

Xanthe Barker
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22 November 2013

To: All Members of the Cabinet

Dear Member,

Cabinet - Thursday, 28th November, 2013

Please find attached Item 6 of the Special Cabinet agenda for 28 November 2013:

6. TOTTENHAM STRATEGIC REGENERATION PROGRAMME (PAGES 1 - 84)

(Report of the Director of Place and Sustainability. To be introduced by the Cabinet Member for Housing and Regeneration). The report seeks approval of the emerging Strategic Regeneration Framework and associated Area Wide and Neighbourhood Framework Plans for consultation through the consultation and engagement arrangements detailed in this report.

Yours sincerely

Xanthe Barker
Principal Committee Coordinator

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Haringey Council

Report for:	Cabinet on 28 th November	Item Number:	
Title:	Draft Tottenham Strategic Regeneration Framework		
Report Authorised by:	Lyn Garner		
Lead Officer:	Bernadette Marjoram Tottenham Programme Director 0208 489 8440 bernadette.marjoram@haringey.gov.uk		
Ward(s) affected: All Tottenham Wards	Report for Key/Non Key Decisions: 		

1. Describe the Issue Under Consideration

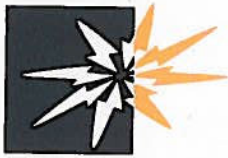
- 1.1 The Council is establishing a Strategic Regeneration Framework for Tottenham and has commissioned Urban Strategies Inc., to assist with this. The Framework will include an integrated Regeneration Strategy bringing together social, economic and physical regeneration plans for the Tottenham area and will provide a draft vision and key strategies, based on the previously agreed 10 strategic objectives by Cabinet, in July 2013.
- 1.2 The Strategic Regeneration Framework will consolidate and suggest prioritisation of the many initiatives already underway and proposed, including the emerging work undertaken by Arup related to the physical nature and development of the area.
- 1.3 As a result of this work, the Strategic Regeneration Framework will provide future focus for Tottenham's integrated regeneration programme and set out the direction of transformational change for the area and the measurable outcomes by which to monitor progress.



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- 1.4 Urban Strategies Inc. will be making a presentation at Cabinet on 28th November setting out their work and overall approach. This presentation is attached, at Appendix 1.
- 1.5 Cabinet is asked to consider Urban Strategies Inc. work to date, which is informed by early community engagement work, which commenced week beginning 21st October 2013. Cabinet and is, also, asked to note the approach to consultation and engagement, to be progressed over the forthcoming months.
- 1.6 It is intended that the Strategic Regeneration Framework will be reported back to Cabinet for adoption, in early 2014
- 1.7 There is no doubt that the physical transformation of Tottenham over the next 20 years, driven by its recognised growth hub status and Government investment will attract much attention from the developer and investor community following publication of the Strategic Regeneration Framework, expected to be early next year.
- 1.8 The Council has significant ambitions for the regeneration of Tottenham and it is clear that this is supported by Government. However, it remains unclear how transformational change related to housing improvement and other interventions will be delivered on the ground. As part of the development work to support the Strategic Regeneration Framework, the Council will also bring forward delivery and funding options for consideration by Cabinet in early 2014.
- 1.9 There are a number of inter-related activities which support the development of the Strategic Regeneration Framework, which are set out in reports elsewhere on this Cabinet agenda. To ensure the activities referred to in these reports are co-ordinated, the Council is overseeing the co-ordination of the respective consultation activity, including statutory consultation on planning policy and is preparing an over-arching communications plan.
- 1.10 Whilst this Cabinet agenda has a focus on Tottenham, this closely aligns to the overall One Council approach, as step change improvements to Tottenham will have significant positive impacts across the whole Borough.
- 1.11 Elsewhere on this agenda are the relevant reports supporting the Strategic Regeneration Framework. These reports are set out below, with a brief summary of each:

- (i) Housing Investment and Estate Renewal Strategy Report



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The strategic objectives are:

- To improve existing housing stock by efficient and informed investment, maximising resident satisfaction, promoting low energy consumption and delivering environmental sustainability.
- To increase the supply of high quality homes, delivered through development opportunities on Council owned land and through estate renewal.
- To create mixed and balanced communities by incorporating a range of housing tenures, including new Council homes, to meet a variety of local needs.
- To enable local people to benefit from jobs, apprenticeships and supply chain involvement through construction work.

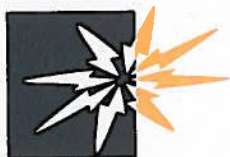
It is proposed the delivery of development opportunities and estate renewal is to be undertaken under three broad approaches: infill/small sites, medium size estate renewal and large estate renewal.

(ii) Site Allocations DPD Consultation Draft (Reg18) Report

This report introduces the Borough wide, Site Allocations Development Plan Document, (DPD), intended for public consultation in January–February 2014 and will be the first of two statutory consultation stages in the preparation of the new DPD. The report sets out a range of sites, including significant sites in Tottenham, which will be subject to consultation and how this consultation will be undertaken. Once adopted, the Site Allocations DPD will allocate key sites in the Borough for their most suitable potential use in line with the national, regional and local planning framework and will shape future planning and regeneration decisions for major developments and land assembly, where appropriate.

(iii) Tottenham Area Action Plans Consultation Draft (Reg 18) Report

The Area Action Plan is a statutory planning document and a comprehensive spatial strategy for co-ordinated development that reflects the community's aspirations for a defined area. This report seeks approval to the statutory planning approach and the draft Tottenham Area Action Plans for public consultation.



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Area Action Plans set the parameters for co-ordinated land assembly and positive development through compulsory purchase, where necessary. They use planning policies, which are responsive to a localised area and, as appropriate, modify existing planning designations required to unlock the full potential of a place to secure transformational change.

It is proposed that the Area Action Plan (Reg 18) consultation document will establish the premise of undertaking Area Action Plan work in the wider Tottenham area as well as in the Northumberland Park Area, which the Council will commence consultation on, shortly.

(iv) High Road West Regeneration Consultation Feedback and Next Steps Report

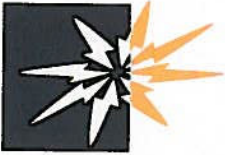
This report sets out the results of extensive consultation undertaken in the High Road West area. The results show significant support for regeneration amongst those living in the area, with a preference for comprehensive regeneration. It is noted that not all the businesses in the area support comprehensive regeneration and that a dialogue has been opened up with the businesses to discuss further. As a result of these findings, Cabinet is being asked to agree the development of a master plan for comprehensive regeneration of the area, to be undertaken in consultation with residents, businesses and wider stakeholders, consistent with the statutory planning framework referred to elsewhere on this agenda

2. Cabinet Member Introduction

We have made good progress in Tottenham, but we need to be more ambitious, bolder in our vision and broader in the reach of issues we plan to tackle and improve. The development of a Strategic Regeneration Framework will allow us to achieve this.

The Tottenham Regeneration programme was initially driven by the need to get Tottenham back in business, restore confidence and start to plan long-term regeneration. Our focus over the last two years has therefore been to bring back damaged buildings, boost confidence among developers and investors and work hard to secure funding for long term regeneration.

In order to deliver the long term ambitions of the Council and our communities, we need to pull together all of the work and thinking undertaken on Tottenham into a single plan that sets out a clear vision and priorities for the long term. This plan needs to set out how we can improve Tottenham in the round – setting out plans not just for improving the physical nature of the area, but improving health,



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education, employment and the full range of issues that residents have raised with us in the consultations held since the riots.

The Strategic Regeneration Framework will provide this overarching plan and long term vision. It is vital that this plan and the detailed delivery plan that sits underneath it, reflects the ambitions of Tottenham residents. To ensure this, a five month consultation exercise is taking place to provide direct input from residents into this process. I want to thank residents who have taken part so far, and urge Tottenham residents to engage in the consultation and make their views heard. It is only by working together that we can achieve our shared ambitions for the area.

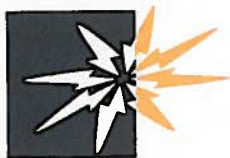
3. Recommendations

Cabinet are asked to:

- i. **Agree the emerging Strategic Regeneration Framework and associated Area – Wide and Neighbourhood Framework Plans at Appendix 2 and 3 respectively and that these now be subject to consultation through the consultation and engagement arrangements, set out in this report**
- ii. **Agree the final Strategic Regeneration Framework be reported to an early 2014 Cabinet, for formal adoption**
- iii. **To note:**
 - **Progress, to date, on the development of the draft Tottenham Regeneration Programme, together with the emerging governance**
 - **Community consultation and engagement approach and agree continued consultation and engagement over the coming months**
 - **Various consultation processes relating to the reports on this agenda are being co-ordinated with the SRF consultation process, where appropriate**

4. Alternative Options Considered

- 4.1 The Council has long been committed to the regeneration of Tottenham and following investment of £41m in 2012, the Cabinet accepted the need to develop a plan for change in Tottenham, including the commission of Arup to prepare the Tottenham Physical Development Framework. This Framework is now in an advanced draft and nearing completion.
- 4.2 Alternative approaches include:



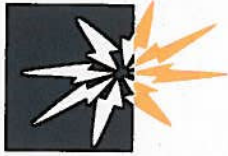
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- Not progressing with the ideas contained in the emerging Physical Development Framework for Tottenham
- Restricting activity to carrying out the projects connected with the £41m investment package only, contained in the report to Cabinet dated February 2012
- Not developing any further a socio-economic plan for Tottenham
- Not bringing forward the Strategic Regeneration Framework Tottenham regeneration

4.3 Each of these alternative approaches has been considered. Taking any or a combination of the above approaches would restrict the Council's influence upon the growth plan that is emerging and would prevent the Council harnessing the full advantages of that growth for the benefit of local people and the communities of Tottenham. It would, also, potentially lead to a lack of leadership on the part of the Council related to fundamental change in a significant area of Haringey and damage inward investment opportunities, which would support the positive transformation of Tottenham.

5. Background information

- 5.1 The regeneration potential of Tottenham has long been recognised by the Council, it was reflected in the Council's Unitary Development Plan, as well as the more recently adopted Local Plan (March 2013). Following the riots in London in 2011 however, the regeneration programme began to gain real impetus and the Council secured pump priming investment from regional and national Government to kick start investment in the area.
- 5.2 Following the Cabinet report in 2012, announcing a £41m investment in Tottenham, the Council has lobbied and secured significant infrastructure investment, (£90m in rail), and is confident that further rail investment of some £200m will follow, together with an ability to promote change through the Government's £500m borrowing guarantee, which aims to underwrite private sector investment for improvements to existing and the provision of new housing in the Tottenham area.
- 5.3 These recent advancements are evidence that both regional and national Government has recognised the significant growth opportunity that the Tottenham area and the Upper Lea Valley presents. This puts the Council in a strong position to influence the direction of policy and investment in the area ensuring that growth is directed in a meaningful way, fits with the ambitions of the Council and brings significant benefit to people and communities already living in the Tottenham area.
- 5.4 There have been many commentators on the future of Tottenham. The Strategic Regeneration Framework will set out the Council's vision for



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change and will serve to drive the direction of the Tottenham Programme moving forward.

6. Emerging Strategic Regeneration Framework

6.1 The Strategic Regeneration Framework sets out a draft vision and includes the key strategic objectives already agreed by Cabinet, in July 2013. These agreed objectives are:

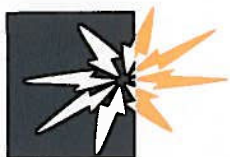
- (i) Creating jobs and providing skills and training
- (ii) Improve healthcare and community facilities
- (iii) Improve educational facilities and opportunities
- (iv) Improve housing conditions and housing choice
- (v) Improve transport infrastructure
- (vi) Support local businesses and traders
- (vii) Encourage appropriate development –retail, offices and housing etc
- (viii) Reduce crime, fear of crime and improve community safety
- (ix) Stimulate diverse cultural offer –inc. leisure and entertainment
- (x) Create a green and better environment inc street scene, cleansing, waste etc

6.2 These objectives have been driving the establishment of the programme and the Strategic Regeneration Framework is seeking to establish 6 key transformative strategies for delivery including outcomes, identifying milestones, delivery measures and clear statements of intent.

6.3 The Strategic Regeneration Framework builds on the Physical Development Framework, being prepared by Arup but, importantly, will also establish a strong socio-economic approach to transformational change, ensuring local communities are involved in owning the proposals for change and benefit accordingly.

6.4 In summary, the Strategic Regeneration Framework will:

- Raise the ambition for the future vision of Tottenham
- Bring together and coordinate the social, economic and physical regeneration programme
- Establish the direction that will ensure that all regeneration initiatives serve the objectives of the communities and the Borough
- Describe how community-expressed regeneration aspirations will be incorporated into specific strategies for regeneration and help frame key opportunities for transformational change
- Present a strong case for investment in Tottenham



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- 6.5 The emerging Strategic Regeneration Framework, attached at Appendix 2, sets out, for consultation, a draft vision, transformative strategies for success and shows spatial demonstrations of how change might occur over time. Also attached at Appendix 3, are the emerging Area- Wide and Neighbourhood Framework Plans, which support the emerging Strategic Regeneration Strategy. Members are invited to note and provide comment on these strategies and frameworks prior to their consultation launch, following this Cabinet meeting.
- 6.6 It should be noted however that the Strategic Regeneration Framework document is not a formal planning document and as such will just outline the basic principles for change in Tottenham. As a result the Framework document will constitute only one evidence base element of the forthcoming statutory planning documents (Area Action Plans) for Tottenham.

7. Community Engagement & involvement

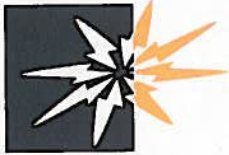
- 7.1 Since 2011 a series of community engagement activities have taken place. These informed a number of published documents including: The Council's Community Panel report; 'The Plan for Tottenham' and the Mayor's report entitled "It took another Riot". The recognition from Government of the importance of Tottenham as a growth area, the production of the emerging Physical Development Framework and the absence of a robust and clear socio-economic plan has meant that it is appropriate to further engage local communities on the content of the Strategic Regeneration Framework and strategy, that will now drive the future transformation of Tottenham.
- 7.2 The Council has, therefore, begun significant engagement activities that started in October 2013 and will continue through to February 2014, called Tottenham's Future Consultation Programme. To assist the Council, it has appointed an experienced and specialist consultation company called 'Soundings', to plan and co-ordinate this consultation process, working with a team of officers from the Council and Homes for Haringey, overseen by the Council. The feedback received from local people and communities will directly shape the content of the Strategic Regeneration Framework and the future regeneration programme.
- 7.3 So far a number of community 'pop-up' events, 1-2-1 interviews, door knocking and outreach engagement has taken place and the feedback, to date, has indicated that the communities of Tottenham welcome the opportunity to have greater involvement on the emerging regeneration plans.
- 7.4 In the first three weeks of consultation, 2,384 people have been engaged and 539 people have provided their views in the form of a completed canvass card questionnaire either online, (69 responses), or paper copy,



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(470 response), and a further 165 people have commented on Tottenham's Future by attending a stakeholder meeting or 1-2-1 interview.

- 7.5 The consultation is currently at a grass roots level and further engagement and consultation with the community and further stakeholders is required to develop a deeper understanding of the community priorities for improvements in Tottenham.
- 7.6 Translated materials and interpreters are being used to engage with the diverse Tottenham communities and many of the community engagement team speak a second language of the area, which has enabled greater involvement from hard to reach groups. The results collated so far are from 24 different language groups and range in age from ten to over eighty years old.
- 7.7 Bespoke methods are being used to encourage hard to reach communities to respond to the consultation and there has been a good response from those Not in Employment, Education or Training, (NEET's), vulnerable young people, adults and refugees.
- 7.8 The data collected so far highlights a strong desire from the community to see change and improvements take place in Tottenham, with many commenting that the consultation has encouraged them to become further involved to help shape change for their communities. A reoccurring comment is the wish to showcase the excellent transport links, heritage and cultural offers to potential visitors to the area. Improvements to the High Street, housing and employment themes have provided a high volume of detailed responses from the community, coupled with valuable neighbourhood knowledge.
- 7.9 Further deeper engagement will be sought with other stakeholders, such as traders and businesses, faith groups, amenity groups, educational centres and language groups in the community until early February, to encourage greater involvement.
- 7.10 Following this Special Cabinet meeting, Community Liaison Groups, across Tottenham, will be established engaging stakeholders who have been involved with the consultation processes, to date, as well those members of the community who may not have traditionally got involved with such processes. There has been a strong interest from a wide range of stakeholders to become a member of the Community Liaison Group for their area. These meetings will commence following this Special Cabinet meeting and continue through to early February. It is anticipated there will be 3 rounds of meetings in each of the following areas :
 - North Tottenham west (incorporating High Road west)
 - North Tottenham east (incorporating Northumberland Park)



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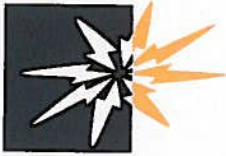
- Tottenham Green/Seven Sisters/Bruce Grove
- Tottenham Hale/South Tottenham

- 7.11 A key aim of the consultation is community empowerment and capacity building that deliver personal outcomes for the individuals involved and benefits to community cohesion. Four young Tottenham residents, who expressed a desire to be a part of the consultation and were NEET's have been trained to be a part of the consultation and engagement team and are actively involving their community through door knocking and pop-up events. In addition, a stakeholder engaged through a 1-2-1 interview has since joined his local residents' association in Tottenham, been elected as Vice-Chair and is organising a community event to encourage more positive inclusive interaction on his estate.
- 7.12 The Tottenham's Future Consultation Programme has developed ideas from previous consultations and the Ted Talk presentation in November 2012 by young residents in the Northumberland Park Ward, who posed a question to the GLA at an event in City Hall regarding the hopes and aspirations for a baby born in Tottenham about what they could have now, and in the future, when improvements have taken place. This idea has been developed further and is one of the engagement visual aids as part of the pop-up events and has prompted interesting discussion with the community.
- 7.13 Involvement with the communities across Tottenham, will also help shape how local people can become involved in the programme, as it moves forward. It is anticipated that members of the community will join the proposed Area Partnership Boards proposed as part of the emerging governance arrangements, set out in paragraph 8.2 in this report.
- 7.14 Exhibitions will be held at key milestone points in the consultation process to feed back insight collated from the community, provide information on the Community Liaison Group meetings and further encourage more individuals to have their say. The Tottenham's Future website will also provide updates to the community and links will be sent to all who have expressed an interest in being part of a mailing list.

8. Delivery

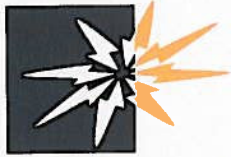
8.1 Programme

- 8.1.1 'A Plan for Tottenham' recognised the need for a broad regeneration approach to securing the regeneration of Tottenham in order to deliver change through to 2025 and beyond and set out the following as essential approaches :



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- a. Improve the quality of life for everyone – encourage investment, jobs, economic growth, quality housing and strong neighbourhoods
 - b. Transform Northumberland Park into North London's premier leisure destination with new high quality housing and improved transport options
 - c. Create a fun, civic heart at Tottenham Green and turn Seven Sister's into an impressive gateway into Tottenham
 - d. Promote Tottenham Hale as a new centre for growth, exploiting excellent transport connections
 - e. Consolidate and revitalise the retail experience on the High Road
- 8.1.2 Extensive work has now been undertaken in developing the current draft Tottenham programme, based on the 10 key strategic objectives agreed by Cabinet in July 2013, referred to in paragraph 6 in this report. The Programme Overview is set out, at Appendix 4.
- 8.1.3 Officer groups have been set up to take forward these strategic objectives as programme themes. Membership of these Groups include officers from across the Council and, where appropriate, external partners.
- 8.1.4 The work of these Theme Groups is informing the development of the programme.
- 8.1.5 Acknowledging the scale of the regeneration challenge and to co-ordinate this in an integrated and co-ordinated way to provide momentum and pace, the Council has adopted a robust programme management framework, through the establishment of the Tottenham Programme Management Office, (TPMO), which, reporting to the Tottenham Delivery Board, is driving the delivery of the programme.
- 8.1.6 Where there are other projects and programmes that address the strategic objectives of the Tottenham Regeneration Programme but have their own programming arrangements e.g. 'Haringey 54K', good communication and planning links are being established so that synergies can be recognised and exploited.
- 8.2 Governance
- 8.2.1 The Council recognises the regeneration of Tottenham can only be secured by working collaboratively and in consultation with its partners, stakeholders and Tottenham's communities of interests.
- 8.2.2 As acknowledged in 'A Plan for Tottenham', Tottenham is not a homogenous area but is made up of a number of distinct character and opportunity areas. It is proposed, therefore, there will be a number of regeneration programme areas, suggested as North Tottenham, Tottenham Green & Bruce Grove to Seven Sisters and Tottenham Hale & South



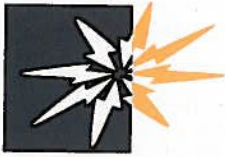
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Tottenham. These proposed areas are referred to in the draft Strategic Regeneration Framework and Area- Wide and Neighbourhood Framework Plans, at Appendices 2 and 3 respectively. Cabinet will be asked to be agree these regeneration areas at a later date, following community consultation.

- 8.2.3 The Council acknowledges that to address the scale of the challenge to regenerate Tottenham, new overall programme partnership governance arrangements need to be established, which will help develop future strategies, projects and programmes, as well as secure the local and wider partnership ownership, accountability and transparency through area partnership reporting mechanisms. This is proposed to be achieved through the establishment of Area Partnership Boards.
- 8.2.4 It is anticipated that local Members would be actively involved with the Area Partnership Boards and, in time, it is expected the chairs of these Boards would sit on the Tottenham Partnership Delivery Board.
- 8.2.5 To ensure the programme is co-ordinated and monitored the Tottenham Partnership Delivery Board has been established. This is an officer Board, chaired by the Council, with attendees currently from the Council, GLA, TfL, Police and Voluntary Sector.
- 8.2.6 To secure the engagement of the major landowners in the development of the Tottenham regeneration programme, the Council has established the Landowners and Business Group, which meets every two months and has an independent chair.
- 8.2.7 To provide overall partnership strategic oversight and direction to the programme, a Joint Strategic Forum has been established, which brings together the GLA, TfL and the Council, on a quarterly basis. This Forum is jointly led, directed and chaired by the Leader of the Council and the Mayor for London.
- 8.2.8 To ensure the knowledge and expertise of the members of the Independent Tottenham Task Force is not lost to the programme, it is proposed that those members who wish to, join a panel of experts, shown in the governance proposal as the 'Reference Panel', to act as a sounding board/ advisors, as needed

9. Comments of the Chief Finance Officer and financial implications

- 9.1 The majority of work undertaken to date on master-planning / consultation has been contained within existing budgets, although there are budget pressures related to additional visioning and consultation work that will be addressed through budget monitoring.



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9.2 Resources for the Planning work outlined in this report forms part of the 2014-15 budget process and funding will need to be identified before the work can progress.

9.3 Work on turning the programme into a more detailed programme that can be accurately costed is ongoing. Although many of the outputs would be expected to be delivered and funded by partner organisations and the private sector or via grant funding, Cabinet will need to agree funding for the elements to be delivered by the Council before any projects could commence.

10. Head of Legal Services and Legal Implications

10.1 The Head of Legal Services has been consulted on the preparation of this report, and comments as follows.

10.2 The report raises a number of issues which, when implemented, will need specific legal advice and guidance as they are being implemented.

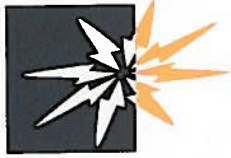
10.3 The Framework document itself is not a formal Planning document and consequently will not form part of the statutory development plan. While it will be a material consideration, it will not carry significant weight in the development management process.

11. Equalities and Community Cohesion Comments

11.1 Policy and Equalities Team have been consulted in the preparation of this report and have commented as follows:

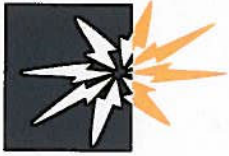
11.2 The Index of Multiple Deprivation scores show that Tottenham areas of the borough have the highest levels of deprivation in the borough. These areas are home to predominantly Black and Ethnic Minority communities and characterised by among other things, higher than average levels of unemployment.

11.3 The draft Strategic Regeneration Framework described in this report will contribute to the Council's performance on its public sector equality duty. They will do this by helping to address some of the inequalities that exist in Haringey through targeting actions at these most deprived areas of the borough. They will also help to create a positive image of the area and help create a thriving place where people choose to live, work and stay throughout their lives, thus enhancing community cohesion in the area.



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- 11.4 A full and comprehensive Equalities Impact Assessment was completed in 2012 as part of developing the Plan for Tottenham which provides the overarching strategic blueprint for the Framework. Therefore, a full equality impact assessment of the Framework will not be necessary as it is unlikely to add much that is new in terms of impact.
- 11.5 This report commits to wide ranging engagement activities on the draft Framework. The results of these will supplement what is already known from previous engagement activities carried out in 2012 in relation to the Plan for Tottenham and will be considered in the final version of the Framework.
- 12. **Head of Procurement Comments**
 - 12.1 The Tottenham Strategic Regeneration Framework is a significant multi-million pound programme. It is therefore important to begin developing a clear Procurement Strategy and Action Plan to enable early market engagement and timely award of related contracts
- 13. **Policy Implications**
 - 13.1 The Tottenham Regeneration programme is key in achieving the Corporate Plan outcomes and priorities. The programme will support all the council's overarching principles in particular 'improving the life chances of residents and tackling the barriers facing the most disadvantaged, enabling them to achieve their potential.
- 14. **Reasons for Decision**
 - 14.1 This report asks Cabinet to agree the emerging Strategic Regeneration Framework and the draft Area- Wide and Neighbourhood Framework Plans, for consultation through the consultation and engagement arrangements set out in this report, so that it can be reported to an early 2014 Cabinet, for formal adoption
 - 14.2 This report also asks Cabinet to note the emerging programme governance, the consultation and engagement approach adopted and that the various consultation processes relating to the reports on this agenda are being co-ordinated with the SRF consultation process, as appropriate
- 15. **Use of Appendices**
 - 15.1 Appendix 1 – Cabinet Presentation by Urban Strategies Inc
Appendix 2 – Draft Strategic Regeneration Framework



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Appendix 3 – Draft Area- Wide and Neighbourhood Framework Plans

Appendix 4 - The Tottenham Programme Summary

16. Local Government (Access to Information) Act 1985

16.1 There are no exempt parts to this report



APPENDIX 1

TOTTENHAM

STRATEGIC REGENERATION FRAMEWORK

Presentation to Cabinet - November 28th, 2013

Joe Berridge, Partner

URBAN STRATEGIES INC.

URBAN
STRATEGIES
INC.

TOTTENHAM

STRATEGIC REGENERATION FRAMEWORK

Draft Structure:

1. A VISION FOR TOTTENHAM

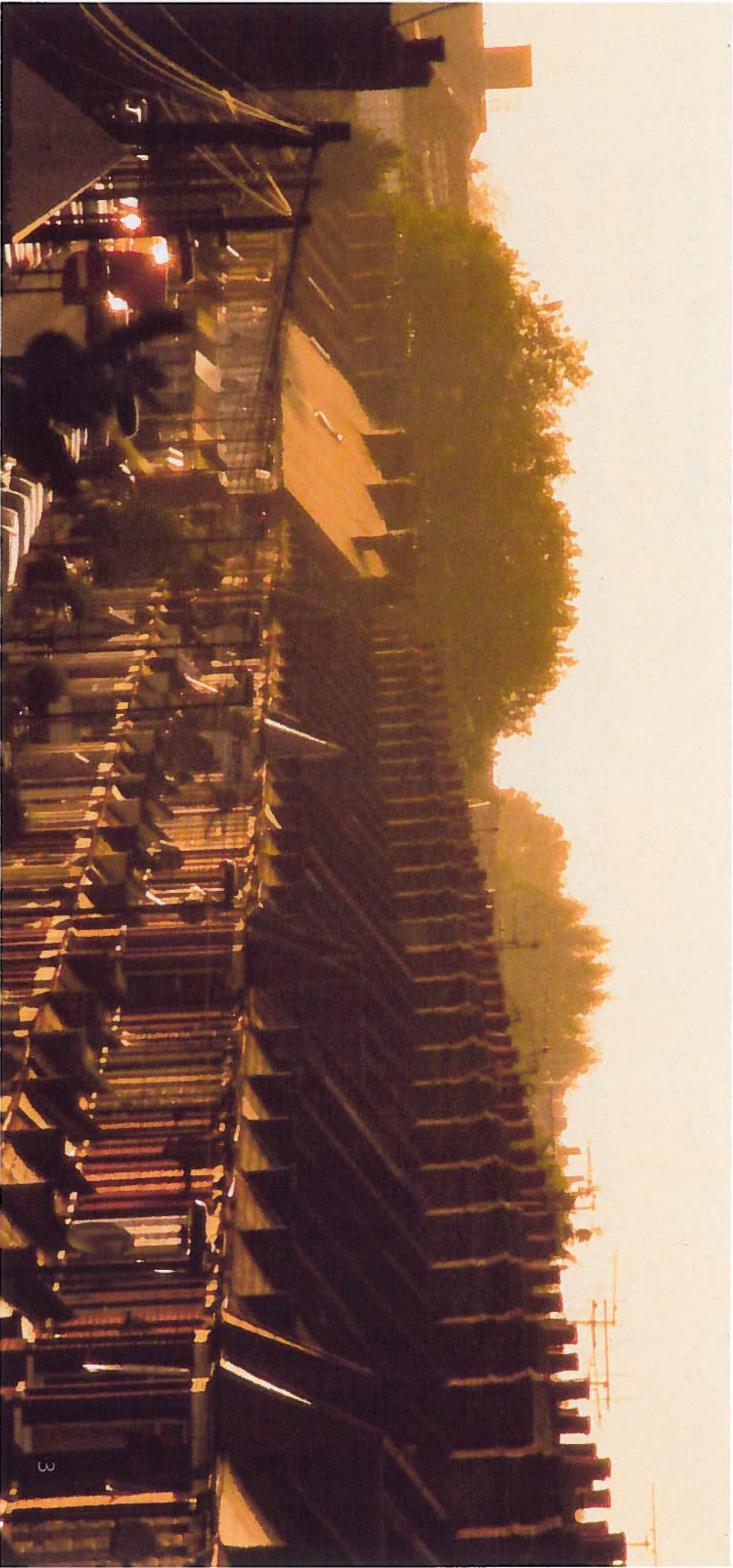
2. SIX TRANSFORMATIVE STRATEGIES

- Area Wide
- Reflect the 10 Objectives

3. FIVE PLACE SPECIFIC REGENERATION SUMMARIES

- Link the Strategies to Places
- Inform detailed planning and programme delivery

A FUTURE VISION FOR TOTTENHAM
IN 20 YEARS TOTTENHAM CAN BE LONDON'S
NEXT GREAT AREA TO LIVE, WORK, STUDY
AND VISIT.



SIX TRANSFORMATIVE STRATEGIES

DRAFT SRF SETS OUT 6 TRANSFORMATIVE STRATEGIES:

1. Support a strong community
2. Bring transformative change & investment
3. Create new jobs & employment opportunities
4. Create a fully connected community
5. Build new housing to increase choice and improve quality of existing housing
6. Create great places

STRATEGIES ARE DESIGNED TO:

- Define the future vision
- Consolidate & cluster regeneration actions
- Establish an implementation strategy



STRATEGY #1:

SUPPORT A STRONG COMMUNITY



SUPPORT A STRONG COMMUNITY

TOTTENHAM TODAY:

- Resilient community facing socio-economic challenges
- Requires continued strategic investment

TOTTENHAM TOMORROW:

- Improved education, well-being, recreation, community relations

ACHIEVING THE VISION:

- Improve educational facilities and outcomes
- Provide meaningful youth engagement opportunities
- Improve health facilities and address health broadly
- Improve and increase police presence

STRATEGY #2:

**BRING TRANSFORMATIVE NEW
CHANGE AND INVESTMENT**



BRING TRANSFORMATIVE NEW CHANGE & INVESTMENT

TOTTENHAM TODAY:

- Has fundamental elements of success
- Lacks transformative educational/institutional/employment anchors

TOTTENHAM TOMORROW:

- Will attract major institutional presence
- Will be a high value-added employment area

ACHIEVING THE VISION:

- Harness recent investments & demonstrate investment potential
- Identify potential users & development sites



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**STRATEGY #3:
CREATE NEW JOBS & EMPLOYMENT
OPPORTUNITIES**

CREATE NEW JOBS & EMPLOYMENT OPPORTUNITIES

TOTTENHAM TODAY:

- Many existing small businesses
- Many job seekers, relatively low skill level

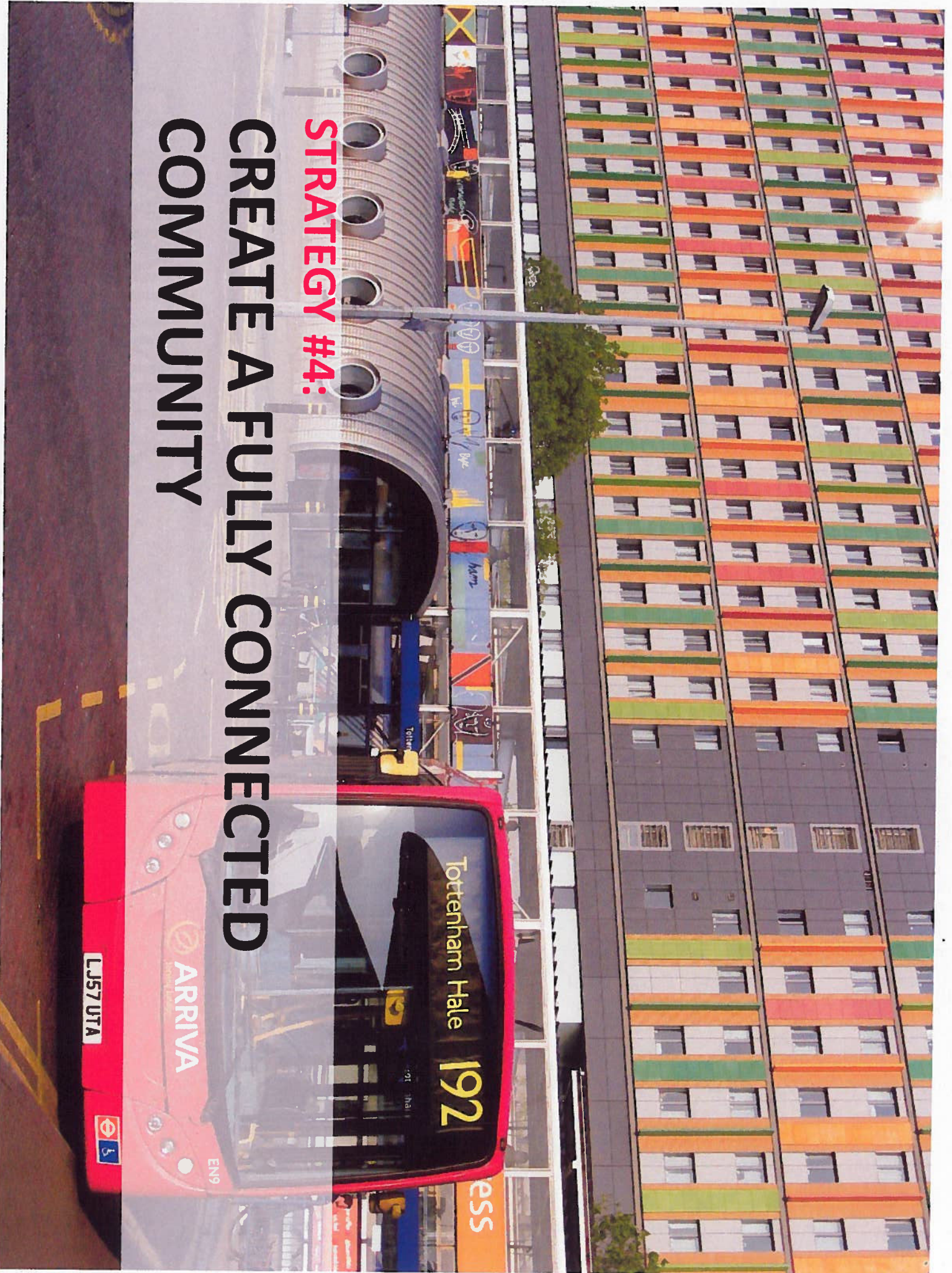
TOTTENHAM TOMORROW:

- Supportive environment for small business
- Attract new employers and jobs

ACHIEVING THE VISION:

- Programmes for improving skills and spaces
- Provide space & incentives for new businesses

**STRATEGY #4:
CREATE A FULLY CONNECTED
COMMUNITY**



CREATE A FULLY CONNECTED COMMUNITY

TOTTENHAM TODAY:

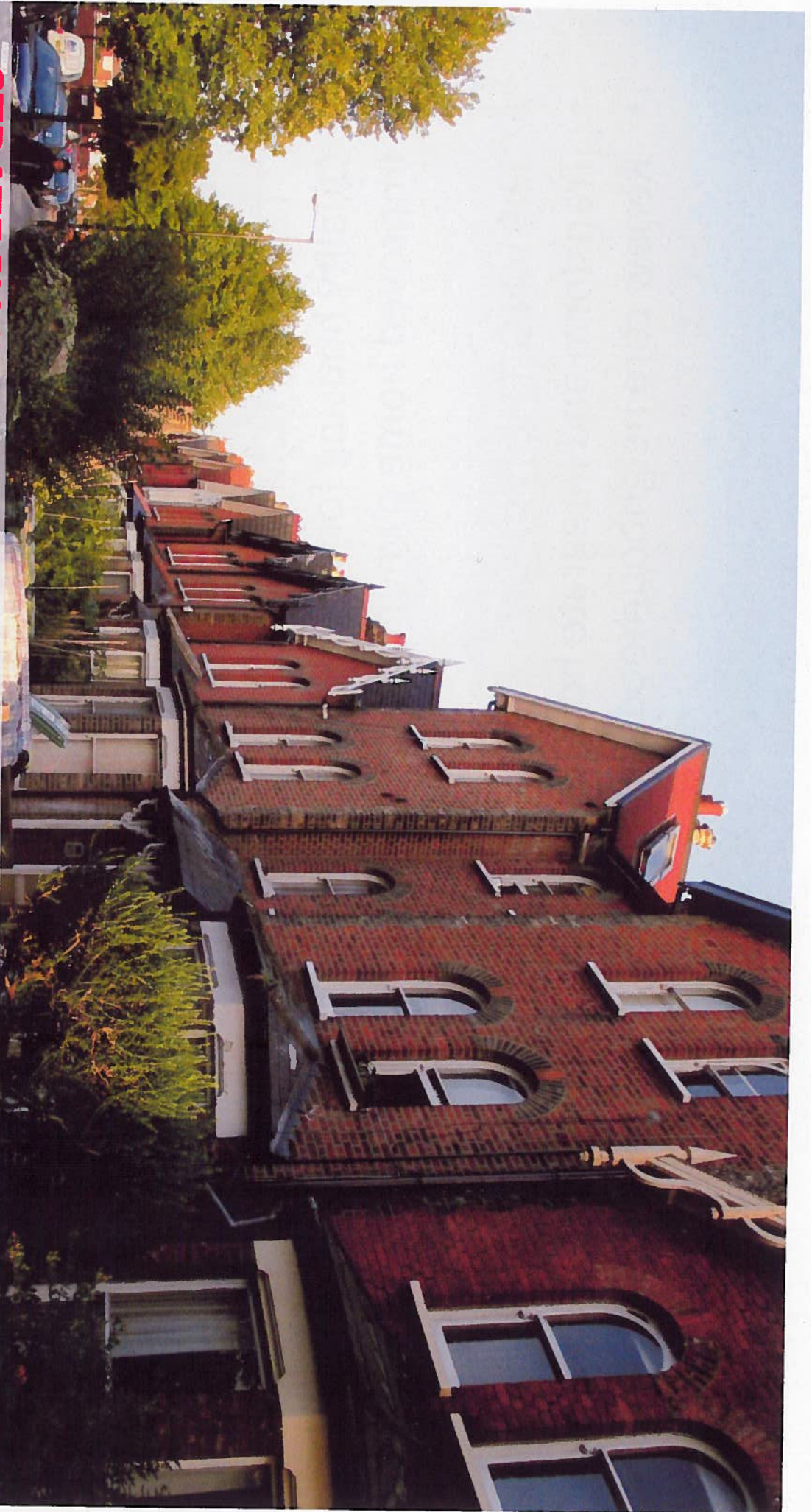
- Has moderate public transport and road linkages
- Connectivity unequal and regional connections not maximised

TOTTENHAM TOMORROW:

- Well-connected locally, to London and the region
- Better service, more modal choice

ACHIEVING THE VISION:

- **Locally:** Improve public transport routes and service, walking and cycling conditions
- **Area-wide:** Secure transport investments, improve service and infrastructure
- **Regionally:** Secure regional rail investment and harness road connectivity



STRATEGY #5:

**Build new housing to increase choice
and improve quality of existing housing**

Build new housing to increase choice and improve quality of existing housing

TOTTENHAM TODAY:

- Has considerable stock of quality housing
- Serious concerns about conditions, design, tenancy

TOTTENHAM TOMORROW:

- Quality housing for all stages in life
- Improved home ownership opportunities

ACHIEVING THE VISION:

- Transform and integrate housing estates
- Renew core neighbourhoods and build new neighbourhoods



STRATEGY #6:

CREATE GREAT PLACES

CREATE GREAT PLACES

TOTTENHAM TODAY:

- No unified, comprehensive network of places
- Destinations are isolated and lack variety of experiences

TOTTENHAM TOMORROW:

- Improved and connected destinations
- New great places for residents and visitors

ACHIEVING THE VISION:

- Improve public realm at/between destinations
- Develop distinct character areas
- Explore new destinations with wider appeal

TOTTENHAM

STRATEGIC REGENERATION FRAMEWORK

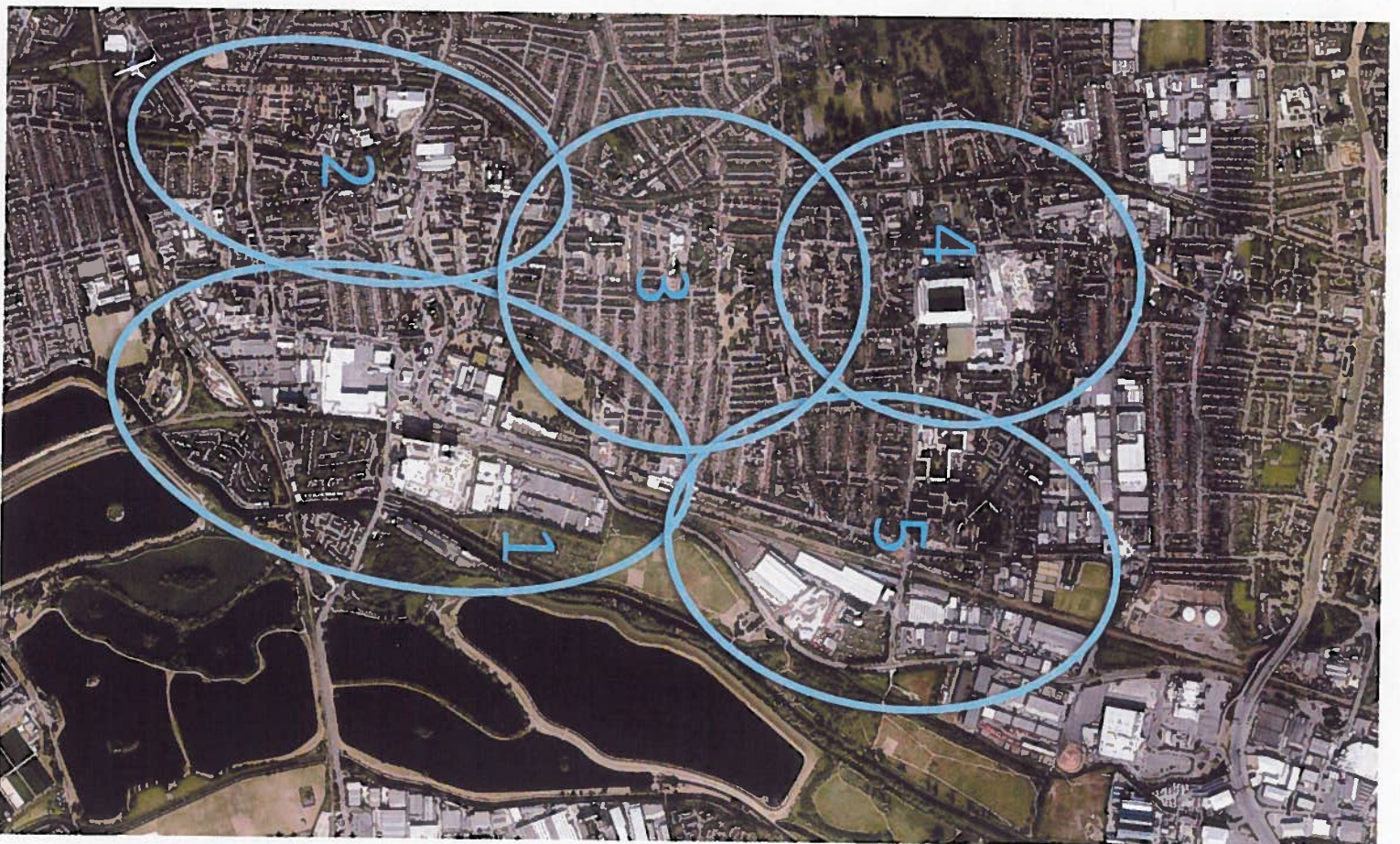
Draft Structure:

1. A VISION FOR TOTTENHAM
2. SIX TRANSFORMATIVE STRATEGIES
 - Area Wide
 - Reflect the 10 Objectives
3. FIVE PLACE SPECIFIC REGENERATION SUMMARIES
 - Link the Strategies to Places
 - Inform detailed planning and programme delivery

PLACE-SPECIFIC REGENERATION SUMMARIES

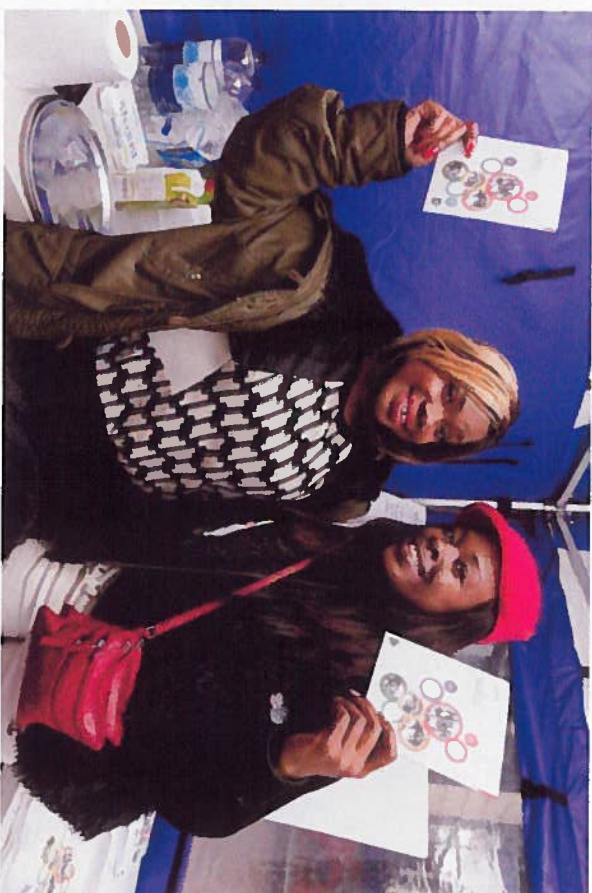
The SRF will summarise place-specific strategies for:

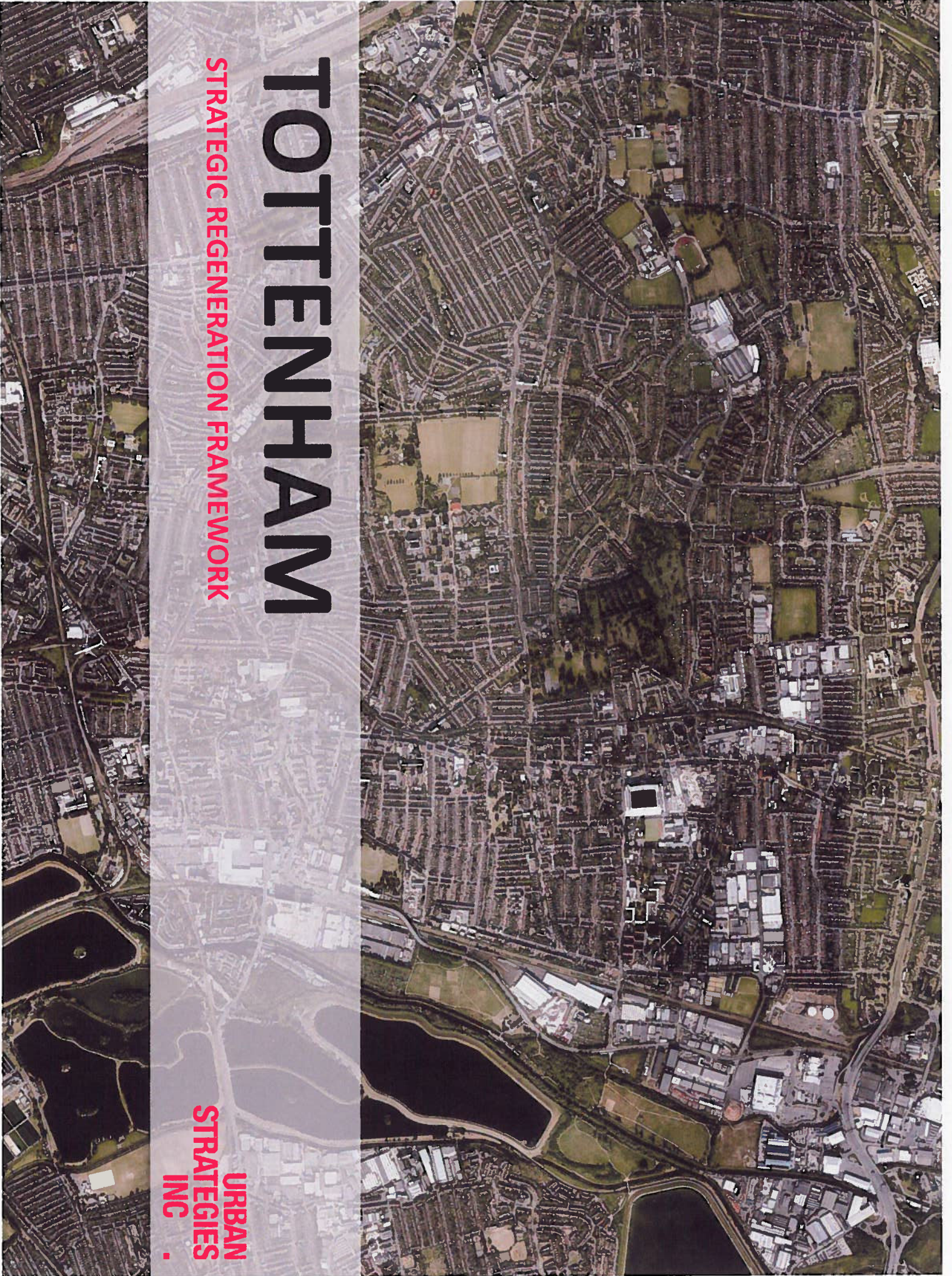
1. Tottenham Hale
2. Seven Sister & Tottenham Green
3. Bruce Grove
4. Stadium/High Road West
5. Northumberland Park



NEXT STEPS FOR THE SRF

- **28 NOV:**
Cabinet consideration of draft SRF and agreement to consult
- **NOV 2013 – FEB 2014:**
Continued community consultation and engagement through the Tottenham's Future programme including the draft SRF
- **FEB – MARCH 2014:**
Finalisation of SRF and report to Cabinet for adoption





TOTTENHAM

STRATEGIC REGENERATION FRAMEWORK

URBAN
STRATEGIES
INC .

TOTTENHAM
STRATEGIC REGENERATION FRAMEWORK

DRAFT FOR CONSULTATION

November, 2013

A Future Vision for Tottenham

Tottenham will be the next great area of London. It will be a great place to live, work, study and visit. By age twenty, children born in Tottenham today will enjoy a higher quality of life and a wider range of opportunities that are comparable with the best in London.

THE CONTEXT AND PURPOSE OF THE DRAFT STRATEGIC REGENERATION FRAMEWORK (SRF)

Expectations and aspirations for the future of Tottenham are high. Tottenham is one of London's key areas for growth and regeneration. Between now and 2025 some 5,000 new jobs, 10,000 new homes and over a million square feet of new employment and commercial space will be delivered and hundreds of millions of pounds of investment in key infrastructure has already been committed to the area. The purpose of this draft Strategic Regeneration Framework (SRF) is to underpin these initiatives and set out how the maximum benefit flows to the residents and businesses of Tottenham.

The draft SRF provides a rationale, consolidation and prioritisation of the many initiatives that have been proposed for Tottenham since the riots in the summer of 2011. It identifies the nature of the actions and proposed projects that will lead to consequent physical, economic and social transformation. It sets out the nature of the public and private financial resources and organisational capacity necessary to produce the desired outcomes.

The SRF draws on a considerable foundation of plans, proposals and commitments from the London Borough of Haringey (LBH), the Greater London Authority (GLA), other public agencies and the private and third sectors. Principal among these initiatives are:

- A well-structured Regeneration Programme prepared by LBH, with staff, plans, studies, and initiatives focusing on delivery against ten strategic themes;
- A prospectus of potential transport investments prepared by Transport for London (TfL) to support growth and regeneration in Tottenham;
- A comprehensive redevelopment proposal for the Tottenham Hotspur Football Club (THFC) Stadium, with its associated new superstore and University Technical College, as well as new leisure, retail, residential and hotel uses;
- A major improvement, master planning and estate renewal package being developed for the 'High Road West' area of north Tottenham;
- A £41 million public sector funding and investment package for Tottenham; and
- A central government-backed £500 million borrowing guarantee for housing and transport improvements.

These separate regeneration components, propelled by the imperative to respond to the causes and consequences of the civic unrest of 2011, have advanced more quickly than the development of an overarching vision and objectives for Tottenham. The SRF therefore provides a unifying guiding vision, key strategies and context for each of the priority components of regeneration that are underway or in the planning stages. By focusing on the sum product of all of these components, and adding additional transformative actions, the SRF elevates the ambition for Tottenham and shifts the narrative from riot-recovery and damage control to a positive programme for unlocking the real potential of Tottenham and its communities.

The draft SRF's vision and strategies are founded on Tottenham's preliminary socio-economic, physical and cultural regeneration objectives. For this draft, these goals have been distilled from

work undertaken by LBH and their advisory groups, and the list will be refined as the SRF is developed. The key to making a difference in Tottenham lies in mobilising the ambitions and experiences of the communities that live there, both today and in the coming years.

In order to understand the needs and aspirations of Tottenham's communities and to ensure that their ideas for improving Tottenham lie at the heart of the SRF, a far-reaching engagement and consultation programme is underway. Devised by independent consultants, Soundings, and implemented by Homes for Haringey (HfH), the consultation engages with people about their ambitions for Tottenham's future, and practical actions that can be undertaken to achieve these.

To date, over 2000 people have participated: either dropping in to one of the on-street events, filling in a canvass card in person or online, or speaking to consultation staff through their outreach and door-knocking activities. In addition over 165 people have attended a stakeholder or one to one meeting. The process so far has captured the views of key stakeholders and also many hundreds of people who would not usually participate in consultation activities.

The results of this first phase of the consultation have not yet been analysed, but when the findings have been collated, they will inform future drafts of the SRF to ensure that the community has ownership over the direction of Tottenham's regeneration. The next phase of the consultation – the formation of four Community Liaison Groups across Tottenham – will add further detail and refinements to the SRF action plans.

The SRF will be further scrutinised, informed and enhanced through the development of (and community consultation on) spatial planning documents such as the Tottenham Area Action Plans and the Sites Allocations Development Plan Document.

This draft SRF should be considered a living document, and its vision, objectives, and key strategies will be refined through an iterative process from now until the end of February 2014.

The structure and contents of the Draft SRF

In this first iteration, the Draft SRF is structured around three fundamental questions facing Tottenham:

Section 1: What can the future be for Tottenham?

This section sets out a future vision for Tottenham, establishing the ambition for the area and the breadth of the Regeneration Programme's focus.

Section 2: What are the most important things that should be done?

This section establishes six transformative strategies to frame the Tottenham Regeneration Programme. Each strategy section identifies a critical issue, articulates a vision for the future, and provides critical moves for achieving that vision.

Section 3: What are the key focus areas for Tottenham's regeneration?

This section identifies five key focus areas for regeneration in Tottenham. The existing context, regeneration vision, and strategies for success are clearly outlined for each focus area.

1. A FUTURE VISION FOR TOTTENHAM

Tottenham will be the next great area of London. It will build on its geographical, natural and cultural strengths and capitalise on the dynamics of neighbourhood improvement, the significant infrastructure investments being delivered in the area and the availability of large development sites. The combination of transformative actions and continuous incremental improvement will unlock Tottenham's potential as an increasingly attractive place to live, work, study and visit, a neighbourhood fully benefitting from London's growth and its position in a world city.

For residents, Tottenham's transformation will be profound and tangible. It will build on the existing community strength and resilience in Tottenham. To set a simple goal: By age twenty, children born in Tottenham today will enjoy a higher quality of life and a wider range of opportunities comparable with the best in London. Their ambitions will also be greater, nurtured by the social and physical investments made today. Their opportunities will match those ambitions. Their Tottenham will:

- be a desirable neighbourhood, where existing and new residents will find quality housing at all stages in their lives;
- build on existing resilient and self-sustaining communities and foster a sense of well-being, optimism and willingness to engage with one another;
- have a thriving local economy, anchored by strong local entrepreneurialism and a mix of successful businesses;
- draw employers and employees from across London and provide its residents with a broad range of work opportunities at all skill levels, especially in the increasingly important creative and green economic sectors;
- attract new transformative educational, institutional and business enterprises that help re-brand Tottenham as a location for major investment;
- have great schools, early years and post 16 provision that support their children and young people to achieve academic, social and economic success;
- enable high achieving students who will match those from across London and the UK. They will have real choices about their further education, employment and training and pursue higher learning or exciting careers within Tottenham and further afield;
- be a community that enjoys physical and social wellbeing, has abundant opportunities to have fun and is supported by access to open spaces and recreation facilities, including opportunities for cycling and walking, progressive health initiatives and engaging young people in active citizenship;
- contribute to Haringey's role as a leading low-carbon borough by adopting sustainable development and design standards at the community and building scales, providing low carbon energy sources to new developments and by enhancing the presence of the

green employment sector through skills training and improved employment space offer;

- be known as a place for recreation and leisure activities, that attracts more visitors to a range of destinations;
- be a unique place of beauty and interest as its historic character and natural environment is enhanced through investment and high quality and low-carbon building and public space design.

2. SIX TRANSFORMATIVE STRATEGIES

Six transformative strategies to achieve that future vision for Tottenham are set out in this draft SRF. These strategies attempt to consolidate and cluster the many actions set out in existing or proposed regeneration activities.

STRATEGY #1: SUPPORT A STRONG COMMUNITY

Tottenham today:

Tottenham is home to many residents who have lived and worked all their lives in its vibrant communities and who have been actively involved in making a better future. But these communities face very real socio-economic issues. Continued investment in the community will be essential to effect long-term positive change and provide opportunities for existing and new residents.

Several key socio-economic issues reduce quality of life for Tottenham residents and limit their opportunities and potential. Although education levels in comparison to the rest of Haringey and London are improving, they do not currently support the rapid acceleration in achievement that will be required to equip young people to enjoy the success they aspire to. There are persistent differences in educational attainment between the schools in areas like Northumberland Park and the rest of the borough and it is these children, young people and families who most require an outstanding education offer that will support them to achieve success, employment and to become great parents and carers of the next generation.

Too few of Tottenham's young people are engaged in further education, employment, training or higher education and Tottenham has higher than average rates of young people claiming Job Seekers Allowance. A key outcome of the regeneration programme must be to both increase the employability of young people and create additional employment opportunities in the area. Additionally, some of Tottenham's deprived young communities do not have the confidence or means to utilise the transport system to access the many opportunities available elsewhere in the region.

The reported perception of many residents is that safety must be improved in Tottenham. They remain concerned about gang activity and the high crime rates in some areas. There is also a sense that young people lack the recreational spaces and opportunities that will engage them in positive social and leisure activities and keep them off the streets.

Tottenham faces some serious public health issues, with lower than average life expectancy in some areas and a higher presence of childhood obesity compared to the rest of the borough. There is a higher incidence of mental health needs, requiring specific interventions helping residents to enjoy a much greater sense of their own well-being and access services to support their overall health at a stage where difficulties can be prevented.

While many parts of Tottenham suffer from high multiple housing occupancy and the associated rapid turn-over of population, strong communities, with strong commitments to their neighbourhoods, do exist and can form the base for locally-driven regeneration.

Tottenham tomorrow:

Residents will achieve higher levels of education and gain the right skills to open up meaningful and rewarding job opportunities in Tottenham, London and elsewhere. Great schools will support great neighbourhoods and play a significant role in the ambitions of the community, attracting new residents and employees to the area. Schools in Tottenham will deliver a high quality educational offer that surpasses both local and national standards, providing children and young people with the start in life that will enable them to go on to lead healthy, prosperous and independent lives. Young people will have access to top-quality recreational spaces and programmes and will have opportunities to achieve greater educational and professional ambitions within their own area. The built and social environments will support community health, sustainability and safety, and anti-social behaviour will be minimised.

Achieving the vision:

- Attract new education establishments, with the best leaders, teachers and administrators, providing top-quality vocational and academic learning opportunities that reflect the range of different needs and aspirations of children, young people and families in the area and provide pathways to employment.
- Ensure that children aged 0-4 have the best start in life through access to high quality children's centres and early years provision.
- Ensure educational provision recognises the particular capabilities and backgrounds of the children of the Tottenham community, to ensure no child is left behind.
- Bring local schools to a higher standard through a specific leadership strategy that engages headteachers, teaching and support staff and governors, physical reinvestment and renewed curriculum development to support ambition, civic-mindedness and long-term employability.
- Work with local schools, community organisations and higher education partners to raise the aspirations and ambitions of children, young people and families and improve local employment and post-secondary academic opportunities.
- Ensure that Tottenham's schools prepare young people for employment opportunities in Tottenham and elsewhere in London and the region.
- Provide opportunities for meaningful youth participation and social action that engages young people as stakeholders in, and ambassadors for, the success of their local community.
- Recognise that schools are key community resources that can provide, in addition to their educational function, meeting places, information exchange and resident engagement to help support the resilient communities Tottenham needs.
- Expand the existing network of Children's Centres so that they are hubs for raising aspiration through family learning and improve young people's esteem and confidence to compete for work.

- Through a vibrant and flourishing relationship with the voluntary and community sector that continuously devolves power and resources into communities, supporting them to become stronger and independent.
- Work with faith-based and uniformed and other independent organisations to provide positive role models and develop confident and socially active citizens.
- Empower local communities in local decision making and develop community asset ownership models, including social enterprises that will provide affordable space for voluntary and community sector programs to contribute to socio-economic goals
- Provide better information and communication about what services are available and how to access them, as well as information about community groups and other ways to get involved in the local area.
- Ensure that community facilities e.g community hubs are equipped to digitally connect Tottenham residents to the people, information, and opportunities that are most meaningful to them.
- Attract successful businesses to key development areas that can provide training and employment opportunities to local young people, increasing their capacity to compete in a wider labour market.
- Create local apprenticeship and mentoring opportunities to draw on and enhance the local skill-set. Establish local employment incentives, and provide skills training to build a strong local labour pool and improve opportunities for higher-paid employment.
- Reduce inequalities in life expectancy and health outcomes by improving long-term health-supportive initiatives (e.g. increased registration with GPs, screening programs, childhood vaccination programs, pre-parenthood supports, etc).
- Address health outcomes at the family level to reduce multiple disadvantages and the number of professionals supporting each household.
- Increase the positive presence of police in the community to prevent crime and build trust and reassurance through community outreach initiatives.
- Improve diversion and offender management to enhance safety and reduce re-offending rates.

STRATEGY #2: BRING TRANSFORMATIVE NEW CHANGE AND DEVELOPMENT

Tottenham today:

Tottenham has many of the fundamental elements of a successful urban area – transport connectivity, a young and entrepreneurial population and some great residential areas. However, it lacks large national or international-scale educational, institutional and high quality employment anchors that are present in comparable suburban communities. Tottenham does though contain several potential development sites that are large by London standards and have good and improving transport connections. Many of these sites involve complex land ownerships and other impediments but must be regarded as strategic assets that can deliver transformative change. While investment at the community level is fundamental, it is also important to attract exceptional educational, institutional or employment users.

Tottenham tomorrow:

Tottenham will diversify its economic offer, provide for a range of opportunities and skills not now present and re-brand as a place of opportunity and major investment. Tottenham will attract at least one major institutional presence and establish itself as an attractive employment area in London for modern, high quality business activity. The materials, infrastructure and planning of new development will support sustainability and Haringey's role as a leading low-carbon borough. The potential of significant publicly owned land assets along the Lee Valley will be unlocked, attracting transformative, higher density employment uses and an institutional/educational presence. Educational and employment opportunities for existing residents of Tottenham and the rest of the borough will be greatly improved. New residents and workers will be attracted to live and work in Tottenham, broadening the base of skill and ambition and contributing to economic growth. Tottenham will help assert Haringey's role in the London-Stansed-Cambridge-Peterborough growth corridor, enhancing long-term opportunities in the industrial, commercial, and educational sectors.

Achieving the vision:

- Aim high and harness the significant recent investments in transport, housing, regeneration and the THFC Stadium redevelopment to demonstrate to investors and developers that Tottenham is London's next big growth opportunity.
- Ensure that major investment in Tottenham creates a range of benefits for local people – including jobs, skills development, mentoring opportunities and work placements
- Identify and prepare major development sites that can accommodate transformative development.
- Work positively with developers and investors to bring forward high quality development schemes.
- Establish sustainable development standards that will ensure that all major development and redevelopment activities support Haringey's commitment to carbon

reduction. Sustainable strategies should be incorporated at all scales, from district energy strategies to low-carbon and energy-efficient building materials.

- Develop effective land assembly, financing, and delivery mechanisms.
- Develop an outreach and marketing strategy and investment prospectus that will showcase Tottenham's assets and opportunities to investors, businesses and institutions.
- Identify high quality employers, educational and other institutions that should be actively tracked as potential candidates for major Tottenham sites.

STRATEGY #3: CREATE NEW JOBS AND EMPLOYMENT OPPORTUNITIES

Tottenham today:

Over the last several years there has been an observable improvement in the retail offer and desirability of areas in south Tottenham such as Seven Sisters and Tottenham Green. Regeneration of commercial activity and the improvement of employment opportunities is beginning to take place. There is also considerable commercial vibrancy along Tottenham High Road, which is lined with local entrepreneurs and has few vacant shop fronts. These local businesses are being complemented by national chains at places such as the Tottenham Hale Retail Park and by the emerging mixed-use area proposed around the stadium redevelopment in north Tottenham. Along the Lee Valley, older industrial and manufacturing sites are occupied but operating at low employment density. Outdoor storage, parking and poor frontage and public realm treatments are unsightly and detract from the image of the area. While an informal creative cluster mix is beginning to form around the High Cross Centre near Tottenham Hale, the area is isolated thus limited in its potential as an employment centre. Little office-related commercial development exists catering to higher density, higher paying jobs and attracting new uses is complicated by the poor image presented by adjacent industrial uses.

Tottenham tomorrow:

Tottenham will experience widespread, incremental improvement in the desirability of housing, workspaces and leisure and retail offer. This will provide greater opportunity for current residents of the neighbourhood and the wider borough and encourage new residents, providing a stronger consumer and user base for local businesses and institutions. The entrepreneurial ambition in Tottenham will be raised, with an improved leisure, retail, food and service offer and the start-up of small creative sector businesses akin to those being established in Hackney Wick and Shoreditch. However, the development of a 'USP' for Tottenham is also key. There will be a strong focus on supporting local, niche businesses to successfully grow and create clusters of successful enterprises that become strongly linked with a 'Tottenham brand'. The transformative developments in the community will contribute to local job creation, particularly in construction and retrofitting industries. We will be ambitious in trying to develop 'knowledge' sectors in north Tottenham (linked, for example, to the University Technical College that is focusing on sports science and medicine). Along the Lee Valley improved management of industrial estates and land assembly at strategic locations will help to create the setting for an expansion of the employment offer, and create high-quality spaces that can attract green industries. These will be supported by improvements to the area's transport network. Strategic programmes will support small business growth and local job opportunities will improve. This change will showcase the character and culture of Tottenham, and establish the area's reputation as the next great place in London to live, work and visit.

Achieving the vision:

- Development of a University-led Green Energy and Research Centre that will attract high end employers to locate in Haringey.

- Harness the employment-creation potential of transformative development and infrastructure provision to create local construction and retrofit jobs within Tottenham and the wider borough.
- Encourage the continued growth of creative industries and local niche businesses within Tottenham, providing incubator and start-up spaces for local entrepreneurs and SMEs if possible at affordable or subsidised rates.
- Attract anchor retail and service tenants to key areas to support an inviting 'ecosystem' of successful small business.
- Encourage denser and more productive economic activity in industrial areas that support SME growth and job opportunities for local people.
- Develop a strategy to manage and market the existing building stock as desirable employment space for the ever expanding knowledge and green sectors.
- Attract or relocate specific business types to key locations through targeted business rate relief initiatives.
- Support small local businesses to grow through training programmes and capital improvement grants or incentives.
- Provide incentive programmes for shopfront improvements.
- Develop a distinctive brand for Tottenham's diverse local merchants, such as the existing 'Made in Tottenham' programme, emphasising the cultural strength of the neighbourhood.
- Provide a framework for the business community to work in partnership with Council to deliver change, such as a Business Improvement District.
- Work with business owners to manage the operations and image of industrial estates to create a more desirable setting for new investment.

STRATEGY #4: CREATE A FULLY CONNECTED COMMUNITY

Tottenham today:

Tottenham enjoys excellent transport and road linkages, connected to the rest of London and to key regional destinations such as Stansted Airport and Cambridge. There are rail stations at Tottenham Hale (Underground and National Rail), Seven Sisters (Underground and National Rail), Bruce Grove (National Rail), White Hart Lane (National Rail), Northumberland Park (National Rail), and South Tottenham (London Overground) providing convenient links to the major transport hubs at Liverpool Street, Stratford and King's Cross St Pancras. In addition, Tottenham enjoys convenient access to the M25 via the A10 and to the M11 via the A406, a rare degree of highway connectivity for an inner London suburb. Underground and Overground transport access is however unequal across Tottenham (with access in north Tottenham particularly poor) and much of the regional connectivity potential remains unrealised. Several of the large potential Lee Valley development sites have poor transport access. There is generally poor east-west connectivity across Tottenham and with the rest of Haringey and existing cycling infrastructure is poor.

Tottenham tomorrow:

Tottenham will become an area of high connectivity, with fluid and convenient movement to local destinations in Haringey, central London and regional locations within the increasingly important London-Stansted-Cambridge-Peterborough growth corridor. New transport investments will support investment in transformative educational and employment development. Enhanced connectivity will provide improved access to employment and important destinations and help tie together Tottenham's distinct character areas. This includes the development of high quality digital connectivity with full broad-band infrastructure becoming a recognised feature of the area

At the local level, Tottenham residents will enjoy equitable access to good quality transport and clear and direct routes to jobs and local destinations via a full range of travel modes. Improved cycling and walking routes will provide convenient travel options for residents on limited budgets, and encourage healthy physical activity throughout the community. The strategic sites along the Lee Valley will be provided with the level of transport service necessary for their use for the anticipated new employment activity.

At the city level, Tottenham residents will enjoy frequent Underground, Overground and National Rail services to and from central London from a number of stations, better east-west links and easy transitions between travel modes at transport interchanges. Likewise, visitors to Tottenham will be able to easily reach and travel between Tottenham and Haringey's leisure and employment destinations by a combination of well-integrated modes and new infrastructure that will encourage exploration by cycling and walking.

At the regional level, Tottenham will become a genuine urban gateway to London for travellers arriving from Stansted Airport via express train as it will have a compelling retail, commercial and residential offer situated next to a strategic transport interchange. Improved rail services and a renewed focus on connectivity will support the success of new high value-added employment areas in Tottenham by facilitating regional commuting and goods movement.

Achieving the vision:

- Provide modern digital connectivity infrastructure to employment, educational and institutional areas and community facilities.
- Fulfil Tottenham Hale's potential as a District Centre and growth hub by increasing the capacity of the station and enhancing bus infrastructure and services.
- Extend the Victoria Line to Northumberland Park station to support major new employment activity and housing developments.
- In the short term, add new track and passing loop infrastructure along the West Anglia Main Line to simultaneously improve express services along the London-Stansted-Cambridge-Peterborough growth corridor and increase the frequency of local train services serving Northumberland Park and Tottenham Hale.
- Devolve suburban rail services to TfL to increase passenger numbers, reduce ticketless travel, increase security, and refurbish stations.
- Increase capacity along the London Overground Gospel Oak – Barking line through electrification, longer trains, and longer station platforms.
- Upgrade stations and create four tracks along the West Anglia Mainline to increase train frequency in Tottenham and facilitate the later delivery of Crossrail 2.
- Secure the delivery of the Crossrail 2 regional route to provide additional rail connectivity at Seven Sisters and Tottenham Hale.
- Reinforce the east-west linkages of Tottenham, combining them with existing north/south movement routes to establish a 'lattice' of connectivity.
- Improve bus services for isolated residential neighbourhoods by improving existing routes, adding new routes or diverting routes from the busy High Road.
- Provide space for safe cycling on major roads while balancing the need for continued bus services and car travel.
- Improve walking and cycling access points from Tottenham neighbourhoods to trails in the Lee Valley Park, with particular focus on one iconic High Road to Lee Valley 'green link'.
- Capitalise on the creation of the Cycling Superhighway 1 (CS1) to draw in visitors and facilitate commuting to and from Tottenham, and ensure a strong association between the CS1 brand and Tottenham.
- Ensure that any major development and estate renewal plans incorporate improved permeability and enhanced connectivity within Tottenham.

STRATEGY #5: BUILD NEW HOUSING TO INCREASE CHOICE AND IMPROVE THE QUALITY OF EXISTING HOUSING

Tottenham today:

One of the most pressing issues for Tottenham is the quality, tenancy mix, and physical integration of its housing. Home ownership rates in Tottenham are significantly lower than the London average. Social rented housing is predominant, representing up to half of housing in some areas. There are also high rates of Houses in Multiple Occupation (HMOs), and the illegal residential occupancy of industrial and warehouse sites is increasing. Several of Tottenham's housing estates require investment or renewal to address poor quality housing conditions, lack of connectivity and layouts that are perceived to reduce safety and enable anti-social behaviour.

Tottenham is fortunate to have a considerable stock of good housing and valuable residential land. Its remarkable private housing supply represents a major regeneration opportunity. Tottenham can also benefit from strategic estate regeneration to improve conditions where most needed and from improvements to the tenancy mix in the residential core through the provision of ownership options in existing and newly built housing.

Tottenham tomorrow:

Tottenham's residential neighbourhoods will provide high-quality housing options for residents at all stages in their lives. Social rented housing will meet high standards and will contribute to high quality of life and an attractive physical character in the district. Home ownership will be more achievable, both for existing Tottenham residents and new residents. The housing opportunities within Tottenham will be known across London, bringing in new residents and their inward investment, which will stimulate the local economy and continue to add to the diversity for which Tottenham is known. Comprehensive estate renewal strategies will provide high quality housing within safe and re-designed neighbourhood settings that improve existing poor site conditions. New residential development will create attractive new neighbourhoods, utilising financing and delivery vehicles that support broader regeneration goals in Tottenham.

Achieving the vision:

- Undertake community consultation and estate renewal in areas where it is needed most in Tottenham – such as Love Lane and Northumberland Park Estates – ensuring that there is increased housing choice and supply for residents and better access to the rest of the borough and London through an improved integration with the transport system.
- Leverage additional funding to generate housing renewal and new home ownership opportunities through the use of public assets and Tottenham's housing stock.
- Develop new residential neighbourhoods that create mixed and balanced communities and support Tottenham's employment ambitions.
- Encourage private sector-led housing development through the planning process and development incentives.

- Develop new housing with sustainable heating sources that will provide lower carbon/lower cost energy to all new homes.
- Improve the provision of market housing, including the private rented sector, to ensure high quality housing and increased housing choice.
- Develop strategies for countering the negative effects of HMOs and slum landlord activity.

STRATEGY #6: CREATE GREAT PLACES AND DESTINATIONS

Tottenham today:

Successful communities provide a range of complementary experiences for residents and visitors. Presently, Tottenham fails to unify its unique offerings into a cohesive network of destinations. Visitors alight at White Hart Lane to support Spurs or at Tottenham Hale to go shopping, yet leave without visiting any other part of the neighbourhood or the borough. The 1,200 students at Tottenham Hale rarely venture into the rest of Tottenham, returning to where they live or into central London after classes. Local residents access shops on the High Road or institutions at Tottenham Green, but there are few other places to linger or spend money.

Tottenham tomorrow:

Tottenham will benefit from a critical mass of destinations that will foster longer and more valuable visits, facilitate a richer community experience for existing residents and encourage new residents to settle in the area. It can become a district of destinations, where visitors can enjoy a variety of experiences in one day and local residents and employees can achieve their daily goals within the neighbourhood itself. Visitors entering Tottenham at any of its primary gateways – such as stations, the Lee Valley, or Seven Sisters – will perceive the range of attractions in Tottenham and understand how best to access its key destinations.

This requires a shift in focus beyond Tottenham's individual assets (e.g. White Hart Lane stadium, Tottenham Green, the Lee Valley, etc.) towards building Tottenham's identity as a complete and exciting area to be explored. Tottenham already contains many of the essential ingredients of a neighbourhood that will invite longer and more frequent use, but there are gaps to fill and the ambitions to create great places need to be raised.

Achieving the vision:

- Emphasise the distinctiveness of the unique character and assets of different parts of Tottenham, through open space improvements, good information and signage, building preservation and area specific activities.
- Encourage and attract unique anchor retail and café/bar tenants to key locations within each destination area.
- Realise the full potential of opportunities such as the Lee Valley and develop them as significant destinations.
- Increase awareness of community destinations that lie off the High Road, such as Bruce Castle Museum, Lordship Recreation Ground or the Markfield Beam Engine.
- Provide the depth of attractions to encourage activity throughout the community at all times of day, including the introduction of public realm, lighting, and event spaces that will successfully accommodate night-time activities.
- Ensure a safe, clean, and friendly environment through investments in maintenance, infrastructure and police services.

- Deliver improvements to Tottenham High Road to create a thriving high street – focussing on a better mix of shops, local/independent businesses, convenience shopping and larger national chain stores.

3. AREA-SPECIFIC STRATEGIES

Based on the future vision and six transformative strategies above, this section articulates place-specific regeneration strategies for five key focus areas in Tottenham. Though they are currently physical in focus, these strategies are intended to contribute to the achievement of Tottenham's broader social and economic objectives by providing the places and spaces within which that regeneration can occur. These Area-Specific Strategies will be given depth and nuance when the findings from the community consultation are incorporated into the SRF. The area-based Community Liaison Groups will focus on the social and economic improvements that will make the biggest difference to the lived experience of Tottenham's existing and future communities, as well as the physical actions that can be taken. The area strategies will be further scrutinised, informed and enhanced through the development of (and community consultation on) spatial planning documents such as the Tottenham Area Action Plans and the Sites Allocations Development Plan Document.

AREA #1: TOTTENHAM HALE

The area today:

Despite significant transport connectivity and new investment, the area has yet to develop an attractive sense of place. Fragmented land ownership and development combined with significant road and rail infrastructure has meant that new developments have so far proceeded in isolation. Retail, residential and employment areas have little relationship with each other or the station at the centre of the district. The area has great potential as an important gateway to the Lee Valley Park and waterways but there are few if any indicators of the Lee Valley's presence. The walk along Ferry Lane is inhospitable and while new development faces the Lee Valley it does little to open it up or activate the park edge. To the south a large industrial estate is undergoing an interesting transformation into a creative cluster but is separated from the rest of the area by the Tottenham Hale Retail Park.

The area tomorrow:

The area has the right location and land base to be a significant driver of regeneration in Tottenham and a fantastic new neighbourhood in its own right. The completion of the new station, West Anglia line improvements and related bus station and gyratory improvements will be an important first start in creating that sense of a vibrant new London place. Over time, new development should improve connectivity to its surrounding neighbourhoods through the establishment of a finer network of streets and buildings and the proposed bridge linking the station to Hale Village will increase connectivity to the east. To the northwest of the station, the existing industrial estate represents a large strategic site with the potential to accommodate transformative new development such as a major educational or other institution, employment or residential concentration. To the south of the station, the intensification and redevelopment of the retail park over time should seek to diversify the retail offer with more restaurant and café uses and improve connectivity within Tottenham Hale through the introduction of a new street and block pattern. To

the west of the station a new public square leading into new residential, hotel, business and high street uses will be at the heart of the new neighbourhood. East of the station there will be significant waterside development at Hale Wharf and new routes opening up access to the Lee Valley Regional Park and the recreational and visitor activities at Walthamstow Wetlands.

Key Actions:

- Identify the employment lands to the northwest of the station as a strategic site and seek new investment that could benefit from the great transport connectivity and high visibility of the site.
- Support four tracking of the West Anglia Main Line and Crossrail 2 alignments that can increase the transport connectivity of Tottenham Hale and Northumberland Park.
- Take advantage of Tottenham Hale's location as a London gateway for Stansted Airport.
- Develop a new fine grain pattern of streets and blocks to structure new development around and connect to surrounding areas, including a new street connecting the station with the creative quarter to the south of the retail park.
- Improve the Chestnut Estate to increase natural surveillance and enhance the "green link" between Tottenham Hale Station and Bruce Grove retail opportunities
- Utilise the gyratory improvements to improve the pedestrian and cycle routes between Tottenham Hale Station and Tottenham Green.
- Identify new access points and the improvements required at existing access points to increase accessibility to the Lee Valley Regional Park and connectivity to Walthamstow Wetlands.

AREA #2: SEVEN SISTERS AND TOTTENHAM GREEN

The area today:

Seven Sisters and Tottenham Green is located at the southern end of the High Road. The area is a busy destination with substantial pedestrian activity between the station in the south and the College of Haringey Enfield & North East London (CHENEL) to the north. Significant traffic volumes and the existing street layout have restricted its full potential to develop as an active retail area. Retail activity occurs primarily along West Green Road to the immediate west of the station, a thriving retail high street that has a strong Caribbean / West Indian focus. The wide High Road has enabled the creation of a generous promenade linking the station with the college to the north. To the north of the neighbourhood, Tottenham Green provides an attractive, green setting and place of respite but is poorly addressed by adjacent uses and not organised to support programmed events or activities.

The area tomorrow:

The Seven Sisters and Tottenham Green area is beginning to undergo improvement, which can help initiatives aimed at improving the image of the neighbourhood and diversifying the retail offer. New streetscape enhancements and a programme of tree planting along the High Road would support that trend. High traffic volumes along the High Road and inconsistent retail frontage will mean that retail activity remains concentrated primarily along West Green Road. This retail cluster will continue to provide opportunities for locally based jobs and should be promoted as a unique cultural destination within the city. Several opportunities for new development at Seven Sisters station will create an opportunity for more modern retail and restaurant space. Over time new development and redevelopment of existing uses adjacent to the Green will better connect it with its surroundings, providing spatial definition, adding "eyes on the space" and enhancing neighbourhood safety. New public realm and landscape improvements will support active community programming, helping to improve crossings of the High Road and connect the two sides of the Green. Along the promenade linking the station with CHENEL, new pop-up uses in pavilions should be encouraged to activate the space and create a reason for pedestrians to linger.

Key Actions:

- Deliver public realm improvements at Tottenham Green in accordance with the existing Growth on the High Road proposals.
- Secure development proposals for the Tottenham Green leisure centre/library car park to provide a mixed use scheme that helps to activate the green.
- Upgrade the retail offer through a range of initiatives including: shop front and signage improvements, diversification of retail offer and the temporary use of vacant units.
- Activate the public realm between Tottenham Green and Seven Sisters through improved public realm and a series of events, pop-up uses or more permanent retail and restaurant uses in pavilions.
- Leverage council property assets along Broad Lane to implement streetscape improvements that, in conjunction with the gyratory construction, complete the cycle

route from Tottenham Hale Station to the proposed Cycle Super Highway at Seven Sisters Station.

- Improve signposting and community information between major destinations to help visitors and foster a distinct sense of place.

AREA #3: BRUCE GROVE

The area today:

Bruce Grove is located midway along the High Road between Seven Sisters and White Hart Lane. The area is known as an historic high street and is characterised by an almost continuous parade of small retail buildings with residential and office uses above. While the High Road is four lanes wide, its street-activating buildings and significant pedestrian activity help balance the heavy traffic use. At the centre of the neighbourhood to the west of the High Road is Bruce Grove station. The station is a significant asset to the area; however its poor condition and underutilised street level detract from the character and quality of the street. To the east of High Road is the Reed Road housing estate. Its large blocks and discontinuous street network act as a significant barrier between the high street and more traditional Victorian-era housing to the east. The barrier effect is exacerbated by large building setbacks and poorly defined spaces which contribute to negative perceptions of safety.

The area tomorrow:

Bruce Grove will continue to be Tottenham's principal high street and main retail heart. This role should be supported by a retail high street management strategy to contain and concentrate retail activity between Chestnut Street and the recently restored ALDI to the north of Reform Row and to upgrade the retail offer through shop front improvements. A series of streetscape enhancements could de-clutter the narrow pavement and improve the image and utility of the street. Along the High Road a number of vacant or underutilised parcels have the potential to be reused as higher-density residential housing with retail at street level or possibly as flexible work spaces for artisans or artists. At the station, a major opportunity exists to create a distinctive retail destination under and around the railway arches with new market similar in nature to Atlantic Road in Brixton. To the east of the High Road a mixture of housing renewal and redevelopment will be required in order to improve safety, enhance access and where feasible to reintroduce a connected grid of streets.

Key Actions:

- Deliver improvements to the Bruce Grove Station area including the potential relocation or upgrade of the Bruce Grove Market to create a destination market in the space beneath and beside the rail corridor.
- Improve the townscape and upgrade the retail offer through shop front and signage improvements that encourage the diversification of retail activity and that can extend the high street hours through finding retail and restaurant uses for vacant spaces.
- Consolidate the retail offer on the High Road between Chestnut Street and Reform Row.
- Develop new workspaces along the High Road such as potential conversion of the garages at Millicent Fawcett Court to "maker space", just north of Bruce Grove.
- Enhance the public realm on Tottenham High Road to encourage greater use by the local community as well as better promotion of the High Street as a convenient place to shop.

AREA #4: HIGH ROAD WEST AND TOTTENHAM HOTSPUR STADIUM

The area today:

The High Road West and Tottenham Hotspur stadium area is located at the northern end of the High Road and is the primary hub of activity in north Tottenham. The area is serviced by the White Hart Lane National Rail Station which forms a western boundary to the neighbourhood. The station is in need of upgrade and is not clearly visible from the High Road. The stadium is a key activity driver and neighbourhood feature, although its use is sporadic and land constraints have made it difficult to provide complementary uses that can extend activity more consistently throughout the day, week and year. Although major associated development activity is occurring to the north, the stadium is a barrier to neighbourhood areas to the east. The High Road in this area has a limited retail offer and is in need of investment to enhance appearances. To both the west of the High Road and east of the stadium, large 1960s council estates have resulted in a fragmented pattern of streets, blocks and open spaces which are difficult to navigate and in some cases inhospitable. The Peacock Industrial Estate, north of White Hart Lane, is a source of valuable employment yet located within a primarily residential area.

The area tomorrow:

High Road West will become a vibrant, attractive, mixed and balanced new neighbourhood for north London. It will be the new heart of the community and an attractive destination for leisure and sports, bringing together the existing community alongside new residents and visitors.

The area will build on the international sports identity and investment offered by Tottenham Hotspur Football Club and draw leisure uses across the High Road to create a new quarter with new leisure facilities such as a cinema, fitness centre, bars and restaurants set around a new high quality public space.

A range of new homes, including family housing, maisonettes and apartments will be provided along traditional street and block patterns, providing a safe, clean and welcoming environment and better east/west connections.

A primary school and educational, library and learning hub will support recent community investments such as the new Tottenham University Technical College and provide high quality learning opportunities for local people. A retail management strategy will help reinvigorate the High Road providing a broader range of shops, improve shop fronts and provide community facilities for local people.

High quality open space including a new community park and a new link between the High Road and a new improved entrance to the South of White Hart Lane station will provide a more attractive place to live and visit.

Key Actions:

- Make High Road West a destination and enhance the neighbourhood through the provision of new sport, leisure and community uses that can complement the stadium redevelopment.

- Renew housing estates to improve the quality and mix of housing in terms of tenure and size of units.
- Improve the townscape and upgrade the retail offer through a range of initiatives including: undertaking shop front and signage improvements; encouraging the diversification of retail offer and encouraging temporary uses and restaurants that can extend the high street hours in currently vacant spaces.
- Provide new and improved community facilities for the existing and new community.
- Initiate enhancements to White Hart Lane Station and improve the relationship of the station to the High Road through public realm improvements and estate renewal.
- Provide facilities for new jobs and skills and training opportunities for local people, such as new commercial activities operating from White Hart Lane station arches.

AREA #5: NORTHUMBERLAND PARK

The area today:

The Northumberland Park neighbourhood is located in the northeast corner of the borough at the edge of Enfield and the Lee Valley Park. Compared to the rest of Tottenham, transport services to the area are poor. It is also one of the poorest areas in London with extremely high levels of Job Seekers Allowance and Out of Work benefits claimant rates alongside skills attainment rates which for some indicators are half the borough average. Housing options in the area are also quite limited with over half of the housing consisting of affordable housing.

The Northumberland Park estate, sitting between the football stadium to the west and the railway lines to the east, is at the heart of the Northumberland Park neighbourhood area. The estate is a mix of high, medium and low rise flats as well as a number of houses with the most prominent building being the 17 storey Kenneth Robbins House. The neighbourhood currently lacks simple and clearly defined street layouts, high quality open space and well designed buildings and the Northumberland Park estate is a priority for engaging with local residents to understand their ambitions for housing renewal and investment in community development.

The Northumberland Park neighbourhood is also currently characterised by light industrial uses including a large maintenance and storage facility for the Victoria line and two bus depots. A second employment area, the Brantwood Road Employment Area is comprised almost entirely of warehouse uses occupied at a low employment density. Whilst the neighbourhood is bordered to the east by the open spaces of the Lee Valley Park, the rail corridor and discontinuous street alignment currently create a barrier between the park and easy access for local communities.

The area tomorrow:

The Northumberland Park neighbourhood will be transformed into a mixed and sustainable community where people want to live, work and visit and where the local community does not have to travel far for excellent community, education, recreational and leisure activities. The area will retain its uniquely diverse north London character and have a strengthened community identity. There is an opportunity to create a place that mixes urban and landscape settings given its position between a busy London High Road and the abundant open spaces of the Lee Valley Park.

Local streets will be better laid out and will put people first with better walking and cycling routes. The environment of Northumberland Park Road and Park Lane will be improved and there will be a clear and direct crossing over the tracks to the Lee Valley Park. There is also an opportunity to connect with, and re-establish, the street networks that exist to the south alongside higher quality open spaces for residents with new parks, civic squares, communal and other garden areas. New public open spaces can also be enhanced by better oriented buildings. Change in the area will also focus on making key open spaces such as the Lee Valley Park and the Frederick Knight Sports Ground feel like more a part of the neighbourhood through investment in activities and improved access. The realignment of Garman Road, Marsh Lane and Marigold Road to form a direct link between Northumberland Park station and Watermead Way would also help to improve connections between Northumberland Park and the open spaces and waterways of the Lee Valley Park.

The Garman, Leaside, Marsh Lane and Brantwood Road employment areas together represent one of the largest contiguous areas of low density employment lands in the greater London area. This creates a long-term opportunity for large transformative new employment generating uses that will help to diversify and strengthen economic activity and the employment offer in this part of the borough. Such major employment uses can be achieved with substantial transport investment, including the delivery of frequency and capacity improvements on the West Anglia Main Line, new bus routes to the area and the delivery of Crossrail 2. Such initiatives, in combination with the redevelopment of the stadium and the regeneration programme for High Road West, will help to unlock the value in the area and support a market-led programme of housing renewal.

The ambitions for Northumberland Park are extremely high – a mix of high quality residential, commercial and community uses, alongside a strong focus on an outstanding education offer at primary, secondary, further and higher levels will encourage the development of a strong and sustainable community that supports a wide range of high quality local services.

Key Actions:

- Improve public transport access in Northumberland Park including the delivery of three/four tracking to the West Anglia Main Line, improved bus services and Crossrail 2.
- Attract higher education establishments, a public/private knowledge cluster, major institutions or growth businesses that will diversify and transform the economic offer and provide learning and employment opportunities for local people.
- Make the Lee Valley Park feel like part of Northumberland Park through improved access, better visitor facilities and an ambitious programme of activities and events
- Explore with the local community their ambitions for housing estate renewal in Northumberland Park with the aim of improving the quality and tenure mix and creating mixed and balanced communities.
- Require that any redevelopment proposals improve the connectivity and clarity of the street network and provide for high quality public realm and private spaces.
- Establish a Schools Estate Improvement Plan, which sets out measures to improve the quality of the educational offer within the area.

**TOTTENHAM
STRATEGIC REGENERATION FRAMEWORK**

Area-Wide and Neighbourhood Framework Plans

**DRAFT
Nov 14, 2013
Urban Strategies Inc.**



Key



Neighbourhoods

Existing residential areas comprised of detached, semi-detached and townhouses that should be preserved and maintained in order to provide a stock of family-focused housing for the area.



Neighbourhood Improvement Areas

Existing areas of estate housing where housing improvement should be considered to enhance the housing stock, diversify the mix of housing types and improve connections to adjacent areas.



Higher Density Housing Opportunity

Areas of existing or potential areas of higher density housing which will help to support investments in transport and/or retail activity and provide housing opportunities for younger people and households without children living at home.



Existing Neighbourhood Green Space

Existing neighbourhood green spaces where investment in programming and physical improvements could be targeted to increase community participation and support higher levels of physical activity



New Green Space Opportunities

Opportunities for new neighbourhood open spaces over time to improve access to high-quality green space



Further Educational Facility

Further educational facility which will play an important role in job and skills training



Local Schools

Existing schools that can be brought to a higher standard through physical improvements and innovative teaching aimed at preparing students for employment and catering to students of all needs and abilities.



Tube Station

The location of an existing tube station where enhanced services will help to increase access to jobs and services.



National Rail Station

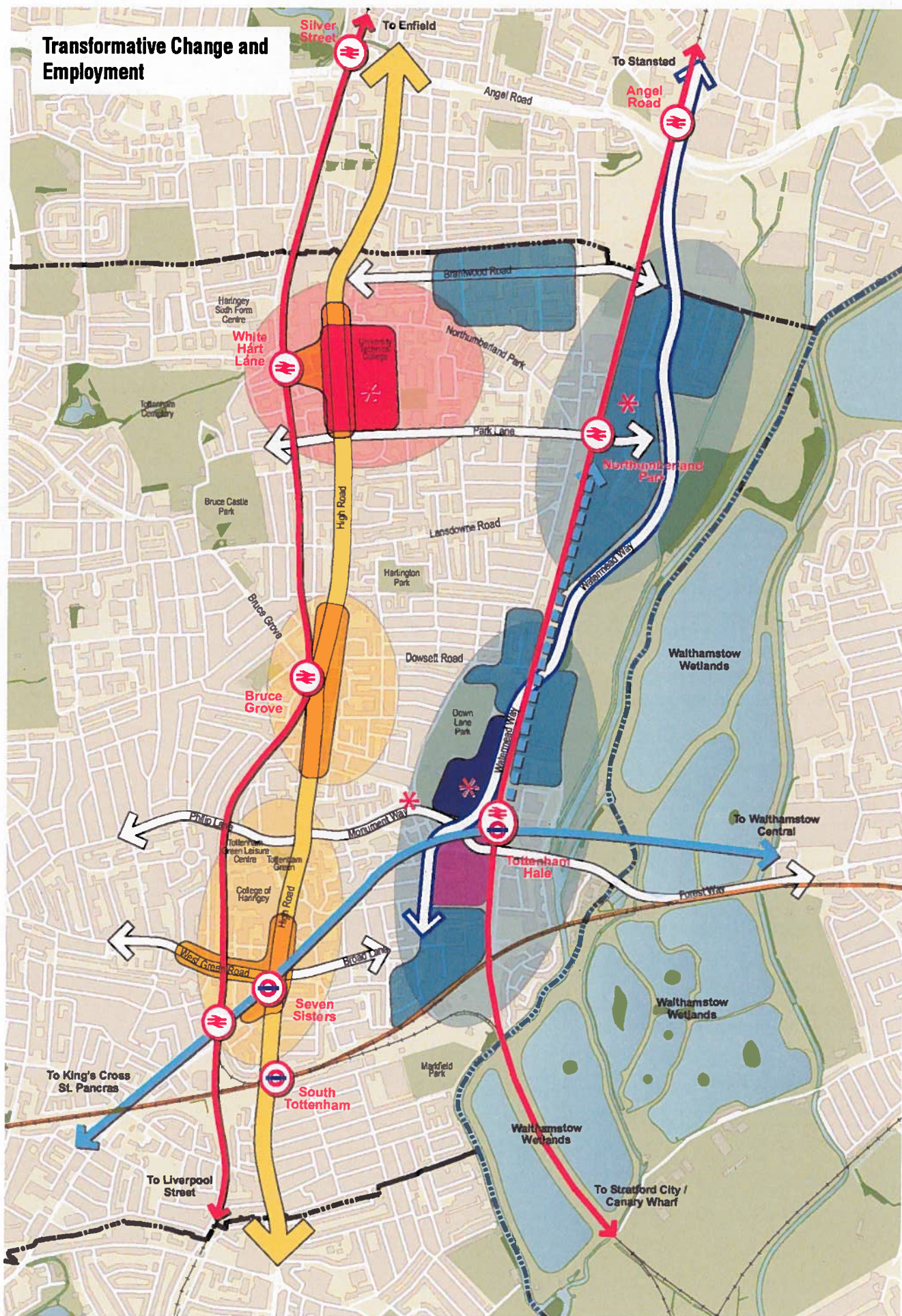
The location of an existing National Rail station where enhanced services will help to increase access to jobs and services.



Victoria Line Spur

A potential Victoria Line spur which would greatly enhance transport access to residents and employees in Northumberland Park

Transformative Change and Employment



Key



Employment Area

Existing employment areas where new uses should be encouraged and properties managed more effectively to create a positive environment for existing users and new investment.



Higher Value Employment Area

A high profile area with excellent transport connectivity that creates an opportunity for higher-value employment uses such as offices or institutional investment.



National Retail Employment Area

Destination retail areas where intensification and a greater mix of retail should be encouraged in order to better serve the community, attract new visitors and extend activity levels.



Catalytic Site

Sites which should be targeted for new catalytic uses that could help to boost ongoing regeneration initiatives through the provision of new jobs or services.



Destination Retail Entertainment Area

Destination retail areas with an emphasis on entertainment uses which will extend retail hours into the evening.



High Street Areas

High street areas that will cater to local small business creation and entrepreneurship as well as accommodate brand and niche retailers.



Tube Station

Indicates the location of an existing tube station where enhanced services will help to increase access to jobs and services.



National Rail Station

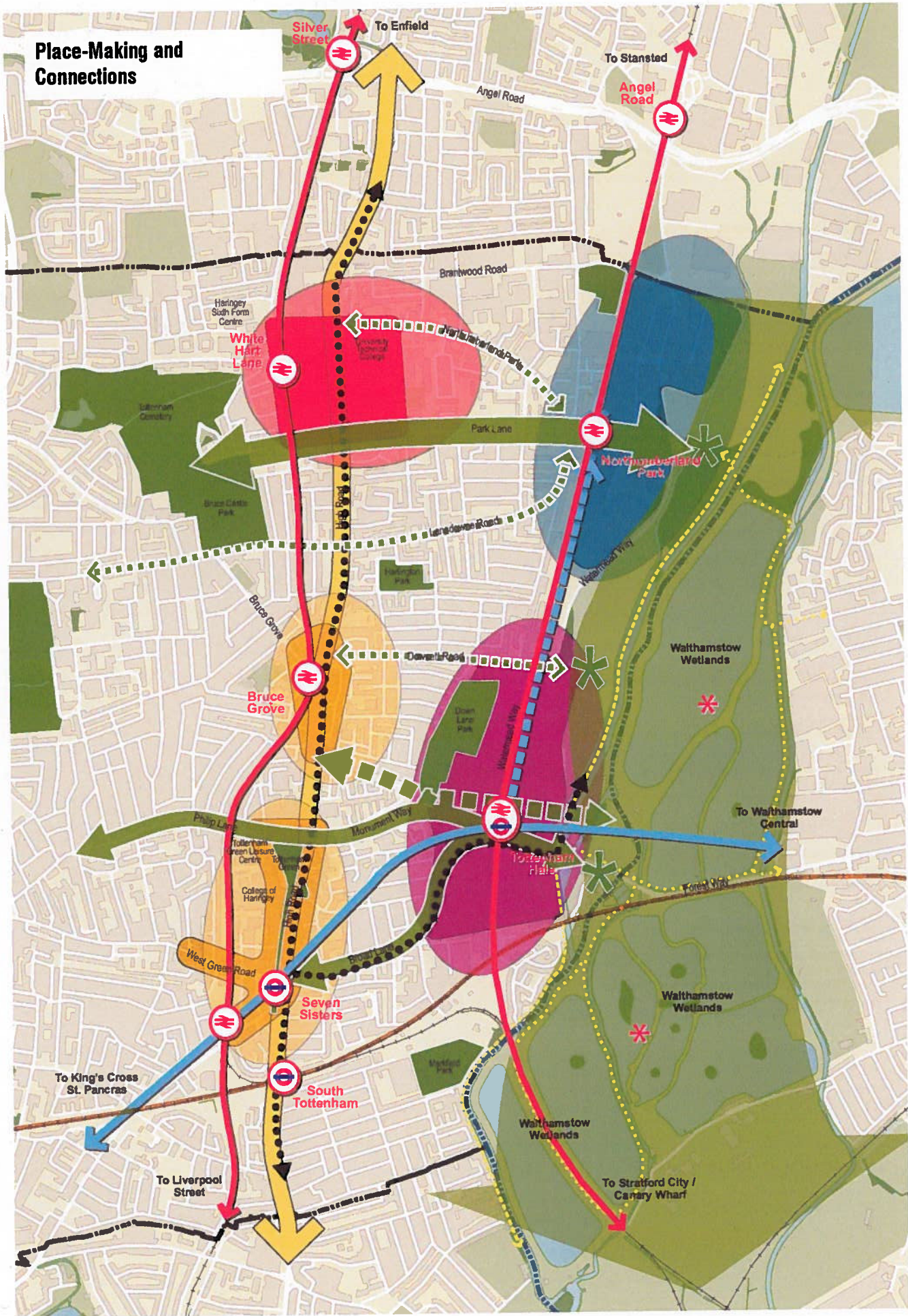
Indicates the location of an existing National Rail station where enhanced services will help to increase access to jobs and services.



Victoria Line Spur

Indicates a potential Victoria Line spur which would greatly enhance transport access to residents and unlock existing employment areas for higher value employment uses.

Place-Making and Connections



Key



Character Areas

Areas of distinct character that should be promoted as special destinations and supported through wayfinding, promotion, unique events and new anchor destinations.



Existing Green Spaces

Existing green areas that could be enhanced and/or enlivened with new programming that caters to the local community and beyond.



Lee Valley Gateway Sites

Important points of access to the Lee Valley that should be enhanced to improve safety and access, increase awareness and enhance visual connectivity between the neighbourhoods and Lee Valley Park.



Green Streets and Green Links

Streets where an opportunity exists through reconstruction or renewal of adjacent estates to implement significant environmental enhancements including more generous pedestrian and cycling facilities, street trees and lighting.



Pedestrian Ways

Important pedestrian walking routes that could be enhanced through improved streetscape and lighting and over time the redevelopment of adjacent uses to place more "eyes on the space" and enhance safety.



Pedestrian Street Connections

Important pedestrian street connections where narrow right-of-ways will create challenges for significant improvements but where small enhancements such as new crossings or pedestrian oriented lighting could enhance user experience and safety.



Cycling Corridor

Important regional cycling routes connecting south to the city centre.



Tube Station

Indicates the location of an existing tube station.



National Rail Station

Indicates the location of an existing national rail station.



Victoria Line Spur

Indicates a potential Victoria Line spur which would greatly enhance transport access to the Northumberland Park neighbourhood



Catalytic Site (Place Making)

Sites which should be targeted for enhancement and new uses that could help to provide significant new amenity for area residents, transform the image of the community and attract new visitors.

Neighbourhood Frameworks Key

Development Character Areas

Neighbourhood

Indicates existing residential areas comprised of detached, semi-detached and townhouses that should be preserved and maintained in order to provide a stock of family-focused housing for the area.

Higher Density Neighbourhoods

Indicates areas of existing or potential areas of higher density housing which will help to support investments in transport and/or retail activity and provide housing opportunities for younger people and households without children living at home.

Neighbourhood Improvement Areas

Indicates existing areas of estate housing where housing renewal should be considered in order to improve the housing stock, diversify the mix of housing types and improve connections to adjacent areas.

Destination Retail Areas

Indicates destination retail areas where intensification and a greater mix of retail should be encouraged in order to better serve the community, attract new visitors and extend activity levels.

Employment Areas

Indicates existing employment areas where new uses should be encouraged and properties managed in order to create a positive environment for existing users and new investment.

Institutional Campuses

Indicates clusters of institutional uses where new investments over time should help to improve their relationship to existing neighbourhoods, streets and open spaces

Strategic Actions & Interventions

Neighbourhood High Street

Indicates high street areas that should be subject to a Neighbourhood High Street management programme aimed at consolidating retail, improving the setting and providing an enhanced retail offer.

Catalytic Opportunity Site

Indicates larger sites in proximity to existing or planned transport that have the potential to accommodate new catalytic uses and act as drivers of positive community change.

Transitional Employment Areas

Indicates existing employment areas that should be encouraged to transition to residential or live-work over time in order to improve the stability of adjacent residential areas.

Night Time Economy

Indicates areas where an emphasis should be placed on encouraging uses that will help to extend hours of activity into the evening.

Links and Corridors

Primary Street Grid System

Indicates streets that form part of a gridded system of streets and blocks.

Potential New Streets and Links

Indicates potential new streets and linkages that would help to improve connectivity and help to establish a connected system of streets and blocks.

Tube Station

Indicates the location of an existing tube station.

National Rail Station

Indicates the location of an Existing National Rail Station.

Green Pedestrian Links

Indicates existing pedestrian corridors linking major destinations that should undergo a programme of streetscape or overpass/underpass enhancements.

Environmental Improvements

Indicates major corridors that should be subject to a coordinated landscaping and streetscaping strategy to improve walkability and enhance the image of the community.

Existing Dedicated Cycling Routes

Indicates existing dedicated cycling facilities running through the neighbourhoods.

Proposed Dedicated Cycling Routes

Indicates important new cycling corridors that would either link with or comprise the proposed cycle superhighway network.

Open Space Systems

Lee Valley Regional Park

Indicates Parks and open spaces that form part of the Lee Valley open space network. Opportunities to reactivate these spaces through new programming or improvements should be pursued.

Existing Neighbourhood Parks

Indicates existing Neighbourhood Parks and Open Spaces to be addressed through a programme of neighbourhood open space renewal.

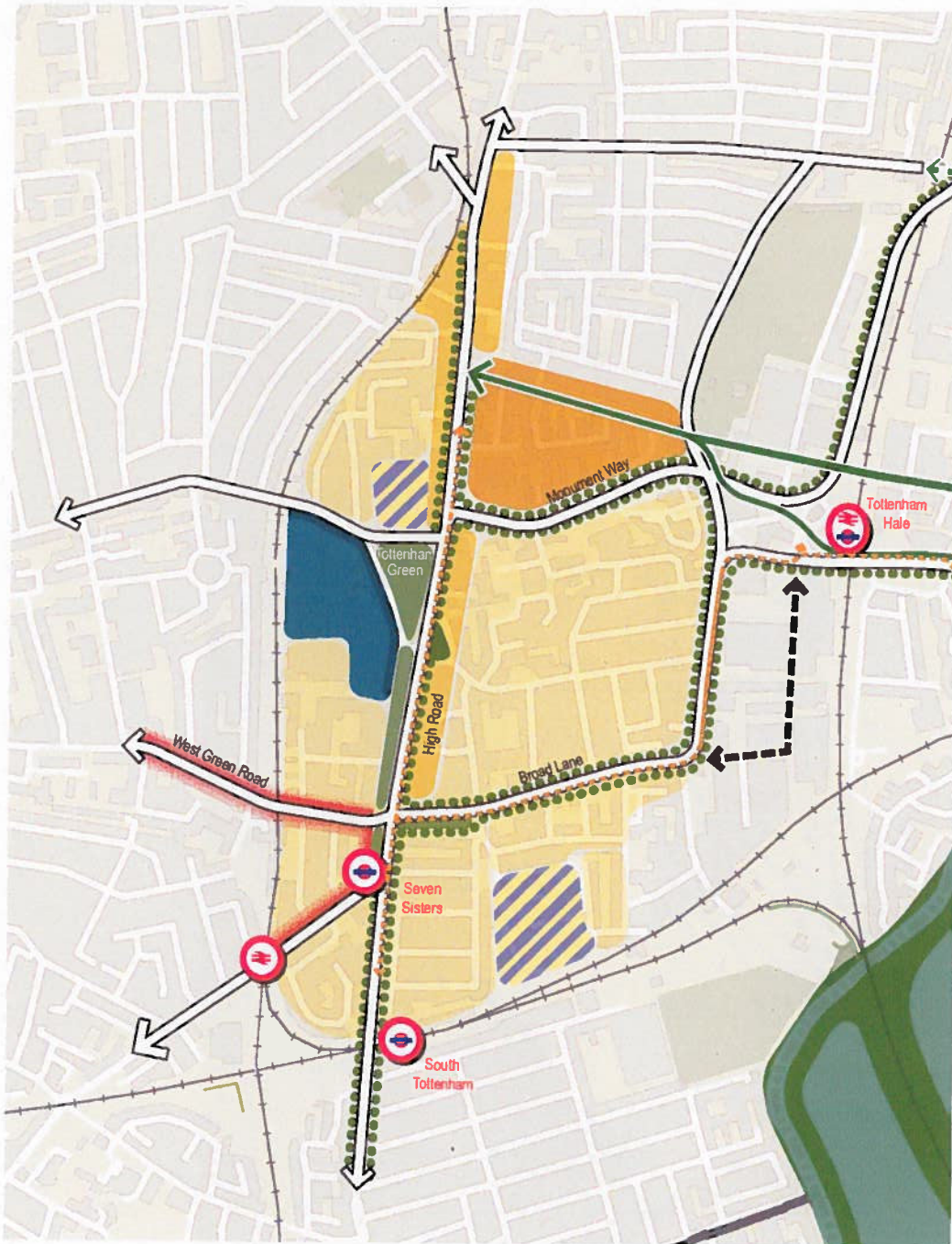
Potential Neighbourhood Parks

Indicates the general location where an opportunity for a new neighbourhood open space or park should be considered.

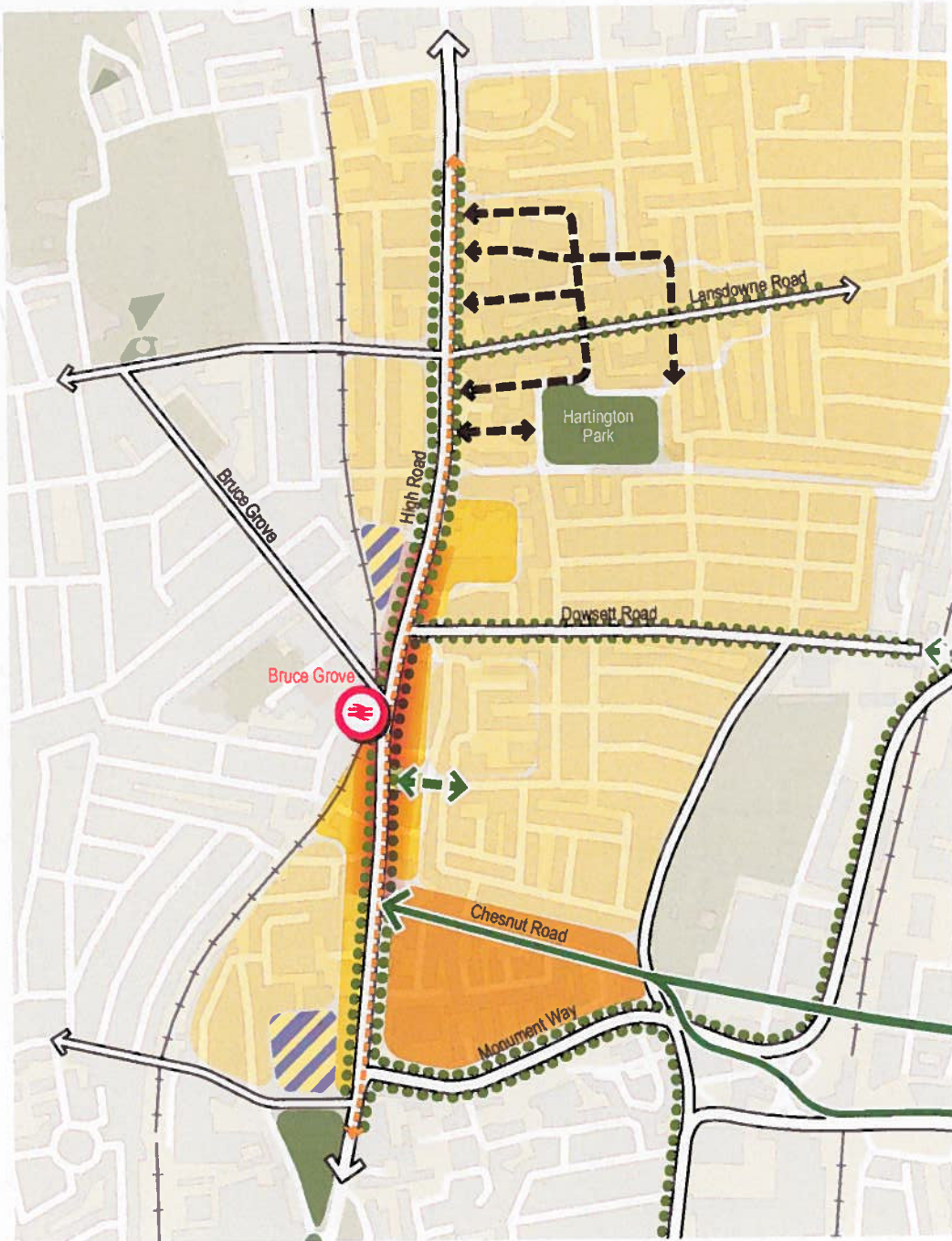
Tottenham Hale Neighbourhood Framework



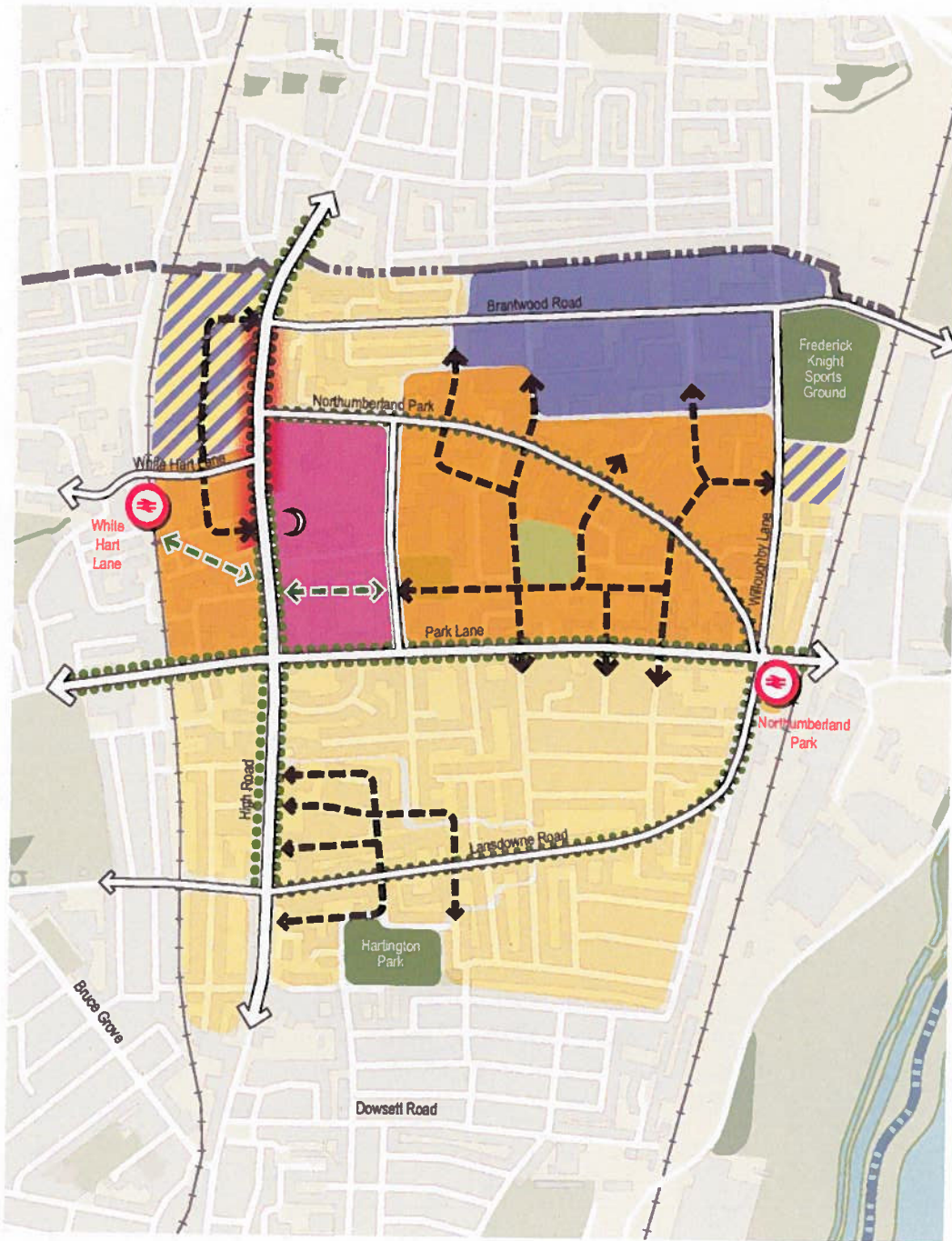
Seven Sisters and Tottenham Green Neighbourhood Framework



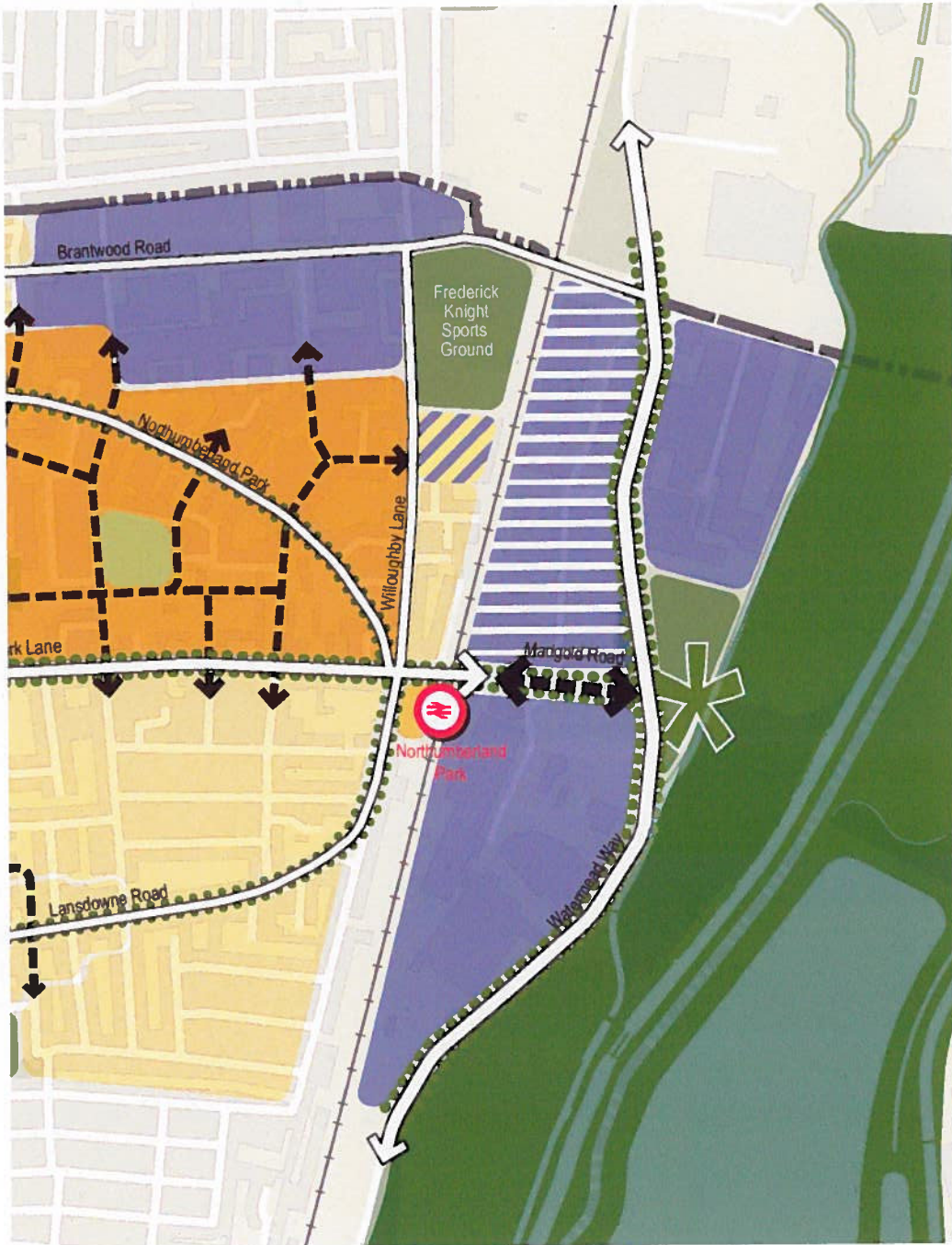
**Bruce Grove
Neighbourhood Framework**



Stadium / High Road West Neighbourhood Framework



Northumberland Park Neighbourhood Framework



Tottenham Regeneration Programme Overview

