

# TEST

PART 1. STRATEGY

**Haringey** **Tottenham** **00**  
**LONDON**

July 2015

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# EXECUTIVE SUMMARY

**In February 2015, OO were appointed to design a Framework of projects for Tottenham Hale, to be implemented in the interim period before the delivery of long-term physical regeneration in the area. The Framework seeks to provide Haringey Council with the means of understanding and assessing the range of projects – from the physical to the programmatic – they can support in the near future, in partnership with interested local businesses, residents and organisations.**

The Framework highlights key opportunities associated with the interim period - notably for its treatment as a phase in which to build on Tottenham's traditional strengths, inspire residents to think aspirationally about their own role in the future of the area, and as an opportunity to develop the ability of local residents to take advantage of opportunities coming forward over the next 10-15 years.

In particular, it recommends taking a 'Test Project' approach to initiating and supporting projects, based on the Start-Up principles of 'deploy early and iterate': de-risking projects by building on existing opportunities identified, testing relevance and long-term feasibility prior to committing substantial investment, and inviting new relationships and potential partnerships through the act of doing.

This document contains a longlist or 'project bank.' Each project is accompanied by a brief description, indication of local opportunity, outline estimates for scale of cost, complexity, timescale, and indicative role of the Council. The projects will perform different functions, which in turn present varying degrees of invitation to participate, scale and depth of impact, and ability to host sustained engagement, interactions and networks of shared interests. Recommendations include:

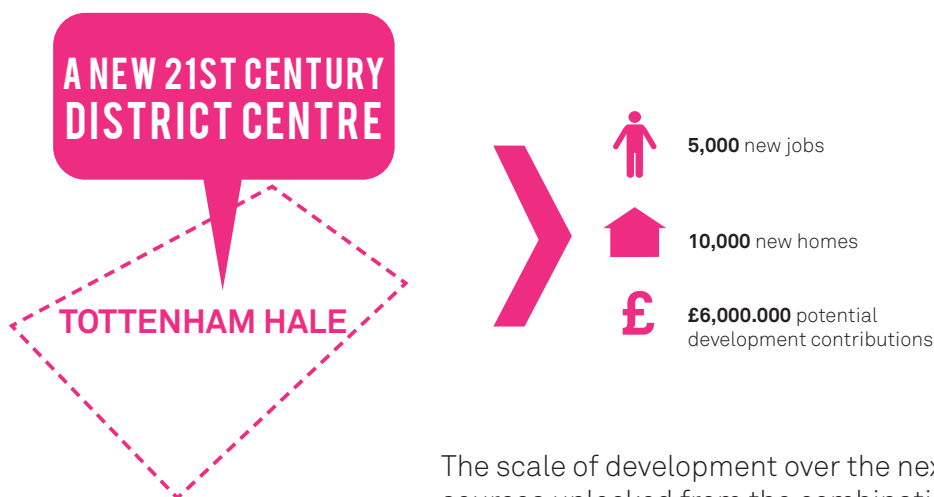
- A certain number of 'Broadcasting' projects will be key at early stages (and in bursts throughout) in order to inspire excitement and attract local and potentially London-wide audiences;
- Targeted investment should be made in establishing an experimental programme to support early 'kick-start' projects and network development, with the potential to test the case for investment in a dedicated Community Projects Incubator - a hosted space for sustaining ongoing interaction and ideas development at later stages.
- A variety of opportunistic projects with local traction should be supported in parallel, and effectively supported via the incubator

01

# THE BRIEF

**In February 2015, OO Social Spaces were appointed to design a Framework of projects for Tottenham Hale, to be implemented in the interim period before the delivery of long-term physical regeneration in the area. The Framework seeks to provide Haringey Council with the means of understanding and assessing the range of projects – from the physical to the programmatic – they can support in the near future, in partnership with interested local businesses, residents and organisations.**

Tottenham Hale sits at a key moment of profound transformation and opportunity. Earmarked as a key growth site within the Greater London Authority's 'Upper Lea Valley Opportunity Area Framework' (2013) nearly 50 hectares of its land will be brought forward for development over the next 15 years, establishing a new district centre, enhanced transport links swiftly connecting the area via Crossrail 2 to central London, with new residential development introducing an estimated 10,000 new homes to the existing neighbourhood over the next 20 years -nearly doubling the number of residents in Tottenham Hale.

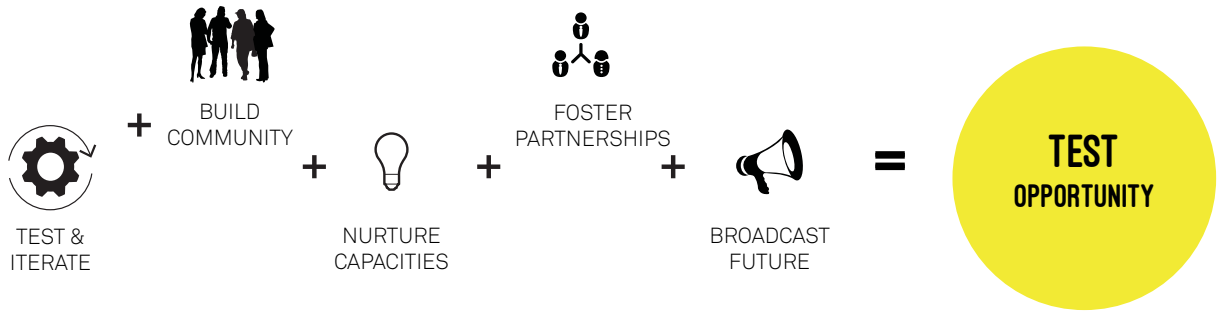


The scale of development over the next decades will see parallel funding sources unlocked from the combination of development contributions, New Homes Bonus (anticipated £5.9m available for Haringey) and Haringey's successful bid for the designation of Tottenham Hale as a Housing Zone – the form and application of which is yet to be determined.

This scale of transformation presents a tremendous opportunity to build a shared vision and long-term aspiration for Tottenham Hale which strengthens pathways to inclusive local economic growth, to develop institutional partnerships and to support collective wellbeing.

# RESPONSE TO THE BRIEF

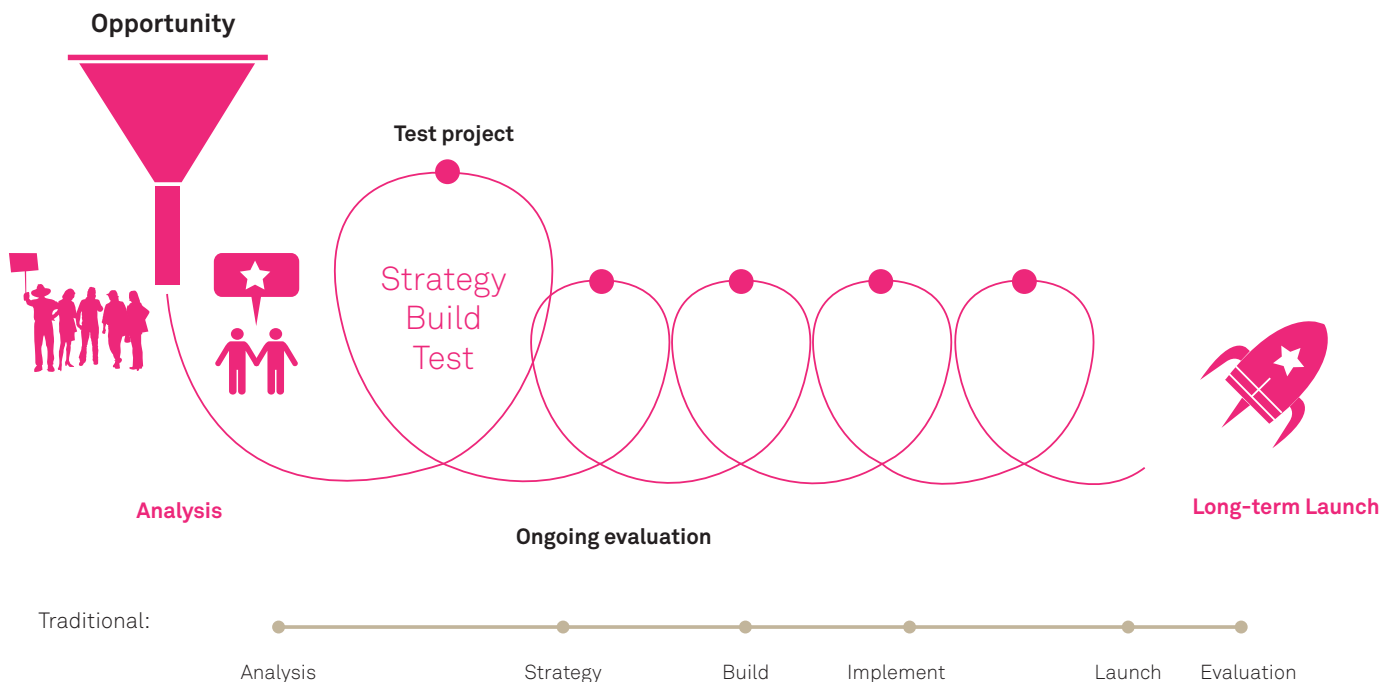
The interim period before long-term development is a crucial time for testing and strengthening proposals that deliver on the long-term aspirations for Tottenham Hale, as well as an opportunity to strengthen the ability of local residents and organisations to continue benefitting from future regeneration and development over the next decade and beyond.



Using Test Projects is an approach to initiating and supporting projects using the start-up principles of ‘deploy early and iterate’: de-risking projects by testing both their relevance and long-term feasibility prior to committing substantial investment.<sup>1</sup>

Crucially, it invites new relationships and potential partnerships through the act of doing.

## DEPLOY EARLY AND ITERATE:

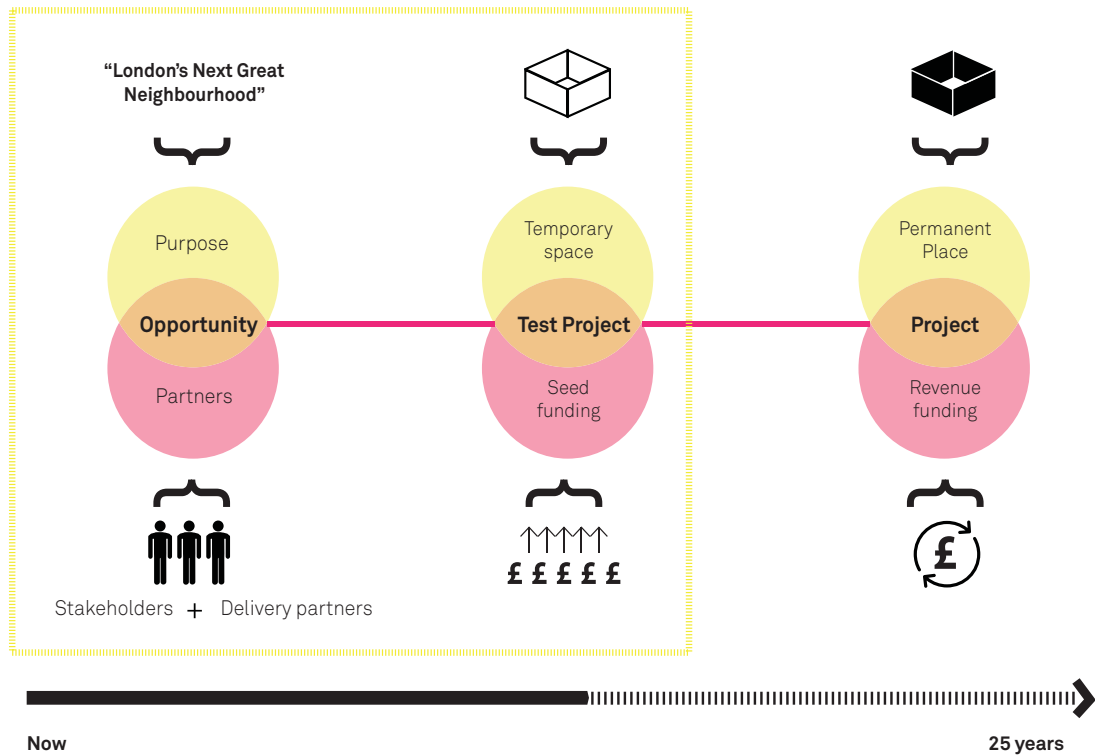


<sup>1</sup> Kauffman Founders School ‘The Lean Method’ available via <http://www.entrepreneurship.org/en/Founders-School/The-Lean-Approach/The-Lean-Method.aspx>



## THE TEST PROJECT PHASE

The test project phase focuses on surfacing and building on locally relevant opportunities - a combination of shared visions and ambitions, interests and ideas as well as temporary spaces and seed funding that can bring about 'Test versions' of long-term projects.



### There are many reasons to adopt this approach:

#### Bridging demographics

Research has shown that cohesion between diverse groups is most likely where cooperative, rather than competitive, relationships are developed through the presence of tangible shared goals.

#### Social capital

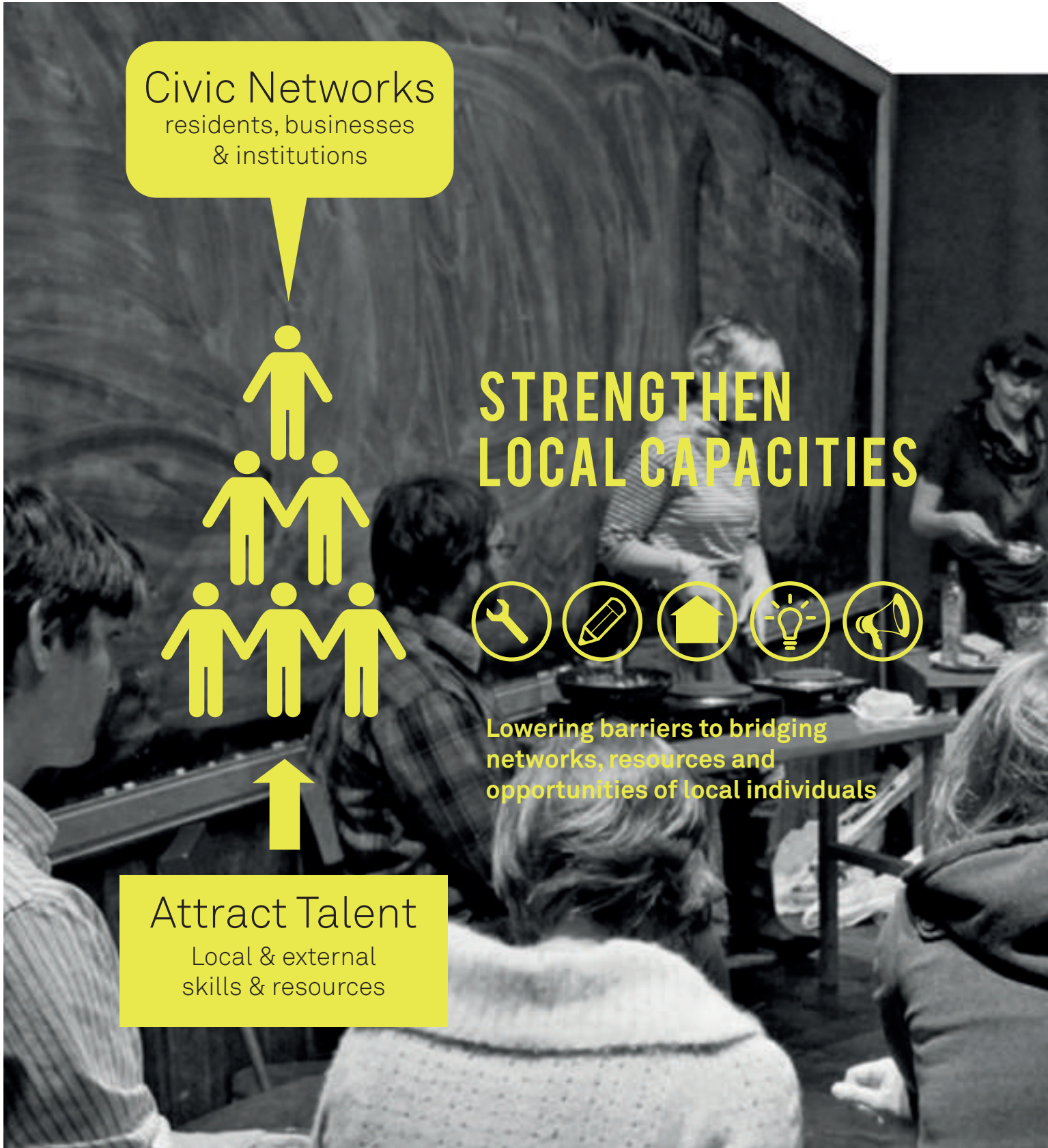
Social research consistently shows the correlation between interpersonal relationships, the social networks they create and their positive effect on serious issues – such as employment, mental health and crime.

#### 'Institutional Thickness'

Stimulating new channels of communication, collaboration and shared learning between sectors, including between big organisations (eg Councils and HAs) and smaller players (eg residents) while building legitimacy, trust and increasing innovative capacity,

#### Positive Civic-Council relations

If undertaken in good faith and with continuity in mind, a commitment to Test Projects demonstrates a new approach to working with local stakeholders, and can begin to generate more trusting relationships



Civic Networks  
residents, businesses  
& institutions



# STRENGTHEN LOCAL CAPACITIES


- 
- 
- 
- 
- 

Lowering barriers to bridging networks, resources and opportunities of local individuals

Attract Talent  
Local & external  
skills & resources

**WITH SOME COUNCILS NEARLY HALVING IN SIZE, IT IS NOW MORE IMPORTANT THAN EVER TO SEE THEIR REMAINING RESOURCES FOCUSED ON BUILDING STRONGER COMMUNITIES, AND FACILITATING GREATER CIVIC ACTION AND CAPACITY<sup>1</sup>**

— New Local Government Network



More effectively negotiate, coordinate, and ultimately benefit from the future changes planned for the area

# 02

**'HARINGEY EMBODIES THE FUTURE OF LONDON:  
A BOROUGH EMBRACING GROWTH AND HARNESS-  
ING ITS TALENT AND STRENGTHS TO SECURE A  
PRODUCTIVE AND CREATIVE ECONOMY IN WHICH  
ANYONE CAN PARTICIPATE AND BENEFIT.'**

-Haringey Council, A Plan for Jobs Growth and Prosperity (2014)

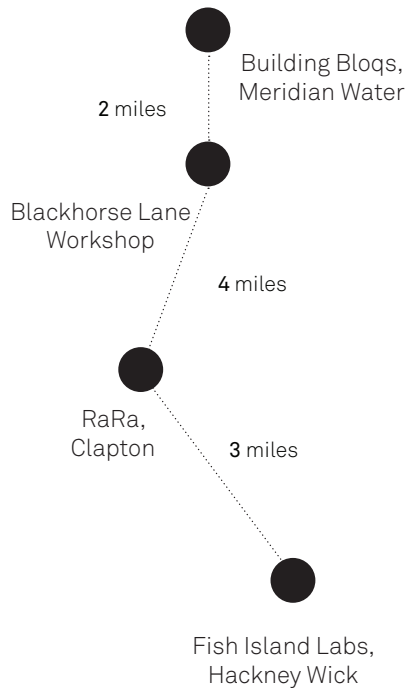
# REGENERATION CONTEXT

Tottenham Hale is situated in the London Borough of Haringey, at the fringes of Greater London. Uniquely well connected, the area sits in close proximity to both good road infrastructure including the A503 and served by a relatively unique East-West connection across the Lea Valley, with the planned extension of Crossrail 2 providing quicker connection to central London and Stanstead Airport (in receipt of planning permission to double the size of its activity).

More broadly, it forms part of the wider Cambridge Stansted Corridor - an economic cluster and enterprise partnership incorporating firms operating in clean tech and energy, food production and distribution, digital technology and software, life science and transport engineering and logistics sectors.

It also sits within a local cluster of 'industrial craft' and small scale manufacturing activities associated with Fish Island (Hackney Wick), Blackhorse Lane (Walthamstow) and Meridian Water (Edmonton).

The combination of these excellent transport links and relatively low costs of living and workspace has meant that the area has played a vital role in the regional and local economy: providing supportive conditions for businesses servicing central London, for ethnically diverse populations and micro-enterprises, as well as enabling creative enterprise and networks to flourish.



## Emerging 'maker facilities'

New membership models for access to open workshop space and equipment and classes in hands on production.

<http://www.blackhorsew>



## QUALITY OF PLACE

Tottenham Hale is currently characterized by harsh physical realm - more of an agglomeration of disparate 'islands' of social housing, box store retail, light industrial activity and warehouses than a clearly discernible neighbourhood. Without prior knowledge of the area's hidden gems, it is difficult to successfully navigate and access its assets - from the Lea Valley Regional Park and its walkways, to the cafes and cultural events within South Tottenham's creative communities.

## DEVELOPMENT PRESSURE

While Tottenham has played a role in North London's wider historic context of local production and manufacture and business creation, there is evidence that a significant increase in property prices within London's traditional economic core has priced start-up, small and cost-sensitive activities out of their historic locations and that these businesses are seeking new affordable spaces in areas such as Tottenham. This influx includes firms relocated from areas such as Hackney Wick, which was also recently considered affordable by small and micro-businesses. While an opportunity for Haringey's new 'Open for Business' motto, this presents imminent challenges as to how the area will continue to provide the conditions which attract - and crucially, retain - small to medium sized enterprises.

## EXISTING SOCIAL FABRIC

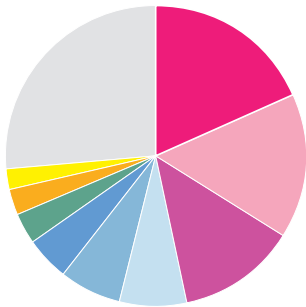
Haringey is considered one of the most diverse boroughs in London, and there is a concentration of ethnic minorities in the east of the Borough, including Tottenham Hale.<sup>1</sup>

The borough is also noted for being one of the most unequal, with deprivation concentrated in the east. And with an estimated 10,000 new homes being built in the area, there will be a substantial proportion of new, and increasingly affluent, residents joining the existing population, raising questions of opportunities for existing residents to mix with the new, including those of several large estates in close proximity to the Tottenham Hale’s future district centre.

While Tottenham Hale is recognised as having conditions distinct from those of Bruce Grove, Whitehart Lane and Seven Sisters, it is nonetheless widely perceived at the local level as part of a wider “Tottenham story.” The scale and pace of development across the area as a whole has galvanised local residents and businesses, unified by a feeling of apprehension that new developments will bring rising costs of living while inadequately addressing affordable housing and workspace needs.

For now, educational attainment and basic skill levels are low, a third of Tottenham Hale’s current population is economically inactive and youth in Tottenham have reported a feeling of shame associated with their postcode.<sup>2</sup> At the same time, there are a number of good news stories, such as those broadcast by the youth-led Positive Youth News campaign, with scope to build further upon these.

While there are a number of well-loved organisations and projects here,<sup>3</sup> including strong activist networks, Tottenham generally has thinner institutional presence than other areas of London.<sup>4</sup> “Institutional thickness” is defined as the presence of various institutions, their interrelations, and identification with common purpose, norms and values which contribute to the social atmosphere’ of a specific place. It is generally seen as a determining factor in how resilient an area is in adapting to changing conditions, and how well it assimilates or promotes innovative capacity.<sup>6</sup>



### A diverse & changing demographic

The 2011 census indicates that Tottenham Hale ward contains 5,046 households and 15,064 residents. In addition to higher levels of single parent households (with significantly higher proportion of young people aged 20-24), the area is also higher in proportion of ethnic minorities (64-69% of the population).

White British	18.4%
Black British/African	15.7%
Black British/Caribbean	12.6%
Turkish/Cypriot	7.4%
Mixed ethnicity	6.7%
Polish	4.6%
Other Eastern European	3.4%
Asian or Asian British: Indian	2.8%
Asian or Asian British: Chinese	2.2%
Other	26.2%

1 Source: footnote: <http://www.londonpovertyprofile.org/uk/indicators/boroughs/haringey/>

2 Interview, Selby Centre 17 February 2015

3 <https://ourtottenham.wordpress.com/community-charter/>

4 GVA (2012) Tottenham Regeneration Strategy: Workspace

5 Amin, A. and Thrift, N. (1995) Globalization, Institutional Thickness and the Local Economy. In Healy P. et al. Managing Cities: The New urban Context

**Recent pilots supported  
by Haringey's Tottenham  
Opportunity Investment Fund<sup>2</sup>**



**Chicken Town**

A neighbourhood restaurant and social enterprise promoting healthy and affordable food options.



**The Mill co Project**

A social enterprise provider of studio workspace, received capital investment to bring an additional 15,000 ft<sup>2</sup> of new affordable workspace to the market.

## POLICY ASPIRATIONS

A Plan for Tottenham (2013) articulates the ambition for Tottenham providing better quality of life from a number of angles – from the diversity of housing affordability and tenures, to educational facilities and outcomes, performance of local businesses improving access to jobs and attraction of finance; transport links, improved healthcare facilities, reduced crime and achieving partnerships and securing the investment to make these possible.

“A plan for jobs, growth and prosperity” highlights the Haringey’s aspiration to support a greater proportion of jobs in more highly skilled sectors such as fashion and textiles, digital design and skilled craft/manufacture, as well as for the desire to lead on sustainability and climate change mitigation technology, as reflected in the fact that they have established the Retrofit Cooperative (consisting of 30 SME tradespeople and members) alongside developing strategic partnerships with institutions such as Durham University’s Energy Institute around forthcoming project such as the Low Carbon Innovation Technology Hub and City Solutions Lab.<sup>1</sup> Recent partnership with Fashion Enter to establish a factory and associated academy is supporting the growth of a fashion and textile cluster.

There is a strong enterprise focus for funding via the New Homes Bonus Growth Funding available for the development of new workspaces for start-ups and growing SMEs, providing a business support service, and creative workspace environments supporting community enterprise and diversifying economic activity adjacent to the High Street.

<sup>1</sup> Haringey Council (2014) 4020 Progress Report available via [http://www.haringey4020.org.uk/cc\\_progress\\_report\\_2014.pdf](http://www.haringey4020.org.uk/cc_progress_report_2014.pdf)

<sup>2</sup> Source: <http://www.haringey.gov.uk/housing-and-planning/tottenham/opportunity-investment-fund>

## WIDER ECONOMIC TRENDS

### **The technology and creative industries will drive London's growth in the next five years.<sup>1</sup>**

The creative industries contribute 6% of UK GDP, employ over 2 million people and export over £16bn annually, and are forecast to play a bigger role in the economy in coming years. As the CBI notes "If the UK is to achieve a balanced, high-growth economy, it is vital that the key strengths of businesses in the creative sector are nurtured and championed by government." The UK has already carved out a £122bn market share of expanding market in carbon reduction technologies now worth £3.3tn and CBI identifies opportunities to develop domestic capabilities in green technologies where we could have an advantage, such as in the construction, maintenance and operation of deep-sea offshore wind turbines or Carbon Capture and Storage. As such, they present an attractive investment case for both capital works to build capacity, and revenue sources to provide programmes of support, though crucially, these materials also flag the need to address housing affordability and vocational training opportunities in parallel.

## KEY CHALLENGES

### **BRIDGING TO THE FUTURE**

Balancing plans which generally support higher quality of life while addressing underlying conditions specific to Tottenham Hale (eg the local skills profile, increasing costs of living - from food to fuel, and long-term reductions of local authority budgets)

### **INSTITUTIONAL 'THINNESS'**

Bridging the current context of low institutional presence and inter-connection, relative to other parts of London to a future 'institutional 'thickness' seen as crucial condition to inclusive socio-economic development and innovation

### **LOOKING BEYOND SHORT-TERM WINDFALLS**

Addressing ongoing affordability of workspace and housing provision as a tactic for long-term resilience

### **SECURING LOCAL BUY-IN FOR COUNCIL SUPPORTED PROJECTS**

In a context like Tottenham, characterised by strong activist networks, a notable 'gap' between Council and civic networks, and growing 'consultation fatigue,' top-down approaches to area change risk being irrelevant or rejected

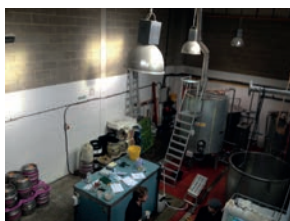
### **OVERCOMING SCEPTICISM**

Shifting entrenched views or reputation of Haringey Council, particularly from the perspective of local activists and community networks



The GLA's 2014 study, Supporting Places of Work: Incubators, Accelerators, Co-working Spaces, highlights the potential for IACs to generate multiple (social) outcomes in regeneration areas, if paired with strong elements of training and community support.

The report goes on to recommend public sector investment in non-tech sector incubators and co-working spaces in outer London, potentially of a quasi-industrial, workshop or studio nature, where there is evidence of both long-term demand and market failure, further suggesting that the public sector should deliver these in partnership with entrepreneurial space operators to rather than position themselves as direct providers.



The study also highlights the benefit of making public 'slack' space more easily accessible – at or little or no cost – for businesses wishing to showcase or test new ideas on a consumer base, as a means of increasing footfall and vibrancy of local high streets, attracting complementary facilities, and showcasing activities representative of the local economy.<sup>2</sup>

## KEY OPPORTUNITIES

### **BUILD ON TOTTENHAM'S EXISTING IDENTITY**

Including traditional assets - affordability, cultural diversity, density of light industrial and productive heritage of the area

### **BROADCAST AND INSPIRE**

Inspiring residents to think aspirationally about their own role in the future of Tottenham

### **ACTIVELY NURTURE LOCALLY LED PROJECTS AND NETWORKS**

Undertaking a period of 'inward investment' in a range of shared facilities, spaces and networks useful to both new and existing residents

### **REBUILD TRUST**

Using the 'interim' period and forthcoming funding streams to trial and invest in new and more transparent ways of working, undertaking meaningful dialogue with a broad spectrum of local people around long-term opportunities for the area.

### **WILLING PARTNERS ACROSS THE CAPITAL**

There are a number of potential partners - from experts and organisations interested in working in Tottenham

### **LIVE-TEST**

Using test projects as opportunities to identify potential partners, test, iterate, and ultimately strengthen ideas for the area before committing substantial investment

**03**

**OPPORTUNITY  
SCOPING IN  
TOTTENHAM HALE**

## MAPPING CIVIC NETWORKS, TIMELINE AND SPACES

Through February and March we undertook a review of policy, strategy and existing studies on the area, including the Strategic Regeneration Framework, Regeneration Strategy, Tottenham Hale Masterplan Refresh, Workspace Strategy and documentation on site-specific allocations.

We also met with a number of civic organisations and networks indicative of the area to inform an outline understanding of the latent skills, ideas and capabilities that could be supported or built upon. The full range of mappings and interviews, which formed the basis for the development of Test Projects contained within the project bank, is contained within the Appendix.

### SAMPLE INTERVIEWS

1. Abigail Stevenson 11.02.2015  
Tottenham resident and architect, runs Retro fit programme out the Selby Centre Green Hub. Associated with: Wards Corner Campaign, The Selby Centre, establishing Tottenham Community Group, member of Fountayne Road RA
  2. Lordship Rec, Eco Hub, Glynis (Hub Manager) and Lilly (Audience Development Officer) 12.02.2015  
A community co-operative run shared facility in Lordship Rec Park, providing a centre for park users
  3. Paper Tank, Sam 12.02.2015  
New shared managed workspace in a refurbished industrial unit on Mill Mead Industrial Estate
  4. Backhorse Workshop, Harriet Warden, Creative Director 13.02.2015  
Managed workshop and co-working maker space facilitated programmes in making and upskilling
  5. Living Under One Sun community Allotments, Sandra Xanadeca, Leyla Laksari 17.02.2015  
Shared community allotments on Tottenham Marshes, offering access to services and skill training programmes in food and growing
  6. The Selby Trust, Joel Minot, Sona Mahtani, Abigail Stevenson, Bailsabe, Seema Chandwani 17.02.2015, 11.03.2015  
A multi-purpose venue and incubation centre for over 40 local organisations and community groups
  7. Craving Coffee, Rachel Ho, 25.02.2015  
Café space front of house for Mill Co, running events programmes
  8. Mill Co, Nick Hartwright, 25.02.2015 Gausen House, 03.03.2015, 25.02.2015  
Creative workspace manager supporting artists and small start-up enterprises in provision of a range of spaces, programmed cultural events and educational partnerships
  9. Rift, Felix and Josh, 5 Ashely Road, Tottenham 25.02.2015 and 2 more meet-ups  
Theatre producers/ curators programming meanwhile spaces
  10. Beavertown Brewery, Logan Plant: Met on site, Lockwood, Tottenham 03.03.2015  
Start-up craft brewery
  11. Councillor Lorna Reith 03.03.2015
  12. Chantelle Barker, Haringey Homes Engagement Officer, Haringey Council 11.03.2015
  13. Tottenham Community Groups: 11.03.2015  
Abigail Stevenson, Sona Mahtani – Selby Centre  
Yvonne Field – Ubele Trust  
Phillip Udane – Community Builders  
Gus – local resident in Tottenham and active in groups  
David Morris – Chair of Friends of Lordship Rec, Haringey  
Friends of Parks, Haringey Federation of Residents Association  
Carlos Pedro Rust, Wards Corner and Seven Sisters Develop Trust  
Marta - Wards Corner Traders Association
  14. Felix Waterhouse 18.03.2015  
St. Anns Road RA area and advised on Fountayne Road RA, Growing Haringey, Somali Community
  15. London Youth Support Trust 18.03.2015  
Manages a shared workspace, 639 Enterprise Centre, offers access to workspace and runs enterprise programmes to support young people supporting young people into employment and training.
  16. Community Builders – Phillip Udane 18.03.2015  
A Youth-led social enterprise based in 639 Enterprise Centre
  17. The Rock Stone Foundation 18.03.2015  
Provides cycling and riding instruction, provides fitness and training advice and runs nutritional and health projects. Based out of St. Anns Hospital.
  18. Red Motorcycle Club – charity 18.03.2015
- Informal conversations include:
- Tottenham/ Hale residents
  - Tottenham Traders
  - Tottenham Marshes Community Group
  - Fountayne Road RA
  - Artists programming White Hart Lane space in collaboration with a London further education collage
  - Engagement Office – Bernie Arts Centre
  - Tottenham Theatre producer
  - Tottenham teaches facilitation workshops/ work experience programme at RIFT and Bernie Arts Centre
  - Local Furniture maker and artists based in Gausen House
  - Yoga Teacher and resident, Fountayne Road



**Blackhorse Workshop:** A collaborative affordable workspace provision and workshops dedicated to making and mending



**Cravings:** An independent cafe and event space associated with Gaunson House, creative studios. Involved in regular food event curation and past trial markets in the area



**Beavertown:** Start-up craft Brewery based out of Lockwood Industrial Estate, having relocated from Hackney Wick



**Lordship Rec Eco Hub:** A community-initiated co-operative sustainability and educational hub in Lordship Rec Park

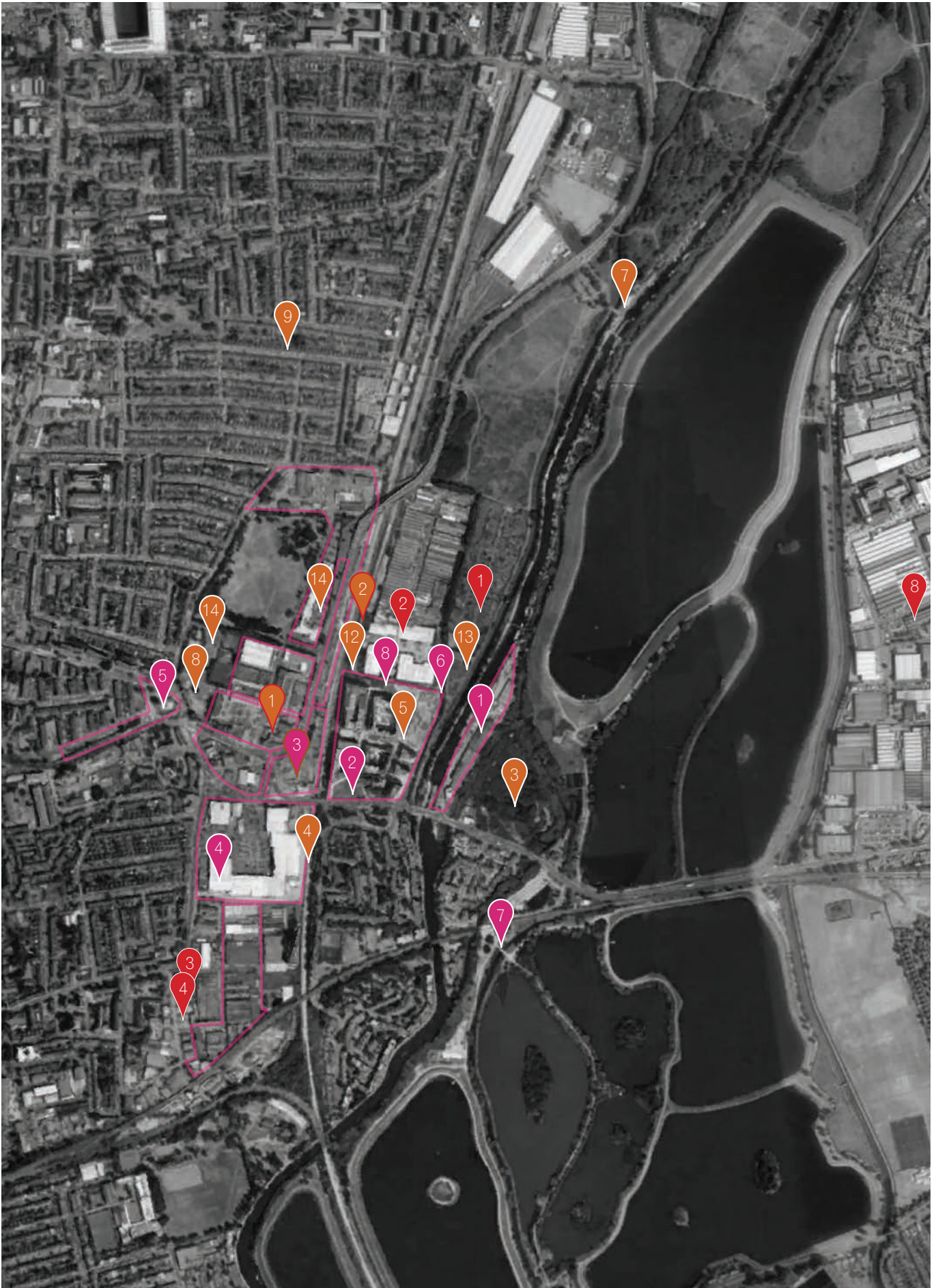


**Papertank:** Enterprise space for start-up business community in a refurbished industrial unit on Mill Mead Industrial Estate



**Living Under One Sun:** A community managed green space inspiring residents to grow and cook their own produce. Offers free access to allotments and growing projects, services and skill sharing.







## Example capabilities

### 1 Under One Sun

A well networked community organisation, offers free access to allotments and growing projects. Producer of local organic food, a place for communities and cultural groups to meet, skill-sharing activities, and courses on how to grow, cook and eat healthy food.

**Aspirations:** Set up a horticultural college for Haringey... on land next to the Lea?  
(need land to grow on, space/ kitchen to run training/ teaching)

### 2 Beavertown Brewery

A brewery company based out of Lockwood, having relocated from Hackney Wick.

**Aspirations:**  
-Establishing more of a 'venue' similar to that which they did in Hackney Wick  
-appetite to be part of business network

### 3 Cravings

An independent cafe and event space run on Markfield Road by two local Tottenham Hale residents Matt & Rachel Ho. Situated in the public front-of-house space in Mill Co. Gaunson House, the company runs a variety of creative and food- related events in the space and facilitates events at festivals and markets. It is an 'anchor point' or touch-down space for Millco's workspace behind and was in fact brought in by Millco. Runs cultural programming, has mobile coffee units, and experience in local test market.

#### Aspirations

-Appetite for a local food based 'street food' market "a market is what the area needs"  
Cultural diversity in the area, should be celebrated  
- Interested in facilitating events if there's a space opportunity (run events outside of the cafe as a business)

### 4 Millco.

A space operator in the area, who operate Gaunson House, Markfield Road, for creative sectors. Growing rapidly in the area in terms of the number of spaces.

**Aspirations:** To manage further work-spaces in Tottenham Hale. In discussion with Haringey as to acquiring two further spaces, in Fountayne Road cluster. Looking to sit between Council and developers as programming of ground floor spaces for enterprise and work

### 5 Green Energy Hub, Selby Centre

Run retro-fitting course in partnership with Retrofit works (courses, and network but no space to teach'); upcycling centre for wood

### 6 Lordship Rec Ecohub

A cafe and park facility, training volunteers, providing financial advice, a kids clubs and running educational programmes on wildlife learning to fixing bikes. Community participated in design and development of centre. Working on programme that embrace communities in housing estates surrounding park. A physical 'touch down' point for Lordship Park area

#### Aspirations

Wants to be part of consortium of complementary organisations across the area

### 7 Risley Primary School

An edible groundscaping of Risley primary school, linked with Under One Sun

### 8 Blackhorse Lane Workshops

A collaborative affordable workspace provision and workshops dedicated to making and mending as well as community hub. The yard to hosts a monthly street food and makers market, showcasing members work and local traders. Cafe is run by a local coffee shop.

#### Aspirations

- Upcycle furniture projects  
- Food and enterprise market in Yard  
- Solar Panel workshops  
- Educational centre in new extension on site)





## Example spaces

### 1 RIFT

A council-owned depot site on Ashley Road, leased to Millco and being used as a 'meanwhile' space for developing arts/theatre projects for the next three years, hosting european residencies and studio space for creatives. Building has a large yard and is in direct alignment with the intended route of the green link. Well-networked

#### Aspirations

To be a space for 'work in progress' activities from creatives.

### 2 Papertank

Enterprise space for start-up business community in a refurbished industrial unit on Millmead Industrial Estate containing:

- High spec workspace (15 units)
  - tenants comprised of creative makers, fashion designers and digital start-ups
  - Commercial kitchen facility, cinema and communal garden (not at full capacity)
  - Now expanding 3 units for hot-desk working
- Space is underutilised

#### Aspirations

Vision to support a thriving community of creative and enterprising individuals: conceived in response to perceived need for a space to support small enterprises so that they may grow and prosper within the larger regeneration plan of the area.

- A permaculture school in unused space between industrial units and railway line
- A Community Energy Co-op, solar panels on roofs of warehouse

### 3 The Paddocks

The Paddock Community Nature Park is a Council-owned nature preserve - a haven for local wildlife, abutting the backs of Hale Wharf, physically linked with Walthamstow Wetlands pathways

**Aspirations:** Haringey seeking divest with 'right' 3rd sector partner, such as the London Wildlife Trust, with an endowment

### 4 Crossrail worksite

A large swathe of land to be reserved for changes to railway tracks - widening activities, running along the length of the railway track and buildings immediately to west

**Aspirations:** Desire to preserve top corner (facing Ferry Lane) for more amenable 'public face'  
\*PO/LBH commentary in Design Forum meeting 2

### 5 The Engine Room

A ground floor space in Hale Village, managed by CoE (tbc); which once hosted the Filling the Gap Cafe (foraging network); has been used to host engagement activities

### 6 Carvell Warehouse 23 Bernard Road

Council-owned land ear-marked for development as live-work/warehousing typology with 'hub' for creative enterprises Consisting of 8 affordable 'maker' studios at 400-2000 square ft launching in July 2015

### 7 Stonebridge Lock

Cafe owned by the Canals and Rivers Trust, background is they are looking to offload this asset. Business cases have been developed by a loose coalition of local community members known as SCENT - Stonebridge Community Enterprise. CRT still paying building running costs, but with SCENT more involved in its management. Currently finalising business plan for the long-term running of the centre.

### 8 Caretaker's House Park View Road

A house owned by Haringey Council. In prominent position at the SW corner of DownLane Park, facing on Chesnut Road and future Wellbourne Centre redevelopment.

### 9 Carbuncle Passage

A long narrow alley connected Tottenham High Road with an existing bridge crossing the railway and providing access into Tottenham Marshes. Highlighted by local residents on 26 March

**10 Prior Seventh Day Adventist school site** Existing school was closed and is now being refurbished, with the Hyland House School being opened in 2015. Has a large paved multi-purpose yard to the rear, in close proximity to the High Street

### 11 Holcombe Road Market

A natural pausing point/entry point potentially linking residents and visitors via Bruce Grove to future cycle or greening route

### 12 Publicly owned access way

A narrow ribbon of publicly owned land spatially connected (over the railway tracks) Down Lane Park and the 'triangle' land adjoining the River Lea and Under One Sun allotments

### 13 LVRP 'Triangle'

A triangular shaped piece of land sitting to the South off the Under One Sun allotments. The site which Under One Sun has previously discussed with LVRP Authority.

### 14 Local Authority Parking Lots

Presence of prominent parking behind the High Road, at the end of Chesnut Road and adjacent to the Beehive pub, a regular meeting point for Tottenham based interest groups; adjacent to Lee Valley Technopark, Downlane Park

### 15 639 Tottenham High Road

High Road presence and re-located offices of Haringey Council. Contains adjoining 'Community Living Room' for community use, consisting of large single annex room and decked external space. Currently managed by the London Youth Support Trust and closed for refurbishment until July 2015



## Programme considerations

### 1 Hale Wharf

Waterside mixed-use development, adjacent to the Paddocks

#### Notes:

PRE/2015/0001 Pre-application proposal for demolition of existing structures and erection of 15 blocks of primarily residential accommodation ranging from 3 to 16 storeys and providing up to 450 dwellings with some commercial floor space, parking and retention of 3 no commercial barges. This pre-app includes the garage site on the Paddocks. Discussions on-going.

### 2 Hale Village Tower

18 storey tower for SW corner of Hale Village

#### Notes:

Hale Village Tower site has outline permission for an 18 storey tower comprising a hotel (3,200 sqm – approx 100 rooms), residential (14,957 sqm) and ground floor retail (1,007 sqm).

"Scheme anticipated to come forward within 6 months." (LBH)

Not expecting large windfall, due to pre-discussions at earlier dates

### 3 Station interchange retail

A temporary retail experience for the station interchange, initially consisting of self-contained retail pods (likely vans) with initial drawings being completed for autumn 2015

**Aspirations:** One of the temporary structures to be set aside for shared incubation/community use; potentially showcasing local products / companies; potential 'activation' events from late 2015

**Notes:** Planning for summer programme of self-contained vans underway; final temporary structures to be complete in late 2015

### 4 B&Q

One of the first sites identified within the future District Centre to come forward for development.

**Notes:** Planning permission for demolition of site granted 24.06.2014

### 5 Welbourne Centre

Eventual reprovision of new healthcare centre, demolition works on Chesnut Road

### 6 Footbridge

Desired footbridge spanning the Lea Connecting Hale Wharf to desired 'Green Grid' and associated routes

### 7 Wetlands Access Centre

Completion of London Wetlands Centre in 2017 with open house and hosted walking tours in September 2016

**Note:** LBH keen to improve quality of route to Forest Road working with Waltham Forest on improving length of Ferry Lane/ Forest Road linking Tottenham Hale and Blackhorse Lane.

### 8 Hale Village Community Centre

New community centre to be delivered on the northern edge of Hale Village, which also contains a church and will be managed by the Church of England

## NON-SPATIAL OPPORTUNITY:

### Opportunity Investment Fund

A £3.5m fund earmarked to stimulate investment by the market in workspaces in Tottenham. To be offered as a loan, with repayment expected within 5 years. Separate £2-£2.5m for larger bids to be invested into more substantial new workspace (with 18 month intended replayment).

**Links** SRF Delivery Plan, New Homes Fund (up to an additional £1m revenue to add to)

**Aspirations:** Aimed at supporting new industries, bringing underused floorspace back into use, contributing to place-making and growing high quality jobs

## SUMMARY OF LOCAL OPPORTUNITIES

### OPPORTUNITY SPACES

- A variety of under-utilised spaces such as existing E-W pedestrian and cycle routes (eg Carbuncle passage) parking lots, including those behind Tottenham High Road, Technopark and Hermes-owned retail park (future district centre)
- Key areas of public freehold ownership, including land north of Hale Village which could act as a new route linking Tottenham High Road to the Lea Valley, bringing new spaces to life if accompanied by complementary event programming, such as food or market based launches, or the installation of new seating, vantage points, signage or performance spaces.
- Potential to leverage existing Council assets to catalyse new partnerships around Green Tech, housing retrofits and construction

### BUILDING ON WHAT'S HERE

- Local support for the industrial heritage of the area, with growing strengths in food manufacture, fashion and textiles and horticulture, suggesting opportunities to celebrate and build upon theme of 'local making.'
- Emerging programme of events (eg RIFT depot site, Ashley Rd) to complement or piggy back off for future launches

### WILLING PARTNERS

- A variety of willing partners identified able to initiate enterprise and educational programmes, operate workspace or provide technical advice on 'Green Tech' project ambitions

**04**

# **LEARNING FROM PRECEDENTS**

## PRECEDENTS + MODELS

The following pages analyse how the 'Test Project' approach has been applied to a diverse range of projects, from new forms of public shared space and equipment, and trial routes in the public realm to temporary infrastructure. Additional insights and learnings related to implementing various model are contained within the Appendix.



**Shared 'maker space'**  
London Hackspace



**Temporary infrastructure**  
Luchstingel bridge, NL



**Community finance**  
Sunday Soup



**Community learning space**  
Willesden Green Library Lab



**New pedestrian routes**  
Narrow Way Festival, Hackney



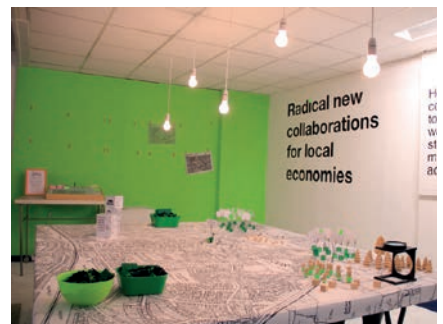
**Area governance**  
Chatworth Road Neighbourhood Forum



**New forms of retail**  
Sidcup Discovery Incubator



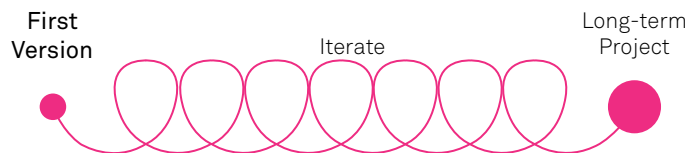
**Future green space provision and models**  
Dalston Curve Garden



**Council - resident collaboration**  
Open Works, Lambeth

A review of past projects and their characteristics suggests there are three distinct Models of 'Test Project' which demonstrate that there are different processes and development paths associated with each.

### FIRST VERSION:



A 'First Version' process tests the whole - or elements - of the future long-term project looking to be initiated (as know as Minimal Viable Product). It is based on a more clearly defined 'end point' or outcome and galvanises a community of future users around a specific space or offer.

### EG:



#### 1. LIBRARY LAB:

*A test community enterprise space informing the future redevelopment of Willesden Green Library Centre*

The Willesden Green Library Lab was set up as an experimental co-working and community learning space in a combining classes and workshops and a pop-up co-working space within the disused café space of the Willesden Green library centre. This combination of uses was aimed at accelerating local entrepreneurship and pioneering new ways of working in the highly diverse Brent community, as well as informing the shape and content of future enterprise support provision within the new library centre.

The space was launched with an open day, that invited community input into the future space and activities within it; a crèche operator approached the space and an affordable crèche was later incorporated into the project; it also tapped into local networks such as the Migrants Right Network, inviting a diverse community of users to its programme of classes and workshops, 90% of which were locally sourced, and 80% of which were locally attended by locals.

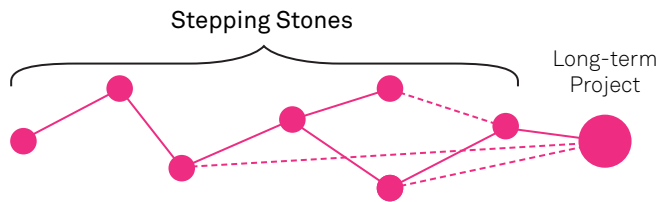
#### 2. LONDON HACKSPACE:

*A member run and operated space containing shared tools and equipment*

London Hackspace was born of an ambition to establish an affordable 'maker space' full of shared equipment. Its founding members began by drumming up enough interested users to take the risk on securing a 2600 square foot workshop in Dalston, seeking partnerships with institutions (such as local colleges, higher education institutions and informal networks) to secure discarded equipment and machinery ranging from lathes, 3D printers, computers and other tools.

This was a live-testing period, with membership growing organically and contributing monthly fees on a 'pay what you can' basis, while inducting other members in equipment usage and space protocols. The space eventually became financially self-sufficient, open 24 hours a day, while still operating on a 'pay what you can' model and managed by host members. It has since moved to a larger space in Bethnal Green.

STEPPING STONE:



A 'Stepping Stone' process adopts an open-ended approach to achieving a long-term project. Rather than following a linear process, diverse and multiple projects act as 'stepping stones' feeding into a broader set of shared goals or outcomes, that shape the longer term vision.

EG:



**1. SHUFFLE:**  
*An artistic festival associated with London's first urban Community Land Trust*

The 4.5 hectare site associated with St Clement's Hospital itself was part of a wider release of surplus land for development by the Greater London Authority in 2012.

On its way to becoming London's first community land trust, owning all the affordable for sale homes, members of the trust established Shuffle, a cultural programme of events and festivals in summer 2013 as a means of broadcasting greater awareness of the CLT. Shuffle includes events across film, science education, storytelling, performance art, architectural installations, walks, food, comedy and music. Ticket sales generate from Shuffle's cultural programming provide an additional revenue stream to put towards neighbourhood projects.

**2. INCREDIBLE EDIBLE TODMORDEN:**  
*A growing campaign testing new relationships, long-term social and economic models for a town*

A loose coalition of residents in Todmorden launched a public growing campaign as a first step in a longer ambition of strengthening the local economy and systems of food production in the town of Todmorden, Lancashire.

A small group initially began by starting a series of edible landscaping projects to provide a welcoming 'entry point' for a wider base of local residents and organisations to become involved and generate greater awareness and local food growing and trade and healthy lifestyles. Local schools grow food in raised beds and a local health centre has started an 'apothecary garden' and one housing association has launched its own edible initiative, offering tenants free starter pack with seeds and advice.





INCUBATOR:



The ‘Incubator’ process is aimed primarily at supporting the development of local capacity of residents, organisations and businesses to more proactively and effectively propose, initiate and engage in future projects for the area. This approach takes a long-term view, investing in a combination of space, networks, and expertise to bring about a supportive environment for initiating new ideas, projects and links.

EG:



**OPEN WORKS, LAMBETH:**

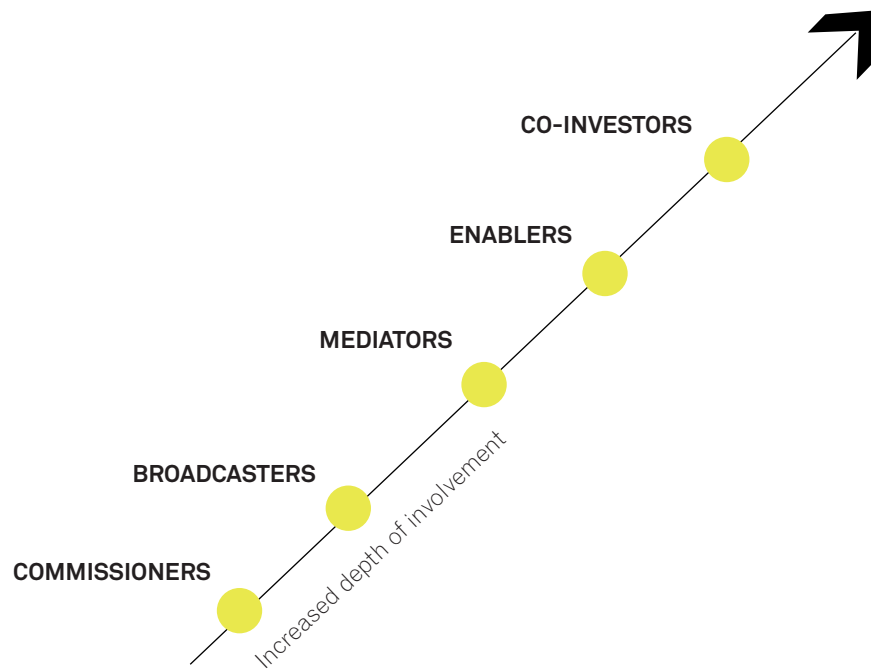
*A shared space for supporting and developing local project ideas*

The Open Works was jointly initiated by Lambeth Council and Civic Systems Lab as means with which to involve both residents and professionals from across the council and other public sector bodies in developing the first 10-20 local projects intended to set West Norwood firmly on the road to long-term sustainability.

The Open Works provided free access to functional spaces for the public, paired with an on-site host providing support to start or join projects and enterprises. The design of the spaces we are using is part of the engagement strategy to create as multiple entry points for people to get involved in a new way, and make it as open and welcoming as possible.

## POTENTIAL ROLES IN TEST PROJECTS

### COUNCIL



**COMMISSIONERS**  
Setting basic 'guidelines' for behaviour from others

**EG**  
Planning enforcement, setting business rates, commissioning one-off projects



**BROADCASTERS**  
Communicating opportunities (public sector, community or private led) in Tottenham related to funding, investment or space

**EG**  
Announcing upcoming consultations, grant opportunities



**MEDIATORS**  
Clear role (or roles) or 'go to' people  
On specific topics or departments on opportunities; active response and exploration of opportunities brought forward

**EG**  
Engaging in vision-led dialogue with developers and landowners on S106 contributions;



**ENABLERS**  
Seeking opportunities to support the stimulation of new networks, or investing directly in new protocols or capacity building activities

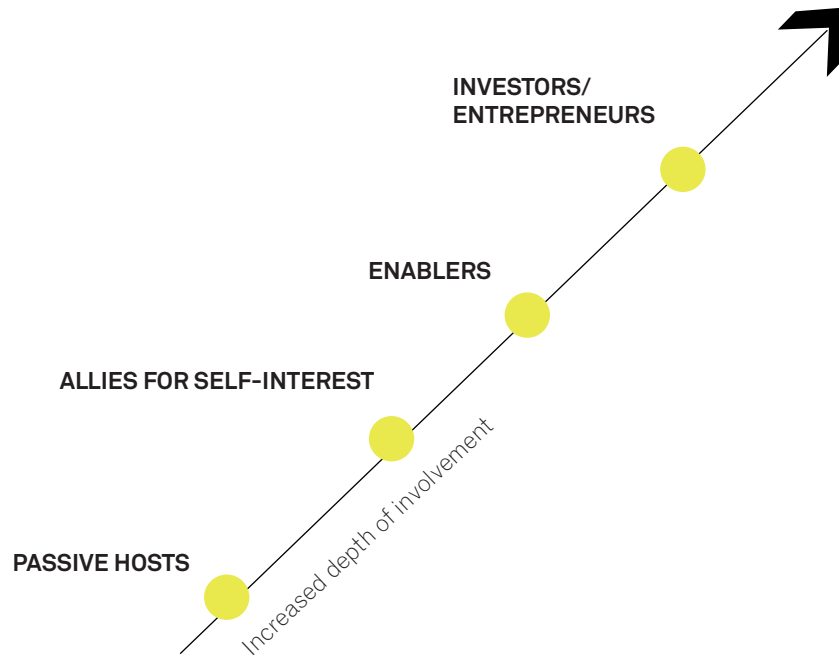
**EG**  
Developing new protocols to lower barriers to using Council-owned land or assets; initiation of thematic networking events



**CO-INVESTORS**  
Undertaking co-investment or joint ventures with partners to deliver on social/public good

**EG**  
Co-investment, in partnership with workspace operators in new enterprise facilities

**LANDOWNERS / DEVELOPERS**



**PASSIVE HOSTS**  
Enabling temporary access or activities to take place on properties

**EG**  
Offering use of land to host one-off festivals, or temporary growing spaces; community access to ground floor units during vacancy



**ALLIES FOR SELF INTEREST**  
Forming partnerships to solve common problems, deliver services more efficiently, or protect assets.

**EG**  
Sharing services with other organisations to reduce operating costs; Legal occupation schemes such as Camelot or Guardian, to protect against squatting



**ENABLERS**  
Seeking opportunities to support the stimulation of new networks, or investing directly in new protocols or capacity building activities

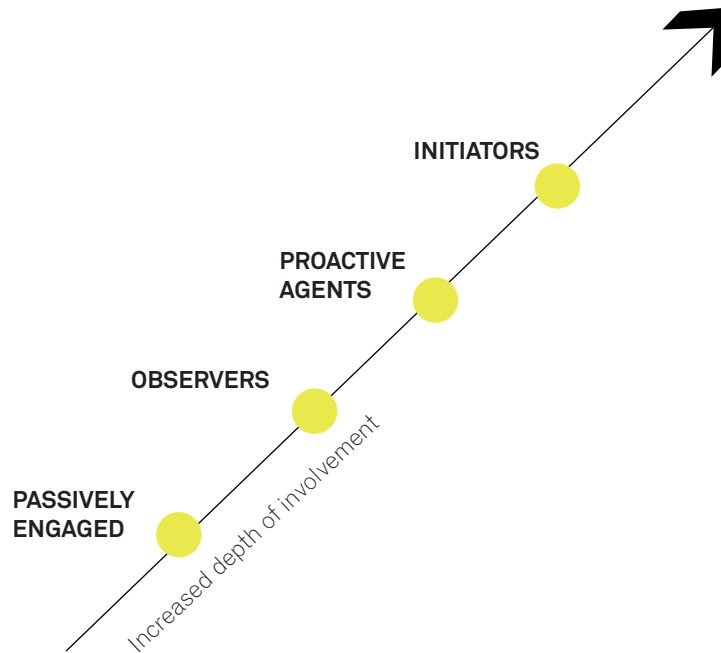
**EG**  
Providing support for new projects or ideas through the provision of staff time, professional support or small grants; participation in apprenticeship schemes



**INVESTORS/ ENTREPRENEURS**  
Directly investing or co-investing in new ventures.

**EG**  
Commitment to local procurement; Providing private finance to social enterprises for return on investment; investment into joint community facilities, such as schools, markets and other spaces

## COMMUNITY



**PASSIVELY ENGAGED**  
 Passively engaged – Awareness of projects and activities in the area through word of mouth; no active fact-finding themselves or involvement in dialogue or projects

**EG**  
 Resident who reads fliers, website



**OBSERVERS**  
 Maintains awareness of projects, plans for area; may attend statutory events but not necessarily be involved in interest or focus groups

**EG**  
 Resident who attends consultation events



**PROACTIVE AGENTS**  
 Volunteer type; a member of one or more local organisations, attends meetings and contributes by making suggestions, demonstrates support

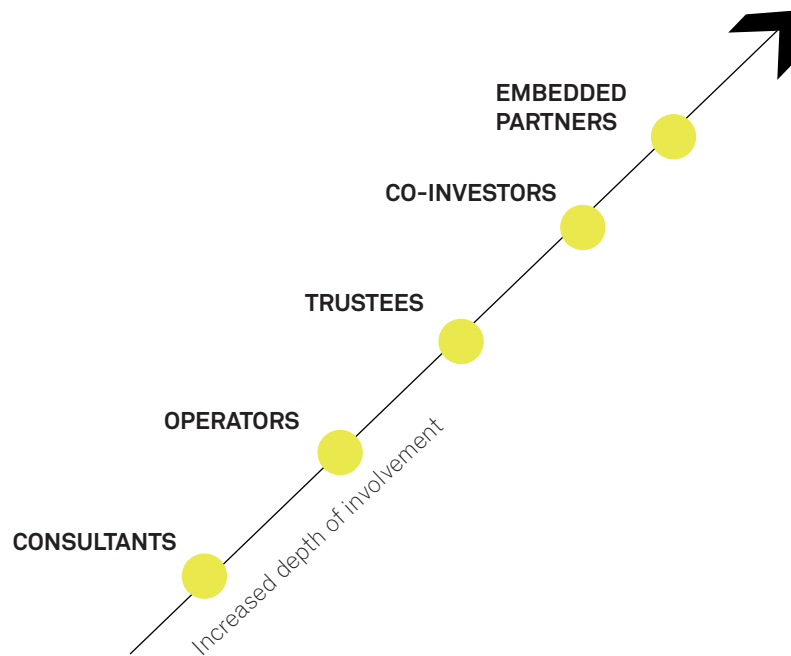
**EG**  
 School Board members, User group/'Friends of' members+



**INITIATORS**  
 A 'doer' with individual with local (or wider) profile; initiates projects, seeks wider networks, seeks funding to make things happen

**EG**  
 Founders of new User/Membership groups

## EXTERNAL INNOVATORS



**CONSULTANTS**  
Provides advice or expertise within the framework of paid commission or bounded piece of work

**EG**  
Consultants producing a commissioned study or strategy



**OPERATORS**  
Enter into a contractual agreement with the Council around a defined scope of delivery on a project or service

**EG**  
Operating a concession with social outcomes defined by MOU



**TRUSTEES**  
Leading thinkers or experts who offer advice, networks related to the governance or operations of specific projects pro bono

**EG**  
Industry experts in a relevant topic with links to the local area



**CO-INVESTORS, FOUNDERS**  
Invests or partners with Council in driving a project or programme forward in shared risk and accountability

**EG**  
Joint investment in a new workspace



**EMBEDDED PARTNERS**  
Individuals working in-depth relationship with the Council to add additional capacity or expertise from within

**EG**  
Secondment of individuals to run specific projects

## SUMMARY OF LESSONS FROM MODELS AND PRECEDENTS

Test projects are reliant on strong local partners, networks, and conditions of abundance - of time, space, networks and expertise. Here are a few insights collected from precedent 'test projects' elsewhere:



### EXPERIMENTATION

Get comfortable in investing in open-ended processes that explore what's most relevant for your local area. In some cases, this might mean admitting uncertainty: you might raise expectations if you host an open workshop envisioning how an at-risk space could be sustainably managed, for instance - but your residents will thank you for it, and the process could identify those with the skills and networks to take the idea forward.

It might require investing in new channels of communication, or capacity-building, such as seconding individuals to lend you the skills or confidence to try new approaches to partnership, commissioning, or managing your assets, for instance.



### CONNECTING WITH GRASSROOTS

Physical 'kickstart' or 'catalyst' events (such as markets) can be useful vehicles for getting people talking around big ideas, and for recruiting members to thematic interest groups.

Look for opportunities to stimulate networks, and to make your own internal channels clearer, and transparent to the public. This means making contact information of specific officers and departments readily available.

Communicate your intentions within 'the big picture' of the overall strategy for the area and avoid offering fragmented, or closed set of solutions for residents to choose from.

What channels (and decision making protocols) are in place for receiving grassroots ideas or proposals?

What current policies and associated tools are in place regarding underutilised Council-owned assets?



## SUPPORT LOCAL LEADERSHIP

The majority of successful neighbourhood projects originate from the ideas, hobbies and passions of local residents. Often, projects and ideas for an area often come from periods when individuals or groups of individuals have an abundance of time and capacity, such as a period of redundancy, for example. Any means of creating 'abundance' - whether it be through funding a role, lowering barriers to using space, or providing critical infrastructure (eg free wifi) will be helpful.

Lessons learned from test project precedents around keeping momentum and involvement up include making sure that individuals are not given an overwhelming set of responsibilities alongside their full-time commitments. Start with small but meaningful projects which have the potential to seed further activities and networks further down the line, and meet them with tangible material support.



## BEING ENABLERS

The role of Councils can and should extend beyond that of 'commissioners' or 'gatekeepers' to that of 'enablers': understanding how they can both *invite* and *respond* to proactive suggestions and opportunities from locals and wider potential partners.

This involves examining existing commissioning and procurement procedures and the opportunities they provide for genuine engagement with the local community. Beyond commenting on proposed physical realm works or developments, think about how they might be involved in local management or programmes.

Consider the additional procedures or tools that you might need in place to begin acting as a platform for others to do: be they call-outs, competitions, web platforms, or match funds, for instance.

Don't expect everything in a future project (ideas, skills, resources, networks) to come from the local area. Bridging these with external networks and partnerships can strengthen a new project, and you can support or facilitate this new network formation by hosting networking events or meetups, for example.

**05**



# OUR APPROACH

## FRAMEWORK PRINCIPLES

The fundamental difference between test projects and other forms of temporary projects lies in the process taken to achieving them: how the projects catalyse new ideas, relationships and opportunities, what they test long-term, how they can be learned from, as well as attention to legacy – whether they support a vision for how the project might continue beyond its current form.

As such, all Test Projects within this Framework should be assessed against the following principles:

### APPROACH



#### BASED ON REAL OPPORTUNITIES

Align with local passions, interests and networks who can drive the project forward



#### OPEN TO EXPLORATION

Be designed to be open to enough to allow iteration as lessons are learned, and in response to new opportunities which may arise along the way



#### INVITE PEOPLE TO PARTICIPATE

Be designed in such a way as to invite multiple forms of participation



#### SUPPORT LOCAL SUCCESSES

Where possible, champion and build off of home-grown resources and successes

## INVESTMENT

- BUILD CAPACITIES**  
Directly or indirectly support local skills and capacity of civic networks to more effectively negotiate, coordinate, benefit from the future changes planned
- STIMULATE NEW RELATIONSHIPS**  
Be designed in a way that stimulates new networks and ways of working across sectors, organisations and residents
- ATTRACT EXTERNAL RESOURCES**  
Maximise the potential to leverage additional resources from outside the area, be they funding, expertise, or networks
- SELF-SUSTAINING**  
Have the capacity to grow and continue sustainably into the future

## VISION

- TEST LONG-TERM PROPOSALS**  
Act as trial or 'test versions' of longer-term projects or ambitions
- BROADEN PERSPECTIVES**  
Inspire wider Tottenham residents and businesses to envision alternatives to pre-existing offers and ways of working
- BROADCAST THE FUTURE VISION**  
Communicate their connection with the wider vision of change for Tottenham Hale

# PROJECT BANK: THE LONGLIST

POCKET PARKS



TOTTENHAM D.O.C.



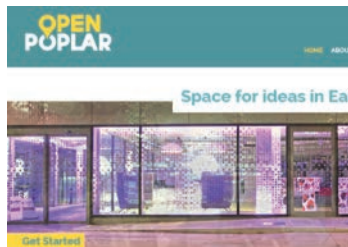
HALE COMMUNITY KITCHEN



PROTO - BRIDGE



OPEN CALL-OUT PLATFORM



HALE HORTICULTURE



TOTTENHAM PLINTHS



TECHSTYLE HUB



FOOD RODEO



CYCLE SERVICE POINTS



2020 SIGNAGE



STANDING OFFICE



**CLOSED-LOOP CAFE**



**TEST-BED EXPO HOUSE**



**ROADSIDE ALLOTMENTS**



**COMMUNITY PROJECT INCUBATOR**



**LOOKOUT TOWER**



**OPEN OVENS**



**DIGGER PARK**



- ENTERPRISE
- SKILLS + LEARNING
- COMMUNITY
- FOOD + GROWING
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT**
- GOVERNANCE



01/19

# 1. TOTTENHAM PLINTHS



## DESCRIPTION:

Design and installation of open platforms for performance or display at Tottenham Hale, accompanied by a managed programme of curated content. Can initially take the form of light-touch interventions, such as painted performance pitches with installed electrical outlets.

- Outline cost:** Medium
- Timescale:** Quick
- Complexity:** Medium
- Council role:** Enabler

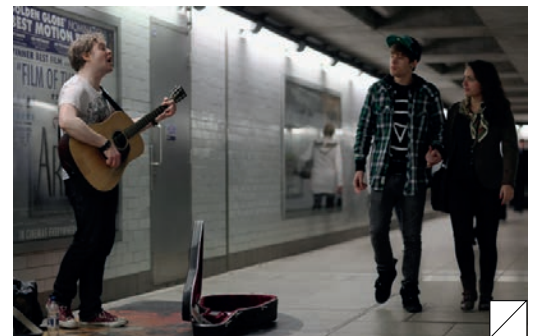
Purpose:  
Raise aspirations

Temporary space:  
Public land



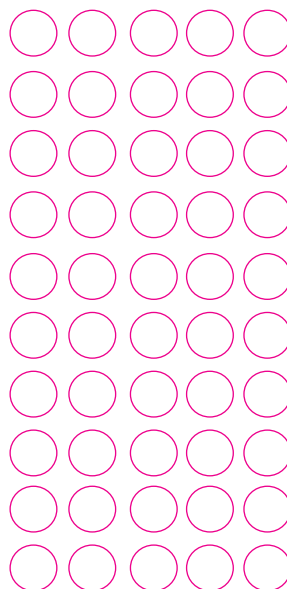
Example local synergies:  
RIFT  
Bernie Grant Centre  
Middlesex University  
T.Chances

Example external resources:  
The Barbican

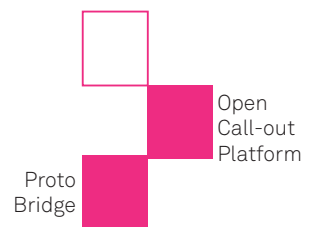


TfL Busking pitch scheme

- TESTS LONG-TERM PROPOSALS
- ✓ BASED ON REAL OPPORTUNITY
- ✓ SUPPORTS LOCAL SUCCESSES
- ✓ OPEN TO EXPLORATION
- ✓ SELF-SUSTAINING
- BUILDS CAPACITIES
- ✓ STIMULATES NEW RELATIONSHIPS
- ✓ INVITES PEOPLE TO PARTICIPATE
- ✓ BROADENS PERSPECTIVES
- ✓ BROADCASTS THE FUTURE VISION



## Links to other test projects



- ENTERPRISE
- SKILLS + LEARNING
- FOOD + GROWING
- COMMUNITY
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE



02/19

## 2. OPEN OVENS



### DESCRIPTION:

Installation of public facilities, from barbeques to ovens and seating, in select areas of public land, encouraging a wider range of social activities and usage. Reflecting and building upon ethnic composition of the area and associated cooking techniques (eg Turkish BBQ, bread ovens).

- Outline cost:** Low
- Timescale:** Immediate
- Complexity:** Low
- Council role:** Enabler

Purpose:  
Attraction to the Lee Valley

Example space:  
Tottenham Marshes  
Markfield Park

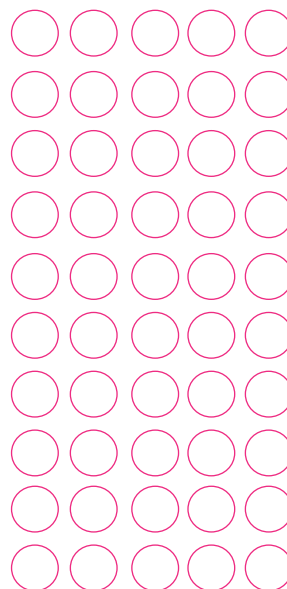


Example local synergies:  
Friends of Tottenham Marshes  
LVRPA



EG Hyde Park chairs, Burgess Park BBQ stations

- TESTS LONG-TERM PROPOSALS
- BASED ON REAL OPPORTUNITY
- SUPPORTS LOCAL SUCCESSES
- OPEN TO EXPLORATION
- SELF-SUSTAINING
- BUILDS CAPACITIES
- STIMULATES NEW RELATIONSHIPS
- INVITES PEOPLE TO PARTICIPATE
- BROADENS PERSPECTIVES
- BROADCASTS THE FUTURE VISION



### Links to other test projects



- ENTERPRISE
- SKILLS + LEARNING
- FOOD + GROWING
- COMMUNITY
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE

03/19



### 3. FOOD TRUCK RODEO



#### DESCRIPTION:

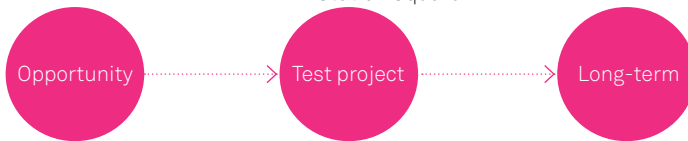
A mobile feast. Food-based festival markets operated out of trucks in available parking lots. Celebrating the strengths and presence of local food-based manufacturers in the area, as well as the potential to attract entrepreneurs from further afield.

- Outline cost:** Low
- Timescale:** Quick
- Complexity:** Low
- Council role:** Mediator

Purpose:  
Night-time economy

Example space:  
Tottenham Hale  
Retail Park,  
TfL Station Square

Example long-term  
project:



Example local synergies:  
Hermes  
Beavertown  
Cravings

Example external  
resources:  
KERB  
Street Feast

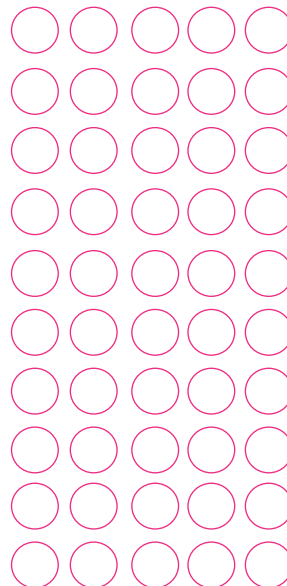
Permanent food  
market?



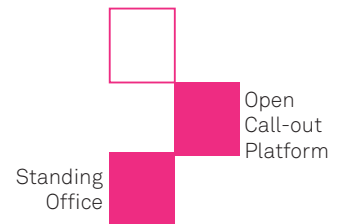
Food Truck Rodeos, Worldwide

- ✓
- ✓
- ✓
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- ✓
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- TESTS LONG-TERM PROPOSALS
- BASED ON REAL OPPORTUNITY
- SUPPORTS LOCAL SUCCESSES
- OPEN TO EXPLORATION
- SELF-SUSTAINING
- BUILDS CAPACITIES
- STIMULATES NEW RELATIONSHIPS
- INVITES PEOPLE TO PARTICIPATE
- BROADENS PERSPECTIVES
- BROADCASTS THE FUTURE VISION



#### Links to other test projects





- ENTERPRISE
- SKILLS + LEARNING**
- FOOD + GROWING
- COMMUNITY**
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE

4/19



## 4. DIGGER PARK



### DESCRIPTION:

The temporary use of Crossrail 2 worksite for Leisure and Learning on the operation of plant hire equipment - from diggers to bulldozers. Could double up as a training site for local construction workers.

**Cost:** Low  
**Timescale:** Quick  
**Complexity:** Medium  
**Council role:** Mediator

Purpose:  
Haringey 40:20 agenda

Example space:  
Crossrail 2 worksite

Example long-term project:



Potential local synergies:  
Building Lives Training Academy  
Network Rail

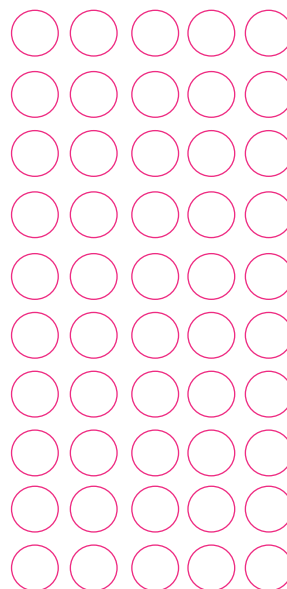
Example external resources:  
Manor House Development Trust  
Plant Hire plc

Training Academy

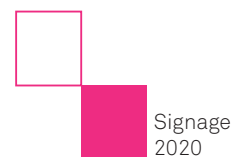


Building Lives Training Academy  
Manor House Development Trust  
<http://www.buildinglives.uk.com/news&article=25/>

- TESTS LONG-TERM PROPOSALS
- BASED ON REAL OPPORTUNITY
- SUPPORTS LOCAL SUCCESSES
- OPEN TO EXPLORATION
- SELF-SUSTAINING
- BUILDS CAPACITIES
- STIMULATES NEW RELATIONSHIPS
- INVITES PEOPLE TO PARTICIPATE
- BROADENS PERSPECTIVES
- BROADCASTS THE FUTURE VISION



### Links to other test projects



- ENTERPRISE
- SKILLS + LEARNING
- COMMUNITY
- FOOD + GROWING
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT**
- GOVERNANCE

05/19

# 5. VIEWING TOWER



## DESCRIPTION:

A look-out tower and or climbing wall providing new views into the Lea Valley and back into Tottenham, potentially linked with creative signage signalling future plans and celebrating what's already here. A beacon inspiring new audiences to enjoy the Lea Valley Regional Park- from locally and from further afield.

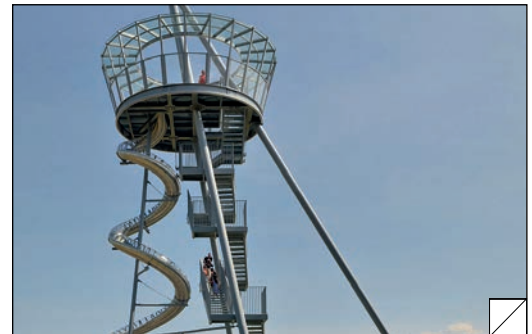
- Outline cost:** Medium
- Timescale:** Quick
- Complexity:** Low
- Council role:** Commissioner

Purpose:  
Showcase  
Tottenham

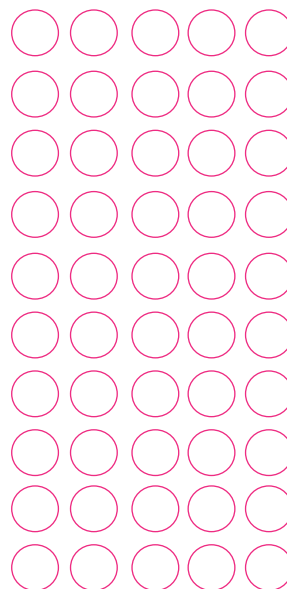
Example space:  
The Paddocks  
(public land)



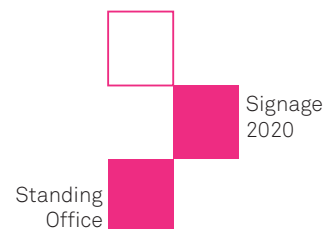
LB Walthamstow  
Tottenham Leisure  
Centre



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### Links to other test projects



- ENTERPRISE
- SKILLS + LEARNING
- COMMUNITY
- FOOD + GROWING
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE



06/19

## 6. STANDING OFFICE



### DESCRIPTION:

Free wifi, powerpoints and standing desk space at Tottenham Hale station. With a touch-down website leading users to useful sign-posting in the area - from new spaces and projects, hidden heritage to local interest groups or business networks

**Cost:** Medium  
**Timescale:** Immediate  
**Complexity:** Low  
**Council role:** Commissioner

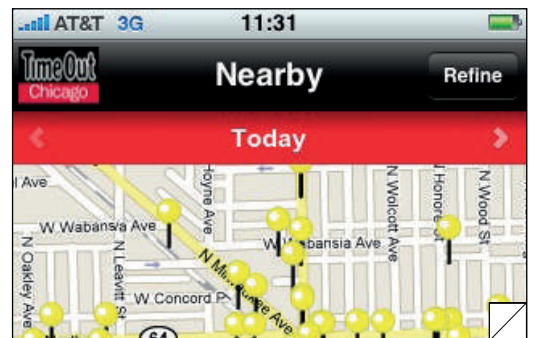
Purpose:  
Celebrating  
Tottenham

Example space:  
Tottenham Hale  
station



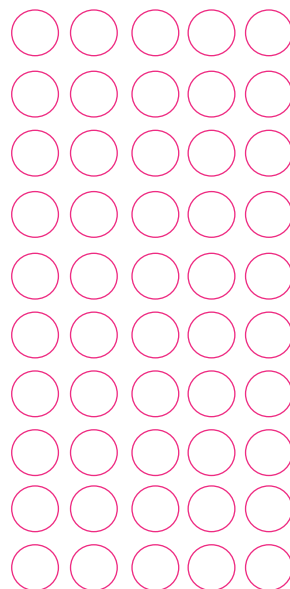
Example local synergies:  
Cravings  
Beavertown  
Fountayne Creative  
Collective

Example external  
resources:  
web development  
National College for  
Digital Skills

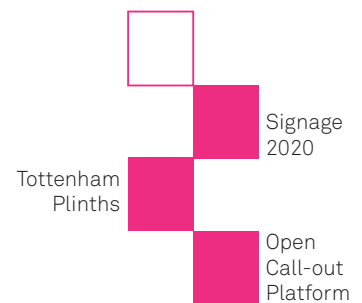


EG TimeOut Website

- TESTS LONG-TERM PROPOSALS
- BASED ON REAL OPPORTUNITY
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- ✓ SELF-SUSTAINING
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- ✓ STIMULATES NEW RELATIONSHIPS
- ✓ INVITES PEOPLE TO PARTICIPATE
- ✓ BROADENS PERSPECTIVES
- ✓ BROADCASTS THE FUTURE VISION



### Links to other test projects

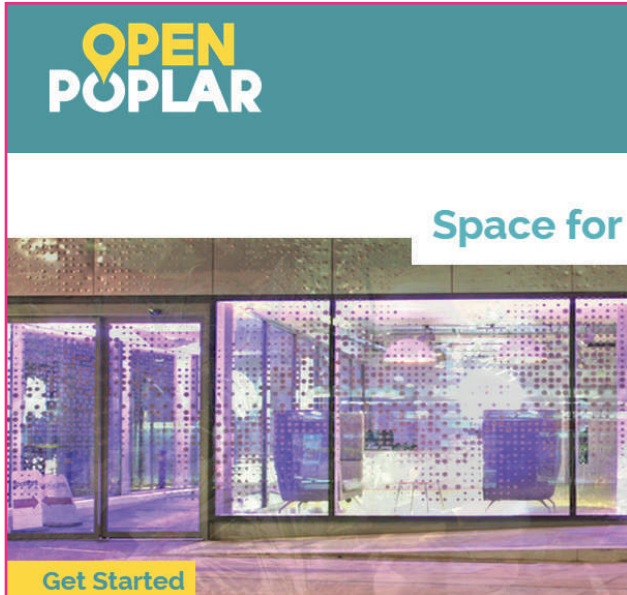


- ENTERPRISE
- SKILLS + LEARNING
- COMMUNITY
- FOOD + GROWING
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE



07/19

## 7. OPEN CALL-OUT PLATFORM



### DESCRIPTION:

A website for Tottenham where people can find out about available and upcoming spaces, including those that can be used on a temporary basis or for nominal fee (eg peppercorn rent). Also a platform for inviting applications for use of Council assets. Could have a physical 'shop-front' host 'area projects' and be used as a tool for coordinating meet-ups.

- Outline cost:** Medium
- Timescale:** Quick
- Complexity:** Low
- Council role:** Commissioner

Purpose:  
Finding people + space

Digital

Example long-term project:



Example local synergies  
TfL station,  
RIFT  
London Wildlife Trust  
Canals and Rivers Trust

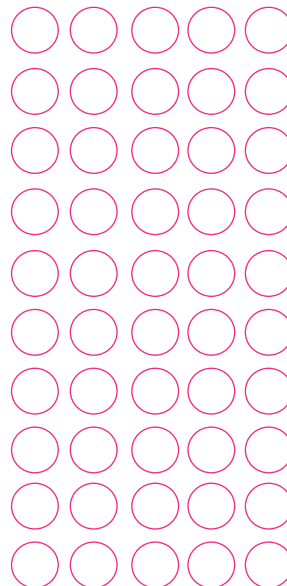
Example external resources:  
Civicwise  
The People's Republic  
Appear Here  
National College for Digital Skills

Physical location -  
Affordable Estate Agency

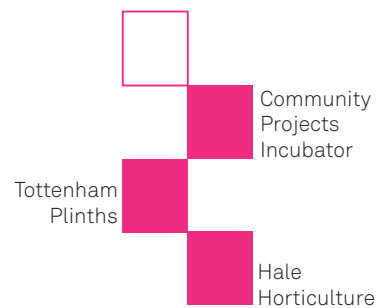


Open Poplar, <http://openpoplar.com/>  
Civicwise <http://civicwise.org/>

- ✓ TESTS LONG-TERM PROPOSALS
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### Links to other test projects

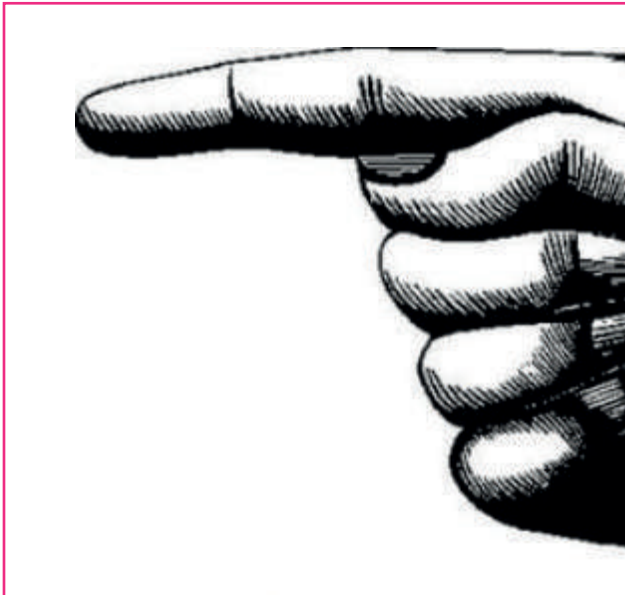


- ENTERPRISE
- SKILLS + LEARNING
- FOOD + GROWING
- COMMUNITY
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE



08/19

## 8. SIGNAGE 2020



### DESCRIPTION:

Playful signage broadcasting future developments, facilities they could contain and communities or activities they could support.

- Outline cost:** Medium
- Timescale:** Quick
- Complexity:** Low
- Council role:** Enabler

Purpose:  
Celebrating  
Tottenham

Example space:  
Across Tottenham Hale

Example long-term  
project:



Example local synergies:  
LYST  
Positive Youth News  
Livity

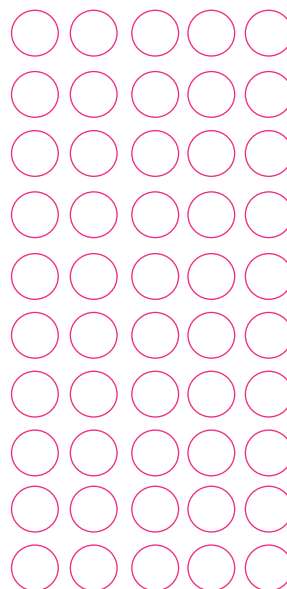
Example external  
resources:  
Livity

Permanent creative  
signage



EG Blue plaques

- ✓ TESTS LONG-TERM PROPOSALS
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### Links to other test projects



- ENTERPRISE
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- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE

09/19



## 9. PROTO BRIDGE



### DESCRIPTION:

The installation of a temporary bridge structure cross the railway lines as a strategy for activating and testing a new crossing(s). Potentially paired with complementary activities such as 'Tottenham plinths' (programmed performance space p42; 'Food Truck Rodeo' p44) or Viewing Tower p

- Cost:** Medium
- Timescale:** Immediate
- Complexity:** Medium
- Council role:** Mediator

Purpose:  
Haringey 40:20 agenda

Example space:  
Publically owned land at rail crossings

Example long-term project:



Example local synergies:  
Network Rail  
Community Builders (LYST)  
Blackhorse Lane workshops

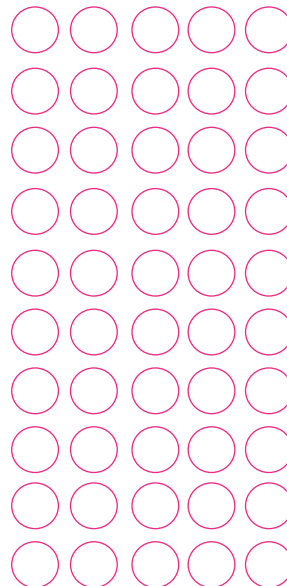
Example external resources:  
London Youth  
Construction Trust  
Mitchell Bridges

Tests Green Link  
Future connection to Hale Wharf



Luchtsingel Bridge, NL

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### Links to other test projects



- ENTERPRISE
- SKILLS + LEARNING
- COMMUNITY
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- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE

10/19

## 10. CYCLE SERVICE POINTS



### DESCRIPTION:

A chain of simple cycle service points providing rest stops, pumps, stands and seating and testing future cycling routes. Can be built in conjunction with existing cyclist networks and interest groups such as the Rockstone Foundation, Under One Sun, and Selby Centre.

**Cost:** Low  
**Timescale:** Immediate  
**Complexity:** Low  
**Council role:** Commisioner

Purpose:  
Haringey 40:20 agenda

Example space:  
High St to Tottenham Hale links, eg Chesnut Road

Example long-term project:



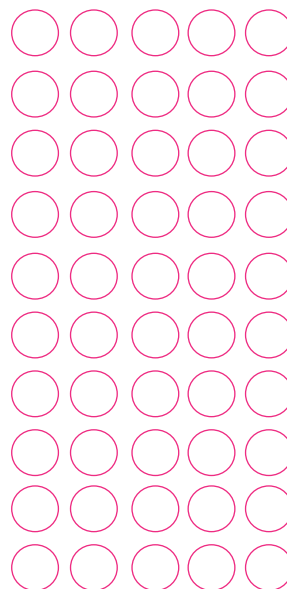
Example local synergies:  
Rock Stone Foundation  
Selby Centre

Example external resources:  
Cycle Hack  
GLA Cycle Hub funding

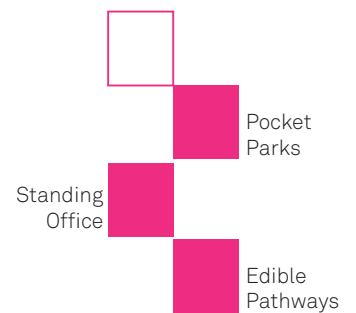
Tests future Green Link



- TESTS LONG-TERM PROPOSALS
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### Links to other test projects



- ENTERPRISE
- SKILLS + LEARNING
- COMMUNITY
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- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE

11/19

## 11. TEST-BED EXPO HOUSE



### DESCRIPTION:

An 'Expo' house refurbished to top energy efficiency standards, and fitted with open source monitoring systems such as code for the electrics, ventilation system and sensors all available on open-source platforms. Leveraging existing sustainability networks and skills, as well as policy support for growing Green tech firms and jobs.

<b>Cost:</b>	Medium
<b>Timescale:</b>	Medium
<b>Complexity:</b>	Medium
<b>Council role:</b>	Mediator, Enabler

Purpose:  
Haringey 40:20 agenda

Example space:  
Caretakers House  
Park View Road N17

Example long-term project:



Example local synergies:  
Retrofit Works  
Selby Centre Green Hub  
Homes for Haringey  
N17 Housing Coop  
Tottenham TUC

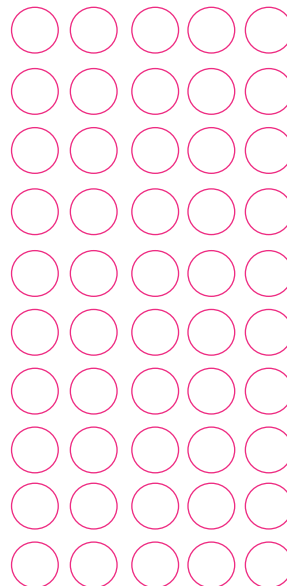
Example external resources:  
Future Cities Catapult  
Arup  
Durham Energy Institute  
Internet of Things

Tottenham-wide rollout

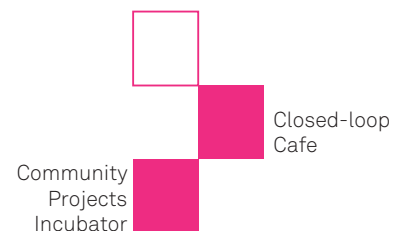


Wikihouse 4.0 'live-build' 8 September 2014  
<http://www.wikihouse.cc/the-foundation/>

- ✓ TESTS LONG-TERM PROPOSALS
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### Links to other test projects





- ENTERPRISE
- SKILLS + LEARNING
- COMMUNITY
- FOOD + GROWING
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE



12/19

## 12. POCKET PARKS



### DESCRIPTION:

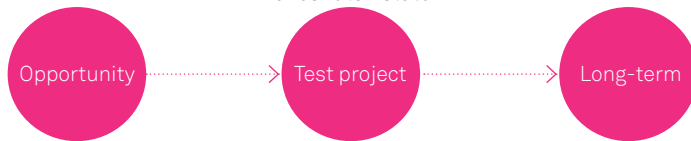
Establishing a network of green oasis's or landscape classrooms softening the harsh public realm. On previously 'forgotten' land that together form the broader direction and composition of the Green Link. To be developed and supported in collaboration with local stewards.

- Cost:** Low
- Timescale:** Quick
- Complexity:** Low
- Council role:** Mediator

Purpose:  
A 'Cleaner Safer Environment' (SRF)

Example space:  
Parking lots behind High Street, Chesnuts Estate

Example long-term project:



Example local synergies:  
Under One Sun  
Local schools

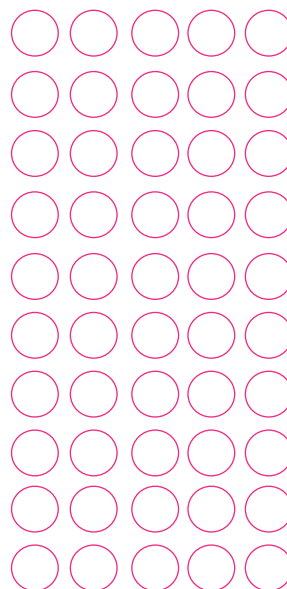
Example external resources:  
Green link funding

Tests the future Green link

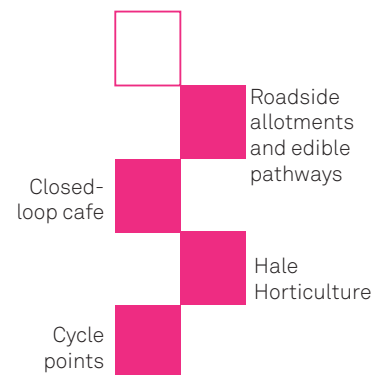


The 'Parklet' movement, San Francisco  
<http://gehlarchitects.com/blog/parklets-make-new-york-timesparklets/>

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### Links to other test projects



- ENTERPRISE
- SKILLS + LEARNING
- FOOD + GROWING
- COMMUNITY
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE



13/19

### 13. ROADSIDE ALLOTMENTS AND EDIBLE PATHWAYS



**DESCRIPTION:**

The introduction of edible landscaping accompanied by information boards encouraging people to pick and take them home. Building off the work of Under One Sun with existing schools such as Ridley School's edible school grounds.

- Outline cost:** Low
- Timescale:** Quick
- Complexity:** Low
- Council role:** Enabler

Purpose:  
Haringey 40:20 agenda

Example space:  
Rear of High Street Chesnuts Estate

Example long-term project:



Potential partners:  
Under One Sun  
Local schools  
Organic Lea  
Growing Haringey  
Crop Drop

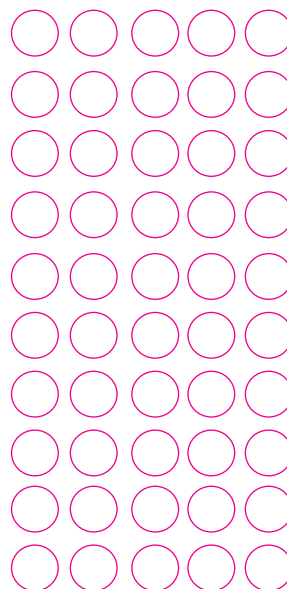
Tests the future Green link



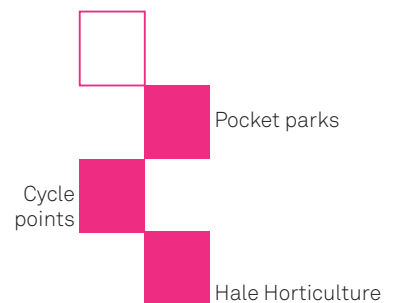
Sustrans, Incredible Edible Wakefield

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- TESTS LONG-TERM PROPOSALS
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**Links to other test projects**



- ENTERPRISE
- SKILLS + LEARNING
- FOOD + GROWING
- COMMUNITY
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE



14/19

## 14. CLOSED LOOP CAFE



### DESCRIPTION:

Establishing a sustainable local cafe at Down Lane Park. As well as a component of the Green Link, the cafe can demonstrate a closed loop system - from compost toilets to rainwater harvesting - as well as build off local food growing networks and donating used cooking oil to local bio-fuel companies.

<b>Cost:</b>	Medium
<b>Timescale:</b>	Medium
<b>Complexity:</b>	High
<b>Council role:</b>	Mediator, Co-investor

Purpose:  
Haringey 40:20  
agenda

Example space:  
Stonebridge Lock  
DownLane Park

Example long-term  
project:



Example local synergies:  
Retro-works  
Under One Sun  
Organic Lea  
London Boaters  
Canals and Rivers Trust

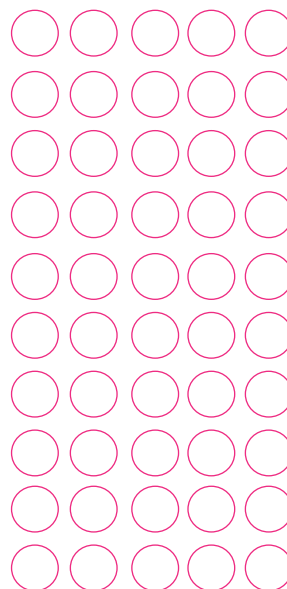
Example external  
resources:  
Durham Energy Institute  
Pure Fuels (Enfield bio  
fuel company)  
Food Cycle

Self-sustaining  
green cafe



Cafe de Ceupal, NL  
<http://www.cafedeceupal.nl/en/home-en/>

- ✓ TESTS LONG-TERM PROPOSALS
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### Links to other test projects



- ENTERPRISE
- SKILLS + LEARNING**
- COMMUNITY
- FOOD + GROWING**
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE

15/19

# 15. HALE HORTICULTURE



## DESCRIPTION:

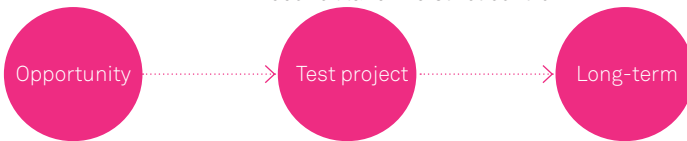
A pop-up horticulture space bringing local expertise and growing networks together to test appetite and content for horticultural learning, building on the existing curriculum and networks associated with the Living Under One Sun allotment and educational programme. Initiated via regular thematic meet-up hosted in high visibility space in the first instance.

- Outline cost:** Low
- Timescale:** Medium
- Complexity:** Low
- Council role:** Enabler

Purpose:  
Haringey 40:20 agenda

Example spaces:  
Hale Village community centre  
Council land in district centre

Example long-term project:



Example local synergies:  
Under One Sun  
London Wildlife Trust  
Church of England  
Chesnuds Estates TRA  
Holy Trinity School

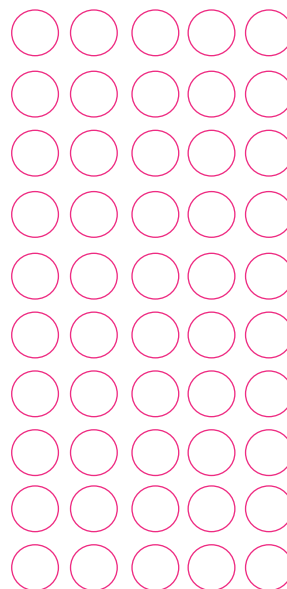
Example external resources:  
Capel Manor College

Horticulture College

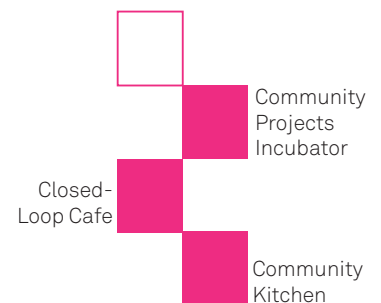


Farm: Shop Dalston Trade school classes  
<http://farmlondon.weebly.com/>

- ✓ TESTS LONG-TERM PROPOSALS
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## Links to other test projects



- ENTERPRISE
- SKILLS + LEARNING
- FOOD + GROWING
- COMMUNITY
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE



16/19

## 16. TECHSTYLE HUB



### DESCRIPTION:

A trial facility containing shared workspace and equipment for digital design and making, such as sewing or digital embroidery machines. Building off the ecology of nearby fashion and technology design and manufacture of Crusader Estate, and Council partnerships with Fashion ENTER; the space could be used to test future investment in a more substantial facility at later stages.

- Outline cost:** Medium
- Timescale:** Quick
- Complexity:** Low
- Council role:** Enabler

Purpose:  
Supporting local production

Example space:  
N/A

Example long-term project:



Example local synergies:  
Fashion ENTER  
Fashion Academy  
Crusader Estate  
Albion Knitting Co.

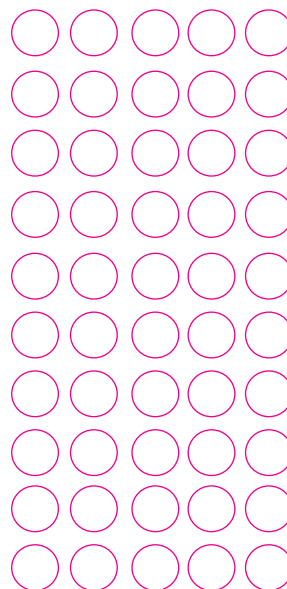
Example external resources:  
London School of Fashion  
Makerhood

Open access fashion workshop or membership space

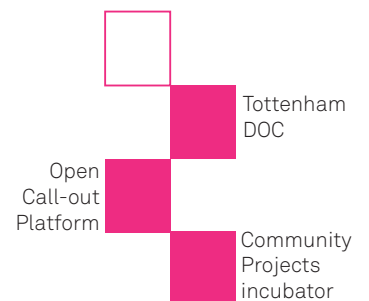


The Sweatshop, Paris <http://sweatshopparis.com/>

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### Links to other test projects



- ENTERPRISE
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- SUSTAINABILITY
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- PUBLIC REALM + MOVEMENT
- GOVERNANCE

17/19

# 17. TOTTENHAM D.O.C.



### DESCRIPTION:

A collaborative branding campaign to distinguish the authenticity of products produced in the new district centre and wider Tottenham, celebrating the heritage of future of industrial craft and creating materials that local businesses can employ to help market themselves.

- Cost:** Low
- Timescale:** Quick
- Complexity:** Low
- Council role:** Commissioner

Purpose:  
Celebrate local identity of making and producing

Example space:  
TfL temporary retail kiosks, food markets

Example long-term project:



Example local synergies:  
N17 Design Studio  
Fountainne Creative Collective  
Middlesex University

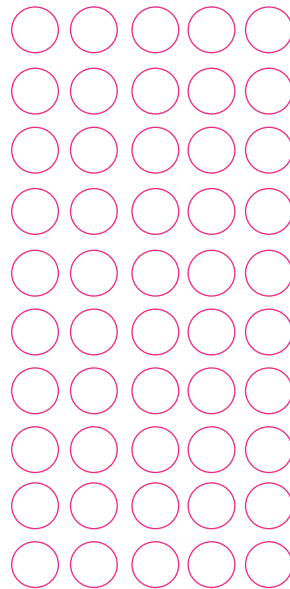
Example external resources:  
Livity

Tottenham-wide roll-out

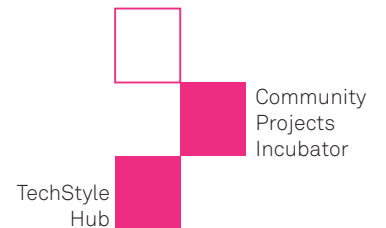


Collaborative branding, Shrewsbury

- TESTS LONG-TERM PROPOSALS
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### Links to other test projects



- ENTERPRISE
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- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE

18/19

## 18. HALE COMMUNITY KITCHENS



### DESCRIPTION:

Investment and support for affordable shared community kitchen facilities encouraging a wide range of users - from budding food entrepreneurs, start-up caterers, to community groups hosting shared meals.

- Cost:** Low
- Timescale:** Quick
- Complexity:** Low
- Council role:** Mediator  
Investor

Purpose:  
Growing food enterprise

Example space:  
Papertank kitchen facilities

Example long-term project:



Example local synergies:  
Beavertown  
Organic Lea  
ChickenTown  
LYST

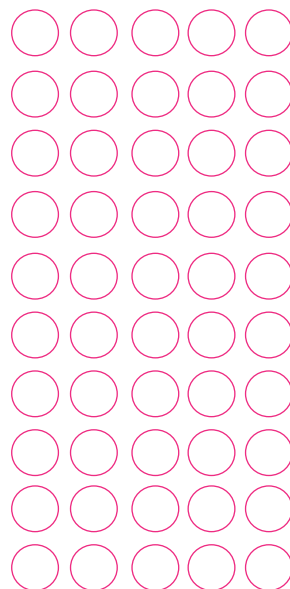
Example external resources:  
NHB seed funding

Food enterprise facility or network,  
Future resource-sharing network

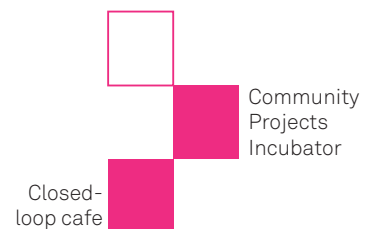


The People's Kitchen, Dalston  
<http://thepeopleskitchendalston.blogspot.co.uk/>

- ✓ TESTS LONG-TERM PROPOSALS
- ✓ BASED ON REAL OPPORTUNITY
- ✓ SUPPORTS LOCAL SUCCESSES
- ✓ OPEN TO EXPLORATION
- ✓ SELF-SUSTAINING
- ✓ BUILDS CAPACITIES
- ✓ STIMULATES NEW RELATIONSHIPS
- ✓ INVITES PEOPLE TO PARTICIPATE
- ✓ BROADENS PERSPECTIVES
- ✓ BROADCASTS THE FUTURE VISION



### Links to other test projects



- ENTERPRISE
- SKILLS + LEARNING
- FOOD + GROWING
- COMMUNITY
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE

19/19

## 19. COMMUNITY PROJECTS INCUBATOR



### DESCRIPTION:

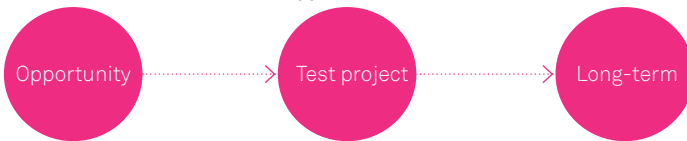
A hosted physical space which supports the development of projects and ideas led by local residents, businesses. Initially a thematic meet-up series which could host workshops, talks and activities, as well as links to seed funding and support in facilitating or designing projects.

<b>Cost:</b>	High
<b>Timescale:</b>	Long-term
<b>Complexity:</b>	Medium
<b>Council role:</b>	Investor

Purpose:  
Skills agenda

Example space:  
639  
Tottenham Living Room

Example long-term project:



Example local synergies:  
Middlesex University,  
School of Art and Design

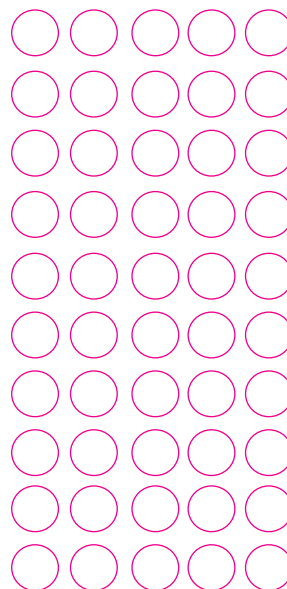
Example external resources:  
NHB funding,  
Part-time staff 'hosts'

Hale Living Room or  
Workshop or  
Tool Library

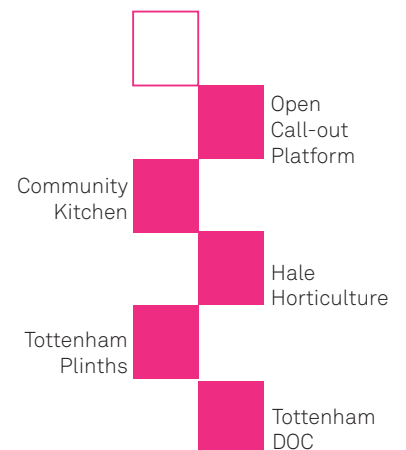


The Open Works, Lambeth  
<http://www.theopenworks.org/>

- TESTS LONG-TERM PROPOSALS
- BASED ON REAL OPPORTUNITY
- SUPPORTS LOCAL SUCCESSES
- OPEN TO EXPLORATION
- SELF-SUSTAINING
- BUILDS CAPACITIES
- STIMULATES NEW RELATIONSHIPS
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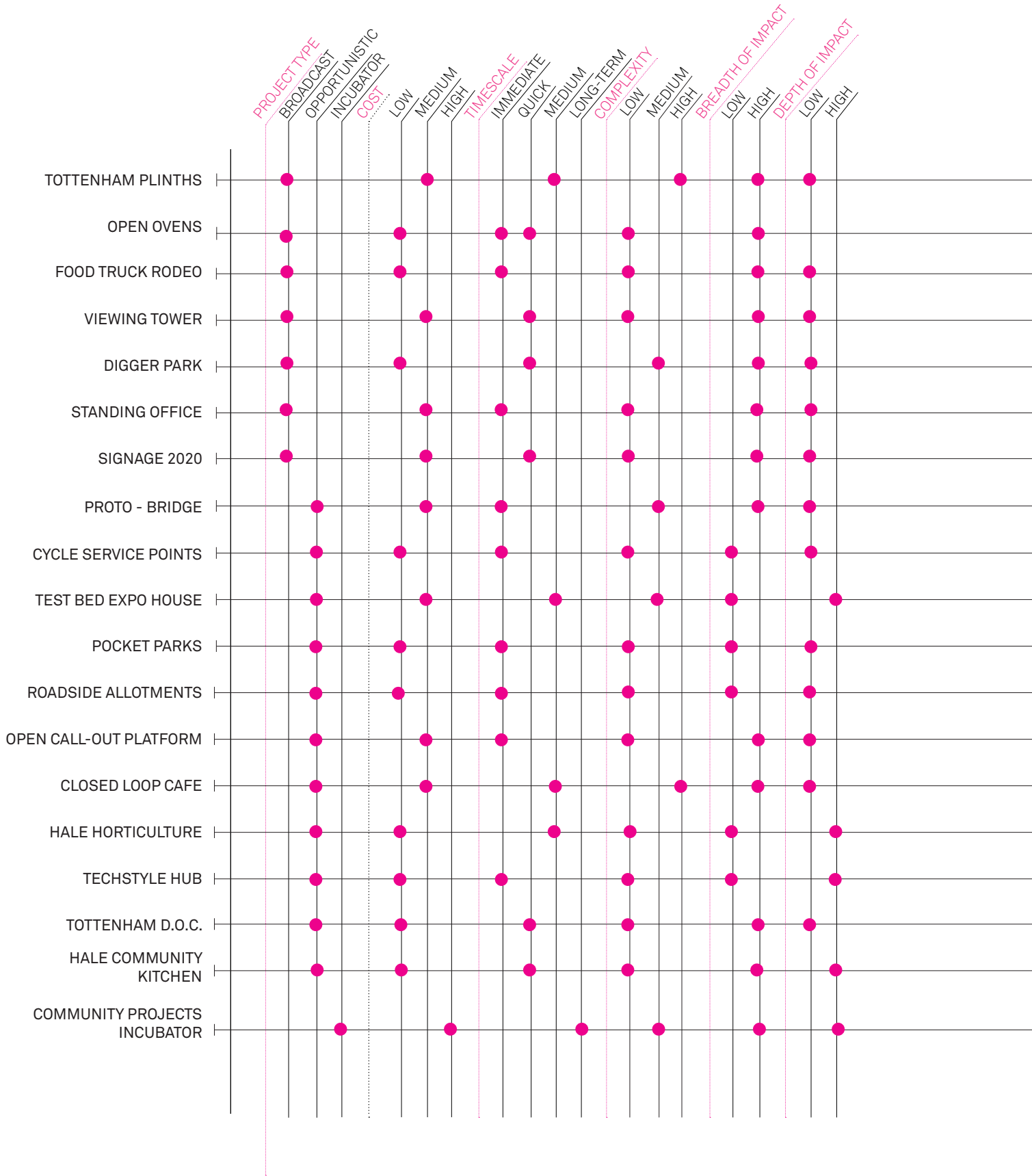
### Links to other test projects

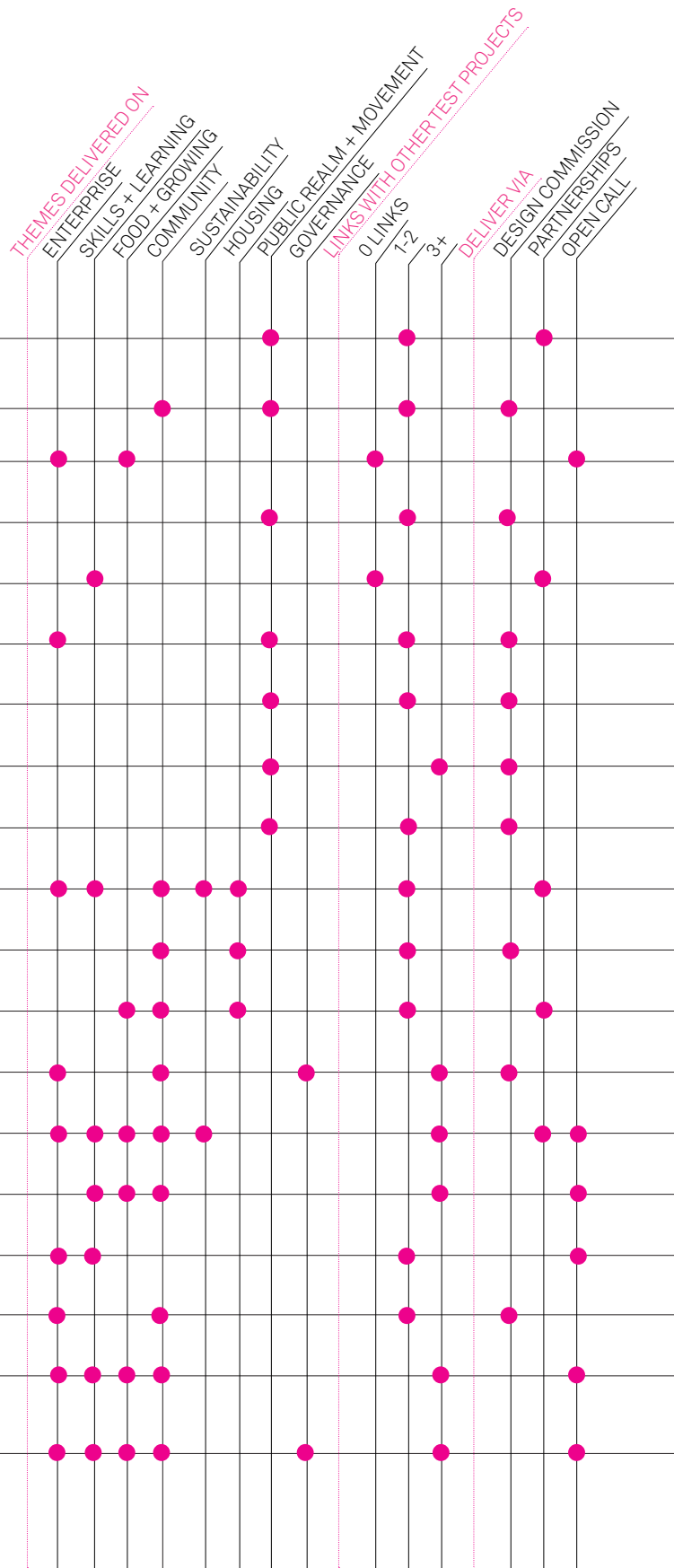






## OVERVIEW OF TEST PROJECTS





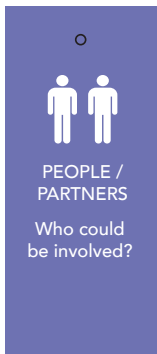
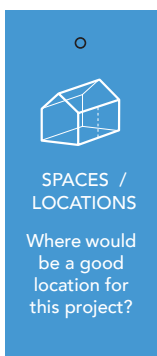
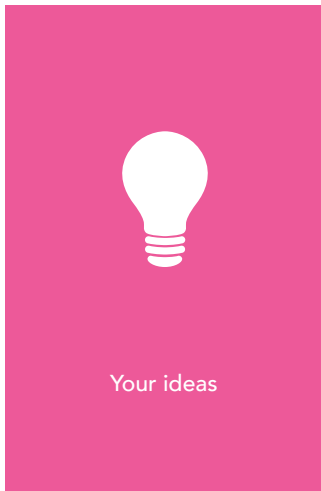


# ENGAGEMENT FINDINGS

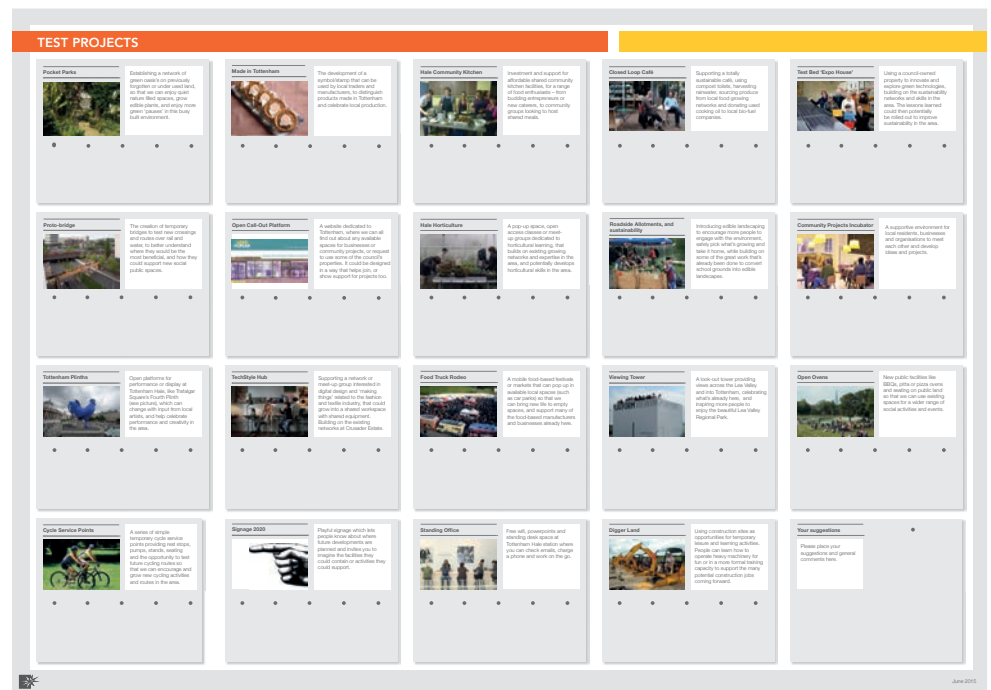
## MATERIALS + FORMAT

From 10-13 June, a series of events were hosted by Haringey Council to discuss the future of Tottenham Hale. The events featured a hosted interactive board sharing the 'Test Project' strand of work. Hosted by 00, Soundings and Haringey staff, people were introduced to the range of Test Projects being proposed, with the purpose being:

- Sharing the range of 'Test Projects' being considered within the framework
- Gauge local traction of ideas and surface additional information/details (potential partners, networks, funding, sites) that could be incorporated into this Framework
- Enable multiple forms of feedback and interaction around the ideas, including:
  - Showing support for ('like') Test Projects (with explanation why)
  - Adding additional information (relevant spaces, people, networks, funding) that could strengthen any of the existing ideas
  - Propose alternative Test Projects that they would like to be part of



Interactive display cards to hang against individual test projects



## GENERAL THEMES

Feedback in response to the range of Test Projects, as captured in notes, comments and conversations, included:

### COMBINING PROJECTS / CO-LOCATING FOR IMPACT

- How projects could complement each other - eg new cycle hire schemes located at new public spaces or event locations
- Events complementing the launch of new spaces

### BUILD ON WHAT'S ALREADY HERE

- Suggestions to build partnerships with local organisations and cultural networks for celebratory elements or where cultural programming could be relevant (eg Tottenham Plinths)
- Support for projects stimulating local employment opportunities



### NEW ELEMENTS FOR THE AREA

- Desire for a wider variety of places to meet, shared and community-based spaces
- Desire for 'touchdown space' - virtual and/or physical, to better sign-post people to discover local events, networks and project opportunities or facilities
- Wider range of play spaces and facilities, such as ping pong tables, in spaces such as Down Lane Park
- Retain local and attract wider audiences to cultural events in the new district centre and at Tottenham Green

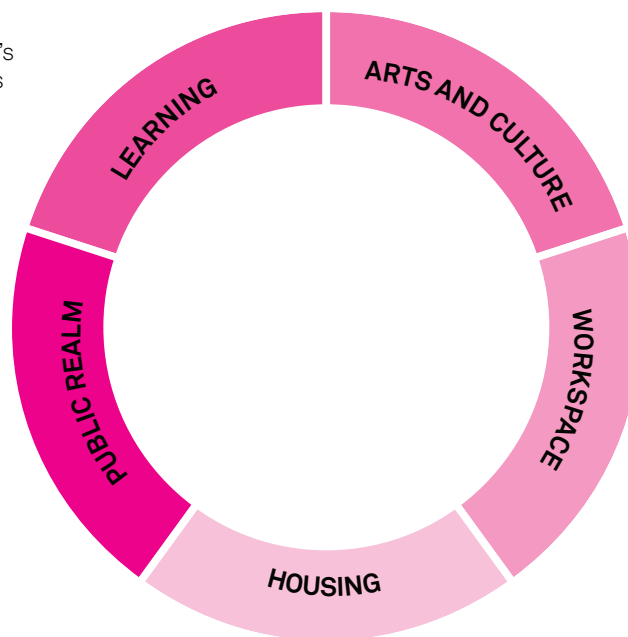


Interactive feedback at RIFT, Ashley Road, 13th June 2015

## ALTERNATIVE PROPOSALS

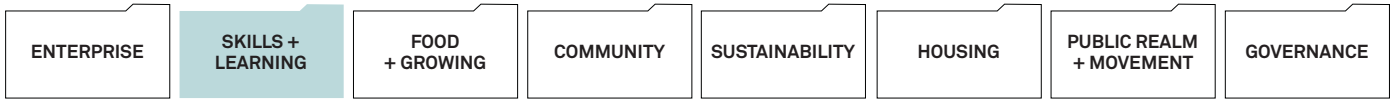
The range of alternative ideas and proposals put forward across the days included:

- Provision of new Montessori children's facilities (0-12 years old)
- Collective Street Refurb: the refurbishment of whole streets, linked with upskilling and training, and delivered via sponsorship



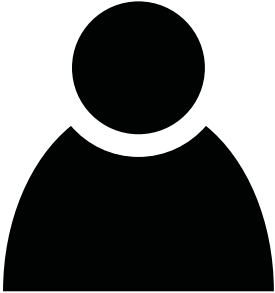
- Latin-American events programming at Tottenham Hale Station
- Streetfood market at Tottenham Hale station
- A DIY outdoor Cinema
- Shared workspaces with high speed internet, business support and flexible rented desk space
- Supporting local craft production
- Shared kitchen facilities


- Community self-build project  
Support a network to work on proposals for existing public land




Alternative Test Project Idea:

## 1. LOCAL MONTESSORI EDUCATION OFFER






Create a Montessori School to provide outstanding education, in environment and community, for children aged 0-12 years old.



**Spatial requirements:**  
Purpose built building,  
Enclosed garden space

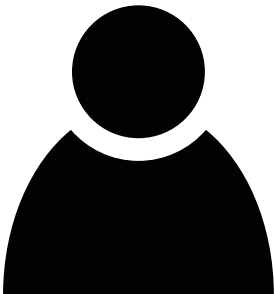



**Suggested networks:**  
Maria Montessori Organisation,  
Hampstead  
MMI Institute (teacher training)




Alternative Test Project Idea:

## 2. OUTDOOR CINEMA







An outdoor cinema in a public space, inviting contributions from local youth and artists, and drawing on wider London film networks.



**Suggested networks:**  
British Film Institute, ICA, MUBI



**Required expertise/input:**  
Technical (sound system)



**Required resources:**  
Speakers





Alternative Test Project Idea:

### 3. LATIN AMERICAN MUSIC/DANCE/FOOD FESTIVAL & PROGRAMMING





Events celebrating South American culture and heritage, featuring specialist cuisine, dancing, and music.



**Suggested sites:**  
Retail Park, Tottenham Green

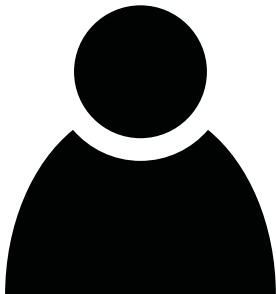



**Suggested networks:**  
Local Latin American community (Wards Corner)




Alternative Test Project Idea:

### 4. CREATIVE LEARNING PROGRAMMES







Creative learning programmes for young people and teen parents, to build confidence and creative imagination through theatre.



**Space requirements:**  
Theatre and performance spaces



**Suggested networks:**  
Bernie Grant Centre, RIFT, local schools and churches



**Required expertise**  
Experienced actors, directors, teachers



Alternative Test Project Idea

## 5. COLLECTIVE STREET REFURB





Sponsor a community-wide 'street refurb' where residents, supported by local traders and perhaps company sponsorship, work to clean up a street, while building links to apprenticeships in decorating, construction and retro-fit skills.

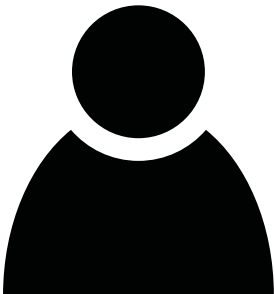
 **Suggested sites:**  
Park View Road


 **Suggested networks:**  
Sponsorship via companies such as Dulux




Alternative Test Project Idea


## 6. TECH HUB WORKSPACE






A supported workspace with shared facilities, including high speed internet, 'hot-desking' spaces, and support in areas such as digital marketing for start-ups.

 **Space requirements:**  
Shared workspace design, hot-desking

 **Required expertise:**  
Start-up advice and support

 **Required resources:**  
High Speed broadband



Alternative Test Project Idea

## 7. CRAFT AND INDUSTRIAL WORKSPACE





A community hub built around an arts and craft 'makers' space providing shared equipment, services to support new traders and businesses interested in craft and design, hosting open events, and connecting with local schools.

**Suggested networks:**

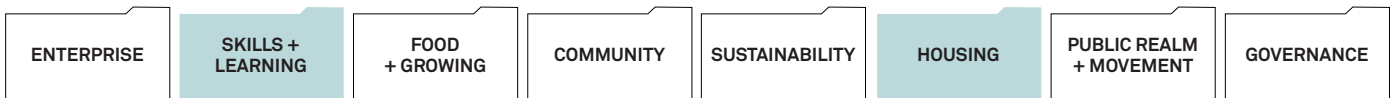
- Local schools and HIEs

**Required expertise:**

(Volunteer) teachers and skilled makers to lead community classes

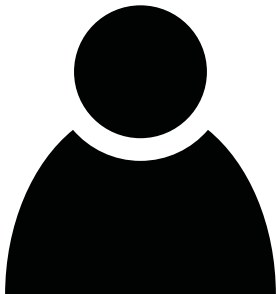
**Required resources:**


£ Sewing machine and other equipment



Alternative Test Project Idea

## 8. A NETWORK FOR COMMUNITY SELF-BUILD





Supporting a network of people interested in exploring possibilities for community self-build projects to provide housing alternatives.

**Space requirements:**

Space to meet, eventually land to build on

**Suggested networks:**

- Existing self-build projects, eg Lewisham



Alternative Test Project Idea

## 9. STREET FOOD MARKET





Support a market like Spitalfields Market, selling local products, some days featuring food, other days featuring clothes or other locally produced goods to generate a more 'community feel.'



**Suggested sites:**  
Tottenham Hale Station



**Required resources:**  
PR and advertising to ensure local uptake/participation



Alternative Test Project Idea

## 10. STATION GREENING





Improve the feel of Tottenham Hale station bus stops by introducing more green, including 'living walls' and cover the bus stops with growing plants.



**Suggested sites:**  
Tottenham Hale Station



**Required expertise**  
Landscape experts like Urban Planters  
[www.urbanplanters.com](http://www.urbanplanters.com)

ENTERPRISE

SKILLS +  
LEARNINGFOOD  
+ GROWING

COMMUNITY

SUSTAINABILITY

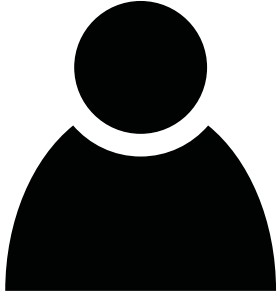
HOUSING

PUBLIC REALM  
+ MOVEMENT

GOVERNANCE

Alternative Test Project Idea

## 11. TRANSFORMING PUBLIC PLAY



A wider array of play facilities and activities within existing public spaces - from tree houses and tree swings, to fountains, with potential for outdoors spaces to also become classrooms.

**Suggested sites:**

The Paddocks


**Suggested networks:**

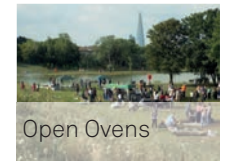
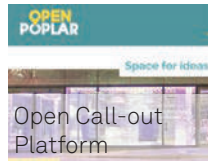
Local schools, Hale Village residents



# PROGRAMME DELIVERY

### SUMMARY OF PROJECTS

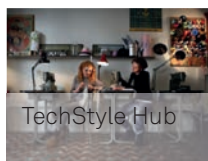
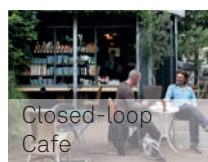
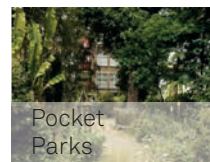
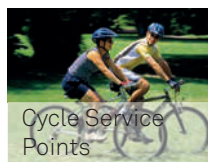
 BROADCASTING & CATALYST



 INCUBATORS

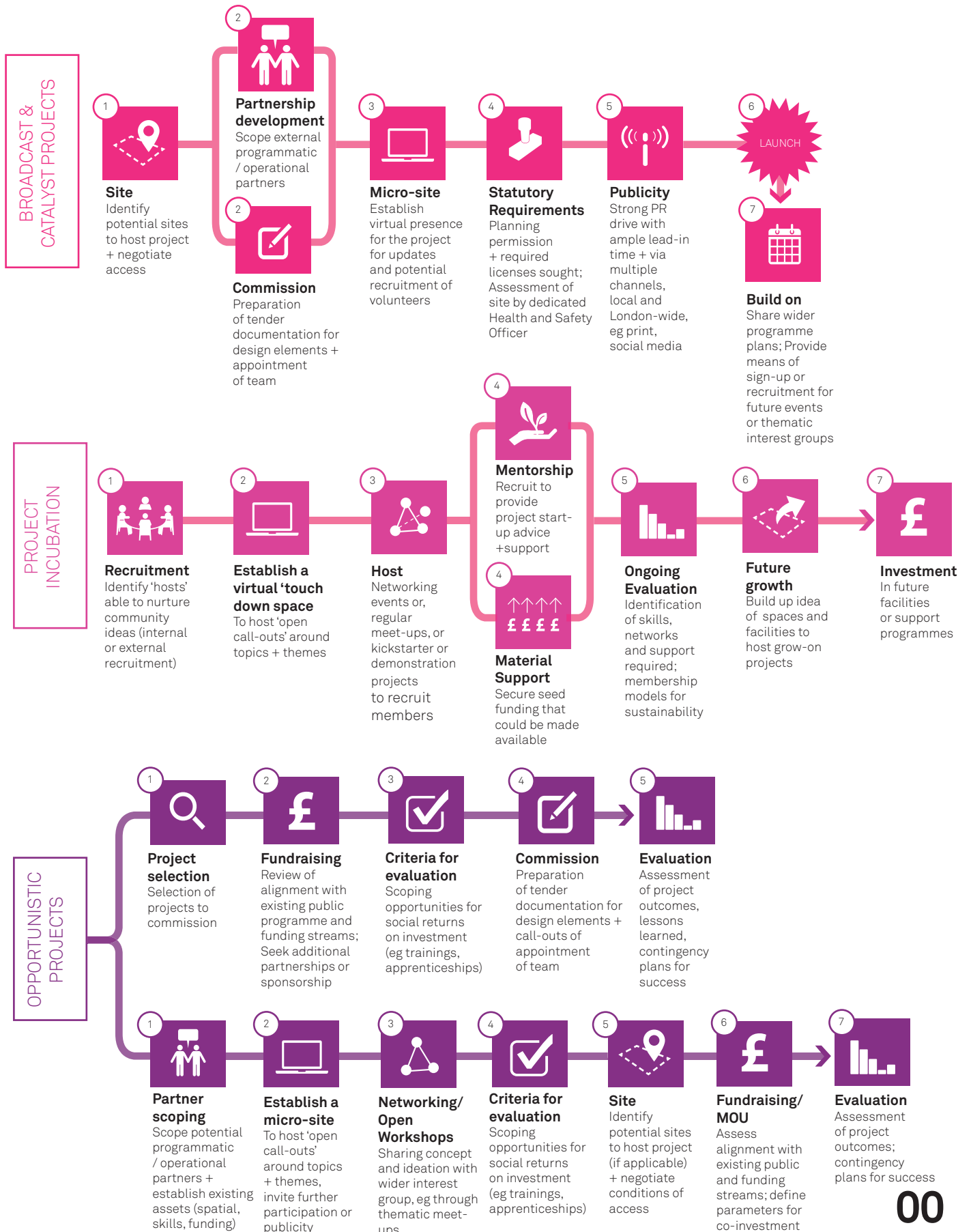


 OPPORTUNISTIC PROJECTS





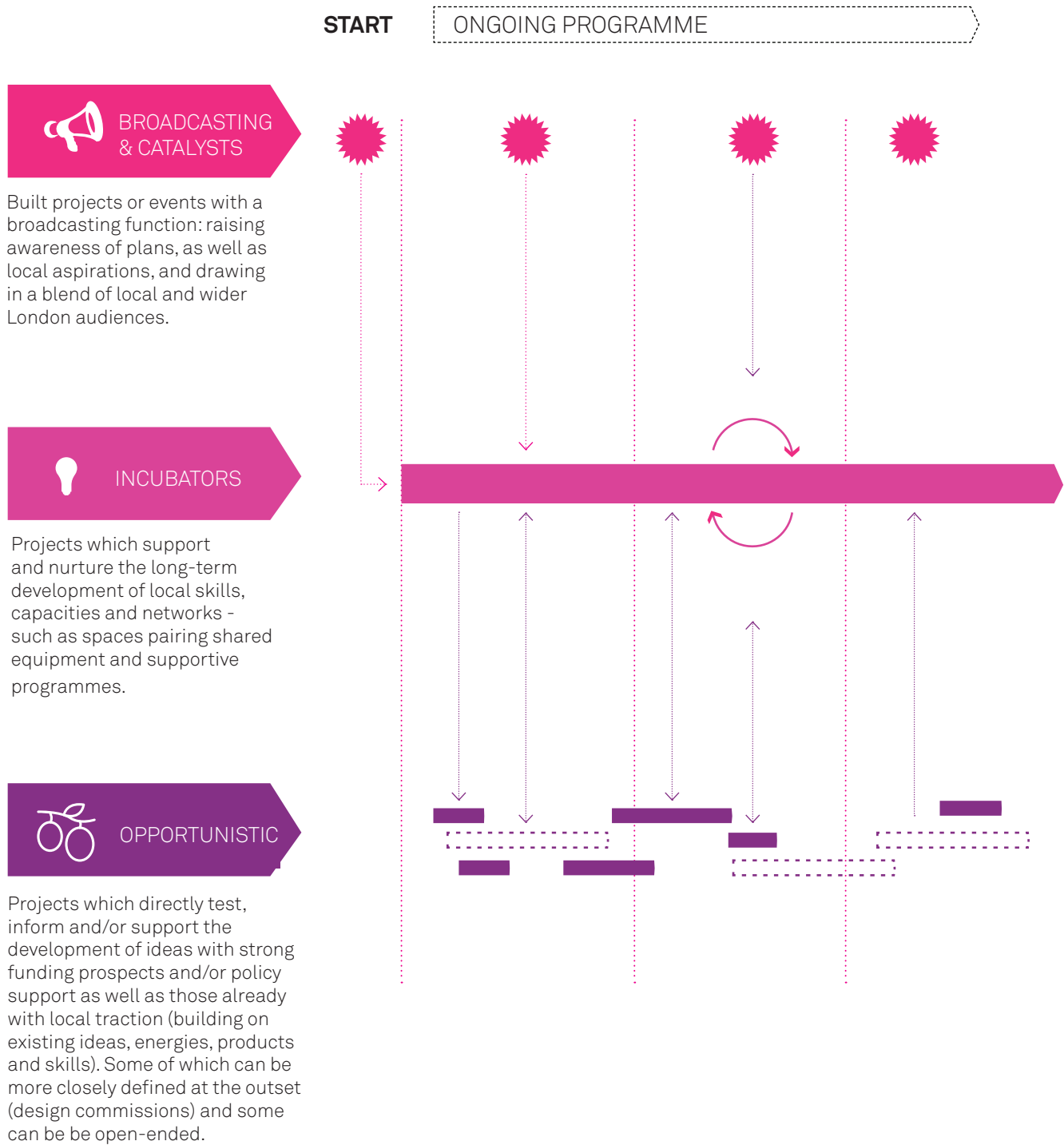
# ROADMAP FOR DELIVERY



## **GENERAL STRATEGY FOR PROGRAMME DELIVERY**

The range of potential projects perform different functions, which in turn present varying scale and depth of impact, and ability to host sustained engagement, interaction or network formation around shared interests.

- A certain number of 'Broadcasting' projects will be key at early stages (and in bursts throughout) in order to inspire excitement and attract local and potentially London-wide audiences, and crucially - to recruit people to ongoing networking events and meet-ups
- Targeted investment should be made in establishing a set of thematic networks which can inform, and later be supported by a dedicated Community Projects Incubator - a hosted space for sustaining ongoing interaction and ideas development.
- A variety of opportunistic projects with local traction should be developed in parallel, working in partnership and supported/feeding into the incubator meet-up programme



## RECOMMENDED SHORTLIST OF PILOT PROJECTS

Adhering to the strategy, the four projects selected for Stage 2 detail should therefore reflect this mix of broadcasting, opportunistic and incubator functions. Recommended projects and sequencing for Stage 2 development are as follows:

### VIEWING TOWER



A beacon inspiring new audiences, both local and further afield, to enjoy views from Tottenham Hale of the Lea Valley Park.

- A strong tool for drawing new movement to the area, the launch of which can be used as opportunities to inform the public about the wider programme, opportunities for involvement or to recruit interested members to project strands
- Potentially links with future projects in aspirational or celebratory signage

### PROTO-BRIDGE



A literal 'testing' of future routes and linkages across railway lines or water, and opportunity to provide playful yet high profile symbol of the strategy

- An investment with broad scope of impact, and potentially high profile, drawing new life the area, with potential for launch event to be used as opportunity to inform the public about the wider programme, opportunities for involvement or to recruit interested members to project strands
- Potentially bolsters visits to new district centre and station activities, dependent on location

### COMMUNITY PROJECTS INCUBATOR TEST BED 'EXPO HOUSE'



A hosted physical space which could host workshops, talks and activities, as well as links to seed funding and support facilitating or designing future locally led projects.

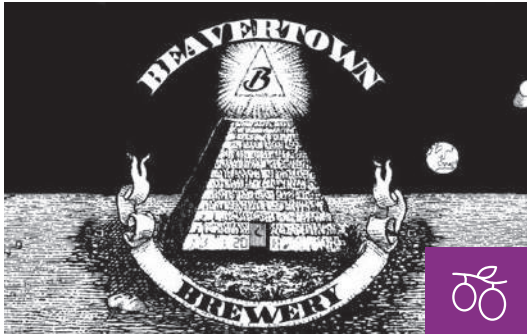
- Provides opportunities for sustained interaction and idea generation
- Acts as an 'engine' for local ideas and future projects that Council could support (generative vs predetermined projects)
- Underpins long-term wider impact of other projects,
- Potentially informs the nature of future facilities within the new district centre, nature of S106 and other contributions



An 'Expo' house refurbished to top energy efficiency standards, and fitted with open source monitoring systems such as code for the electrics, ventilation system and sensors all available on open-source platforms.

- Provides a physical 'test project' to crystallise latent partnerships and sustainability networks already being developed via the Innovation Hub
- Tangibly supports policy aspirations for growth of Green tech and construction in the borough.
- Leverages developing relationships with University of Durham's Energy Institute

## TOTTENHAM D.O.C.



A collaborative branding campaign to distinguish the authenticity of products produced in the new district centre and wider Tottenham, celebrating the heritage of future of industrial craft and creating materials that local businesses can employ to help market themselves.

- Potential for 'test' graphics and related engagement process to link with a wide range of upcoming events, and later stage Test Projects in the programme (such as Open call-out platform, Standing Desk, Community Projects Incubator)
- A tool for additionally stimulating new business and enterprise networks and interest groups.

## OPEN OVENS



Design-led 'early win' testing a wider range of growing and eating activities in public sites - including the installation of barbeques, ovens and seating, encouraging a wider range of social activities and usage. Reflecting and building upon ethnic composition of the area and associated cooking techniques (eg Turkish BBQ, bread ovens).

- A low-level investment for broad scope of impact, drawing new life to existing spaces
- Potential to leverage installation 'celebrations' or launches to test 'taster' classes or lessons in growing or horticulture
- Opportunity to celebrates cultural diversity of the area

## EDIBLE PATHWAYS



The introduction of edible landscaping accompanied by information boards encouraging people to pick and take them home. Building off the work of Under One Sun with existing schools such as Ridley School's edible school grounds.

- Can recruit participants off the back of 'catalyst' launch events related to design-led public realm projects, such as 'Open Ovens'
- Can leverage funding available immediately from gyratory underspend
- Potential for co-development with a wide range of local partners.

## FOOD TRUCK RODEO

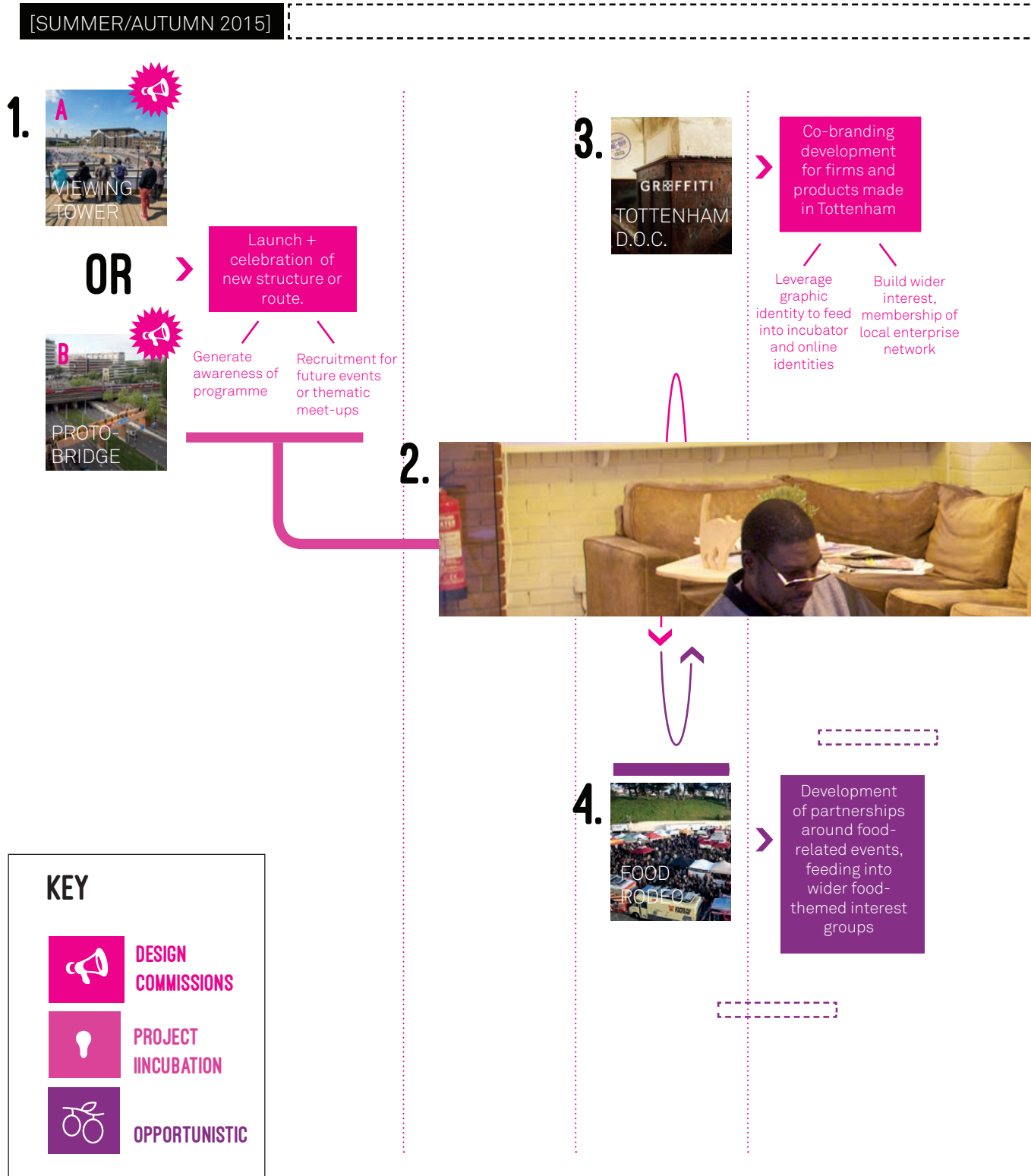


Mobile food-based festival/markets operated out of trucks in available parking lots. Celebrating the strengths and presence of local food-based manufacturers in the area.

- An 'early win' with low complexity of delivery and broad scope of impact
- Potential to attract entrepreneurs and audiences both local and further afield
- Potentially successful in a variety of locations
- Building on local food production and manufacture

## SEEDING THE PROGRAMME: SEQUENCING PROJECTS

Recommended projects and sequencing for Stage 2 development are as follows:



5.



Design-centred public realm intervention with catalyst event launch

Leverage related events to raise awareness of wider growing projects



5.



Exploration of local edible pathways, growing, together with local organisations & residents (eg Earlsmead Primary School, Broad Lane)

6.

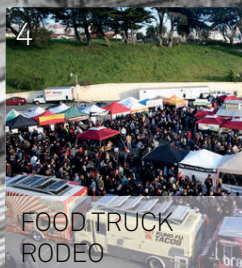


An opportunistic project building on existing partnerships and policy objectives, with scope for recruitment / apprenticeships via incubator space/ network









## NEXT STEPS

The shortlist of recommended Test Projects to kickstart the strategy were presented and discussed at a meeting with Haringey Council on 15th June.

The follow-up from that meeting confirmed that OO will provide headline support to Haringey Officers to continue developing:

- **Test-Bed Expo House**  
OO input: Attending roundtable discussion, sharing relevant context, local knowledge, links and conversations to date
- **Food Rodeo**  
OO input: Outline considerations to inform the brief

Over the course of July, OO will develop to RIBA Stage 2 Concept Design the following 'pilot' Test Projects:

- **Viewing Tower**  
OO scope: Concept design consisting of plans, sections, elevations and illustrations, Outline specifications, Stage cost plan
- **Tottenham D.O.C.**  
OO scope: Concept design consisting of mock-up test graphical elements and related strategy for engagement and deployment
- **Community Projects Incubator**  
OO scope: Concept design consisting of process design, requirements, specifications

Haringey Council is seeking an extension of OO's commission for the technical design (RIBA Stage 4) for two further sites of Page Green and Victoria Square to explore a range of potential design interventions including the potential application of the Open Ovens/Edible Landscapes concepts.