TEST

PART 1. STRATEGY
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EXECUTIVE SUMMARY

In February 2015, 00 were appointed to design a Framework of projects for Tottenham Hale, to be implemented in the interim period before the delivery of long-term physical regeneration in the area. The Framework seeks to provide Haringey Council with the means of understanding and assessing the range of projects – from the physical to the programmatic – they can support in the near future, in partnership with interested local businesses, residents and organisations.

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

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

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

- A certain number of ‘Broadcasting’ projects will be key at early stages (and in bursts throughout) in order to inspire excitement and attract local and potentially London-wide audiences;

- Targeted investment should be made in establishing an experimental programme to support early ‘kick-start’ projects and network development, with the potential to test the case for investment in a dedicated Community Projects Incubator - a hosted space for sustaining ongoing interaction and ideas development at later stages.

- A variety of opportunistic projects with local traction should be supported in parallel, and effectively supported via the incubator
In February 2015, 00 Social Spaces were appointed to design a Framework of projects for Tottenham Hale, to be implemented in the interim period before the delivery of long-term physical regeneration in the area. The Framework seeks to provide Haringey Council with the means of understanding and assessing the range of projects – from the physical to the programmatic – they can support in the near future, in partnership with interested local businesses, residents and organisations.

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

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

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

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

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

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

DEPLOY EARLY AND ITERATE:

THE TEST PROJECT PHASE

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

There are many reasons to adopt this approach:

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

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

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

**Positive Civic-Council relations**
If undertaken in good faith and with continuity in mind, a commitment to Test Projects demonstrates a new approach to working with local stakeholders, and can begin to generate more trusting relationships.
Civic Networks
residents, businesses & institutions

STRENGTHEN LOCAL CAPACITIES

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

Attract Talent
Local & external skills & resources
WITH SOME COUNCILS NEARLY HALVING IN SIZE, IT IS NOW MORE IMPORTANT THAN EVER TO SEE THEIR REMAINING RESOURCES FOCUSED ON BUILDING STRONGER COMMUNITIES, AND FACILITATING GREATER CIVIC ACTION AND CAPACITY”

~ New Local Government Network

More effectively negotiate, coordinate, and ultimately benefit from the future changes planned for the area.
“HARINGEY EMBODIES THE FUTURE OF LONDON: A BOROUGH EMBRACING GROWTH AND HARNES-SING ITS TALENT AND STRENGTHS TO SECURE A PRODUCTIVE AND CREATIVE ECONOMY IN WHICH ANYONE CAN PARTICIPATE AND BENEFIT.”

REGENERATION CONTEXT

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

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

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

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

QUALITY OF PLACE

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

DEVELOPMENT PRESSURE

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

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

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

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

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

While there are a number of well-loved organisations and projects here,³ including strong activist networks, Tottenham generally has thinner institutional presence than other areas of London.⁴ “Institutional thickness” is defined as the presence of various institutions, their interrelations, and identification with common purpose, norms and values which contribute to the social atmosphere of a specific place. It is generally seen as a determining factor in how resilient an area is in adapting to changing conditions, and how well it assimilates or promotes innovative capacity.⁵

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¹ Source: footnote: http://www.londonspovertyprofile.org/uk/indicators/boroughs/haringey/
² Interview, Selby Centre 17 February 2015
³ https://ourtottenham.wordpress.com/community-charter/
POLICY ASPIRATIONS
A Plan for Tottenham (2013) articulates the ambition for Tottenham providing better quality of life from a number of angles – from the diversity of housing affordability and tenures, to educational facilities and outcomes, performance of local businesses improving access to jobs and attraction of finance; transport links, improved healthcare facilities, reduced crime and achieving partnerships and securing the investment to make these possible.

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

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

² Source: http://www.haringey.gov.uk/housing-and-planning/tottenham/opportunity-investment-fund
WIDER ECONOMIC TRENDS

The technology and creative industries will drive London's growth in the next five years.¹

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

KEY CHALLENGES

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

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

LOOKING BEYOND SHORT-TERM WINDFALLS
Addressing ongoing affordability of workspace and housing provision as a tactic for long-term resilience

SECURING LOCAL BUY-IN FOR COUNCIL SUPPORTED PROJECTS
In a context like Tottenham, characterised by strong activist networks, a notable ‘gap’ between Council and civic networks, and growing ‘consultation fatigue,’ top-down approaches to area change risk being irrelevant or rejected

OVERCOMING SCEPTICISM
Shifting entrenched views or reputation of Haringey Council, particularly from the perspective of local activists and community networks
The GLA’s 2014 study, Supporting Places of Work: Incubators, Accelerators, Co-working Spaces, highlights the potential for IACs to generate multiple (social) outcomes in regeneration areas, if paired with strong elements of training and community support.

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

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

KEY OPPORTUNITIES

BUILD ON TOTTENHAM’S EXISTING IDENTITY
Including traditional assets - affordability, cultural diversity, density of light industrial and productive heritage of the area

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

ACTIVELY NURTURE LOCALLY LED PROJECTS AND NETWORKS
Undertaking a period of ‘inward investment’ in a range of shared facilities, spaces and networks useful to both new and existing residents

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

WILLING PARTNERS ACROSS THE CAPITAL
There are a number of potential partners - from experts and organisations interested in working in Tottenham

LIVE-TEST
Using test projects as opportunities to identify potential partners, test, iterate, and ultimately strengthen ideas for the area before committing substantial investment
OPPORTUNITY
SCOPING IN
TOTTENHAM HALE
MAPPING CIVIC NETWORKS, TIMELINE AND SPACES

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

We also met with a number of civic organisations and networks indicative of the area to inform an outline understanding of the latent skills, ideas and capabilities that could be supported or built upon.

The full range of mappings and interviews, which formed the basis for the development of Test Projects contained within the project bank, is contained within the Appendix.

SAMPLE INTERVIEWS

1. Abigail Stevenson 11.02.2015
   Tottenham resident and architect, runs Retro fit programme out the Selby Centre Green Hub. Associated with: Wards Corner Campaign, The Selby Centre, establishing Tottenham Community Group, member of Fountayne Road RA

2. Lordship Rec, Eco Hub, Glynis (Hub Manager)and Lilly (Audience Development Officer) 12.02.2015
   A community co-operative run shared facility in Lordship Rec Park, providing a centre for park users

3. Paper Tank, Sam 12.02.2015
   New shared managed workspace in a refurbished industrial unit on Mill Mead Industrial Estate

4. Backhorse Workshop, Harriet Warden, Creative Director 13.02.2015
   Managed workshop and co-working maker space facilitated programmes in making and upskilling

5. Living Under One Sun community Allotments., Sandra Xanadeca, Leyla Laksani 17.02.2015
   Shared community allotments on Tottenham Marshes, offering access to services and skill training programmes in food and growing

6. The Selby Trust, Joel Minot, Sona Mahtani, Abigail Stevenson, Bailsabe, Seema Chandwani 17.02.2015, 11.03.2015
   A multi-purpose venue and incubation centre for over 40 local organisations and community groups

7. Craving Coffee, Rachel Ho, 25.02.2015
   Café space front of house for Mill Co, running events programmes

8. Mill Co, Nick Hartwright, 25.02.2015 Gausen House, 03.03.2015, 26.02.2015
   Creative workspace manager supporting artists and small start-up enterprises in provision of a range of spaces, programmed cultural events and educational partnerships

9. Rift, Felix and Josh, 5 Ashely Road, Tottenham 25.02.2015 and 2 more meet-ups
   Theatre producers/ curators programming meanwhile spaces

10. Beavertown Brewery, Logan Plant: Met on site, Lockwood, Tottenham 03.03.2015
    Start-up craft brewery

11. Councillor Lorna Reith 03.03.2015

12. Chantelle Barker, Haringey Homes Engagement Officer, Haringey Council 11.03.2015

13. Tottenham Community Groups: 11.03.2015
   Abigail Stevenson, Sona Mahtani – Selby Centre
   Yvonne Field – Ubele Trust
   Phillip Udane – Community Builders
   Gus – local resident in Tottenham and active in groups
   David Morris – Chair of Friends of Lordship Rec, Haringey
   Friends of Parks, Haringey Federation of Residents Association
   Carlos Pedro Rust, Wards Corner and Seven Sisters Develop Trust
   Marta - Wards Corner Traders Association

14. Felix Waterhouse 18.03.2015
   St. Anns Road RA area and advised on Fountayne Road RA, Growing Haringey, Somali Community

15. London Youth Support Trust 18.03.2015
   Manages a shared workspace, 639 Enterprise Centre, offers access to workspace and runs enterprise programmes to support young people supporting young people into employment and training.

16. Community Builders – Phillip Udane 18.03.2015
   A Youth-led social enterprise based in 639 Enterprise Centre

17. The Rock Stone Foundation 18.03.2015
   Provides cycling and riding instruction, provides fitness and training advice and runs nutritional and health projects. Based out of St.Anns Hospital.

18. Red Motorcycle Club – charity 18.03.2015

Informal conversations include:
- Tottenham/ Hale residents
- Tottenham Traders
- Tottenham Marshes Community Group
- Fountayne Road RA
- Artists programming White Hart Lane space in collaboration with a London further education collage
- Engagement Office – Bernie Arts Centre
- Tottenham Theatre producer
- Tottenham teaches facilitation workshops/ work experience programme at RIFT and Bernie Arts Centre
- Local Furniture maker and artists based in Gausen House
- Yoga Teacher and resident, Fountayne Road
Blackhorse Workshop: A collaborative affordable workspace provision and workshops dedicated to making and mending.

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

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

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

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

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

KEY

Capabilities

Spaces

Programme  Site Allocations

Site Allocations
Example capabilities

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

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

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

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

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

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

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

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

5 Green Energy Hub, Selby Centre
Run retro-fitting course in partnership with Retrofit works (courses, and network but no space to teach’); upcycling centre for wood

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

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

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

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

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

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

Aspirations
To be a space for ‘work in progress’ activities from creatives.

2 Papertank
Enterprise space for start-up business community in a refurbished industrial unit on Millmead Industrial Estate containing:
- High spec workspace (15 units)
- tenants comprised of creative makers, fashion designers and digital start-ups
- Commercial kitchen facility, cinema and communal garden (not at full capacity)
- Now expanding 3 units for hot-desk working
Space is underutilised

Aspirations
Vision to support a thriving community of creative and enterprising individuals: conceived in response to perceived need for a space to support small enterprises so that they may grow and prosper within the larger regeneration plan of the area.
- A permaculture school in unused space between industrial units and railway line
- A Community Energy Co-op, solar panels on roofs of warehouse

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

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

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

Aspirations: Desire to preserve top corner (facing Ferry Lane) for more amenable ‘public face’
PQ/LBH commentary in Design Forum meeting 2

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

6 Carvell Warehouse
23 Bernard Road
Council-owned land ear-marked for development as live-work/warehousing typology with ‘hub’ for creative enterprises Consisting of 8 affordable ‘maker’ studios at 400-2000 square ft launching in July 2015

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

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

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

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

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

12 Publicly owned access way
A narrow ribbon of publicly owned land spatially connected (over the railway tracks) Down Lane Park and the ‘triangle’ land adjoining the River Lea and Under One Sun allotments

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

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

15 639 Tottenham High Road
High Road presence and re-located offices of Haringey Council. Contains adjoining ‘Community Living Room’ for community use, consisting of large single annex room and decked external space. Currently managed by the London Youth Support Trust and closed for refurbishment until July 2015
Programme considerations

1 Hale Wharf
Waterside mixed-use development, adjacent to the Paddocks

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

2 Hale Village Tower
18 storey tower for SW corner of Hale Village

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

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

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

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

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

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

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

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

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

6 Footbridge
Desired footbridge spanning the Lea Connecting Hale Wharf to desired ‘Green Grid’ and associated routes

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

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

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

**NON-SPATIAL OPPORTUNITY:**

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

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

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

OPPORTUNITY SPACES
• A variety of under-utilised spaces such as existing E-W pedestrian and cycle routes (eg Carbuncle passage) parking lots, including those behind Tottenham High Road, Technopark and Hermes-owned retail park (future district centre)

• Key areas of public freehold ownership, including land north of Hale Village which could act as a new route linking Tottenham High Road to the Lea Valley, bringing new spaces to life if accompanied by complementary event programming, such as food or market based launches, or the installation of new seating, vantage points, signage or performance spaces.

• Potential to leverage existing Council assets to catalyse new partnerships around Green Tech, housing retrofits and construction

BUILDING ON WHAT’S HERE
• Local support for the industrial heritage of the area, with growing strengths in food manufacture, fashion and textiles and horticulture, suggesting opportunities to celebrate and build upon theme of ‘local making’

• Emerging programme of events (eg RIFT depot site, Ashley Rd) to complement or piggy back off for future launches

WILLING PARTNERS
• A variety of willing partners identified able to initiate enterprise and educational programmes, operate workspace or provide technical advice on ‘Green Tech’ project ambitions
LEARNING FROM PRECEDENTS
PRECEDESNTS + MODELS

The following pages analyse how the ‘Test Project’ approach has been applied to a diverse range of projects, from new forms of public shared space and equipment, and trial routes in the public realm to temporary infrastructure. Additional insights and learnings related to implementing various model are contained within the Appendix.
A review of past projects and their characteristics suggests there are three distinct Models of ‘Test Project’ which demonstrate that there are different processes and development paths associated with each.

**FIRST VERSION:**

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

**EG:**

1. **LIBRARY LAB:**  
A test community enterprise space informing the future redevelopment of Willesden Green Library Centre

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

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

2. **LONDON HACKSPACE:**  
A member run and operated space containing shared tools and equipment

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

This was a live-testing period, with membership growing organically and contributing monthly fees on a ‘pay what you can’ basis, while inducting other members in equipment usage and space protocols. The space eventually became financially self-sufficient, open 24 hours a day, while still operating on a ‘pay what you can’ model and managed by host members. It has since moved to a larger space in Bethnal Green.
A ‘Stepping Stone’ process adopts an open-ended approach to achieving a long-term project. Rather than following a linear process, diverse and multiple projects act as ‘stepping stones’ feeding into a broader set of shared goals or outcomes, that shape the longer term vision.

**EG:**

**1. SHUFFLE:**

**An artistic festival associated with London’s first urban Community Land Trust**

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

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

**2. INCREDIBLE EDIBLE TODMORDEN:**

**A growing campaign testing new relationships, long-term social and economic models for a town**

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

A small group initially began by starting a series of edible landscaping projects to provide a welcoming ‘entry point’ for a wider base of local residents and organisations to become involved and generate greater awareness and local food growing and trade and healthy lifestyles. Local schools grow food in raised beds and a local health centre has started an ‘apothecary garden’ and one housing association has launched its own edible initiative, offering tenants free starter pack with seeds and advice.
The ‘Incubator’ process is aimed primarily at supporting the development of local capacity of residents, organisations and businesses to more proactively and effectively propose, initiate and engage in future projects for the area. This approach takes a long-term view, investing in a combination of space, networks, and expertise to bring about a supportive environment for initiating new ideas, projects and links.

**INCUBATOR:**

- **Skills**
- **Capacities**
- **Ideas**
- **Projects**

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**EG:**

**OPEN WORKS, LAMBETH:**

* A shared space for supporting and developing local project ideas

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

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

COUNCIL

COMMISSIONERS
Setting basic ‘guidelines’ for behaviour from others

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

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

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

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

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

EG
Announcing upcoming consultations, grant opportunities

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

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

EG
Co-investment, in partnership with workspace operators in new enterprise facilities
TOTTENHAM HALE TEST PROJECTS

ALLIES FOR SELF-INTEREST

Forming partnerships to solve common problems, deliver services more efficiently, or protect assets.

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

ENABLERS

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

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

INVESTORS/ENTREPRENEURS

Directly investing or co-investing in new ventures.

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

PASSIVE HOSTS

Enabling temporary access or activities to take place on properties

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

LANDOWNERS/DEVELOPERS
COMMUNITY

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

EG
Resident who reads flyers, website

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

EG
Resident who attends consultation events

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

EG
School Board members, User group/‘Friends of’ members+

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

EG
Founders of new User/Membership groups
EXTERNAL INNOVATORS

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

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

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

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

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

EG
Consultants producing a commissioned study or strategy

EG
Operating a concession with social outcomes defined by MOU

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

EG
Joint investment in a new workspace

EG
Secondment of individuals to run specific projects
SUMMARY OF LESSONS FROM MODELS AND PRECEDENTS
Test projects are reliant on strong local partners, networks, and conditions of abundance - of time, space, networks and expertise. Here are a few insights collected from precedent ‘test projects’ elsewhere:

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

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

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

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

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

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

What current policies and associated tools are in place regarding underutilised Council-owned assets?
SUPPORT LOCAL LEADERSHIP
The majority of successful neighbourhood projects originate from the ideas, hobbies and passions of local residents. Often, projects and ideas for an area often come from periods when individuals or groups of individuals have an abundance of time and capacity, such as a period of redundancy, for example. Any means of creating ‘abundance’ - whether it be through funding a role, lowering barriers to using space, or providing critical infrastructure (eg free wifi) will be helpful.

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

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

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

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

Don’t expect everything in a future project (ideas, skills, resources, networks) to come from the local area. Bridging these with external networks and partnerships can strengthen a new project, and you can support or facilitate this new network formation by hosting networking events or meetups, for example.
OUR APPROACH
FRAMEWORK PRINCIPLES
The fundamental difference between test projects and other forms of temporary projects lies in the process taken to achieving them: how the projects catalyse new ideas, relationships and opportunities, what they test long-term, how they can be learned from, as well as attention to legacy – whether they support a vision for how the project might continue beyond its current form.

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

APPROACH

- **BASED ON REAL OPPORTUNITIES**
  Align with local passions, interests and networks who can drive the project forward

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

- **INVITE PEOPLE TO PARTICIPATE**
  Be designed in such a way as to invite multiple forms of participation

- **SUPPORT LOCAL SUCCESSES**
  Where possible, champion and build off of home-grown resources and successes
**INVESTMENT**

- **BUILD CAPACITIES**
  Directly or indirectly support local skills and capacity of civic networks to more effectively negotiate, coordinate, benefit from the future changes planned.

- **STIMULATE NEW RELATIONSHIPS**
  Be designed in a way that stimulates new networks and ways of working across sectors, organisations and residents.

- **ATTRACT EXTERNAL RESOURCES**
  Maximise the potential to leverage additional resources from outside the area, be they funding, expertise, or networks.

- **SELF-SUSTAINING**
  Have the capacity to grow and continue sustainably into the future.

**VISION**

- **TEST LONG-TERM PROPOSALS**
  Act as trial or ‘test versions’ of longer-term projects or ambitions.

- **BROADEN PERSPECTIVES**
  Inspire wider Tottenham residents and businesses to envision alternatives to pre-existing offers and ways of working.

- **BROADCAST THE FUTURE VISION**
  Communicate their connection with the wider vision of change for Tottenham Hale.
PROJECT BANK: THE LONGLIST

POCKET PARKS

TOTTENHAM D.O.C.

HALE COMMUNITY KITCHEN

PROTO - BRIDGE

OPEN CALL-OUT PLATFORM

HALE HORTICULTURE

TOTTENHAM PLINTHS

TECHSTYLE HUB

FOOD RODEO

CYCLE SERVICE POINTS

2020 SIGNAGE

STANDING OFFICE
DIGGER PARK
OPEN Ovens
COMMUNITY PROJECT INCUBATOR
ROADSIDE ALLOTMENTS
TEST-BED EXPO HOUSE
CLOSED-LOOP CAFE
LOOKOUT TOWER
OPEN OVENS
DIGGER PARK
01/19

1. TOTTENHAM PLINThs

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

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

**Purpose:**
Raise aspirations

**Temporary space:**
Public land

**Opportunity**

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

**Test project**

**Example external resources:**
The Barbican

**Links to other test projects**

- Open Call-out Platform
- Proto Bridge

**TESTS LONG-TERM PROPOSALS**
Based on real opportunity
Supports local successes
Open to exploration
Self-sustaining
Builds capacities
Stimulates new relationships
Invites people to participate
Broadens perspectives
Broadcasts the future vision
2. OPEN OVENS

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

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

Purpose: Attraction to the Lee Valley
Example space: Tottenham Marshes, Markfield Park

Example local synergies: Friends of Tottenham Marshes, LVRPA

EG Hyde Park chairs, Burgess Park BBQ stations

TESTS LONG-TERM PROPOSALS
BASED ON REAL OPPORTUNITY
SUPPORTS LOCAL SUCCESSES
OPEN TO EXPLORATION
SELF-SUSTAINING
BUILDS CAPACITIES
STIMULATES NEW RELATIONSHPIS
INVITES PEOPLE TO PARTICPATE
BROADENS PERSPECTIVES
BROADCASTS THE FUTURE VISION
3. FOOD TRUCK RODEO

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

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

Purpose: Night-time economy
Example space: Tottenham Hale Retail Park, TfL Station Square
Example long-term project: Permanent food market?

Opportunity → Test project → Long-term
Example local synergies: Hermes, Beavertown, Cravings
Example external resources: KERB, Street Feast

Food Truck Rodeos, Worldwide

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

Links to other test projects
Open Call-out Platform
4. DIGGER PARK

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

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

Purpose: Haringey 40:20 agenda
Example space: Crossrail 2 worksite
Example long-term project: Training Academy

Opportunity
Test project
Long-term

Potential local synergies:
Building Lives Training Academy
Network Rail

Example external resources:
Manor House Development Trust
Plant Hire plc

BUILDING LIVES TRAINING ACADEMY
Manor House Development Trust

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

Links to other test projects

Signage 2020
5. VIEWING TOWER

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

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

Purpose:
Showcase Tottenham

Example space:
The Paddocks (public land)

LB Walthamstow Tottenham Leisure Centre

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

Links to other test projects

Signage 2020
Standing Office
6. STANDING OFFICE

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

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

Purpose:
Celebrating Tottenham

Example space:
Tottenham Hale station

Example local synergies:
Cravings
Beavertown
Fountayne Creative Collective

Example external resources:
web development
National College for Digital Skills

DESCRIPTION:
Tests long-term proposals
Based on real opportunity
Supports local successes
Open to exploration
Self-sustaining
Builds capacities
Stimulates new relationships
Invites people to participate
Broadens perspectives
Broadcasts the future vision

Links to other test projects

Signage 2020
Open Call-out Platform
Tottenham Plinths

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

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

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

Example long-term project:
Physical location - Affordable Estate Agency

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

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

Long-term

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

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

Links to other test projects

Community Projects Incubator
Tottenham Plinths
Hale Horticulture
8. SIGNAGE 2020

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

**Purpose:**
Celebrating Tottenham

**Example space:**
Across Tottenham Hale

**Example local synergies:**
- LYST
- Positive Youth News
- Livity

**Example external resources:**
- Livity

**Example long-term project:**
Permanent creative signage

**Outline cost:**
Medium

**Timescale:**
Quick

**Complexity:**
Low

**Council role:**
Enabler

**Opportunity**

**Test project**

**Long-term**

EG Blue plaques

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

**Links to other test projects**
- Standing Office
9. PROTO BRIDGE

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

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

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

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

Purpose: Haringey 40:20 agenda
Example space: High St to Tottenham Hale links, eg Chesnut Road
Example long-term project:
Opportunity

Test project

Long-term

Example local synergies: Rock Stone Foundation Selby Centre
Example external resources: Cycle Hack GLA Cycle Hub funding
Tests future Green Link

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

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

Links to other test projects

Pocket Parks
Standing Office
Edible Pathways
11. TEST-BED EXPO HOUSE

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

Purpose: Haringey 40:20 agenda
Example space: Caretakers House Park View Road N17
Example local synergies: Retrofit Works Selby Centre Green Hub Homes for Haringey N17 Housing Coop Tottenham TUC
Example external resources: Future Cities Catapult Arup Durham Energy Institute Internet of Things
Example long-term project: Tottenham-wide rollout

Cost: Medium
Timescale: Medium
Complexity: Medium
Council role: Mediator, Enabler

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

Links to other test projects
Closed-loop Cafe
Community Projects Incubator
12/19

12. POCKET PARKS

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

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

Purpose: A ‘Cleaner Safer Environment’ (SRF)
Example space: Parking lots behind High Street, Chesnuta Estate
Example long-term project: Tests the future Green link

Example local synergies: Under One Sun
Example external resources: Green link funding

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

Roadside allotments and edible pathways
Closed-loop cafe
Hale Horticulture
Cycle points
13. ROADSIDE ALLOTMENTS AND EDIBLE PATHWAYS

**DESCRIPTION:**

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

**Outline cost:** Low

**Timescale:** Quick

**Complexity:** Low

**Council role:** Enabler

**Purpose:**
Haringey 40:20 agenda

**Example space:**
Rear of High Street Chesnuts Estate

**Example long-term project:**
Tests the future Green link

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

**Opportunity** — **Test project** — **Long-term**

**Sustrans, Incredible Edible Wakefield**

**TESTS LONG-TERM PROPOSALS**

**BASED ON REAL OPPORTUNITY**

**SUPPORTS LOCAL SUCCESSES**

**OPEN TO EXPLORATION**

**SELF-SUSTAINING**

**BUILDS CAPACITIES**

**STIMULATES NEW RELATIONSHIPS**

**INVITES PEOPLE TO PARTICIPATE**

**BROADENS PERSPECTIVES**

**BROADCASTS THE FUTURE VISION**

**Links to other test projects:**

- Pocket parks
- Cycle points
- Hale Horticulture
14. CLOSED LOOP CAFE

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

<table>
<thead>
<tr>
<th>Cost:</th>
<th>Medium</th>
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<tbody>
<tr>
<td>Timescale:</td>
<td>Medium</td>
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<tr>
<td>Complexity:</td>
<td>High</td>
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<tr>
<td>Council role:</td>
<td>Mediator, Co-investor</td>
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**Purpose:**
Haringey 40:20 agenda

**Example space:**
Stonebridge Lock DownLane Park

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

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

**Example long-term project:**
Self-sustaining green cafe

**Opportunity**
- Cafe de Ceuvel, NL

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

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

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

**Purpose:** Haringey 40:20 agenda

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

**Example local synergies:**  
Under One Sun  
London Wildlife Trust  
Church of England  
Chesnuts EstatesTRA  
Holy Trinity School

**Example external resources:**  
Capel Manor College

**Example long-term project:**  
Horticulture College

**Opportunity**

**Test project**

**Long-term**

**Example spaces:** Farm:Shop Dalston Trade school classes  
http://farmlondon.weebly.com/

**Example spaces:** Closed-Loop Cafe

**Example external resources:** Community Projects Incubator  
Community Kitchen  
Closed-Loop Cafe

**Tests Long-term proposals:**  
Based on real opportunity  
Supports local successes  
Open to exploration  
Self-sustaining  
Builds capacities  
Stimulates new relationships  
Invites people to participate  
Broadens perspectives  
Broadcasts the future vision
16/19

16. Techstyle Hub

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

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

Purpose: Supporting local production
Example space: N/A
Example long-term project:

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

Test project
Example external resources: London School of Fashion Makerhood

Long-term
Open access fashion workshop or membership space

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

Tests long-term proposals
Based on real opportunity
Supports local successes
Open to exploration
Self-sustaining
Builds capacities
Stimulates new relationships
Invites people to participate
Broadens perspectives
Broadcasts the future vision

Links to other test projects
Tottenham DOC
Open Call-out Platform
Community Projects incubator
17/19

17. TOTTENHAM D.O.C.

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

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

Purpose:
Celebrate local identity of making and producing

Example space:
TFL temporary retail kiosks, food markets

Example external resources:
Livity

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

Example long-term project:
Tottenham-wide roll-out

Collaborative branding, Shrewsbury

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

Links to other test projects

Community Projects Incubator
TechStyle Hub
18. HALE COMMUNITY KITCHENS

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

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

Purpose: Growing food enterprise
Example space: Papertank kitchen facilities
Example long-term project:

Example local synergies:
Beavertown
Organic Lea
ChickenTown
LYST

Example external resources:
NHB seed funding

Food enterprise facility or network,
Future resource-sharing network

Example space:
The People’s Kitchen, Dalston
http://thepeopleskitchendalston.blogspot.co.uk/

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

Links to other test projects
Community Projects Incubator
Closed-loop cafe
19. COMMUNITY PROJECTS INCUBATOR

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

Cost: High  
Timescale: Long-term  
Complexity: Medium  
Council role: Investor

Purpose: Skills agenda

Example space: 639 Tottenham Living Room

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

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

Example long-term project: Hale Living Room or Workshop or Tool Library

Opportunity

Test project

Long-term

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

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

Links to other test projects

Open Call-out Platform
Community Kitchen
Hale Horticulture
Tottenham Plinths
Tottenham DOC
## Overview of Test Projects

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THEMES DELIVERED ON
- ENTERPRISE SKILLS + LEARNING
- FOOD + GROWING
- SUSTAINABILITY
- HOUSING
- PUBLIC REALM + MOVEMENT
- GOVERNANCE
- LINKS
- OTHER TEST PROJECTS

DESIGN COMMISSION
- PARTNERSHIP OPEN CALL
ENGAGEMENT FINDINGS
MATERIALS + FORMAT
From 10-13 June, a series of events were hosted by Haringey Council to discuss the future of Tottenham Hale. The events featured a hosted interactive board sharing the ‘Test Project’ strand of work. Hosted by 00, Soundings and Haringey staff, people were introduced to the range of Test Projects being proposed, with the purpose being:

- Sharing the range of ‘Test Projects’ being considered within the framework
- Gauge local traction of ideas and surface additional information/details (potential partners, networks, funding, sites) that could be incorporated into this Framework
- Enable multiple forms of feedback and interaction around the ideas, including:
  - Showing support for (‘like’) Test Projects (with explanation why)
  - Adding additional information (relevant spaces, people, networks, funding) that could strengthen any of the existing ideas
  - Propose alternatives Test Projects that they would like to be part of
GENERAL THEMES
Feedback in response to the range of Test Projects, as captured in notes, comments and conversations, included:

COMBINING PROJECTS / CO-LOCATING FOR IMPACT
• How projects could complement each other - eg new cycle hire schemes located at new public spaces or event locations
• Events complementing the launch of new spaces

BUILD ON WHAT’S ALREADY HERE
• Suggestions to build partnerships with local organisations and cultural networks for celebratory elements or where cultural programming could be relevant (eg Tottenham Plinths)
• Support for projects stimulating local employment opportunities

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

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

- Provision of new Montessori children’s facilities (0-12 years old)
- Collective Street Refurb: the refurbishment of whole streets, linked with upskilling and training, and delivered via sponsorship
- Latin-American events programming at Tottenham Hale Station
- Streetfood market at Tottenham Hale station
- A DIY outdoor Cinema
- Shared workspaces with high speed internet, business support and flexible rented desk space
- Supporting local craft production
- Shared kitchen facilities
- Community self-build project
  Support a network to work on proposals for existing public land
Alternative Test Project Idea:

1. LOCAL MONTESSORI EDUCATION OFFER

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

- **Spatial requirements:** Purpose built building, Enclosed garden space
- **Suggested networks:** Maria Montessori Organisation, Hampstead, MMI Institute (teacher training)

Alternative Test Project Idea:

2. OUTDOOR CINEMA

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

- **Suggested networks:** British Film Institute, ICA, MUBI
- **Required expertise/input:** Technical (sound system)
- **Required resources:** Speakers
Alternative Test Project Idea:

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

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

- **Suggested sites:** Retail Park, Tottenham Green
- **Suggested networks:** Local Latin American community (Wards Corner)

**Space requirements:** Theatre and performance spaces

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

**Required expertise**

Alternative Test Project Idea:

4. **CREATIVE LEARNING PROGRAMMES**

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

**Space requirements:** Theatre and performance spaces

**Suggested networks:**

**Required expertise**

Experienced actors, directors, teachers
**5. COLLECTIVE STREET REFURB**

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

- **Suggested sites:**
  - Park View Road

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

**6. TECH HUB WORKSPACE**

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

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

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

- **Required resources:**
  - High Speed broadband
Alternative Test Project Idea

**7. CRAFT AND INDUSTRIAL WORKSPACE**

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

- **Suggested networks:** Local schools and HIEs
- **Required expertise:** (Volunteer) teachers and skilled makers to lead community classes
- **Required resources:** Sewing machine and other equipment

**Space requirements:**
Space to meet, eventually land to build on

**Suggested networks:**
Existing self-build projects, eg Lewisham

Alternative Test Project Idea

**8. A NETWORK FOR COMMUNITY SELF-BUILD**

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

9. STREET FOOD MARKET

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

Suggested sites: Tottenham Hale Station

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

Alternative Test Project Idea

10. STATION GREENING

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

Suggested sites: Tottenham Hale Station

Required expertise
Landscape experts like Urban Planters
www.urbanplanters.com
Alternative Test Project Idea

11. TRANSFORMING PUBLIC PLAY

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

Suggested sites:
The Paddocks

Suggested networks:
Local schools, Hale Village residents
PROGRAMME DELIVERY
SUMMARY OF PROJECTS

**BROADCASTING & CATALYST**
- Tottenham Plinths
- Look-Out Tower
- Food Rodeo
- Digger Park
- Standing Office
- Open Call-out Platform
- Tottenham 2020 Signage
- Open Ovens

**INCUBATORS**
- Community Projects Incubator

**OPPORTUNISTIC PROJECTS**
- Test-bed Expo House
- Cycle Service Points
- Pocket Parks
- Roadside Allotments
- Proto-Bridge
- Closed-loop Cafe
- Tottenham D.O.C.
- Hale Horticulture
- Hale Community Kitchen
- TechStyle Hub
- Food Truck Rodeo
ROADMAP FOR DELIVERY

**BROADCAST & CATALYST PROJECTS**

1. **Site**
   - Identify potential sites to host project + negotiate access

2. **Partnership development**
   - Scope external programmatic / operational partners

3. **Commission**
   - Preparation of tender documentation for design elements + appointment of team

4. **Micro-site**
   - Establish virtual presence for the project for updates and potential recruitment of volunteers

5. **Statutory Requirements**
   - Planning permission + required licenses sought; Assessment of site by dedicated Health and Safety Officer

6. **Publicity**
   - Strong PR drive with ample lead-in time + via multiple channels, local and London-wide, eg print, social media

7. **Launch**
   - Share wider programme plans; Provide means of sign-up or recruitment for future events or thematic interest groups

**PROJECT INCUBATION**

1. **Recruitment**
   - Identify ‘hosts’ to nurture community ideas (internal or external recruitment)

2. **Establish a virtual ‘touch down space’**
   - To host ‘open call-outs’ around topics + themes

3. **Host**
   - Networking events or, regular meet-ups, or kickstarter or demonstration projects to recruit members

4. **Mentorship**
   - Recruit to provide project start-up advice + support

5. **Material Support**
   - Secure seed funding that could be made available

6. **Future growth**
   - Build up idea of spaces and facilities to host grow-on projects

7. **Investment**
   - In future facilities or support programmes

**OPPORTUNISTIC PROJECTS**

1. **Partner scoping**
   - Scope potential programmatic / operational partners + establish existing assets (spatial, skills, funding)

2. **Networking/ Open Workshops**
   - Sharing concept and ideation with wider interest group, eg through thematic meet-ups

3. **Criteria for evaluation**
   - Scoping opportunities for social returns on investment (eg trainings, apprenticeships)

4. **Commission**
   - Preparation of tender documentation for design elements + call-outs of appointment of team

5. **Evaluation**
   - Assessment of project outcomes; Identification of skills, networks and support required; membership models for sustainability

6. **Investment**
   - In future facilities or support programmes

7. **Future growth**
   - Build up idea of spaces and facilities to host grow-on projects

8. **Fundraising/ MOU**
   - Assess alignment with existing public and funding streams; define parameters for co-investment

**Criteria for evaluation**

- Scoping opportunities for social returns on investment (eg trainings, apprenticeships)

**Site**

- Identify potential sites to host project (if applicable) + negotiate conditions of access

**Evaluation**

- Assessment of project outcomes; Contingency plans for success

**Commission**

- Preparation of tender documentation for design elements + call-outs of appointment of team

**Micro-site**

- Establish virtual presence for the project for updates and potential recruitment of volunteers

**Statutory Requirements**

- Planning permission + required licenses sought; Assessment of site by dedicated Health and Safety Officer

**Publicity**

- Strong PR drive with ample lead-in time + via multiple channels, local and London-wide, eg print, social media
GENERAL STRATEGY FOR PROGRAMME DELIVERY

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

- A certain number of ‘Broadcasting’ projects will be key at early stages (and in bursts throughout) in order to inspire excitement and attract local and potentially London-wide audiences, and crucially - to recruit people to ongoing networking events and meet-ups

- Targeted investment should be made in establishing a set of thematic networks which can inform, and later be supported by a dedicated Community Projects Incubator - a hosted space for sustaining ongoing interaction and ideas development.

- A variety of opportunistic projects with local traction should be developed in parallel, working in partnership and supported/feeding into the incubator meet-up programme
TOTTENHAM HALE TEST PROJECTS

**Broadcasting & Catalysts**

Built projects or events with a broadcasting function: raising awareness of plans, as well as local aspirations, and drawing in a blend of local and wider London audiences.

**Incubators**

Projects which support and nurture the long-term development of local skills, capacities and networks - such as spaces pairing shared equipment and supportive programmes.

**Opportunistic**

Projects which directly test, inform and/or support the development of ideas with strong funding prospects and/or policy support as well as those already with local traction (building on existing ideas, energies, products and skills). Some of which can be more closely defined at the outset (design commissions) and some can be open-ended.
RECOMMENDED SHORTLIST OF PILOT PROJECTS

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

**VIEWING TOWER**

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

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

**PROTO-BRIDGE**

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

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

**COMMUNITY PROJECTS INCUBATOR**

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

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

**TEST BED ‘EXPO HOUSE’**

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

- Provides a physical ‘test project’ to crystallise latent partnerships and sustainability networks already being developed via the Innovation Hub
- Tangibly supports policy aspirations for growth of Green tech and construction in the borough.
- Leverages developing relationships with University of Durham’s Energy Institute
A collaborative branding campaign to distinguish the authenticity of products produced in the new district centre and wider Tottenham, celebrating the heritage of future of industrial craft and creating materials that local businesses can employ to help market themselves.

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

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

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

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

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

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

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

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

1. Launch + celebration of new structure or route.
   - Generate awareness of programme
   - Recruitment for future events or thematic meet-ups

2. [SUMMER/AUTUMN 2015]
   - Co-branding development for firms and products made in Tottenham
   - Leverage graphic identity to feed into incubator and online identities
   - Build wider interest, membership of local enterprise network

3. [SUMMER/AUTUMN 2015]
   - Development of partnerships around food-related events, feeding into wider food-themed interest groups

4. [SUMMER/AUTUMN 2015]
   - Design Commissions
   - Project Incubation
   - Opportunistic

KEY
- Design Commissions
- Project Incubation
- Opportunistic
5. A Design-centred public realm intervention with catalyst event launch

Leverage related events to raise awareness of wider growing projects

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

An opportunistic project building on existing partnerships and policy objectives, with scope for recruitment / apprenticeships via incubator space/network
POTENTIAL LOCATIONS
TOTTENHAM HALE TEST PROJECTS

COMMUNITY PROJECTS INCUBATOR
FOOD TRUCK RODEO
OPEN OVENS
EDIBLE PATHWAYS
TEST-BED EXPO HOUSE
VIEWING TOWER
PROTO-BRIDGE

1A
1B
5A

1A
1B
5a

4
6
NEXT STEPS
The shortlist of recommended Test Projects to kickstart the strategy were presented and discussed at a meeting with Haringey Council on 15th June.

The follow-up from that meeting confirmed that 00 will provide headline support to Haringey Officers to continue developing:

- **Test-Bed Expo House**
  00 input: Attending roundtable discussion, sharing relevant context, local knowledge, links and conversations to date

- **Food Rodeo**
  00 input: Outline considerations to inform the brief

Over the course of July, 00 will develop to RIBA Stage 2 Concept Design the following ‘pilot’ Test Projects:

- **Viewing Tower**
  00 scope: Concept design consisting of plans, sections, elevations and illustrations, Outline specifications, Stage cost plan

- **Tottenham D.O.C.**
  00 scope: Concept design consisting of mock-up test graphical elements and related strategy for engagement and deployment

- **Community Projects Incubator**
  00 scope: Concept design consisting of process design, requirements, specifications

Haringey Council is seeking an extension of 00’s commission for the technical design (RIBA Stage 4) for two further sites of Page Green and Victoria Square to explore a range of potential design interventions including the potential application of the Open Ovens/Edible Landscapes concepts.