayed to ensure that no possible options are lost through inaction.

Secondary Option:

There was no doubt in the minds of the Panel that VCS must be relocated to ensure a proper integrated transport service that supports national and international travel patterns. However, if relocation of the arrivals and departures hall is not achievable, the Panel suggests that at the very least the arrivals operation could be accommodated on an enlarged departures site currently located on the south side of Elizabeth Street.

This proposal was considered by a working party on the future of VCS in 2002.¹⁵ The partners TfL, Grosvenor, VCS, NCP and National Express concurred that this was a viable option based on an estimated 10 million passengers and accommodating coaches of 15m in length.

While clearly not the optimal solution, there are a number of benefits to such a proposal. These include a significant reduction in traffic flows on Eccleston Place, Elizabeth Street and potentially much of Semley Place; the avoidance of an unpleasant passenger transfer experience from one hall to the other; and reduced facility/amenity management required by a single site. Furthermore, this would permit the sympathetic development of the north side of the site with the ability to enhance the experience for residents, businesses and the travelling public.

¹⁵ The Future of Victoria Coach Station" Victoria Coach Station Working Party February 2002



Victoria Station

Source: Urban Land Institute.



Source: Urban Land Institute.



Source: Urban Land Institute.



Source: Urban Land Institute.



Source: Urban Land Institute.

Quick wins: investing in streetscape and marketing

“Managers do things right. Leaders do the right things.” - Unknown

This quote is usually cited to distinguish between leaders and managers, and to provide special encouragement for the creative thinking and decision-making that leaders provide. Grosvenor, however, as the dominant owner of leased freeholds and developable land in the study area, has the glorious opportunity to be what it has always been: An efficient and effective manager who leverages “quick wins” to change the near-term perception and reality of Eccleston Place, and an innovative and respected leader who provides the development vision that will catalyse the study area’s future regeneration.

Management of Eccleston Place

Now is the time for action, not future study. As an estate manager, Grosvenor can orchestrate a number of short-term interventions that will positively benefit the future regeneration of Eccleston Place. Grosvenor’s splendid revitalisation and upkeep of Elizabeth Street is an existing example of Grosvenor’s ability to manage street level transformations.

Regardless of the future for VCS and the overall development of the site, some critical short-term interventions are required now to communicate with people, enhance the local environment, improve the flow of foot traffic and address antisocial behaviour. The Panel would advise two short-term goals:

1. improve the pedestrian experience for all users, whether residents or visitors; and
2. change perceptions of Eccleston Place

Improve the pedestrian experience

“We take our children out every day because our playground is too small. We are in crocodiles walking down Buckingham Palace Road and it’s really unsafe.” - Primary school head teacher.



Buckingham Palace Road.

Source: Urban Land Institute.

Eccleston Place is, and will always be, a destination affected by an interconnected and multi-modal transportation network. This will remain irrespective of whether VCS is moved out of the area. Currently, pedestrians traversing Eccleston Place are presented with an opaque and chaotic set of pedestrian options.

Travellers with rolling suitcases (christened “suitcasers” by the Panel) face a particularly treacherous public realm that is rife with competing walkers, narrow pavements and speeding coaches. The intersection of Buckingham Palace Road and Elizabeth Street is a particularly challenging junction for pedestrians. It is almost entirely devoid of signage directing pedestrians to the Underground, Victoria Station or the coach station. On numerous occasions our Panel members, whilst walking on Buckingham Palace Road, were asked by “suitcasers” for directions to Victoria Station, no more than 500 metres away.

There is an urgent need to improve the pedestrian experience for visitors (pedestrians going and coming from Victoria Station, the Underground and the future CrossRail 2) and local residents. A focus on the experience at the street level not only aligns with Grosvenor's sustainability goals, but also reinforces the first of the Westminster City Council's four principles for delivering a Living City:

Making a visible difference to the lives of all the people we serve – through delivery of excellent street scene services such as refuse collection and street sweeping and improving the area as a place to live, work and visit.¹⁶

¹⁶Westminster City Council (February 2011) Insight Report: Delivering the Living City, Finding from the City Survey 2011, page 4.

¹⁷Available at: <http://www.insw1.com/Street-Ambassadors-8167.html> (Accessed: 17 May 2012).

Recommended actions to improve the pedestrian experience:

1. Create an Eccleston Place Ambassador Program (EP Ambassadors)

The goal of the EP Ambassador programme would be to upgrade the pedestrian environment at Eccleston Place by making the experience welcoming, safe and easy. The EP Ambassadors could, among other duties, greet visitors, provide directions or act as stewards by, upon request, walking visitors between the transit nodes.

The Ambassadors could be volunteers from the Belgravia or Victoria neighbourhoods, paid staff of Grosvenor or current staff of the Victoria Business Improvement District, whose "Street Ambassadors" currently provide these services to areas adjoining Eccleston Place.

This type of Ambassador programme can be found in countries throughout the world and is particularly a feature in the United States (Case study 13).



Source: Urban Land Institute.

Case study 13

NoMa Business Improvement District Ambassador Programme, Washington D.C. USA

Launched in 2007, the NoMa Business Improvement District (BID) was set up to improve a neighbourhood containing mixed uses and transit orientated development, located to the north of Capital Hill and Union Station in Washington. There was a clear need to communicate the area's attributes and transport links and to create a feeling of safety.

Instead of relying on signage and brochures, the NoMa BID chose to introduce an ambassador programme that would help build an identity and knowledge of the area. It introduced eight roving ambassadors to provide advice for transit users at Union Station and New York Avenue Metro station. The NoMa Ambassador tasks include:

- making the area safe and clean by providing a safety service, a regular presence on the streets and clearing up waste;
- hosting monthly safety meetings with the Metropolitan Police Department;
- promoting the area through marketing programme and community events; and
- promoting employment and community projects.

In 2011 the NoMa Ambassadors provided nearly 10,000 'assists' which included escorting individuals to their destination, answering questions and providing directions around the area.



NoMa case study.

Source: NoMa Annual Report, 2011.

The NoMa BID also:

- contributed to a 44% reduction in crime between 2007 – 2010;
- offered over 100 free events in 2010;
- removed 178 graffiti marks; and
- ran a job skills training and mentoring scheme for local youth through Summer Ambassador Programme.¹⁸

NoMa's ambassador programme is linked to a broader marketing programme that is supported by events and online activities and together they play an active role in developing NoMa as a community and vibrant place to be.

¹⁸ NoMa BID Annual Report 2011



Source: Urban Land Institute.



Figure 7.

Source: Urban Land Institute.



Figure 9.

Source: Urban Land Institute.

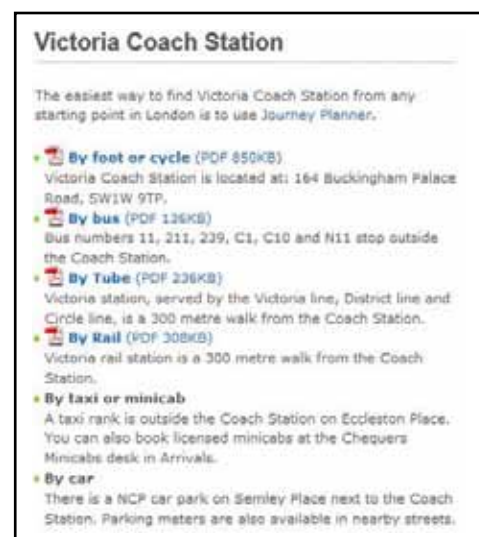
2. Improve wayfinding and signage

There is limited wayfinding guidance and signage assisting pedestrians as they pass through Eccleston Place. What signage exists is often contradictory and confusing. This is a particular problem for pedestrians connecting between stations. Interventions to improve that experience should be a priority. The Panel recommends two main ideas:

- a. **Bring the TFL Legible London signage and map guidelines and strategies¹⁹ to the Eccleston Place area.** Legible London is already working in the West End, South Bank, Richmond and Twickenham areas of London. Legible London's goals – to tackle the issues of “inconsistent signage and confusion about distances between areas” and “help both residents and visitors walk to their destination quickly and easily” – align with the need to substantially improve the pedestrian experience to and through the Eccleston Place site. Currently, the area has one Legible London sign (figure 7) and web-based maps which do not show the best way to walk (figure 8). The only other signage directing VCS passengers was located in above the departure hall exit (figure 9).

¹⁹Legible London (May 2012) Available at <http://www.tfl.gov.uk/microsites/legible-london/3.aspx> (Accessed: 17 May 2012).

Figure 8. Victoria Coach Station

Source: <http://tfl.gov.uk/gettingaround>.

TFL Legible London signage

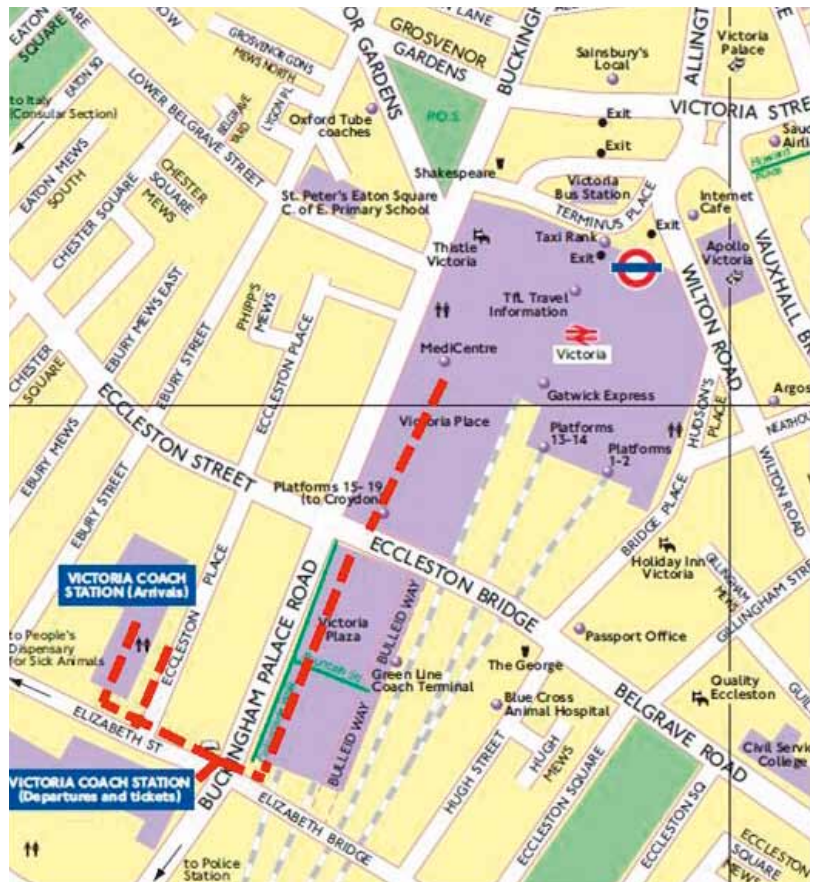
Source: tfl.gov.uk.

b. Create a pedestrian hand-out walking map that is designed to give pedestrians, particularly those traversing Eccleston Place between stations, the best and safest routes to walk. The map would attempt to steer pedestrians on a route where the pavements are widest, the intersections are safest for “suitcase” movement, and there are the clearest routes. The map would also include a description of the distance and approximate travel time between the various nodes and points of interest. This information could calm transit pedestrians and reduce the frenzied pace that many adopt while traveling between the stations. The map could be based on Legible London and TfL designs to provide a consistent approach to assistance and signage. These walking maps don't need to be solely practical - Eccleston Place could consider following the example of the Baker Street Quarter in publishing ‘pleasure walks’ that encourage residents and visitors alike to explore new additions to the area.



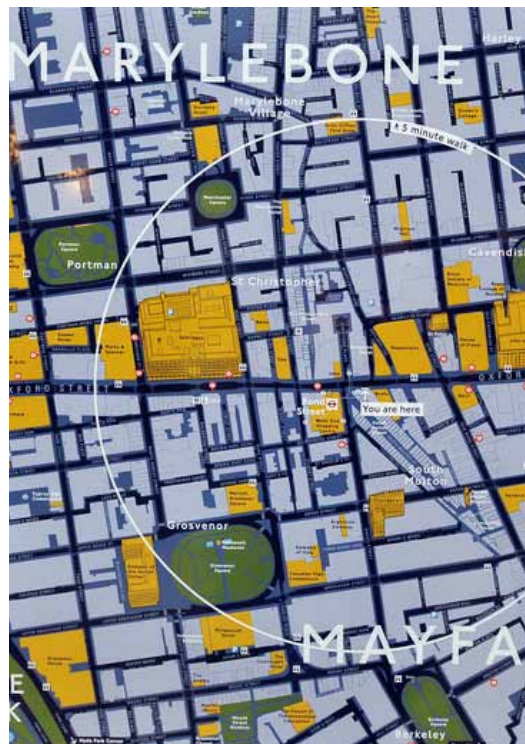
NoMa Ambassador handing out map.

Source: NoMa Annual report, 2011.



London Street Map.

Source: TfL walking map.



TfL Legible London signage.

Source: tfl.gov.uk



The Baker Street Quarter hand out maps for local free walks.

Even so, there is clearly work to be done on the area's image. The panel therefore proposes two streams of work:

1. A public awareness campaign designed to disseminate useful information and updates about positive management actions taken by Grosvenor and their partners. Some perceptions of Eccleston Place are fuelled by lack of information, or lack of accurate information. Grosvenor could explore using a variety of print (e.g. newsletters and flyers) and social media tools (e.g. Facebook, Twitter and Foursquare and Grosvenor's own website) to:

- disseminate information about all of the amenities and retailers already located in the study area. The article in the Evening Standard (13 June, 2012) highlighting the 'Elizabeth Street Summer Party' is a good example.
- share facts and figures with residents and businesses to address some misconceptions such as the view that most coach travellers are from overseas, which is contrary to the data as illustrated in Figure 12.²⁰ Grosvenor could include such images in a "Did You Know?" section that sets out explains the figures for the area and promotes positive attributes to reduce false perceptions.

2. Market Eccleston Place as a neighbourhood with an identity characterised by a unique market of smaller entrepreneurial office occupiers who desire to live, work and play in unique spaces

There is an opportunity to leverage the natural assets of Eccleston Place - its central location, links to the transportation network and distinctive, smaller heritage buildings - to attract a different market of people to live, work and play there. Establishing a marketing campaign will cultivate a sense of positive anticipation for the regeneration of the study area. Suggestions about how a vision for the new area could be developed were introduced in Section 2.

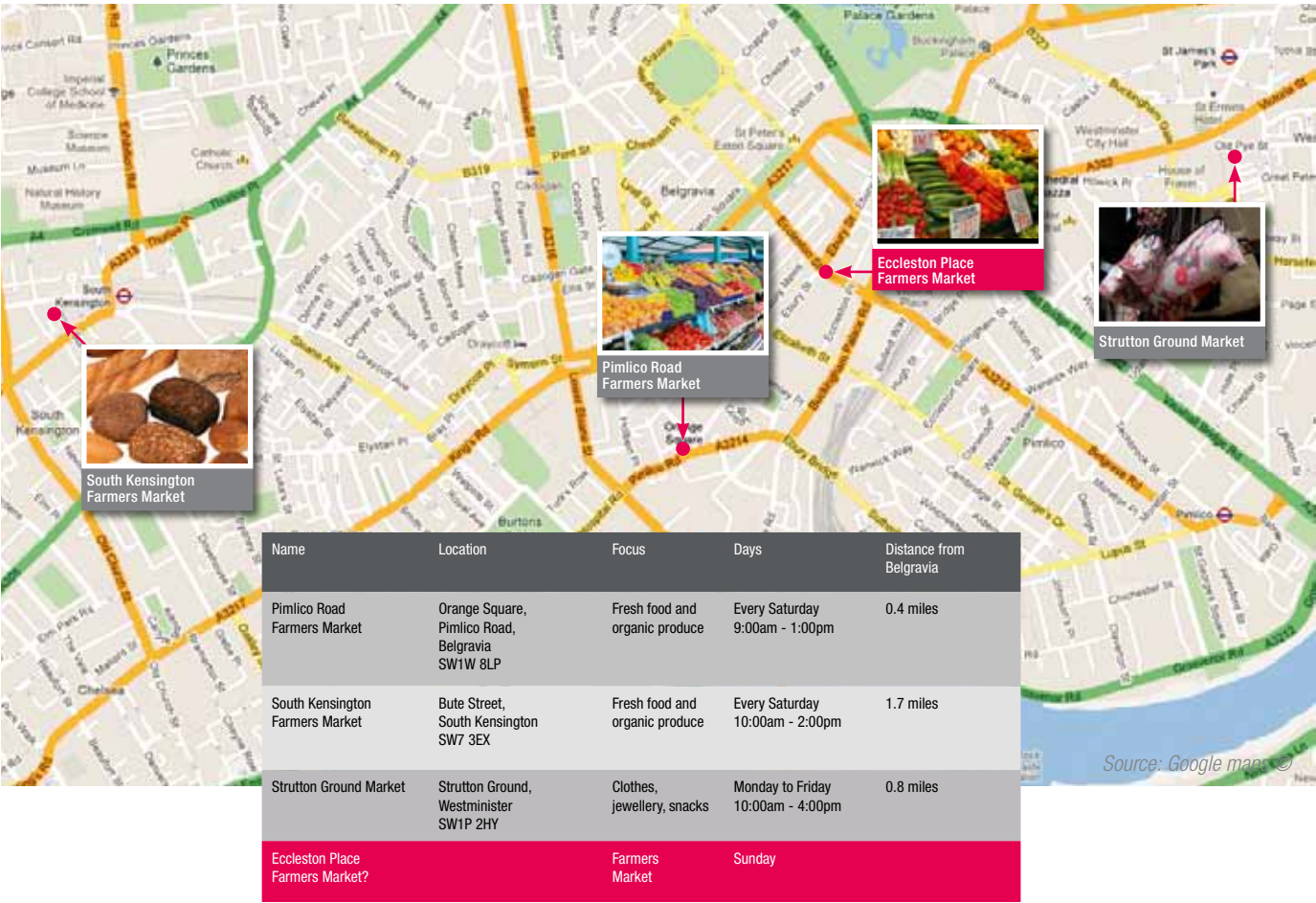
²⁰11 Tsn research international, 2012



Figure 12: Grosvenor produces the 'Belgravia newspaper' for residents and business occupiers several times a year. This paper and other media could be used to dispel misconceptions by including a 'Did you know' section that provides insights into issues and trends affecting the area.

As outlined in section 2, branding will play a key role. Strong branding is an element that runs through many of the preceding case studies. Areas with a strong identity are successful in attracting new visitors, residents and businesses. St Christopher's Place and Duke of York Square, both in London, leverage their advantages such as attractive architecture or their location to create a strong image supported by an on-line presence. Even brand new neighbourhoods or those with a more chequered past, such as the Brunswick, have been successful in creating an identity where previously none existed or in re-inventing themselves.

Figure 13: Farmers Markets in the local area



Shopping at a Farmers market. Source: Upheaval

Events can also help. Retailers, such as those on Elizabeth Street, can host monthly events such as restaurant weeks to add to their appeal as destinations within the neighborhood and draw people from outside the immediate area.

Grosvenor can partner with other area organisations on community events, strengthening its ties to the neighbourhood and ensuring its active participation in the evolution of the community. Similarly, walking/garden tours of notable Belgravia residences that utilise the newly created public space in Eccleston Place as a meeting point will also draw people here. And there may be an opportunity to attract a farmers' market to complement the current offer in the local area (Figure 13), for instance, a Sunday farmers' market in Eccleston Place.

Big Ideas

The following case studies show examples of where cities have used art, festivals and other events to draw people to otherwise forgotten areas.

Case study 14

5M Placeworks Mission, San Francisco, USA, Collaboration focused creative development

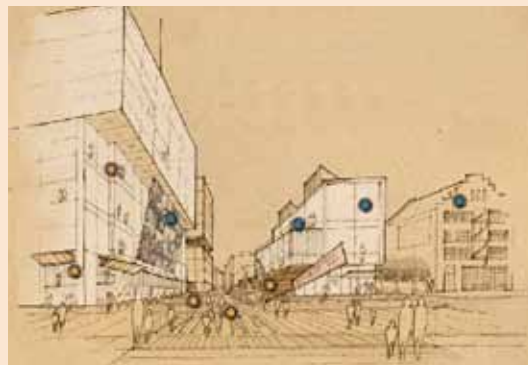
In San Francisco, real estate developer Forest City and Intersection for the Arts (IFTA), an arts and community development organisation, joined forces to develop an innovation and creativity campus. The 5M Project started construction in 2010 and gets its name from its location: 5th and Mission Streets. Previously, it was the home to the former Chronicle newspaper. Over the next ten years the four acre site will be developed into a mix of low, mid, and high-rise buildings. It aims to be a place where people can be creative and where a diverse groups including artists, students, and entrepreneurs, can come together to share ideas and resources.

The PlaceWorks project combines community building and economic development initiatives to strengthen the sense of community and create opportunities for people of all backgrounds. Their aim is to overcome the divides (linguistic, socio-economic, political, etc.) between the area's "disadvantaged" and "innovative" communities by removing barriers and promoting collaboration. IFTA hope that:

“New models, ways of thinking, collaboration and networking, open sourcing, social technology, shared value creation, participatory art, cultural and innovation events, entrepreneurship and job training, public markets, and more will become accessible to our neighbours through PlaceWorks, readying them for the emerging economy.”



Source: <http://5mproject.com>.



Source: <http://5mproject.com>.

5M's programming includes street markets, neighbourhood festivals, public installations like street furniture and murals, and initiatives to provide access to training, technology and jobs. Currently, 5M links over 2,000 diverse organisations and individuals, and in one year, over 60,000 people have attended hundreds of open events there. As the site is developed, participation is only expected to grow.

Source: <http://theintersection.org/5m-project/mission>

Case study 15

Agit Agueda Festival, Rua Luis de Camoes, Agueda, Portugal, Drawing attention to narrow streets in a small area as part of an arts/culture festival



Agit Agueda Festival.

Source: Patricia Ameida, flickr.

The small town of Agueda (near Porto, Portugal) developed a unique method to draw attention and footfall to narrow, nondescript streets. A free arts festival was sponsored by the city of Agueda from 7-29 July, 2012 (but takes place annually) and included a diverse range of activities including concerts, sporting and cultural activities, artworks and handicrafts.

The festival included an outstanding piece of public art, named “Colorful Umbrellas”.

This drew significant attention – and international press coverage – to two small streets in the town, including Rua Luis de Camoes. The piece featured hundreds of colourful umbrellas floating above the pedestrianised streets, which were covered with a layer of green turf. The umbrellas were suspended by wires between the buildings and did not follow a uniform design. Some of the more peculiar parasols are standing upside-down or butting heads with another. The umbrellas are complemented by vibrant, striped lampposts and pink, yellow, and green benches lining the way. They filter the light, projecting an interesting hue. The scene’s feel is one of whimsy, allowing visitors to see the area in a whole new light.

The art was installed by designers at Ivo Tavares Studio who aimed to “stimulate a traditional shopping street into an engaging visual experience”. Hung over a series of promenades, ‘colourful umbrellas’ transforms the pedestrian experience by “providing an interesting variation of colour contrast and hues with the correct amount of given daylight.”²¹ Eye-witness and media accounts testify that the eye-catching design is visible from a distance, attracting and pleasing residents and visitors.

Source: <http://blog.archpaper.com/wordpress/archives/43790>

²¹ Ivo Tavares Studio. “ivotavares studio: colorful umbrellas installation.” <http://www.designboom.com/weblog/cat/30/view/22979/ivotavaresstudio-colorful-umbrellas-installation.htm> (accessed 15 Aug 2012).

Case study 16

Broken Light, Rotterdam, Netherlands

The Katendrecht neighbourhood in Rotterdam's harbour area had for many years been run-down, suffering from high crime, prostitution and uninspiring public housing and open space. A regeneration programme and an innovative public art project were completed in 2010, transforming a key street in the neighbourhood – the Atjehstraat – into a positive yet tranquil place, and creating an identity for the neighbourhood.

The public lighting project – called Broken Light – was commissioned by the city council who worked with residents, designers Rudolf Teunissen and Bureau Max and patron Stichting DSPS. Public engagement was critical to the success of the project and Stichting DSPS also performed a mediator role bringing different parts of the community together to discuss their aspirations.

The effect was achieved by replacing street lighting with specialist projection fixtures, at a height of 20 feet, and including lamps with colour-rendering properties. Mirrors refract the light which is then fed through projectors to achieve a stripey effect, “covering sidewalks in a wavy, underwater-like pattern of soft light, while adorning the facades of rental apartments in strips of light that look like pilasters.”²²

As the designer, Teunissen, told the Architectural Record, “This project is about using light to reconquer public space.” Despite some initial reservations, residents are proud of their area and the project. It has also attracted coverage from arts writers. The designers have ensured that the project does not consume unreasonable amounts of energy. And importantly, Broken Light has made a key contribution to improvements in the area including a reduction in crime and prostitution.



Broken light

Source: <http://lightpublic.com>

Source: Public Art Directory: <http://public-art-directory.com> Mondo, the International Magazine for Architectural, Retail and Commercial Lighting, Issue 60 Apr / May 2011 : Architectural : Urban 'Broken Light, Rotterdam, Netherlands'

²²Tracy Metz, August 2012, 'Broken Light', Architectural Record



Broken light

Source: <http://lightpublic.com>

Conclusion and summary of recommendations

To realise the fullest potential of Eccleston Place, Grosvenor needs to work towards the optimal solution: the relocation of Victoria Coach Station. If this can be secured, it is possible to create a new neighbourhood that isn't simply an amalgamation of the identities of Belgravia, Victoria and Pimlico but has its own distinct identity. Future relocation of VCS would make it possible to create a new neighbourhood which is vibrant, yet peaceful and offers uses which are complementary to the offer in surrounding areas.

This will require:

- a mix of small and larger office space but with a marketing focus on small, entrepreneurial professional services organisations with the ability to expand.
 - new housing (private and affordable, possibly linked to studio space) for both young professionals and families.
 - flexible buildings which can accommodate both residential and commercial use as demand changes.
 - a greater mix of shops, particularly food shops, to serve increased residential and office markets.
 - the addition of a cultural facility potentially including an independent cinema, restaurant/bar and flexible space for other community activities such as crèches/meeting space during the day.
 - improvements in permeability and the creation of a better sense of space by opening up Eccleston Place, using shared surfaces, creation of a pedestrian area and transforming the walled garden into an expanded public realm that connects with Eccleston Place.
 - the potential development of an entrepreneurial cluster around the existing vibrant lifestyle businesses and the potential to develop centres for adult education.
- To improve the pedestrian experience:
 - o create an Eccleston Place Ambassador Program (EP Ambassadors).
 - o improve wayfinding and signage (create a pedestrian hand out walking map; bring the TFL Legible London signage and map guidelines and strategies to the Eccleston Place area).
 - o work with partners to improve the experience and safety of travelling between Victoria Coach Station and Victoria Railway Station and Tube.
 - To change perceptions of Eccleston Place:
 - o introduce a public awareness campaign to disseminate information about local services and amenities and share accurate facts and figures to address misconceptions.
 - o market Eccleston Place as an area with an identity characterised by a unique market of smaller entrepreneurial office occupiers who desire to live, work and play in unique spaces.

Positive engagement from residents and businesses within the area demonstrate that people are interested in, and excited by, the development of Eccleston Place. The panel hopes that the recommendations set out in this report form a basis for a long term vision and redevelopment of Eccleston Place and provide Grosvenor with a tool in ongoing deliberations with the community and partners. Grosvenor have publically committed to follow up the panel process with an extensive community consultation on the potential masterplan and redevelopment of Eccleston Place. The Panel urges Grosvenor to take the lead by forming two task forces focused on the broader masterplan and the Coach Station respectively.

However, we do appreciate that achieving these changes will not happen quickly. Agreeing a relocation of VCS will require careful working with partners and multiple stakeholders with differing interests. In the meantime, Grosvenor should start a stage 1 redevelopment of the north site as leases on buildings there expire. Local stakeholders and Westminster City Council need to tackle a number of pressing concerns including the presence of very large buses on narrow streets, large numbers of people hurrying along with wheeled suitcases on inadequate pavements, deficiency of signage and insufficient sanitary locations or welcome areas at VCS all add up to a series of conflicts that impede the public realm and enjoyment of the area. Grosvenor and its partners need to undertake some short term actions to address these issues. We put forward the following recommendations.

Appendix 1: The Panel Team



Ms Jeanne Giordano

President
Jeanne Giordano Ltd, Urban
Design & Retail Planning
New York, United States of
America

Jeanne Giordano established
her own office in 1996 after

25 years of senior positions in public and private development. Projects range from the planning of unique public spaces and retail environments to designing specialty commercial and retail interiors. Most recent clients include The Signature Theatre, the Brooklyn Botanic Garden, and the University of Chicago. Continuing clients are NYC Economic Development Corporation, Harvard University, Barnard College, and private clients.

From 1988-1995, Ms. Giordano initiated and directed the Grand Central Terminal Development Office for the Metropolitan Transportation Authority, to focus on the restoration of this long neglected landmark. Ms. Giordano held senior management positions with the developers, Rouse Associates and Carley Capital Group.

She was a Loeb Fellow at the Harvard Graduate School of Design, Fellow in Design of the American Academy in Rome, and a Fellow of the US-Japan Innovators Network. She serves on the Board of the Kronos Quartet and the USA Board of the National Theatre of Scotland.



Mr Lawrence Barth

Professor
Graduate School of
Architectural Association
London, United Kingdom

Lawrence Barth is a
Professor of Urbanism at
the Graduate School of

the Architectural Association, positioning the Housing and Urbanism Programme at the interface of architecture and urban strategy. In 2003 he joined the Graduate School's Landscape Urbanism Programme, developing the political and strategic component of its curriculum. In 2004, he initiated the formation of a sustained research programme in architectural urbanism at the PhD level and integrated the ensuing research culture into the school's taught programmes. In 2008, Mr Barth led the coordinating of a new research cluster, entitled The Architecture of Innovation. This cluster integrates architectural work at the AA into the multi-disciplinary efforts to develop a dynamic urbanism for today's knowledge economy.

Mr Barth also works independently as a consultant urbanist for cities, design practices and research institutes through which he has collaborated with diverse architects and landscape architects including Zaha Hadid, Future Systems, Gustafson Porter, Balmori Associates, and S333. He has played the lead role in overseeing a multi-disciplinary refinement of the central district within the one-north Masterplan for a next-generation innovation environment in Singapore. He has published widely in architecture and sociology, and is a frequently invited lecturer and critic on the role of architecture and landscape in the contemporary urban process. He participates in an international research network on the growth of global mega-cities and the urban transformations associated with the knowledge economy. He is a member of the UK's Academy of Urbanism.


Mr Paul Clark

Director
Gateway Associates
Kent, United Kingdom

Paul Clark has lived and worked in London and the South East for all of his life. Before entering Parliament

in 1997, Paul worked for the British trade union movement. For 13 years, he was the MP for Gillingham – a major London commuter town.

Whilst in Parliament Paul was a Treasury Bench Whip and Minister for Transport covering a wide range of portfolios. He was also Parliamentary Private Secretary to the Deputy Prime Minister, the Minister for Housing, Planning & Regeneration and the Secretary of State for Children, Education and Skills, Ed Balls MP.

Paul is an influential proponent of the Thames Gateway regeneration in East London, South Essex and North Kent. In 2011 he received an honorary degree from Greenwich University in recognition of this work.

Paul is now the director of Gateway Associates opening the doors to successful engagement with the UK political machinery; helping to create successful social enterprise operations and has been in recent talks in Kenya and Sri Lanka surrounding the UN decade of action on Road Safety.

Amongst other things, Paul is also Chair of Medway CAB, Director of Sunlight Development Trust, Council Member of Keele University, Trustee Brompton Academy and Director of Kent & Medway Groundwork UK. Paul is married with one daughter and one son.


Mr Calvin Gladney

Managing Partner
Mosaic Urban Partners
Washington DC, United States of America

Calvin Gladney, Managing Partner of Mosaic Urban, is a public-private partnership

strategist, real estate developer, and trusted advisor to organizations seeking to sustainably transform urban communities.

Over the past three years, Mr. Gladney has served as a development advisor to projects with estimated development costs of over \$1B and totaling more than 5M square feet of potential development in urban areas throughout the United States. Prior to founding Mosaic, Mr Gladney served as Vice President of the Anacostia Waterfront Corp. (AWC), a D.C. quasi-public real estate corporation, General Counsel and Transactions Manager at BRIDGE Housing Corporation, a private real estate developer in San Francisco, CA, and Senior Development Director and Counsel at the National Capital Revitalization Corporation (NCRC), a quasi-public D.C. real estate corporation.

Mr. Gladney graduated cum laude from Harvard Law School, received his B.S. from Cornell University and is a LEED Accredited Professional. Mr. Gladney also serves as an adjunct professor at Georgetown University's Masters in Real Estate Program where he co-teaches real estate entrepreneurship.



Mr Paul Jeffrey

Director
Ecorys
Birmingham, United
Kingdom

Paul Jeffrey is the Principal of Paul Jeffrey Associates and a Director of Ecorys UK.

A chartered town planner by background, Paul brings 30 years of research and consulting experience in city development, regional planning, housing and regeneration. Paul's portfolio includes evaluations, strategies, project development and appraisals, funding bids, facilitation and training. He gave evidence to the Examination in Public of the West Midlands Spatial Strategy.

He has worked for UK government, regional agencies and local authorities. His international projects includes work for the European Union and the World Bank. In 2011 Paul was an expert for the Urban Land Institute review panel for the Moscow City Plan. Previously Paul was an external monitor for Urban Pilot Projects in Stoke, Dublin, Aalborg, Rotterdam and Copenhagen, and an external evaluator for Leicester City Challenge.

Paul has evaluated the EU Urban Community Initiative and presented the results at the INTA34 conference in San Sebastian. Currently Paul is directing a major project for the European Commission reviewing the use of the European Regional Development Fund on housing projects to improve energy efficiency and address social integration issues. His UK work includes a successful case making document for the A45 transport corridor in Solihull, a study of the impact of the recession on the West Midlands property market, and a successful funding bid for the Centre for (Building) Regeneration Excellence in Stoke.

Paul's publications include a chapter in the BURA Regeneration Handbook (and currently editing for a revised version). He contributed the research for the Chartered Institute of Housing Transforming Estates report.



Mr José Ramón Olaso

Architect and Urban Planner
Madrid, Spain

José Ramón Olaso is an Architect, Urban Planner and international consultant in land planning with 30 years' experience managing large

scale projects and decentralization processes in Latin America and Europe.

As Design Architect he developed landmark institutional buildings for Madrid's Ministry of Land Planning. He held top management positions as Responsible for Plan PRISMA (Regional Plan for Investments and Public Services) at Madrid's Regional Service of Public Health and was instrumental implementing the General Urban City Plan at Móstoles municipality.

Mr. Olaso holds a Master's Degree in Architecture & Urban Planning from Madrid's Superior Technical School of Architecture, a Researcher's Degree by the Doctorate Commission of Architectural Design of the ETSAM and a Bachelor's Degree in Anthropology from the UNED University/ Spain. He speaks Spanish (mother tongue), English and French.


Ms Tiffany Lau

Assistant Vice President
and Chief of Staff
New York City Economic
Development Corporation.
New York, United States of
America

Tiffany Lau is an Assistant Vice President and Chief of Staff in the Asset Management Group at the New York City Economic Development Corporation, where she works on asset repositioning, leasing, development, and portfolio monetization projects for the City of New York. She also assists senior staff in developing and achieving strategic plans and policy goals for a diverse citywide portfolio of real estate assets, collaborating with other divisions and City agencies on interdivisional/interagency projects, recruiting and training efforts, and improving overall efficiency of one of the largest divisions at NYCEDC.

Previously, she was an Acquisitions Analyst at ING Clarion (now Clarion Partners), responsible for analyzing potential commercial real estate investments and transaction underwriting across all asset classes, covering the South and Midwest regions of the US, as well as New Jersey, Connecticut, and Pennsylvania markets. Prior to joining ING Clarion, Tiffany was part of the Urban Business Unit of Pulte Homes, where she was a member of the Land Acquisition and Development team, focused on urban infill multifamily development in the Metro NY/NJ area.

Tiffany earned a B.A. in Urban Design and Architecture from New York University, and a M.Sc. in Real Estate Development at Columbia University, where she was a member of the MSRED Student Council, as well as the Center for High Density Development's Workouts Group. She is an Executive Chair of the Urban Land Institute – Young Leaders Group, and sits on the ULI New York Management Committee, as well as the ULI Women's Leadership Initiative Steering Committee. In 2010, she was appointed as an inaugural Board Member for the Columbia GSAPP Alumni Association, and currently serves as a Class Representative for the Columbia MSRED Program


Mr Igor Sancisi

Real Estate Developer and
Consultant
Cooper Feldmann
Amsterdam, The
Netherlands

Igor Sancisi is a Partner at Cooper Feldman where he manages projects across Europe and Europe specializing in advice for in inner city redevelopment, including concept development, acquisitions, feasibility studies, risk analyses, zoning, permitting, contract structuring and investment management.

As a developer his specialties are the development of new concepts for inner city regeneration, including the development of hotels, houses and multifunctional real estate. In these cases he works for (future) tenants, buyers and owners.

Igor studied Law at Leiden University and did an MSRE in Real Estate at the University of Amsterdam. Igor has worked on a variety of projects some of which are included; Sweets, the redevelopment of 28 Bridgekeepersposts into a hotel in Amsterdam, P. Borgo di Gello, the redevelopment of a medieval mountain village in Tuscany into sustainable resort hotel.

As an entrepreneur, he is also involved in the development and operation of the online private development platform called WIKAZA. The platform has been designed to link private individuals with professionals and design teams across regions in the Netherlands.



Ms Katie Smith

Director of Policy
ULI Europe
London, United Kingdom

Katie Smith recently joined ULI Europe as Director of Policy. She has 18 years' experience of planning and

regeneration policy development and research and indepth knowledge of local government in England.

Latterly, Katie was Head of Studies at the Audit Commission, the body which audits local services in England and promotes value for money in public spending. There, she directed studies in planning, housing and environmental issues with significant impact on national policy and local practice. The research included reports on tenant involvement in housing associations, on councils' use of section 106 powers (impact fees), a delivery chain analysis on balancing housing markets and the use of consultants in development control. She also led research on value for money for a range of other issues including the local government pension scheme and councils' approach to road maintenance.

Prior to joining the Audit Commission, Katie worked for the House of Commons select committee on Environment, Transport and Regional Affairs where she advised Members of Parliament on inquiries relating to planning, housing, local government and regional development.

In the early years of her career, Katie practised as a consultant for PwC and KPMG based in Scotland, Northern Ireland and northern England. She specialised in evaluating the economic impact of regeneration spending. She was also seconded to a Single Regeneration Partnership in Liverpool. Katie holds degrees in geography and urban and regional planning.

Panel Staff:



Ms Alexandra Notay

Panel Director
(Contracted to ULI)
Director, Alex Notay Ltd
Bristol, United Kingdom

Alexandra Notay is a strategist, problem-solver and skilled people manager

with a global network of board-level relationships and strong record of successful project delivery. Alex operates as an independent advisor to a range of global organisations from the public and private sectors, providing strategic advice and project management. Her areas of expertise include city economic development, real estate, regeneration and sustainability.

In July 2012 Alex was voted one of the top 100 young property professionals in the UK and was the only independent consultant to make that list (Property Week's 'Hot 100'). She is also a fixture in the Peer Index ranking of the 100 most influential 'tweeters' on property and real estate.

Alex has diverse experience of complex programme management and corporate communications and is an experienced conference speaker and workshop facilitator. She is well-known for her energy, enthusiasm and commitment to delivering the highest quality results.

After more than eight years of rapid progression through a series of increasingly senior positions in the UK government and the world-renowned think tank, ULI - the Urban Land Institute, Alex established her own advisory business in January 2012. As an independent advisor Alex is now able to be involved in a wide variety of projects and programmes, utilising all her different skills and experience.

Alex sits on a number of boards, including the World Economic Forum's Building Retrofit Steering Board, the UK Green Property Alliance and the UN ECE Committee on Housing and Land Management. Alex is also on the advisory committee for an independent charity promoting educational and career opportunities for women in the UK. She holds a B.A. (Hons) in International Relations from the University of Sussex and is a member of the Society of Property Researchers, an APM accredited Practitioner of PRINCE2 Project Management and Fellow of the RSA - Royal Society of Arts.



Mr Robert de Jong

Panel Project Manager
Strategic Programmes,
ULI Europe
London, United Kingdom

Robert is the Project Manager for the Urban Land Institute and is lead manager

of the LessEn initiative, a project aimed at encouraging better energy efficiency and retrofitting in commercial buildings. He works with ULI's leading networks, initiative partners and LessEn community to enable individuals and organisations to achieve substantial energy reductions. In 2010 he initiated and implemented a research partnership with Cambridge University to determine the value of green real estate for occupiers in the UK. Further projects he has lead include the world's first building energy efficiency data map; UK schools energy league table; building energy case studies; world's first global energy map and leading building energy forums across Europe.

Prior to his role with LessEn and ULI, Robert worked on a low carbon project for a London Borough, supporting the implementation of community and business energy efficiency initiatives. Robert has also spent over 8 years within the sustainability field in Australia advising businesses and community groups in developing sustainability strategies.

Robert holds a degree in Environmental Management and Sustainability



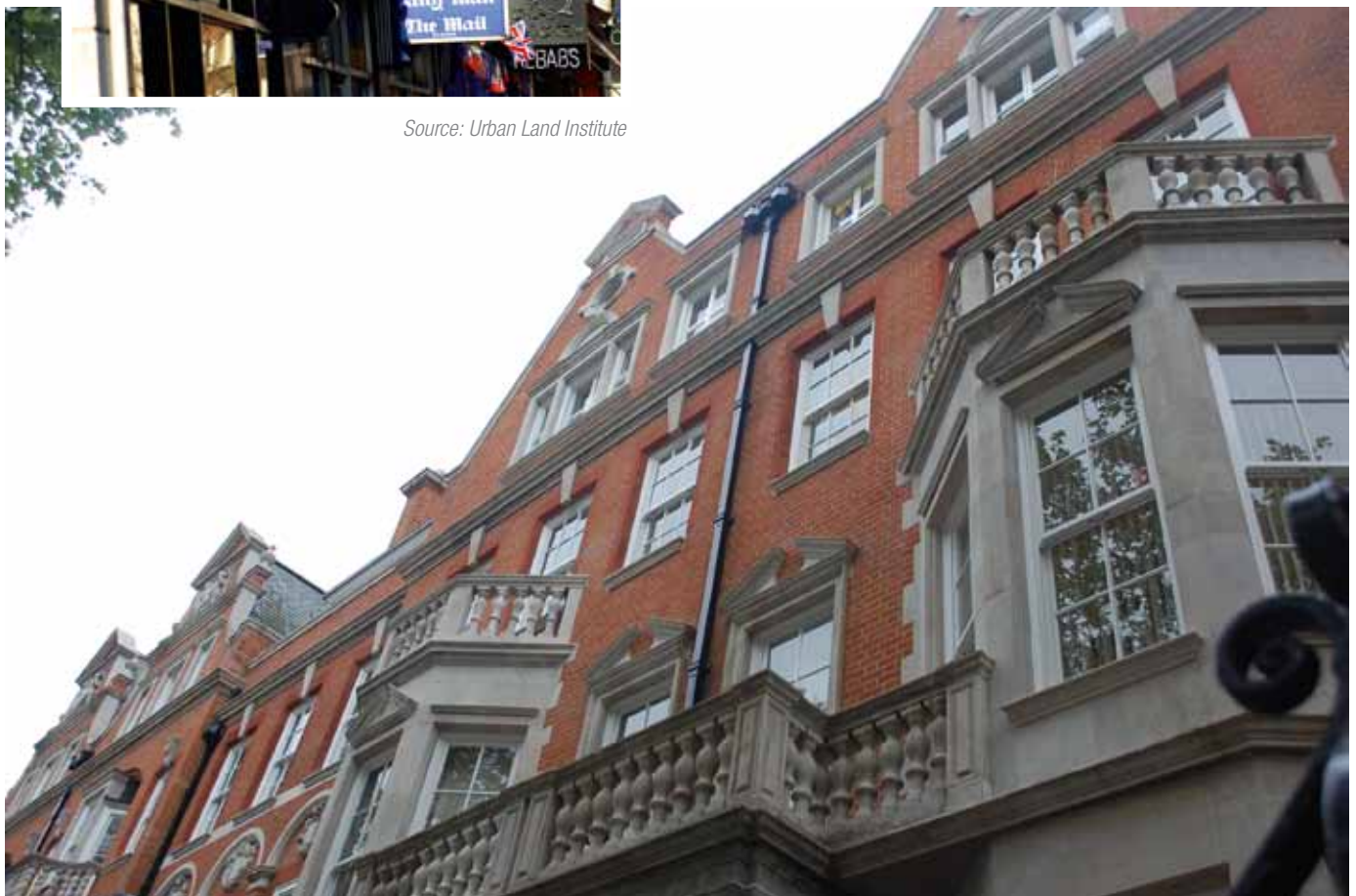
Source: Urban Land Institute



Source: Urban Land Institute



Source: Urban Land Institute



Source: Urban Land Institute

Appendix 2: Stakeholder interviews, 15 May 2012

Stakeholder interviews:

Who attended	Number of attendees
Residents	30
Business owners who are also residents	11
Schools and religious organisations	6
Business representations	7
Local business associations	3
Agents and Developers	9
Local and regional Government	9
Coach Organisations	5



ULI connects local expertise with global knowledge to create opportunities. Join ULI's 30,000 members for access to objective information and the experience of those active around the world in every discipline of real estate development, investment and regulation.



ULI – the Urban Land Institute – is a non-profit research and education organisation supported by its members. Founded in Chicago in 1936, the institute now has over 30,000 members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines and working in private enterprise and public service. In Europe, we have over 2,000 members supported by a regional office in London and a small team in Frankfurt.

ULI brings together leaders with a common commitment to improving professional standards, seeking the best use of land and following excellent practices.

To download a calendar of ULI events and activities for 2012, please visit www.uli-europe.org

www.uli.org

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