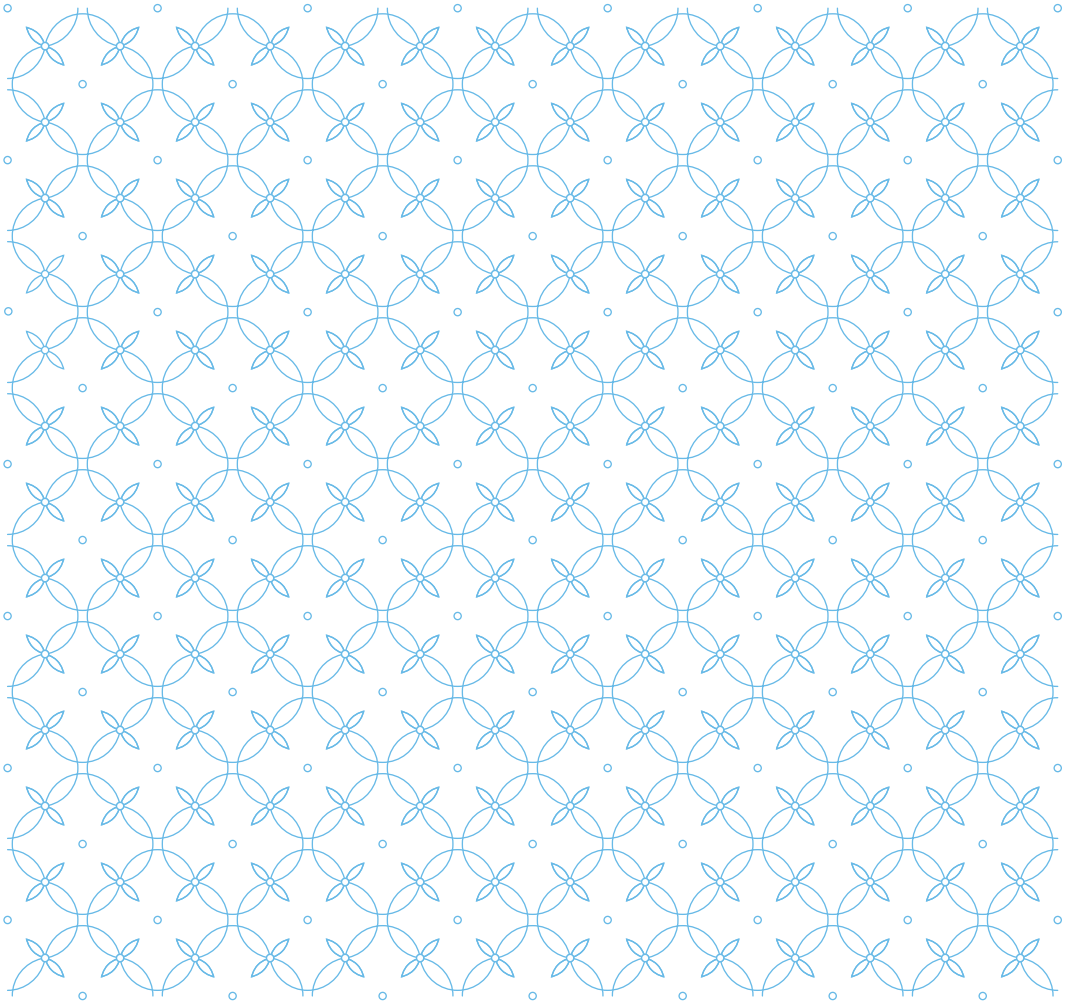


# Redefining refined: Vision for St James's



# Introduction

The Crown Estate owns nearly 50 percent of the buildings in St James's and is committed to the area, which is part of the core fabric of The Crown Estate. Some of our most exciting projects are taking shape here. Projects such as St James's Gateway, where works began in 2010, enhance and respond to the character of the area and reflect our commitment to architectural excellence.

The Crown Estate's St James's portfolio vision will guide our investment in the area. Our aim is not to change St James's but refine it; sensitively, carefully and for the long term.

We will invest in St James's future as a world renowned destination for shops and restaurants, whilst preserving its distinct niche in the West End office market. We will safeguard its residential character and improve the public realm, redressing the balance between pedestrians and motorists.

Our approach will be based on consultation with businesses and communities to ensure our ideas preserve this most historic quarter of London.

St James's is home to some of London's most celebrated heritage but there is much more to it than this. St James's is a living, evolving and defining part of London. More than its architecture or heritage, this thriving culture and community is at the heart of the area's success and The Crown Estate's approach to investing in St James's future.

**St James's is a unique part of central Westminster. It differs from the other 'villages' of the West End – Mayfair, Soho and Covent Garden – in its remarkable architectural richness. Its concentration of listed buildings is unparalleled in London.**

# The Vision

## Architecture

Deliver buildings that respond to the character and quality of the area with a commitment to architectural excellence and the business needs of the 21st Century.

## Conservation

Conserve St James's unique and dignified urban character through a proactive commitment to the protection and enhancement of its significant built heritage.

## Planning

Work in partnership with the local community and other stakeholders by adopting a sustainable approach to planning.

## Public Realm

Support St James's as a leading place in London for living, working and visiting by redressing the balance between pedestrians and vehicles.

## Clubs and Societies

Respect the valuable contribution made by clubs and societies to St James's history and heritage

## Visual Arts and Antiques

Promote the area to enhance St James's status as global leader of the trade in fine art and antiques and recognise this contribution to cultural heritage

## Residential

Reinforce St James's role as a high quality residential locality.

## Retail

Further St James's reputation as a world-class shopping and dining destination.

## Office

Enhance St James's as a significant and distinct sector of the West End office market.

## Branding

Reinforce, enhance and protect St James's as a world renowned destination.

# Architecture

## Aim

To deliver buildings that enrich the character and quality of the area, underline The Crown Estate's commitment to architectural excellence and preserve and enhance the historic character of the area.

## Approach

Develop new buildings responsibly, reflecting the architectural tastes of their time whilst being sympathetic and complementary to St James's historic context.

Create buildings that will have a long life and be adaptable as society's needs change.

Create buildings which are responsive to their context by having an appreciation of the different characters of the streets of St James's.

Develop buildings which do not aim to be individual or iconic in isolation but with a focus on place making and enhancing the streets and squares of St James's.

Aim to meet the highest criteria for sustainability when developing new buildings.

Procure the most appropriate architectural and professional teams on the basis of quality, experience and interpretation of St James's values.

# Conservation Vision

## Aim

To conserve St James's unique and dignified urban character by protecting and enhancing the built heritage of this important, iconic and cherished area of London.

## Approach

Have regard to the City of Westminster Conservation Area Audit for the St James's Conservation Area (2002), in parallel with St James's Conservation Trust documents, when formulating development, public realm and planning proposals.

Seek to revitalise heritage assets where practical to do so in line with planning policy (PPS5) which addresses the need to reuse and appropriately modify such assets so as to reduce carbon emissions and secure sustainable development.

Consider the retention, adaptation or replication of quality façades in new developments.

Pursue and instigate public realm initiatives which enhance the St James's Conservation Area. See the St James's Public Realm vision for further details.

Explore the potential for The Crown Estate to enhance St James's built heritage through direct funding and/or influence, again working collaboratively with other parties, outside of specific development proposals which The Crown Estate might undertake on its own St James's portfolio.

Individual building assessments to be produced as part of any future development feasibility exercise.

Give full consideration to a building's architectural merits and listed features when assessing the appropriateness of development proposals.

Proposals for redevelopment or refurbishment behind retained façades must respect a building's fabric and ensure its long term viability.

Where appropriate, look to replace poor quality shop fronts in a manner sympathetic and compatible to the location.

Engender an interest in and understanding of St James's origins and evolution.

Encourage, in the case of Crown Estate freeholds not within its direct control, a sustainable and fully embracing approach to conservation.

# Planning

## Aim

Alongside other parties interested in St James's, such as planning authorities, businesses, conservation groups, The Crown Estate will actively engage in sustaining and reinforcing St James's established role as a distinctive, high quality mixed use area of central London.

## Approach

Build relationships with and work in partnership with key stakeholders including Westminster City Council, St James's Conservation Trust and the Westminster Society.

Work with Westminster City Council, Transport for London and the Mayor of London on initiatives including the improvement of Piccadilly Circus to reinforce its role as one of London's most visited and iconic destinations.

In the areas around Haymarket and the lower end of Regent Street seek a sustainable mix of uses and create a better sense of place, more appropriate to St James's.

Work with the Jermyn Street Association to maintain Jermyn Street as a unique and world class retail offer, in line with the emerging Westminster Core Strategy.

Support Westminster City Council's emerging Core Strategy that identifies St James's as a Special Policy Area in respect of its niche retail.

Support the wider function of St James's in line with its brand values (Personal, Distinctive, Stimulating and Eclectic) and a broader range of uses consistent with its location within the established Core Central Activities Zone.

Refurbish and redevelop commercial accommodation to support London's capital and world city functions, including retail, office and restaurant space of the highest quality.

Ensure all developments are designed to the highest architectural standards, in line with the Architecture Vision, with a focus on achieving sustainable development.

In line with the St James's Residential Vision, wherever practical and appropriate, support the Westminster City Council planning policy objective encouraging additional residential within the Central Activities Zone as part of sustaining and enhancing the mixed use nature of the area.

Development proposals will be informed by a specialist historic building(s) report. See the St James's Conservation Vision for further details.

# Public Realm

## Aim

To redress the balance between pedestrians and vehicles as appropriate in order to support St James's as a leading place in London for living, working and visiting.

## Approach

Assist pedestrians by placing formal crossings where large numbers of people want to cross and encouraging informal crossing by providing central median strips where practical.

Widen footways in areas of high pedestrian demand such as Piccadilly Circus, Piccadilly, the lower end of Regent Street and Haymarket.

Encourage creation of crossings on pedestrian desire lines.

Introduce Transport for London's 'Legible London' wayfinding scheme throughout St James's.

Eliminate the 'urban motorway' created by the present one way system along Piccadilly, St James's Street and Pall Mall. This will reduce traffic speeds and noise, and by reintroducing the traditional street pattern, enhance the historic setting.

Consider a pedestrian priority square between Haymarket and Regent Street to bring the area more in line with the character of historic St James's.

Generally reduce traffic levels where possible by re-routing flows but also supporting and encouraging improvements to public transport.

Designate particular areas for outdoor relaxation such as within the square and gardens of St James's and appropriate streetscapes. Encourage tree planting where appropriate and space allows. Window boxes and hanging baskets are suitable where space is limited, particularly to give emphasis to shops, restaurants and public houses.

Create off street servicing where possible and particularly as part of larger developments. Where not practical servicing must be carefully considered to minimise the adverse effect on the remainder of the area.

To support the designation of St James's as a priority location to improve air and noise quality.

# Clubs & Societies

## Aim

The Crown Estate will work in partnership with the St James's clubs and societies, and their members, respecting established tradition while considering St James's occupiers and visitors' needs.

## Approach

Respect the valuable contribution made by clubs and societies to St James's history and heritage.

Work alongside these establishments to endorse St James's as a celebrated destination with a unique history that is evolving to provide an accessible and vibrant destination.

Encourage the established St James's clubs and societies to continue engaging with the local St James's community.



# Visual Arts and Antiques

## Aim

Promote the area to enhance St James's status as global leader of the trade in fine art and antiques and recognise this contribution to cultural heritage.

## Approach

Respect the established position of the art and antiques market within St James's and the character that this gives the area in the vicinity of Christie's.

Work with the dealers of visual arts and antiques to promote St James's as a destination of excellence and enhance the environment so that these businesses and the trades associated can flourish.

Seek high quality and sought after operators that will further enhance St James's reputation and position at the forefront of the global art and antiques trade.

# Residential

## Aim

To reinforce St James's established role as a high quality residential area.

## Approach

Include the provision of housing where it is appropriate and practical to do so as developments within St James's are pursued.

Improve the environment of St James's as a place to live through public realm initiatives.

Ensure that new developments and refurbishments meet the highest appropriate standards in their residential market.

Ensure that new developments and refurbishments meet the highest appropriate standards for residential sustainability.

Enhance the provision of occupier amenities such as high quality dining, retail and, in particular in the lower Regent Street and Haymarket area, entertainment.

Consider suitable stand alone residential developments, specifically in the Carlton House Terrace area and west of St James's Street, which are likely to be appropriate locations for new residential accommodation.

Where the provision of residential space in developments is not practical or appropriate, to make provision available elsewhere through use-swaps or residential credits.

# Retail

## Aim

St James's is the ultimate blend of elegant heritage and eclectic retail. Our retail vision will further endorse St James's positioning as a world-class shopping and dining destination whilst maintaining its heritage, sense of tradition, elegance and luxury.

## Approach

Seek high quality and sought after retailers that will further enhance St James's position as an exciting destination with a distinctive and stimulating retail mix.

Encourage greater pedestrian flows by identifying areas where critical mass can be achieved.

Secure quality operators for now and in the future.

Attract new shoppers and encourage the existing local office and residential communities to take full advantage of the amenities in St James's.

Focus attention to the 'gateway' units on the corner of each street.

Enhance the existing restaurant offer by attracting acclaimed restaurants appropriate for historic St James's.

Retailers should embody the St James's brand values of 'Personal, Distinctive, Stimulating, Eclectic'. The focus at all times is on the quality of the offer and its presentation, including seeking shop fronts in keeping with the sense of tradition, elegance and luxury.

## Marketing

A Crown Estate led marketing strategy to elevate the location of St James's as a high profile international retail destination.

Market St James's retail offer to UK and international audiences through a dedicated PR and events programme, including through partnership working with the Jermyn Street Association.

## Management

Create and maintain effective working relationships with intermediate landlords, occupiers, businesses, resident groups and politicians.

Flexible leasing approach that supports the retail mix and its accompanying strong customer focused ethos.

Customer focus that delivers a quality of service, accountability of St James's portfolio representatives and improves customer retention.

Ensure The Crown Estate's St James's Portfolio team members and their agents embrace and uphold the St James's brand values.

Encourage the growth of business within St James's through a fresh approach to tenant relationships.

# Office

## Aim

To embrace St James's as a significant and distinct sector of the West End office market, by developing and refurbishing low quality offices, innovative marketing, strong branding and quality control.

## Approach

Define the office sectors to be served, through research of the occupational markets and provide a breadth of offer to service them.

Improve the existing product by developing and refurbishing in line with the architectural and conservation visions, and to the highest possible standards, fit for the 21st Century.

Ensure that new developments and refurbishments meet the highest appropriate standards in their market and for sustainability.

Where possible, co-ordinate the provision of business support such as hotels, conferencing and dining, and occupier amenities such as retail and entertainment.

Encourage a market leading level of tenant retention via an innovative customer focused approach. Create and maintain effective working relationships with intermediate landlords.

## Marketing

A Crown Estate led marketing strategy to publicise the location of St James's.

Endorse office buildings in St James's as those that meet customer needs and, working closely with letting and managing agents, offer focused and user-oriented servicing.

Create a strong brand within the West End and Central London office markets, on par with Mayfair.

## Management

Flexible and commercial approach to leasing negotiations that supports a strong customer focused ethos.

Customer focus that delivers a quality of service, accountability of The Crown Estate's St James's portfolio team members and their agents, and high levels of customer retention.

Encourage the growth of business within St James's through an enlightened approach to tenant relationships.

Ensure managing agents, front of house staff and letting agents embrace The Crown Estate ethos and St James's brand values.

# Brand

## Why create a brand for St James's?

So that the collective portfolio and the stewardship responsibilities of The Crown Estate can be defined and communicated in a clear, concise and consistent manner, allowing us to position the St James's offer competitively.

The brand is an emotional trajectory that guides the way we think about St James's. It is an expression of our vision and a promise of our intent, delivered through our vision.

The St James's brand defines what we stand for and how we communicate.

## Define and Unite

The 'place' St James's must be understood. Its physical and geographical boundaries are defined and the parties responsible for delivering it are brought together under a shared vision and set of values.

## Project and Attract

The key benefits and drivers for messaging are projected across all relevant communication channels to our target audiences (customers, partners and visitors).

## Vision

St James's has a distinctive character, inherent in its architecture and its communities, which people can respond to on a very personal level.

What is so unique about St James's is that it offers degrees of sophistication and accessibility that allow it to be responsive to its diverse audiences, and it does this without undermining that special, personal relationship that people enjoy.

From this understanding, we aim to protect, enhance and respond to St James's essential character. To preserve its architectural heritage, to improve its public areas and to regenerate its office, retail and residential space, and to do this in line with The Crown Estate's core values of commercialism, integrity and stewardship.

## Essence

The spirit of St James's – what makes it come to life – is encapsulated in the brand essence: inclusive/exclusive.

St James's is always encompassing and diverse and yet at the same time it offers people a unique, personal experience.

# Brand

## Character

The way we talk about St James's should always be framed by its timeless brand character.

Above all it is St James's bedrock of social, professional and architectural heritage that has endured through the years and it is this quality that must be reflected in the St James's brand.

In order to communicate the brand in a consistent manner, the way we talk about St James's should always be framed by its timeless brand character.

For example: classic meets modern/classic, style meets bespoke and design meets quality. All of these influences are pulled together within the timeless environment of St James's.

## Values

The brand values represent our primary aspirations for St James's. They are the simple qualifiers used to keep decision making in line with the brand vision.

## Personal

Bespoke and individual.

## Distinctive

Characteristic and unmistakable.

## Stimulating

Vibrant and dynamic/engaging the senses.

## Eclectic

Diverse and influential.