

CRISP STREET, POPLAR, LONDON

RETAIL MANAGEMENT STRATEGY

PoplarHARCA & Telford Homes

June 2016



SAVILLS & AMM

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Appendix One: Construction Phasing Plans

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1. Context

- 1.1 Back in 2012 Poplar HARCA selected their development partner for the regeneration of the district centre at Chrisp Street. Work began to develop the strategy for the revitalised retail offer and these evolved into the new designs for the project. The planning submission is a major milestone in the process and allows the project team to share the work to date and our plans going forward.

2. Background

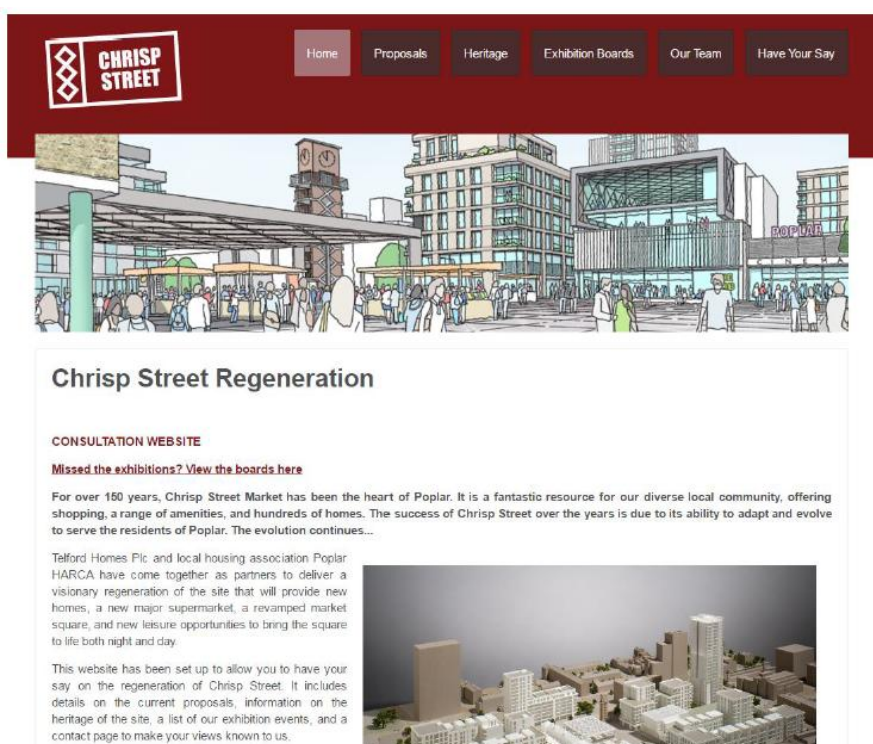
- 2.1 In 2006 Poplar HARCA became the owner of Chrisp Street as part of the stock transfer from Tower Hamlets. The Council's core strategy sets the vision for the regeneration of Chrisp Street.
- 2.2 Chrisp Street is defined as a District Centre by the Council's Core Strategy Policy SP01, which seeks to enhance existing centres, and ensure that the scale and type of uses are consistent with the hierarchy, scale and role of each centre. Policy SP01 further seeks to maintain, focus and increase the supply of town centre activity and retail floorspace within district centres.
- 2.3 In addition, the Council's Core Strategy Policy SO25 seeks to deliver successful placemaking for Poplar, aiming to regenerate the area into a place for families set around Chrisp Street. Core Strategy Policy 'LAP 7&8' seeks to regenerate Chrisp Street Market into a vibrant, thriving, and multi-purpose town centre, with a mix of uses including evening and night-time uses and an upgraded market.
- 2.4 Site Allocation 09 within the Tower Hamlets Managing Development Document seeks the regeneration of the district town centre to improve Chrisp Street's vitality and viability, through the provision of new commercial floorspace as well as new homes.

3. The Regeneration Opportunity

- 3.1 Some elements of Chrisp Street are fantastic; the market, the Festival of Britain heritage, and the diversity of the people living and working in the district centre. However, the centre suffers from the inward facing design of the retail units and from poor access to the residential units.
- 3.2 With the commitment to the regeneration from Tower Hamlets, Poplar HARCA and the development partner Telford Homes, the project team are committed to the following:
- Keeping the good bits of Chrisp Street and improving the bad bits;
 - The market is staying, will have more pitches, a better canopy and proper infrastructure;
 - A detailed lettings strategy (as noted below) that supports the independent retailers which includes offers of relocation and support in terms of rents and improved trading;
 - The Ideas Store is staying and there will be a new community hub building that can link into the Ideas Store;
 - There will be a new cinema and a new purpose built Sure Start Centre (subject of a separate planning application);
 - There will still be a Post Office and a supermarket;
 - There will be around 400 more full time jobs than existing; and
 - Chrisp Street will be a nicer, safer place to live and work.

4. Consultation

- 4.1 The project team have run a programme of consultation events over the years. These have taken the form of drop in events or a stall during the many festivals that are held in the market square. Some images of the recent consultation events are provided below.



Above: The home page of the project website

4.2 The programme of the recent consultation events undertaken were as follows:

- Saturday 14th May (11am–3pm): Exhibition at the shop unit on Market Way and market stall
- Monday 16th May (11am-3pm): Preview event for stallholders and retailers at the shop unit
- Monday 16th May (5-8pm): Exhibition at the shop unit on Market Way
- Tuesday 17th May (3-6pm): Exhibition at the Idea Store
- Tuesday 17th May (5-8pm): Preview event for Councillors and residents' association at the shop
- Wednesday 18th May (11am-3pm): Exhibition at the shop unit on Market Way and market stall

4.3 At the consultation events the project team shared the latest plans for the scheme and sought comments for the public. Some of the best feedback received was via the post cards with space for a response to a few simple questions. Please see an example postcard below.

HAVE YOUR SAY
Have your say on on this card and return it Freepost (no need for a stamp)
What do you love about Chrisp Street Market?

Name one thing you'd like to see improved in Chrisp Street?

Do you support these new plans?
Yes ☐ No ☐ Unsure ☐

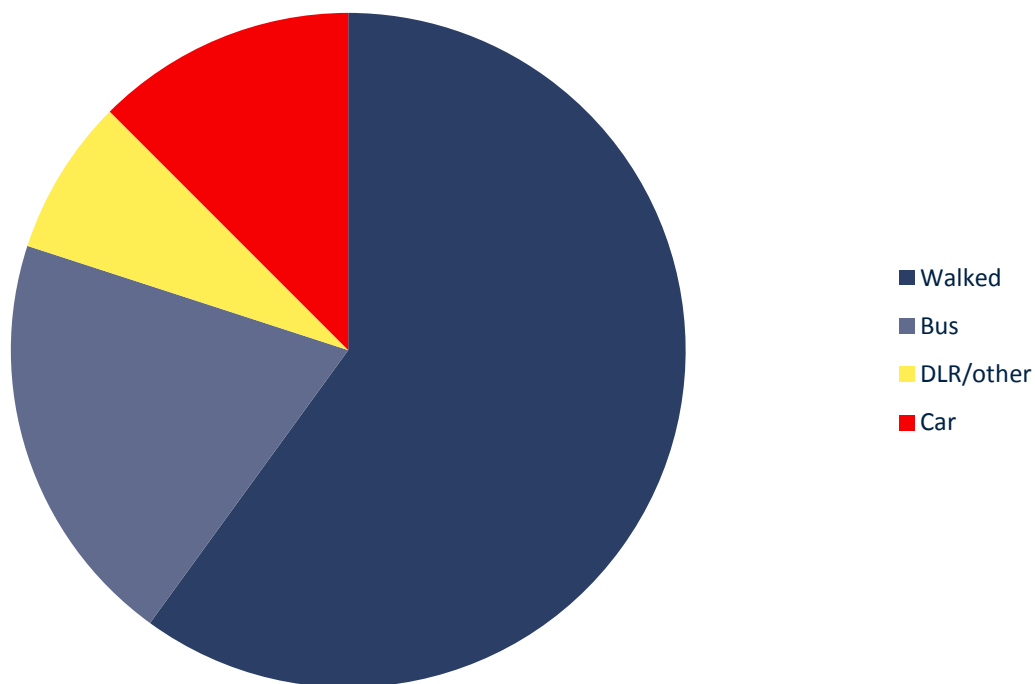
Are you:	How often do you use Chrisp Street Market?
<input type="checkbox"/> A user of the market	<input type="checkbox"/> More than once a week
<input type="checkbox"/> A retailer at the market	<input type="checkbox"/> Once a week
<input type="checkbox"/> Neither	<input type="checkbox"/> Occasionally

Name: _____
Address: _____
Postcode: _____ **Tel:** _____
Email: _____
Data will only be held by Your Shout and Telford Homes and a summary provided to LR Tower Hamlets. By giving us your details, you authorise us to send periodic updates about this development. If you would rather not receive any information about this development, please tick this box: ☐

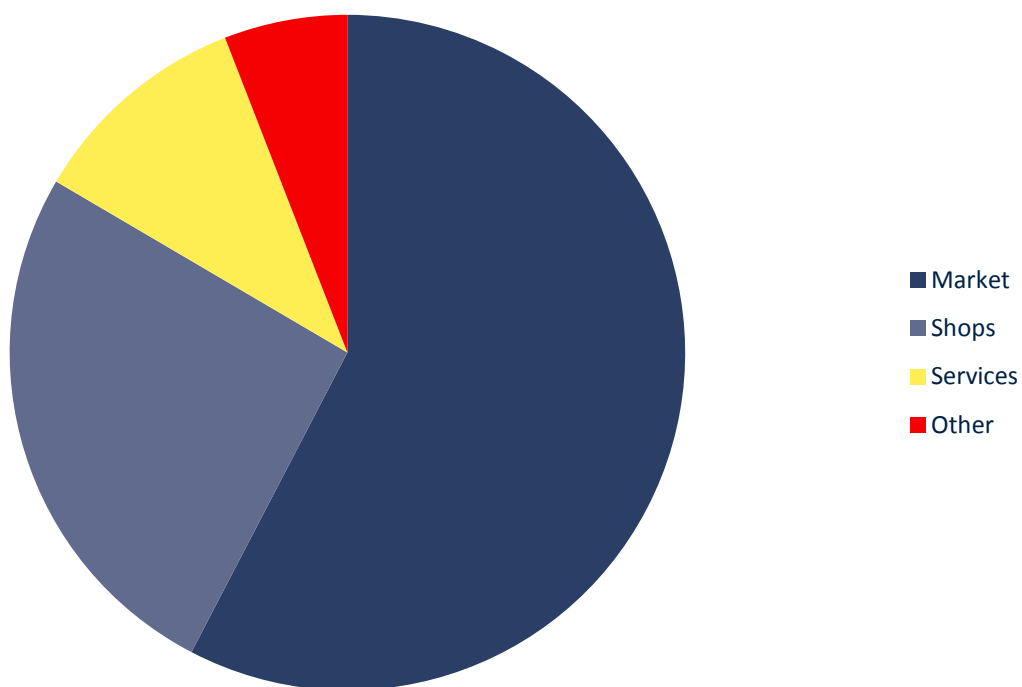
4.4 The feedback over the last seven years from the public enabled the project team to influence the designs and plans for the regeneration.

4.5 As part of our consultation we carried out a series of surveys to ascertain how people used the district centre. The findings of the Shopping Habits Surveys are summarised below:

How people travelled to Chrisp Street



Why people came to Chrisp Street



5. The Market

- 5.1 Chrisp Street Market is owned by Tower Hamlets Council. Via an agent, Poplar HARCA manage the physical aspects of the market on behalf of Tower Hamlets. Ownership of the market will always remain with Tower Hamlets Council as will the licensing and statutory responsibilities for the market traders. The management of the market subject to further agreement with the Council will continue through the managing agent who will be appointed by Telford Homes.

The Canopy

- 5.2 As part of the planning application a new canopy has been designed. It covers a larger area than the existing canopy and has a beautiful functional design. The canopy covers approximately half of the new area for the market stalls and will have purpose designed lighting.

Infrastructure

- 5.3 As part of the regeneration works the market will have new surface covering. This will include the following:
- Drainage channels
 - Pop-up power and water supply
 - Anchor points
 - Refuse storage
 - Wash down facility for the stalls selling fresh food
 - Toilets and cleaning facilities housed in a new 'Hub' building adjacent to the market

Market Stalls

- 5.4 Poplar HARCA in cooperation with the Royal Institute of British Architects (RIBA) held a design competition called 'The Centre of the Market' to design new market stalls for Chrisp Street. A sketch image is provided showing how the Centre of the Market is being developed and could look upon completion.



5.5 There are 71 properties with commercial leases in Chrisp Street. With the exception of the Iceland and the Co-op stores, all of the existing shops are owned by Poplar HARCA. All of the shops that are in the Festival of Britain buildings and those underneath the Ideas Store will remain, the rest will be redeveloped and will ultimately be owned by the development partner. The buildings that will be retained as part of the regeneration are identified in green on the plan below.



- 5.6 The project team have had discussions with all of the retailers in the district centre to establish their requirements for the future. We have made the following commitment to the retailers:

All units

- 5.7 We will provide new shop fronts, signage and new public realm works at no cost.

Independents and Independent Chains

- 5.8 Where Poplar HARCA is the landlord and they want to stay we will seek to agree to accommodate them within the scheme or in close proximity.

- 5.9 We will provide business support if requested. Details are provided in Chapter 6.

Rent reviews

- 5.10 All outstanding rent reviews prior to 2015 will be settled at nil increase.
- 5.11 Rent reviews from 2015 will be at market rates. The comparable rents used to agree the rent at review will be from within the scheme
- 5.12 Any rent reviews which become due during the period of the construction works to the phase in which their premises is located will not be undertaken until, or effective from, 12 months following completion of that phase of works.

Lease Renewals

- 5.13 Lease renewals will be granted at market rates but will not be retrospectively applied. All new leases will have a landlord break clause allowing for relocation and works to facilitate the redevelopment. If existing leaseholders do not want to stay they can surrender their lease and we will negotiate a settlement based upon individual circumstances.
- 5.14 Those that need to be relocated will be offered a new lease for a shop of a similar size or smaller if required. The rent value of the new shop will be at the market rate at the time of the agreement to lease. However the rent payable for the new shop will be no more than that of the old shop, up to the date of the first review. We expect all new leases to be agreed before construction work starts on site. We will pay the reasonable fit out costs associated with the relocation. If existing leaseholders do not want to stay they can surrender their lease and we will pay twice the rateable value to the leaseholder.

- 5.15 We would expect trading conditions to improve after Phase 1 has been completed. For future rent reviews we expect the market rate to increase due to general market conditions and the improved trading conditions at Chrisp Street post redevelopment.
- 5.16 However we will give a personal concession that steps the rent up to the market rate over the subsequent 5 years to those individuals who need assistance and are willing to share their trading performance and accounts. We would also offer a tenant only break giving them the ability to break their lease during the period of the concession.
- 5.17 If a larger shop is required we will try but cannot guarantee to accommodate the requirement. A larger shop would not have any personal concessions on any additional floorspace.
- 5.18 We cannot guarantee space to businesses that are not direct tenants of Poplar HARCA.

Agreement to lease

- 5.19 For leases with unexpired terms where a relocation is necessary, we will offer a new lease in line with the lease renewal proposals above.

Lock-ups

- 5.20 Traders in the lock up units on the market are viewed as three categories:
1. The three food outlets will be provided with a new purpose built kiosk in the market square;
 2. There will be a number of new starter units within the new development that may be offered to existing lock-up licensees. Starter units will be offered to licensees on a business needs basis; and
 3. For the remainder we will seek to relocate the trader to a stall working with the Council.
- 5.21 Logistical support will be provided for the transition period.

Market Stalls

- 5.22 We are working with LBTH to ensure all market stall traders will be accommodated in the refurbished market. There will be an increased number of market pitches provided with access to power and wash down facilities. The market will need to be temporarily relocated within the scheme while the public realm works are completed.

Multiples

5.23 We will accommodate the multiple stores in the scheme if they want to stay on normal commercial terms.

Short Term Lets

5.24 We cannot guarantee the relocation of any traders who have taken space recently within the scheme. These traders have development break clauses within their leases. We will though, actively work with these traders to look at opportunities for them within the new development.

5.25 Community use

- Poplar HARCA Office – new lease adjacent to the scheme
- Post Office – new lease within the scheme
- Idea store - no change
- One Stop Shop - under Council review
- Police Shop - new lease within Poplar HARCA's new office
- Sure Start centre – new lease adjacent to the scheme
- Youth club - new lease adjacent to the scheme

5.26 We will continue to meet with all the retailers to achieve an amicable solution to accommodate the future plans for the business wherever possible.

6. Support to Retailers

6.1 The project team made a commitment to provide business support to the existing retailers to help them transition from the existing scheme to the new. This support took the following forms:

- Creation of Chrisp Street Exchange co-working space & enterprise hub; most affordable workspace in East London (flexi desks @ £99 per month + free business support on site)
- Twelve free monthly workshops delivering specialist and general business advice
- Pop Up Business School funded by Telford Homes
- Start up programme (7 day course, 45 attendees so far)
- 1-2-1 business support (12 existing businesses in Chrisp Street to focus on getting them online and marketing).
- Poplar & Bow Enterprise Network:
 - Quarterly networking and learning events
 - Mentoring programme (one Chrisp Street business mentored by Broadgate Estates Retail specialist—through ELBA)
- Small loans to start ups = £50,000 allocated, approximately £20,000 distributed including to two businesses who are starting up in Chrisp Street
- Healthy Start Voucher programme:
 - Partnership with LBTH public health
 - Getting local parents to shop at Chrisp Street fruit and vegetable traders
 - Two traders taking part and increasing sales

7. Enhancement

7.1 Overall it is considered the regeneration of the existing Chrisp Street Market and retail units will provide a number of important elements that will bring significant benefits to the town centre and Poplar as a whole:

- The comprehensive redevelopment proposals will revitalise and rejuvenate the existing declining district centre and market of Poplar by maintaining, enhancing and increasing the supply of town centre activity and floorspace to a total of approximately 18,000sqm;
- Providing a new night-time economy for Poplar by proposing a new cinema, food and drink premises and a new multi-use function/community centre at the heart of the site;
- A new anchor food-store situated at the northern end of the site to promote activity and permeability across the site;
- The comprehensive scheme seeks to celebrate and enhance the heritage features of the site, namely the existing Festival of Britain housing and the original 1950's Gibberd masterplan for the market. In this way, the proposals seek to be heritage led;
- Enhancement and improvements to the existing Festival of Britain retail units;
- The proposals will provide for significant public realm improvements and enhancements to the existing market, new and improved public routes through the site, new public squares and spaces across the site and significantly enhancing the public realm experience both at the site entrance and adjacent to the listed Poplar Baths;
- The layout of the new proposals will open up views into the site and the market square and heritage feature of the existing clock tower. It will also remove the existing unsympathetic canopy over the existing market;
- The layout of the comprehensive scheme will reinstate the existing fragmented streetscape, particularly along Chrisp and Kerbey Street by consolidating and reducing the number of vehicular access and servicing points; and
- Meeting DDA standards and facilitating movements and deliveries across the site.

8. Implementation

- 8.1 Continuity of trade is paramount in our planning for the implementation of the regeneration. The project team have carried out comprehensive logistical planning to ensure that a minimum of disruption is caused to the businesses operating in the Chrisp Street. Provided at **Appendix 1** is the sequencing that will be adopted during the implementation of the regeneration.
- 8.2 As the design progresses the detail of our sequencing plan will expand and each business that is affected will have a specific action plan. The action plan will have dates for the agreed implementation scheduled and the retailers will be kept up to date of construction progress.

9. Long term management

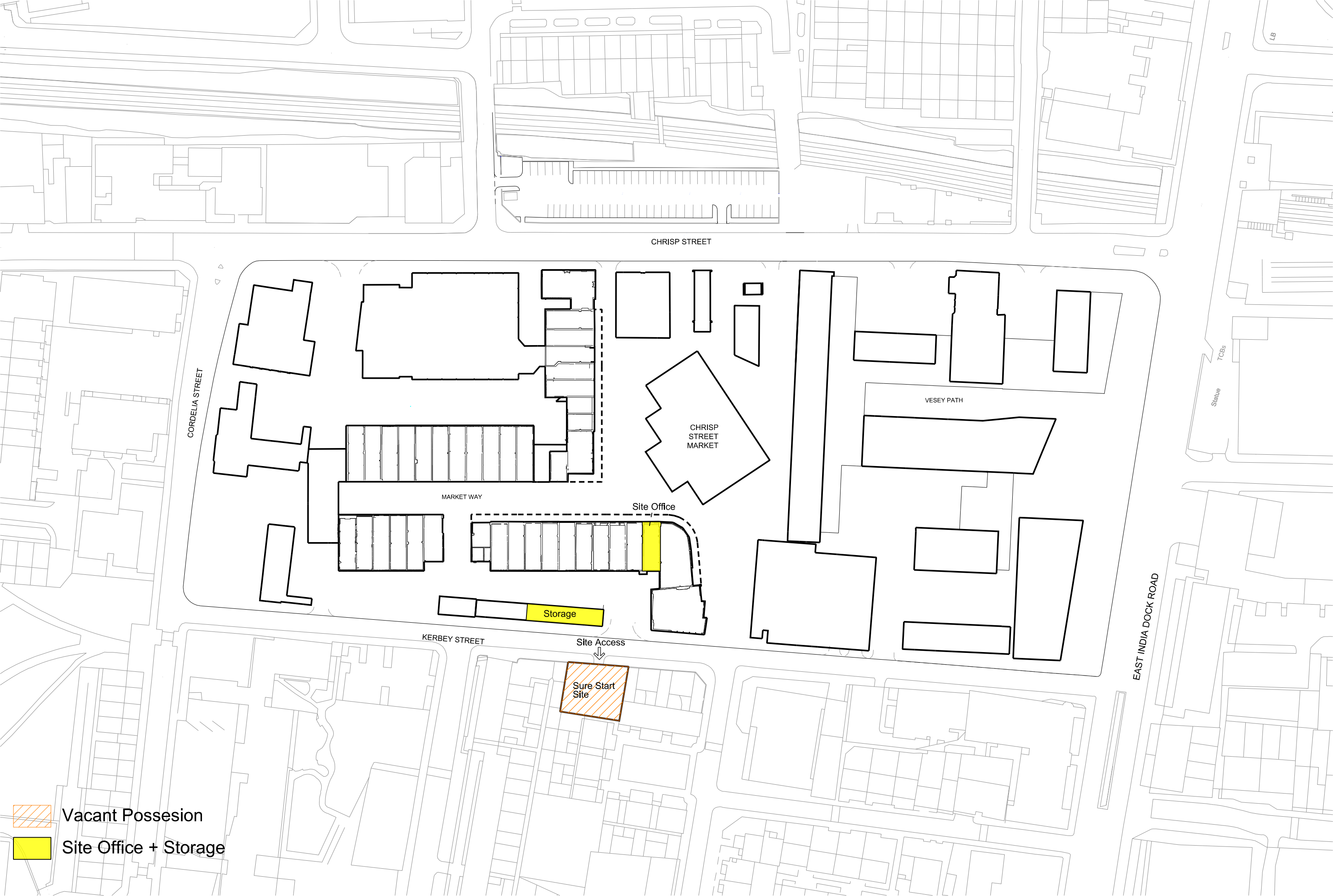
- 9.1. The project team have adopted a holistic approach to estate management. The estate manager will have a presence on the estate, as they do now, situated with an office within the Festival of Britain units. The following services will be centrally managed from the on-site office:
- Goods deliveries into service yards
 - Waste management
 - Security and CCTV
 - Cleaning of public realm
 - Distribution pipework for cooling of shops
 - Smart metering for water gas and electricity
- 9.2. The estate manager will also provide strategic advice and support to existing and new traders and retailers/occupiers.
- 9.3. Both Poplar HARCA and Telford Homes wishes to see the district centre become of a destination through the introduction of an evening economy, which will mean there will need to be careful consideration of the on-going operation of the market and security in the evening, whilst remaining a safe and attractive environment for visitors, as well as new and existing residents.
- 9.4. There are a number of residential access points proposed across the site, which in itself will increase the feeling of security within the site through passive surveillance and activity. There is extensive CCTV across the site as well as the residential concierge. It is hoped that a number of businesses will trade into the evening increasing the sense of vibrancy for the district centre. All of these matters will need to be carefully dialogued and implemented to ensure the traders understand and are comfortable with what is proposed.

10. Marketing and promotions

10.1. The project team have been developing the branding ideas so that when the first phase of the project is complete there can be a relaunch of the Chrisp Street brand to help all the retailers and traders.

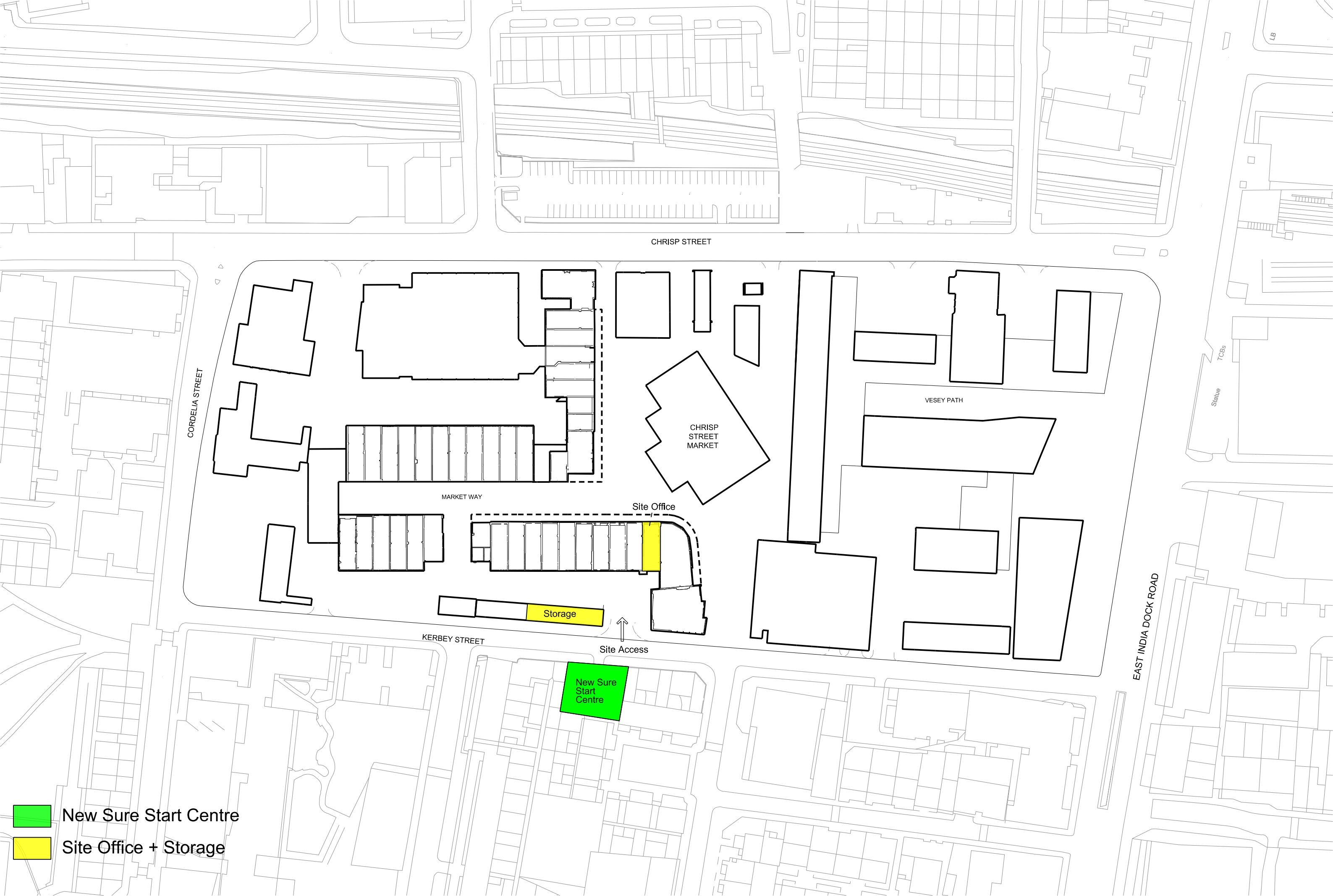
10.2. Our initial ideas are shown in **Appendix 2**.



Appendix One: Construction Phasing Plans



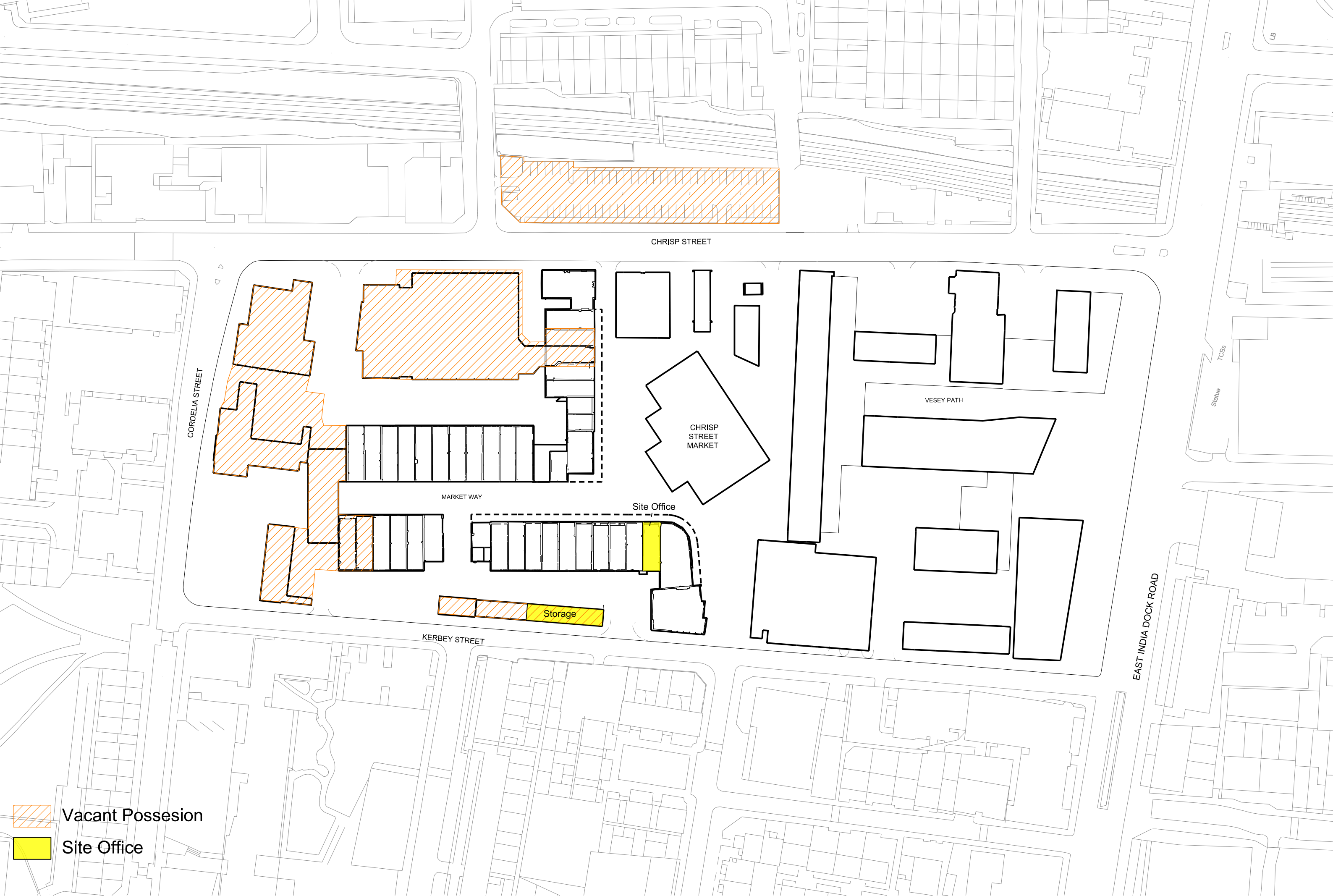
-  Vacant Possession
-  Site Office + Storage

Sure Start Centre Site Vacant Possession



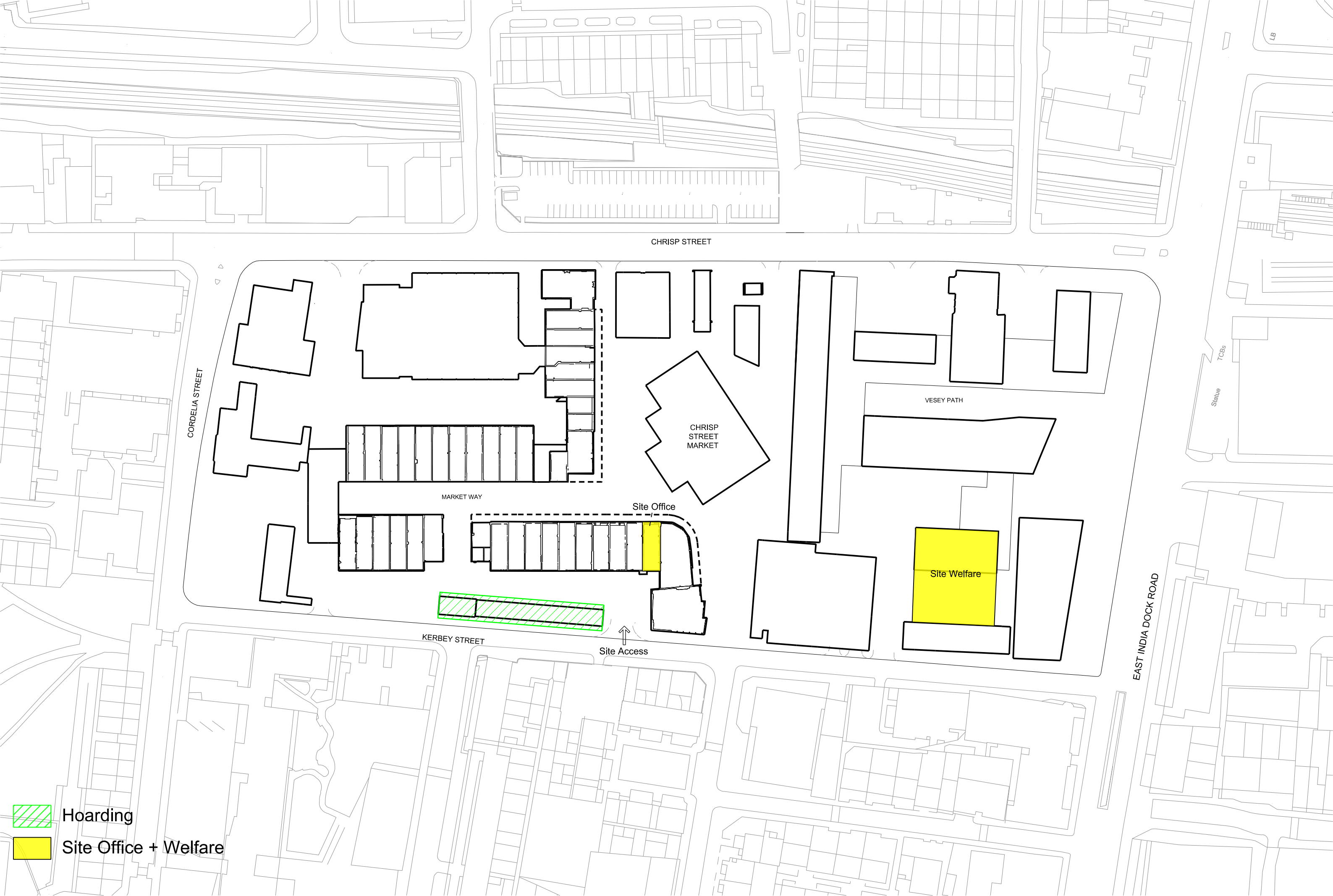
-  New Sure Start Centre
-  Site Office + Storage

Sure Start Centre Build



 Vacant Possession
 Site Office

Phase 1 Vacant Possession



CHRISP STREET

CORDELIA STREET

MARKET WAY

Site Office

VESEY PATH

CHRISP STREET MARKET

Site Welfare

KERBEY STREET

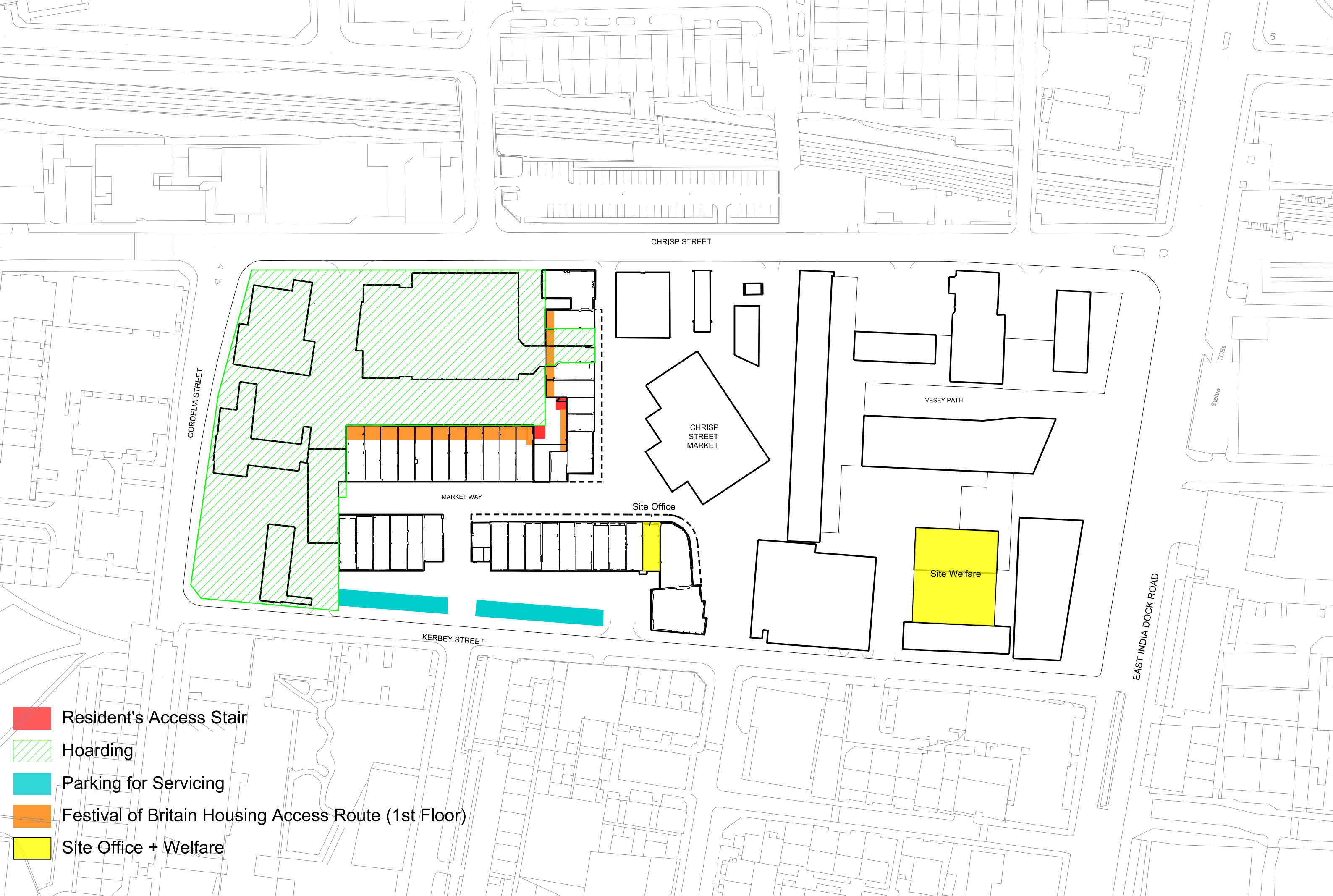
Site Access

EAST INDIA DOCK ROAD

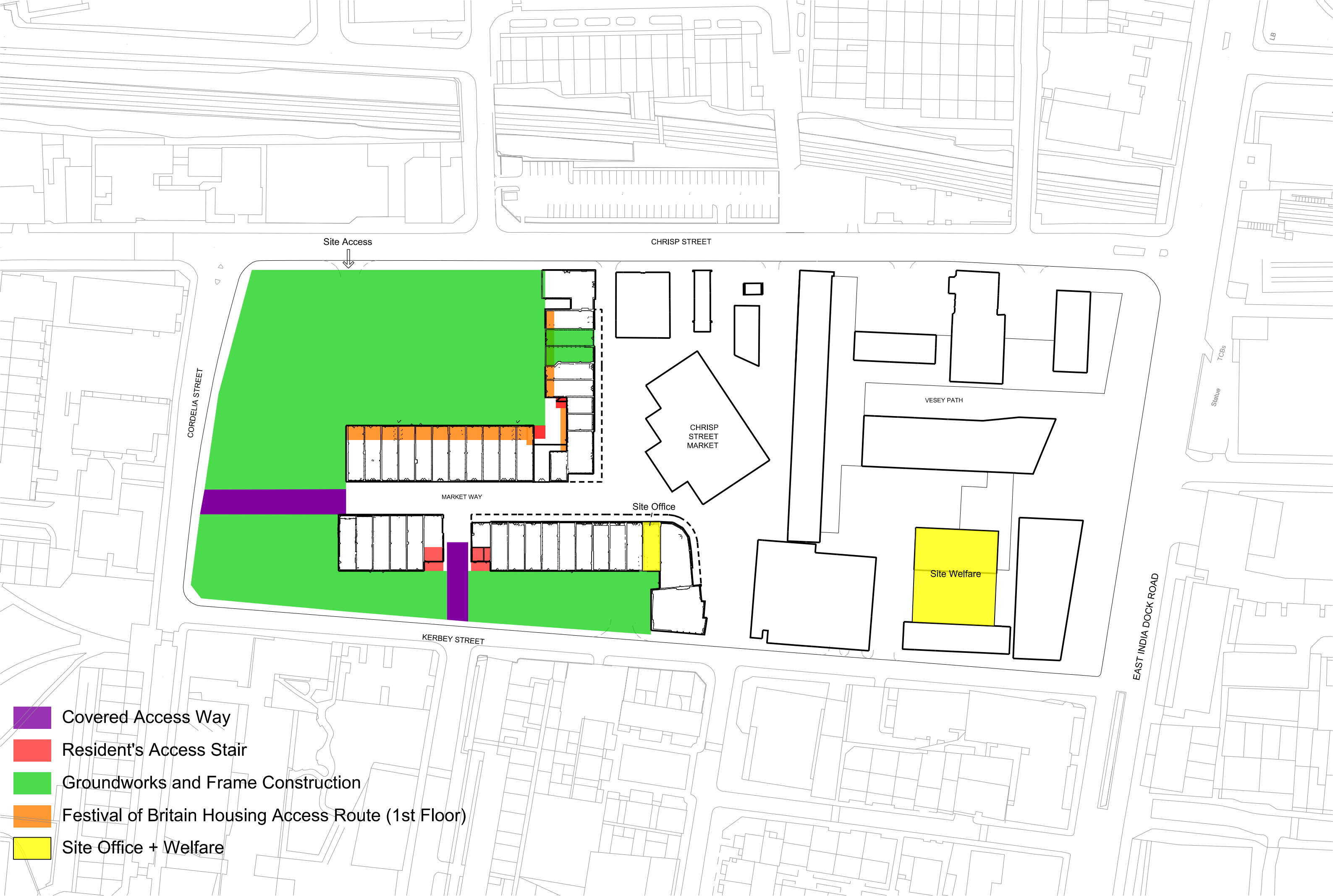
TCBs
Statue

-  Hoarding
-  Site Office + Welfare

Kerbey Street Garages Demolition

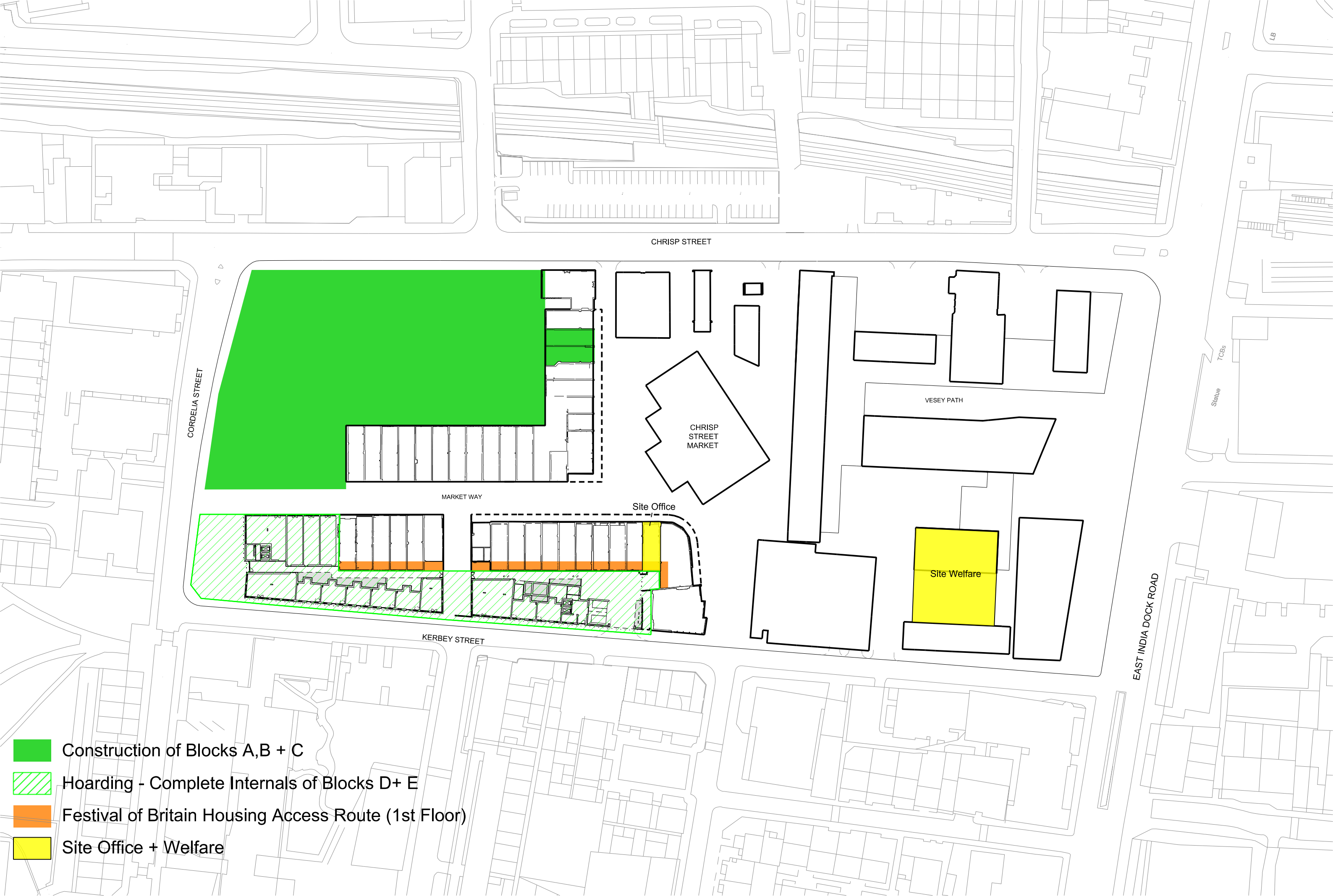


Phase 1 Demolition



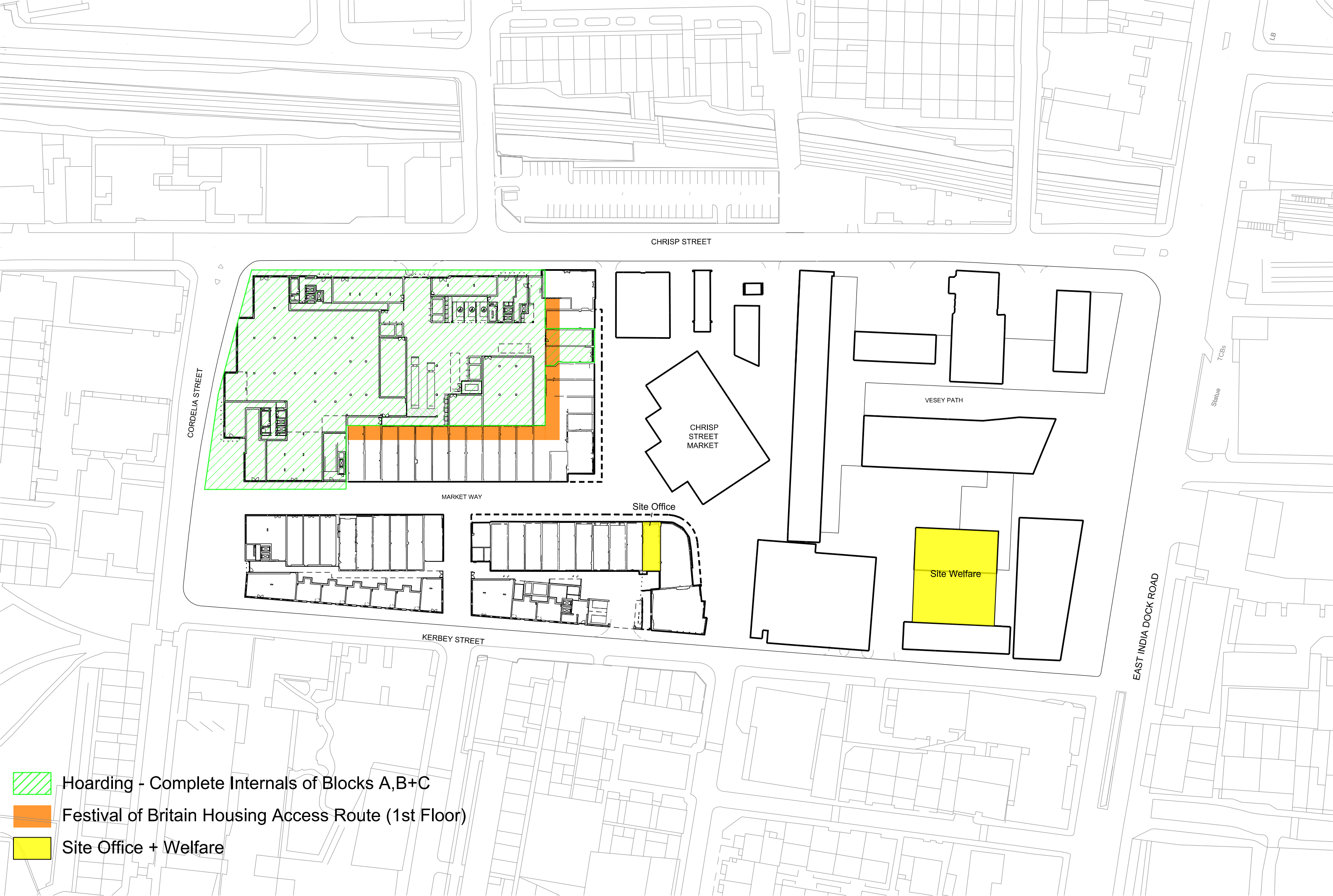
- Covered Access Way
- Resident's Access Stair
- Groundworks and Frame Construction
- Festival of Britain Housing Access Route (1st Floor)
- Site Office + Welfare




Phase 1 Groundworks



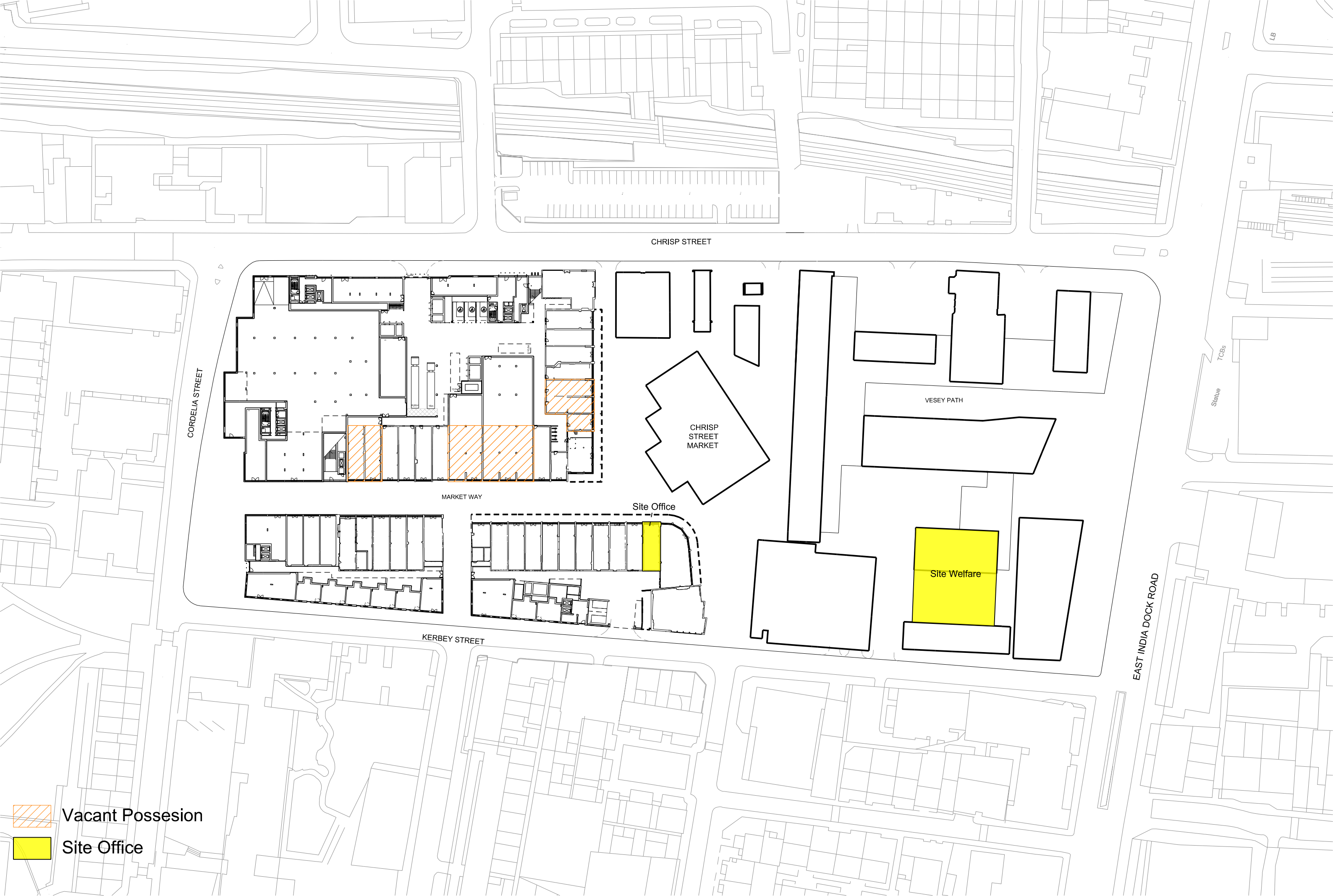
- Construction of Blocks A,B + C
- Hoarding - Complete Internals of Blocks D+ E
- Festival of Britain Housing Access Route (1st Floor)
- Site Office + Welfare

Blocks D+E Internals



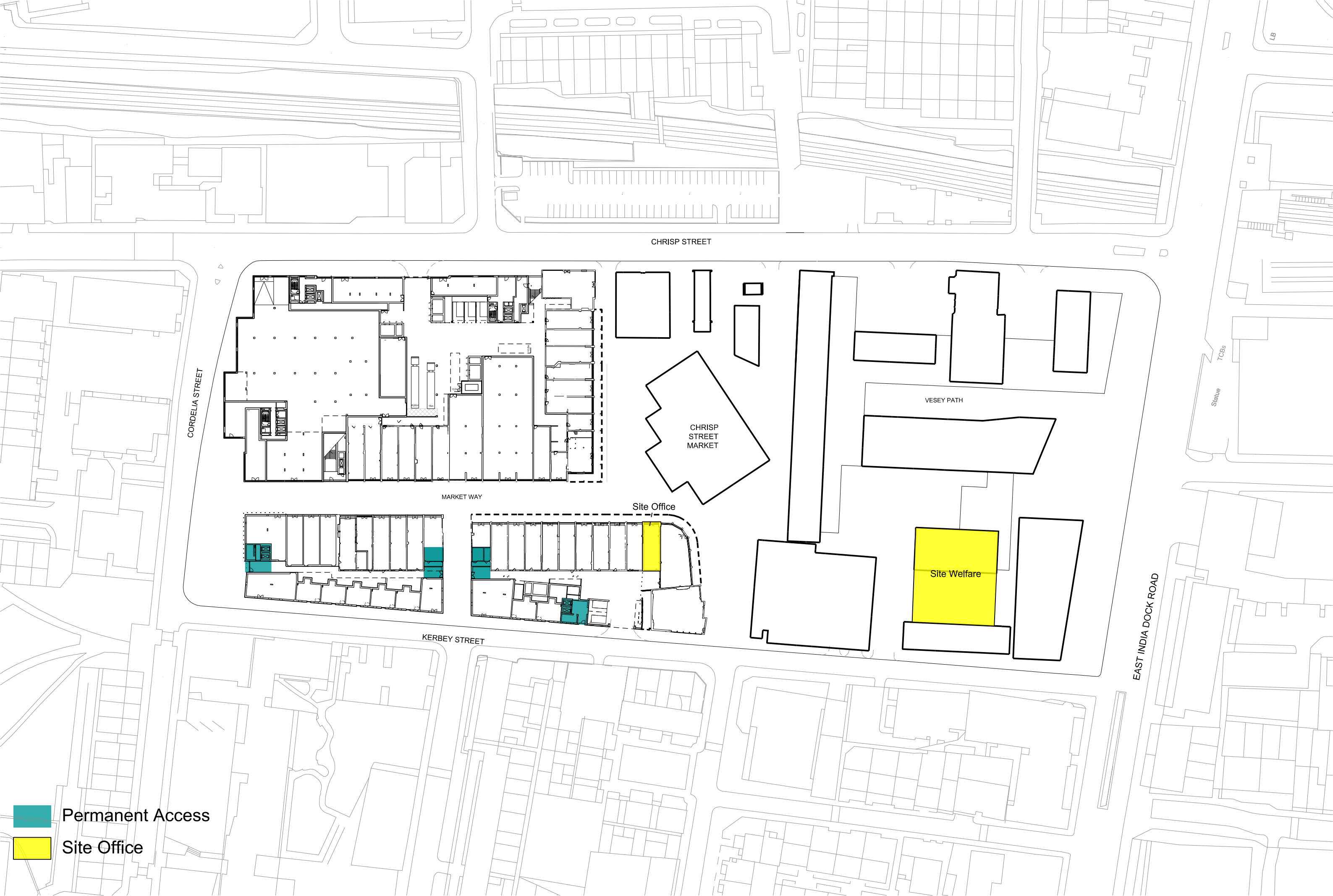
-  Hoarding - Complete Internals of Blocks A,B+C
-  Festival of Britain Housing Access Route (1st Floor)
-  Site Office + Welfare

Blocks A,B+C Internals



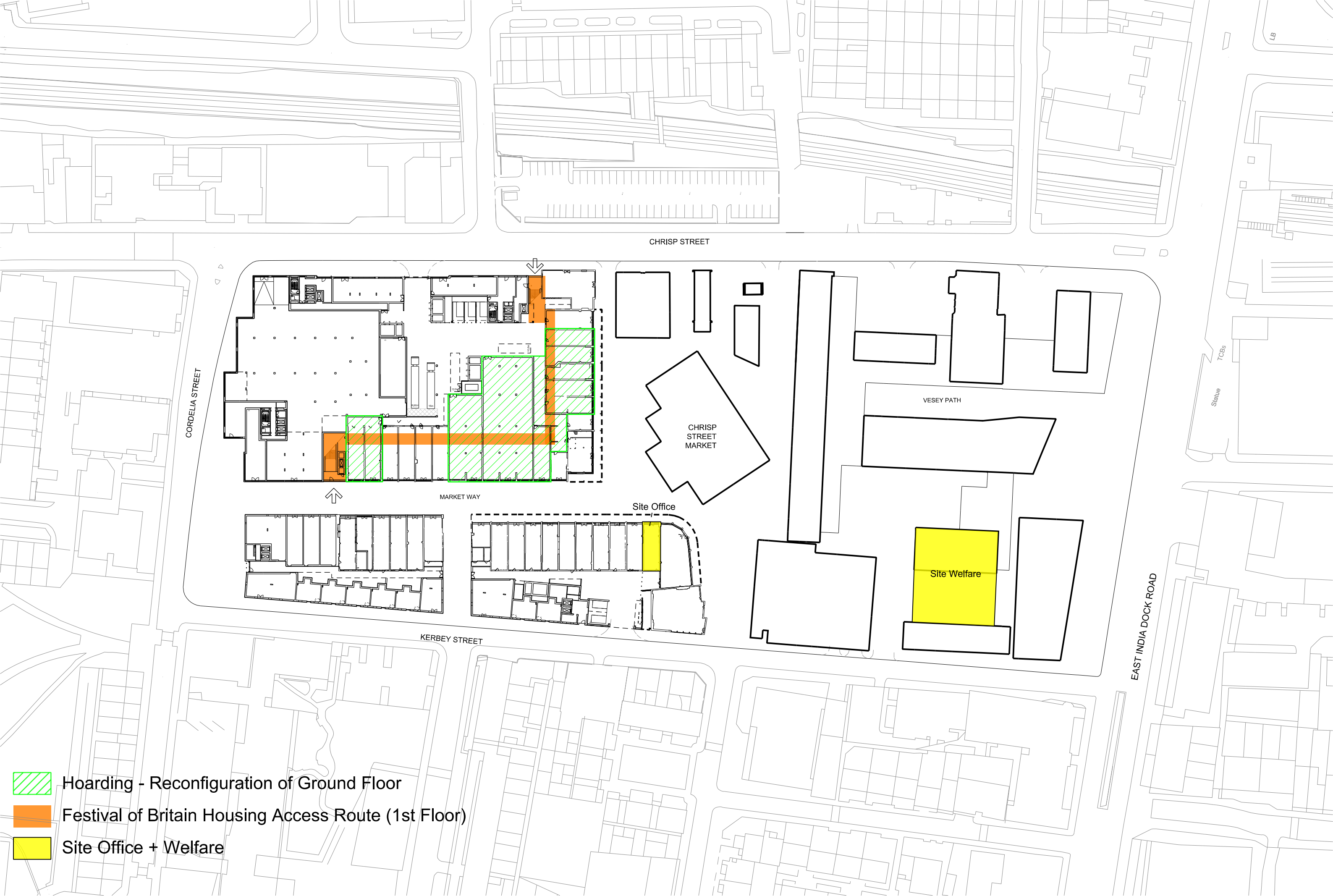
-  Vacant Possession
-  Site Office




Mid Phase 1 Vacant Possession



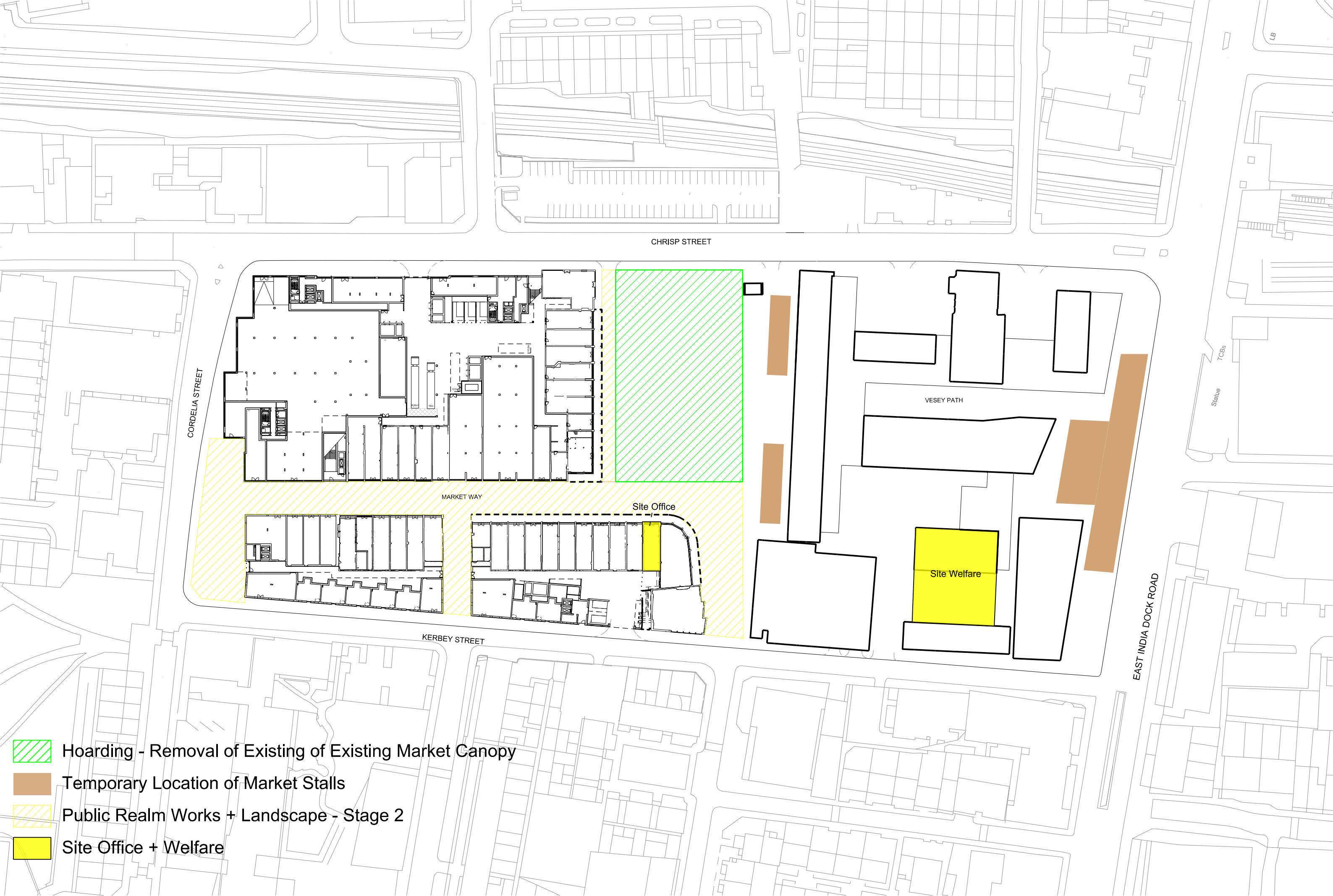
- Permanent Access
- Site Office





Permanent Access Blocks D+ E



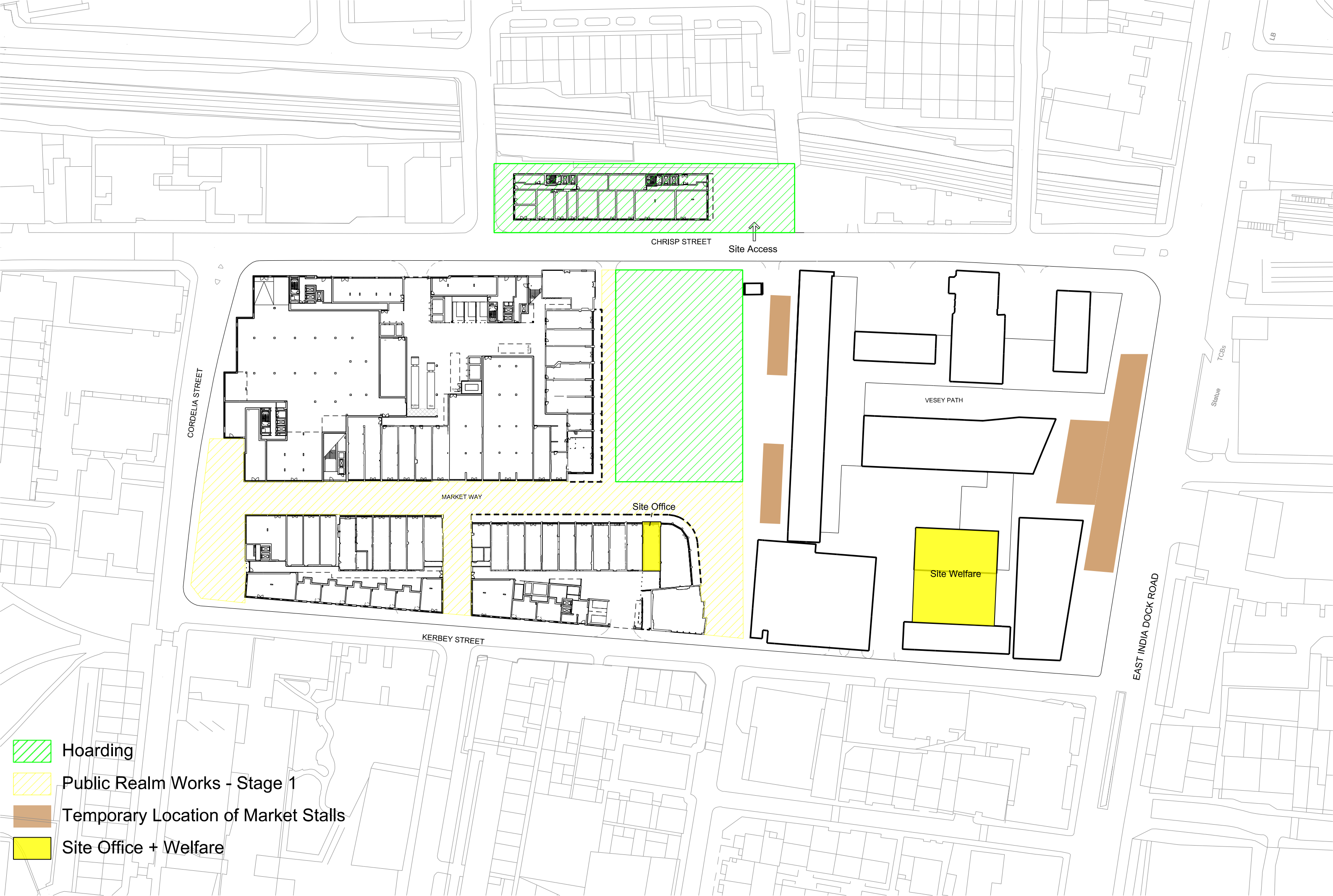
-  Hoarding - Reconfiguration of Ground Floor
-  Festival of Britain Housing Access Route (1st Floor)
-  Site Office + Welfare





Blocks A,B+C reconfiguration



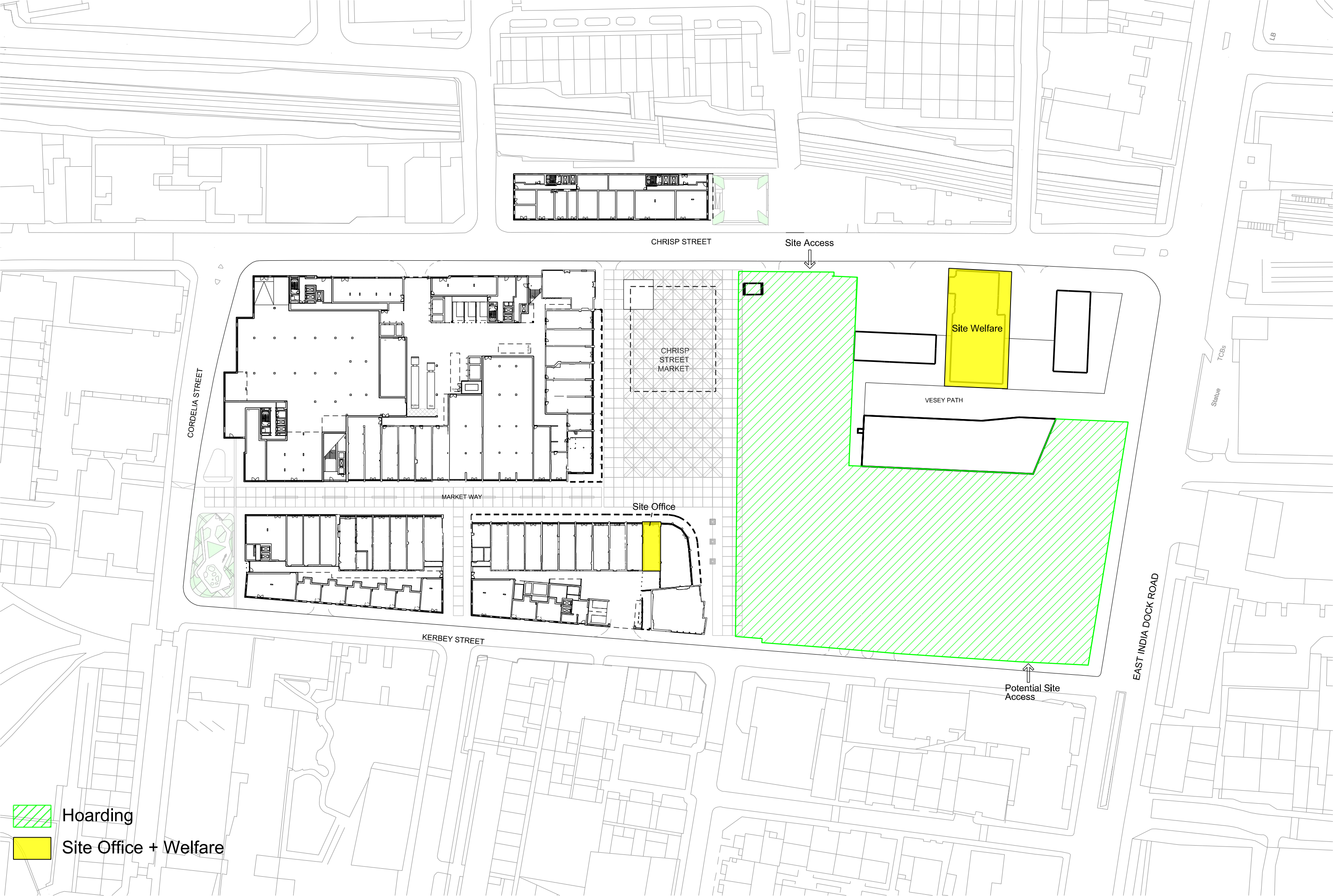
-  Hoarding - Removal of Existing of Existing Market Canopy
-  Temporary Location of Market Stalls
-  Public Realm Works + Landscape - Stage 2
-  Site Office + Welfare

Public Realm Works (market in different location)



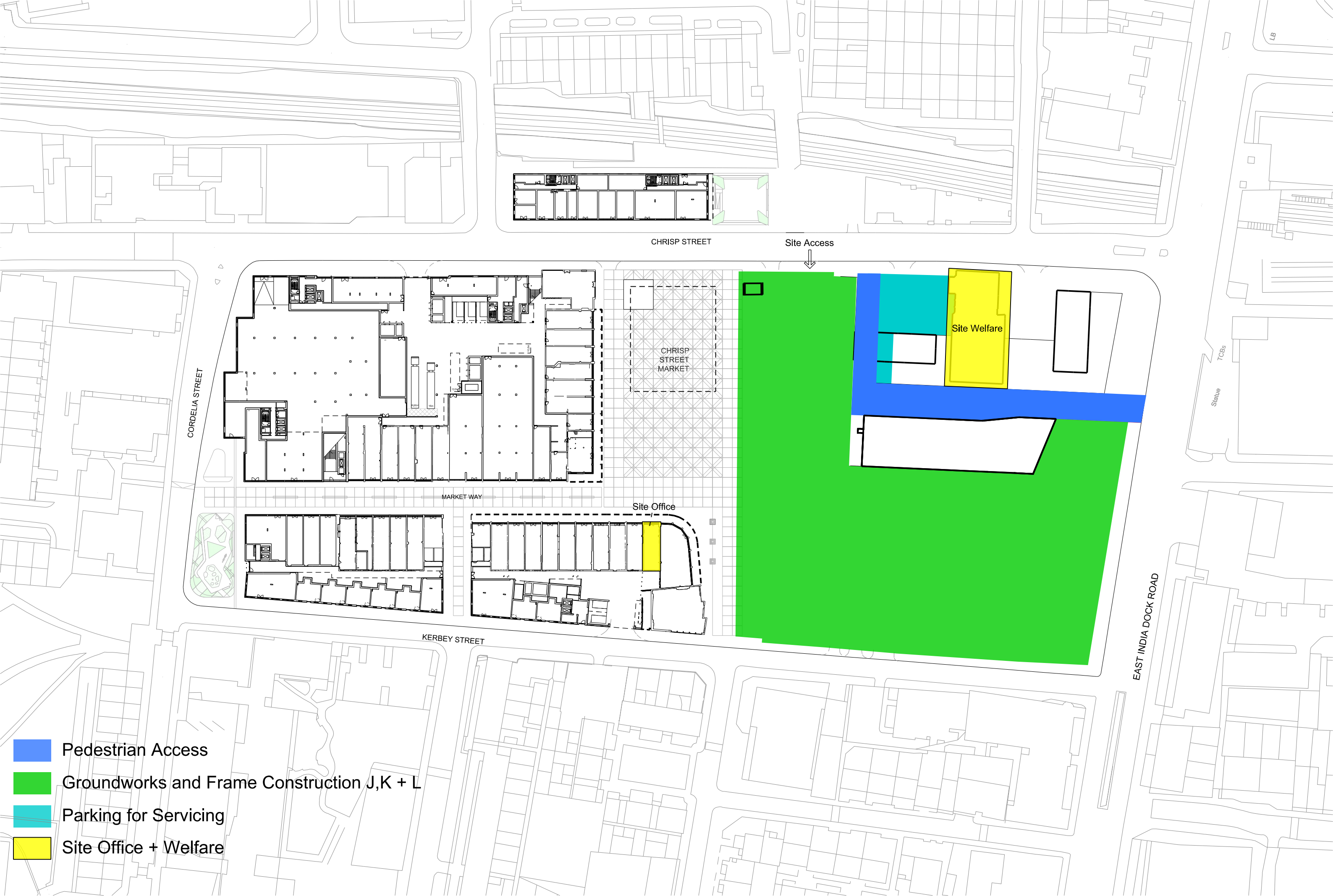
-  Hoarding
-  Public Realm Works - Stage 1
-  Temporary Location of Market Stalls
-  Site Office + Welfare

Block M Build



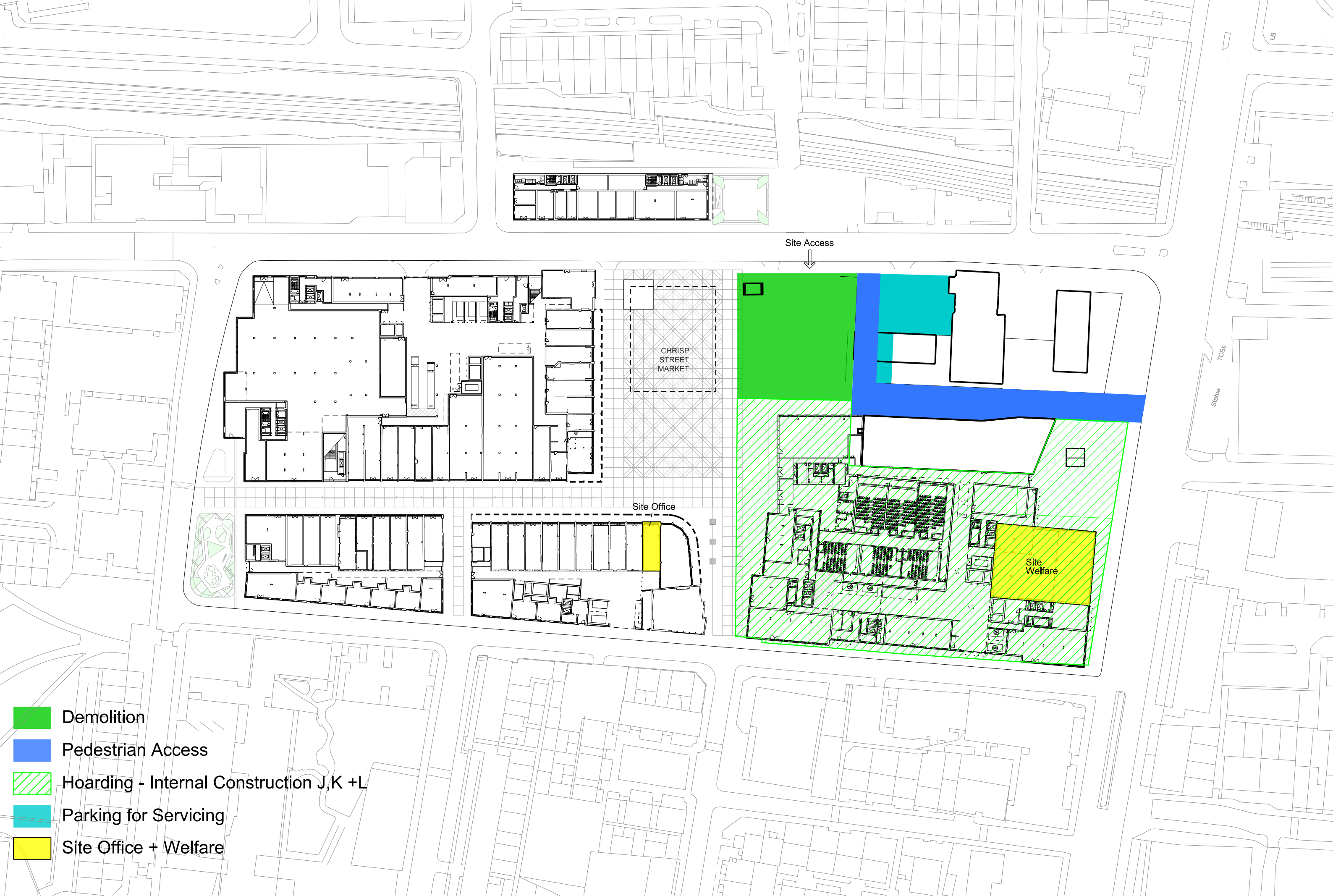
-  Hoarding
-  Site Office + Welfare

Phase 2 Stage 1 Demolition

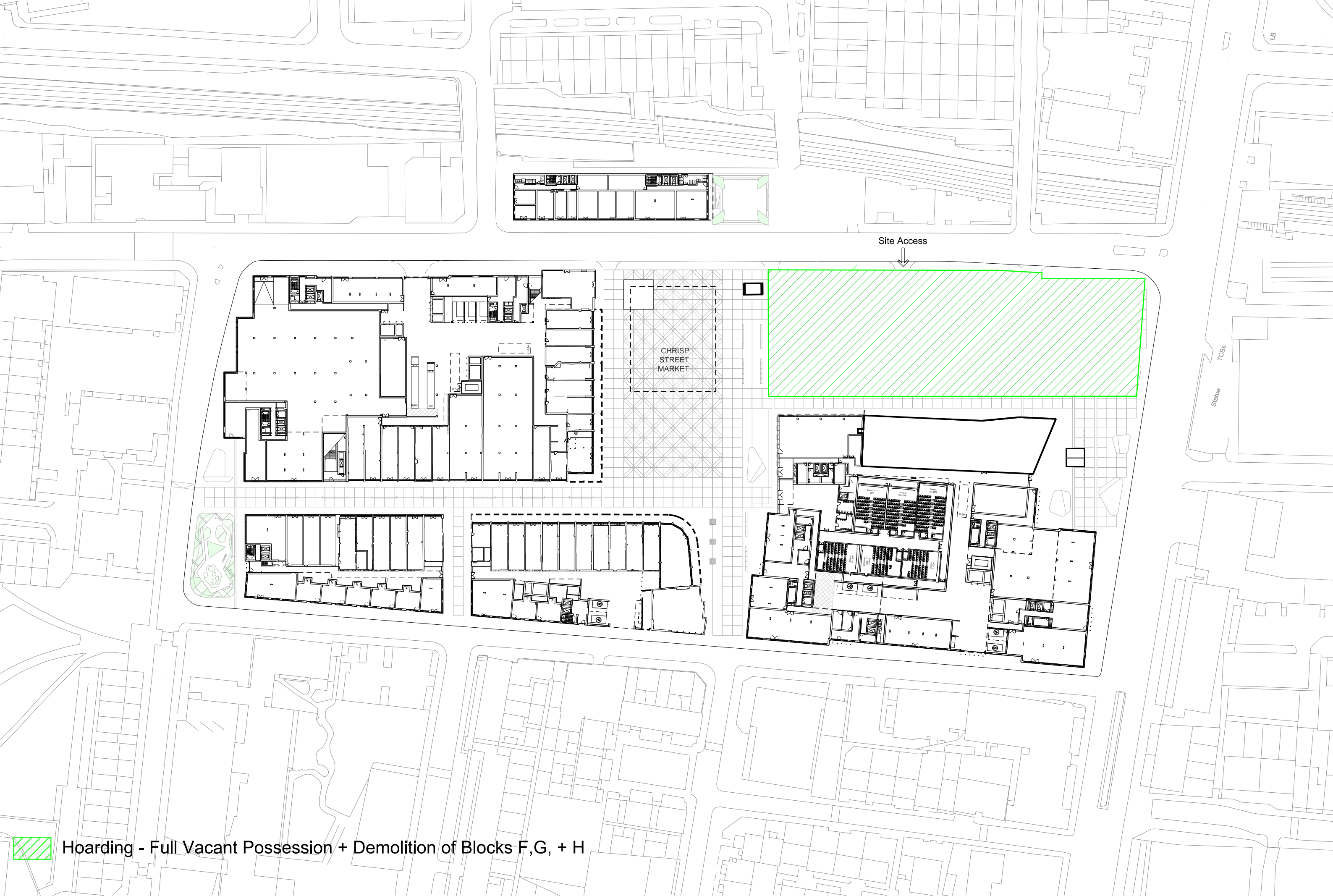


- Pedestrian Access
- Groundworks and Frame Construction J,K + L
- Parking for Servicing
- Site Office + Welfare

Blocks J-L Groundworks + Frame



Blocks J-L Internals



Site Access

CRISP
STREET
MARKET

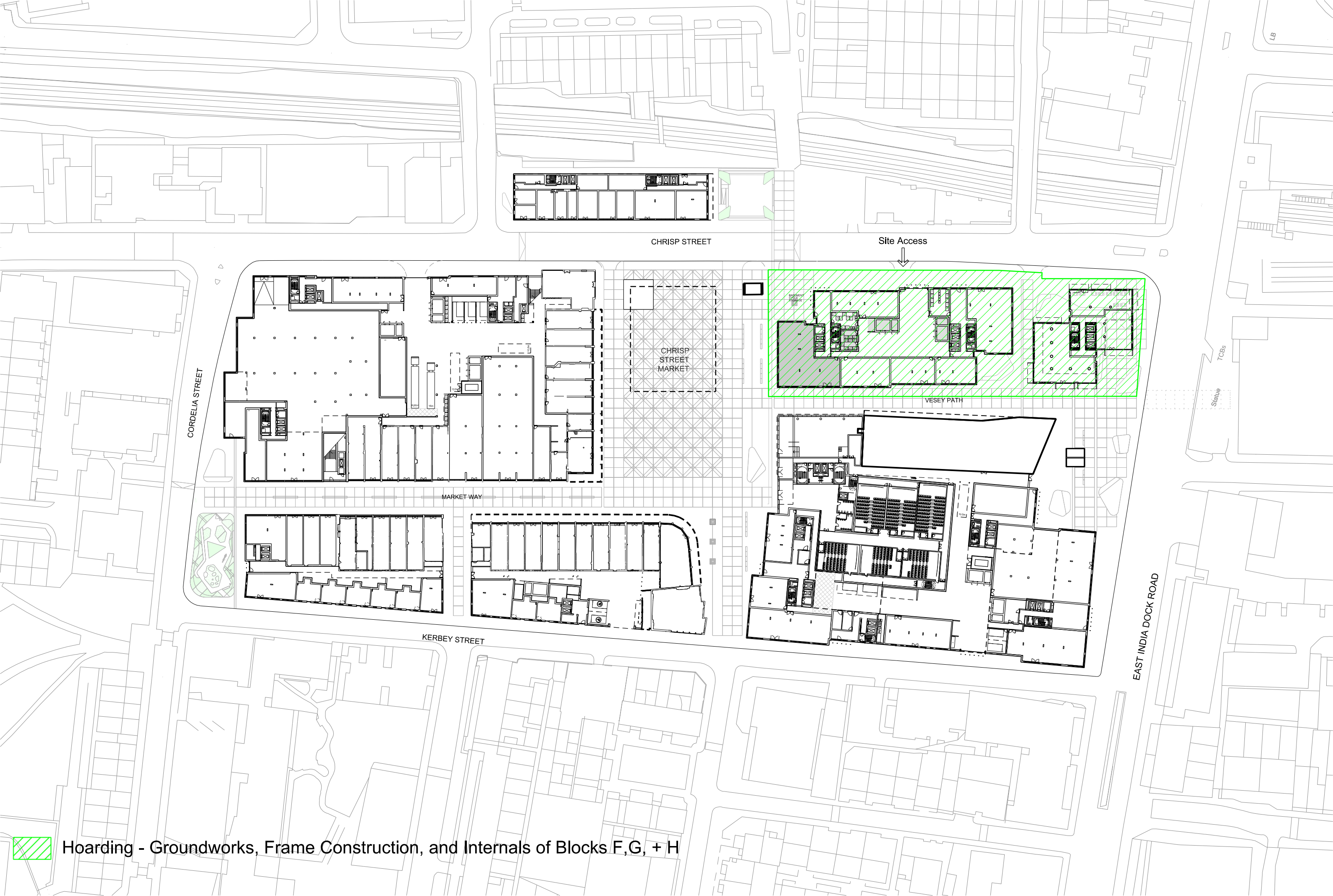
Statue

TCBs

LB

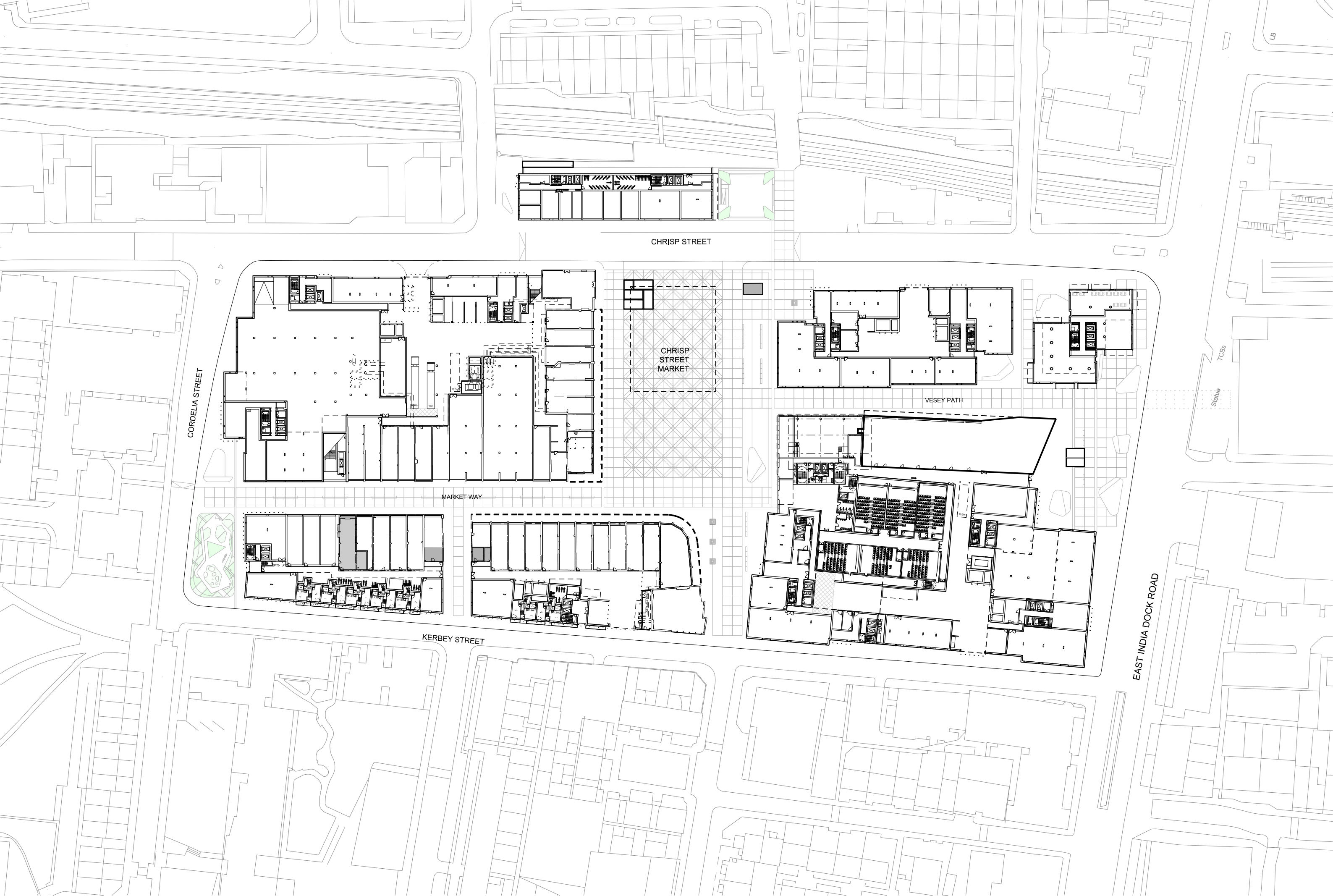
 Hoarding - Full Vacant Possession + Demolition of Blocks F,G, + H

Phase 2 Stage 2 Demolition



 Hoarding - Groundworks, Frame Construction, and Internals of Blocks F,G, + H

Blocks F - H Build

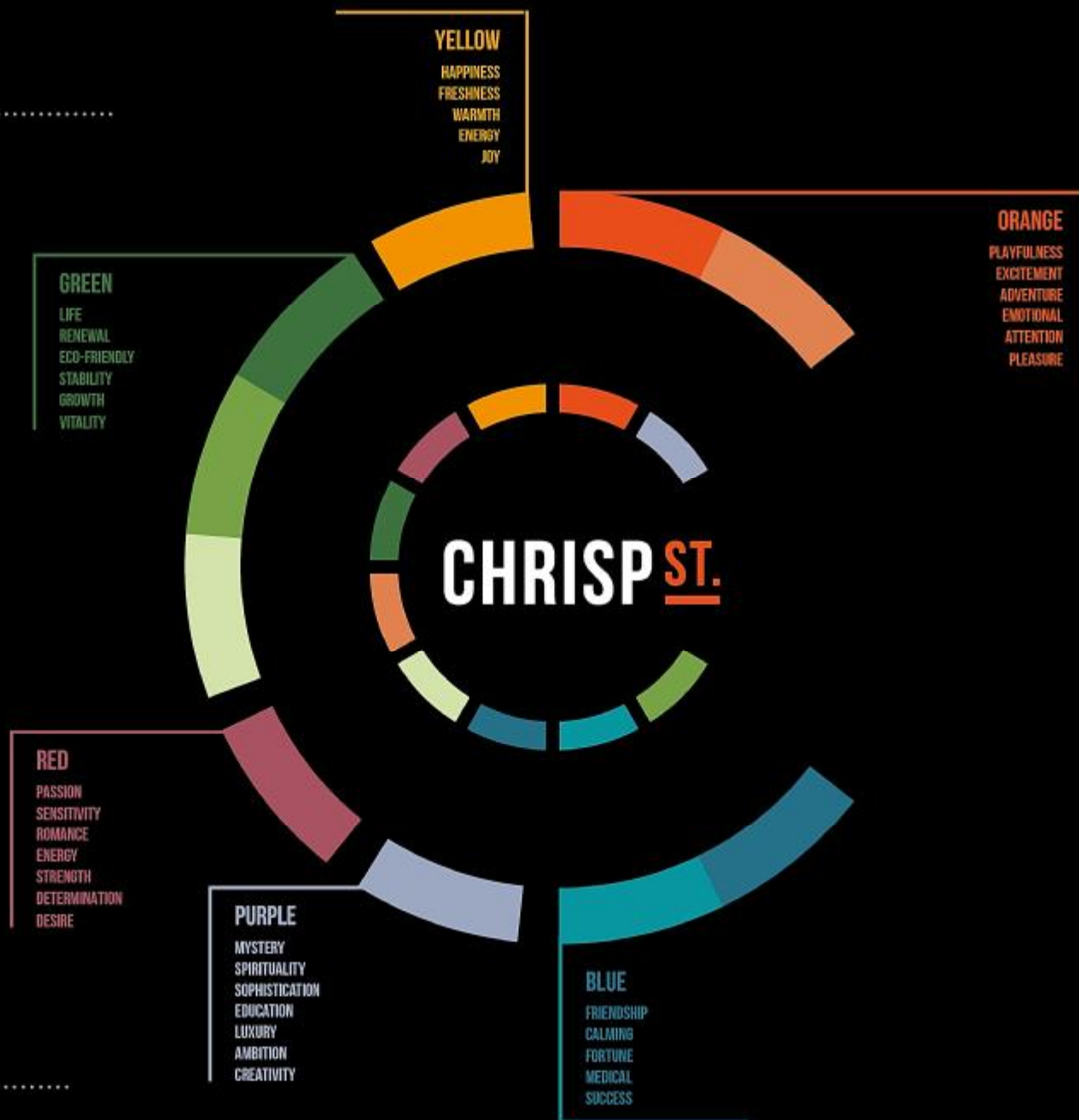


Scheme Complete

Appendix Two: Branding Identity Document



Colour Palette





Creative Applications



Creative Applications





Creative Applications

