





# 1. Introduction

As a global city, the locality of London is challenged by different flows of capital and ideas that in return are (re)produced by a cosmopolitan population. This city, while in a global economic position, very much needs to respond to its unique and diverse social circumstances. Disputation as how to address the dialogue of the intersection of globality and locality is evident where the economic and social spheres of the city meet. While the city brings many people from different backgrounds together in one place, it is in a constant struggle for how this multicultural nature can be expressed. These cosmopolitan forms of expression have often been misconstrued in a formal-informal dichotomy. Formality takes on a number of accepted forms, dependent on its context, and may therefore be perceived as informal in an alternate situation.

This misunderstanding plays out visibly in the economic life of the city. The global city has to come to terms with different ideas of (in)formality as embodied in space, such as retail (i.e. the corporate and the popular). Corporate retail spaces for the greater part ignore their local contexts, presuming transferability in a global context. Popular retail spaces, not only import ideas, but also adapt these in the global city, merging into a context that can nurture them. In Tottenham, the narrative of redevelopment in commercial spaces borrows from this (in)formal dichotomy to construct an argument for the corporate undermining the popular. Using an example of the corporate and popular models inhabiting Tottenham, we will explore how the two coexist.

## Sites and context in Tottenham

Wards Corner Building (referred to colloquially as Seven Sisters Market or SSM) and Tottenham Hale Retail Park (THRP) are situated in the borough of Haringey in North London. They lay within 0.6 miles of each other, each next to a tube station entrance. SSM is at an intersection on the High Road, whereas THRP abuts a heavily-trafficked road that flows off the high street. They represent two different, seemingly opposite, types of markets. SSM is today made up of predominantly Colombian and African Caribbean traders who sell services in addition to small products. THRP is composed of chain stores selling bulk goods as well as brand-name coffee shops and fast-food joints. The choice for the two sites goes beyond their similarities in terms of larger context amenities to different ways of understanding (in)formality. When taken in the context of UK legal regulations, SSM is more strongly characterised by informality whereas formality is more associated with THRP. Formal elements are the practices and spatial arrangements that fall within the confines of law and corporate regulations. An informal element is one which is not legally recognised and thereby not protected by law.

## Methodology

Through a series of site observations, qualitative and quantitative data analysis, and interviews with traders, employees, managers, customers, and Council members, we began to discern the processes at play at both sites and the respective values they generate. What we ultimately found is that certain processes present in SSM lend to many of the values that are currently lacking, but desirable in THRP.

### 1.1 | Street views

Below: Seven Sister Market  
Opposite: Tottenham Hale Retail Park





We use 'value' as a way of understanding the outputs of the corporate and popular. The term value, for the purpose of this research, implies something that has a social usefulness that goes beyond monetary profit. In doing so, we are able to discern social functions within an economic setting separate of the (in)formal terminology. With this extraction, we are able to leave the physical space itself behind in order to recontextualise the values in a new space.

### Overall research question

The diversity that makes Tottenham such a distinctive place is being erased by plans that could be implemented just as easily anywhere in London. Entrepreneurial shops are replaced with corporate stores, lessening the space available for self-employment opportunities to occur. Especially where immigrants are concerned, this makes it harder for those with limited English language capabilities to gain economic footing in London. Our primary objective is to continue to provide spaces that recognise and allow for different perspectives in retail conduct. In this regard, we endeavour to enable spaces in which a socially diverse low-income population has the opportunity to exist.

Our primary questions are as follows:

- What social qualities (values) are present in SSM and THRP?
- How can values from one model be extrapolated and transferred to another?
- Can these two model types, one of a corporate big box retail and the other of popular entrepreneurial shops and services, symbiotically exist in the same space?
- Hypothetically, how might the new processes play out in the space of THRP?

### Why does this matter?

SSM and THRP are two distinct retail types which both – in their current form – face threats to their survival. SSM, often classified by the Council and developers in terms of informality, is in an ongoing struggle to protect itself from redevelopment. Local residents have partnered with the market's traders to dispute and prevent multiple Council-led redevelopment plans. The retail park, viewed by the Council as the obedient but dry retail model, endeavours to become more than selling ground – it strives to have a social draw in addition to its economic function.

These two model types and the struggles they face are not unique to Tottenham – they are found throughout London. Elephant and Castle is one such example where a multicultural market has over several decades moved into a formerly upscale mall. Higher end development in the area has spurred and pushed for demolition of the site.

The redevelopment of SSM and THRP represents two different futures for not only Tottenham, but also other areas that are undergoing retail regeneration. Currently, Tottenham is following the trend of adopting a standardised homogenous retail model in a heterogenous and socially-diverse environment. However, an alternative future for Tottenham – one which integrates diversity in even its most vulnerable forms – is not only possible, but necessary.



## 2. Observations

Both sites encompassed their own unique set of obstacles. As many traders in SSM speak solely Spanish, only our two Spanish-speaking group members could work with them. Interviewing employees and managers in THRP was met with a different kind of obstacle. Since they belong to a larger, hierarchical corporation, employees were hesitant to answer questions that might compromise their jobs or the image of the store they work for and represent. Furthermore, to protect customer anonymity, requests to conduct interviews in stores were denied.

Further, access to the two spaces was not without difficulties. In SSM, the group members first had to gain the trust and respect of the traders before they could gain inside information into the management of SSM. Specifically, this meant meeting with the market's spokesperson, Vicky. Within THRP, group members had to gain familiarity without sacrificing their anonymity and raising suspicion with security.

### 2.1 The Seven Sisters Market

*Like a snapshot of a Colombian streetscape, Seven Sisters unfolded before us: halls acted as small streets, cluttered with goods spilling out of tiny building-style shops with the smell of freshly made empanadas wafting through. The traders had transformed the market into a mini-city providing grocery goods, and a range of services from restaurants to hair salons to legal and real estate services. Over the hum of Spanish and the sounds of laughing children running through the halls, was the rhythmic pounding of a hammer – a trader adding on a balcony to his ground floor shop. With all the hustle and bustle going on within, it is hard to believe that the market for over a decade has faced threats from outside. Today, the TfL-owned building is at the centre of the local council's plan for a new Tottenham. Why has such a market provoked such controversy and yet, despite persistent threats of demolition, continued to persist?*

One of the distinct values identified early on in SSM is the importance of social relationships especially in relation to immigrants. The market's low-rent provides opportunities for vendors with small startup capital and gives independence and flexibility that may not exist in a corporate store, especially for women. An interview with Mo, an Iranian vendor who sells household goods, revealed that he was able to financially establish himself in London through a job in his friends' shop at SSM. The diversity in traders lends to an array of goods and services offered – ranging from Pablo's Colombian restaurant to Vicky's money transfer service to Lita's Pueblito Paisa (outdoor cafe) to Marta's hair salon – providing a multitude of specialised services and products for Tottenham.

The value of diversity is important not only in an economic business sense but also in a spatial and built form context. The spatial organisation and built form of SSM is unique for markets in London. Though often not in compliance with health and safety codes, vendors have created an internal city through the construction of their own spaces. Characterised by ornament-dotted mezzanines, balconies, and verandas, SSM's structures are of predominantly Colombian heritage.

The market's multiculturalism is not without conflicts. However, conflict with the outside actors of the Council and the developer (Grainger PLC) has strengthened and united the market from within. The collective agency the vendors have had to create in response to the external and internal struggles has enabled their continued presence in SSM. This resilience is embedded in their systems of ownership and management of space.

#### *Ownership of space*

Different sets of traders have opened up shop throughout the decades, forming a social structure that caters both to their unique needs and responds to external pressures. Since 2007, the Haringey Council entered into a development agreement with Grainger PLC to develop the area. However, after almost eight years, Ward's Corner remains untouched and the traders are still heavily investing in their shops. New businesses continue to open regardless of the threat of demolition.

The Wards Corner Building provides a space in which different migrant groups are able to adapt economically to their new lives in London. It is characterised by entrepreneurial activity as well as networking amongst ethnic groups. This constitutes a form of social capital that facilitates common actions and minimises social and economic risk. Through daily routines and cultural exchanges, the migrant traders have produced an environment familiar to them. In creating a sense of belonging they have made the place their own (See Piragauta Roldan, 2013).

In a legal sense, property is a right: a claim possessed by a person or persons, which is granted and protected by the law, and dictates that other persons have the obligation to respect that claim. There are two types of ownership in the common law system: the freehold and the leasehold. A freeholder is the owner of the property and as such has absolute rights over it. A leaseholder experiences their ownership through a contract with the freeholder, in which they agree to use the space within contract dictating ways (Legal Dictionary). At SSM the leaseholder uses her authority to enter into lease contracts with the tenants. Overtime, the traders and the leaseholder have negotiated an agreement wherein the traders can sublet their spaces.

That agreement gives the traders the necessary power to negotiate with the leaseholder, constituting their own form of transferring ownership with the leaseholder's consent. Whenever a trader wants to leave the market, he/she can sell his/her business to a new trader. There is a fee that has to be paid to the previous shopkeeper on top of the sublet fee for the leaseholder.

This balance of power between leaseholder and the traders is reflected in the shared authority over the maintenance of common spaces. In the case that the leaseholder does not uphold her role in the infrastructural and public facility upkeep of SSM, the traders withhold rent to pressure her.



2.1 | Interior view of Seven Sisters Market

I've designed every last piece you see. The original arrangements were already there when I purchased the shop. But then I bought all of the other things. Like the chairs, the tables, the decorations. Some were brought from Colombia and others were bought here.  
- Pablo



I wanted to recreate the Pueblito Paisa in Medellin when we decorated the halls of our market. It's this Colombian recreation of the traditional Antioqueñan village.  
- Vicky



You see, they don't really own the shop. You pay a weekly rent to the lease holder but you gotta give a prima (payment) to the previous occupant to start your business.  
- Marta



## 2.2 Tottenham Hale Retail Park

*It was my first time here, but already I knew exactly where I had to go: walk far right through the sliding doors and turn left down aisle two. Destination complete, item secured. Queue, purchase, and exit past the security guard. Outside the box, I faced a sea of parking lots enclosed by a repetitious façade that, were it not for the signs hanging overhead, divulged nothing about its contents. Tracing the path along the perimeter to avoid getting hit by one of the 2000 automobiles that visit the complex each week, I made my way towards the opening in the enclosure. I waited for the heavy traffic to clear, crossed the four-lane road and re-entered the bus station having successfully completed my shopping at the retail park.*

While familiarity stems from the cookie-cutter layout, dullness also presides due to the design's heavily economic-oriented purpose. While this design allows for physical safety, flexibility and adaptability for the corporate leaseholders, it also lends to its unmemorable qualities. The sense of detachment between the space itself and the customers becomes immediately clear in interviews. Several employees did cite Costa as their preferred coffee-break hub, resulting in casual interactions between retail park workers. Mingling between different social groups, for example between customer-customer or employee-employee, is often pre-planned. Consumers may value the park's reliability (in terms of hours and products), and may even value their ability to be anonymous yet, as will be demonstrated in the intervention, those values can remain even in a more integrated social environment.

In presenting itself as an acultural space, the retail park does not have any unique characteristics that one can identify with; which makes it valuable for adaptation by retailers but prevents originality. The lacklustre social environment present in the big box environment stems not only from the spatial disconnect but also from the hierarchical management of space itself.

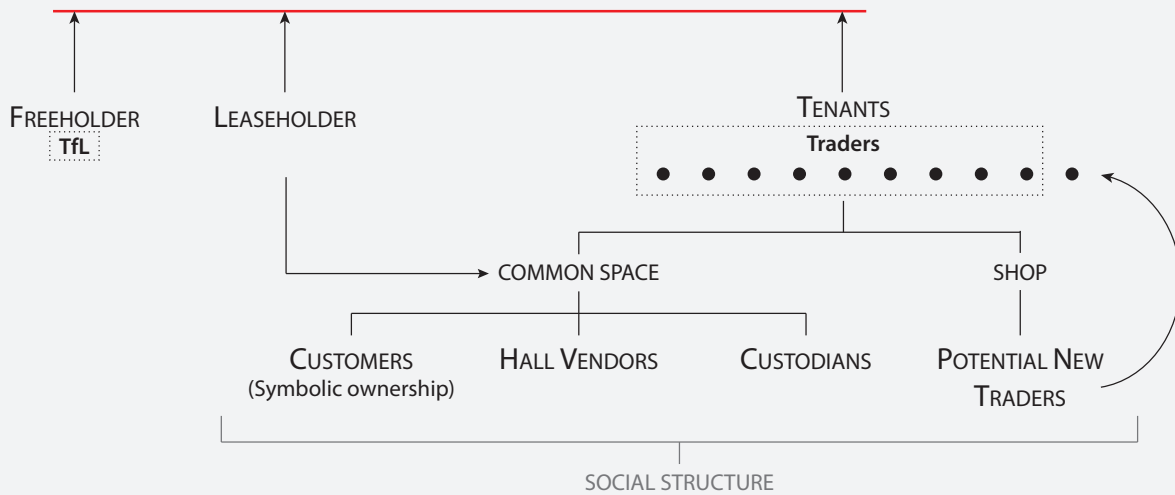
Economically, THRP represents a large employer in Tottenham with jobs ranging from full-time management positions to part-time sales positions. Although direct social investment in Tottenham appears limited, we did observe a 'Community Wall' in ASDA which collects and distributes money to local charities. This was a rare example observed of interfacing the corporate with the local.

Profits may be maximised and economic success may be secure in the long run, but the disengagement on a social level indicates a potentially problematic future for THRP. Particularly in the context of an increasingly densifying urban area with quick access to central London, THRP's mono-functionality under-utilises its potential to provide the social vitality new residents may desire. Furthermore, its inward-looking design closes it off from the rest of the urban fabric. This is best seen with THRP's relationship with Ferry Lane. The current adjacent buildings' treatment of the road as a backspace as opposed to a frontage presents a spatial and social conflict with the surrounding urban context.

### *Ownership of space*

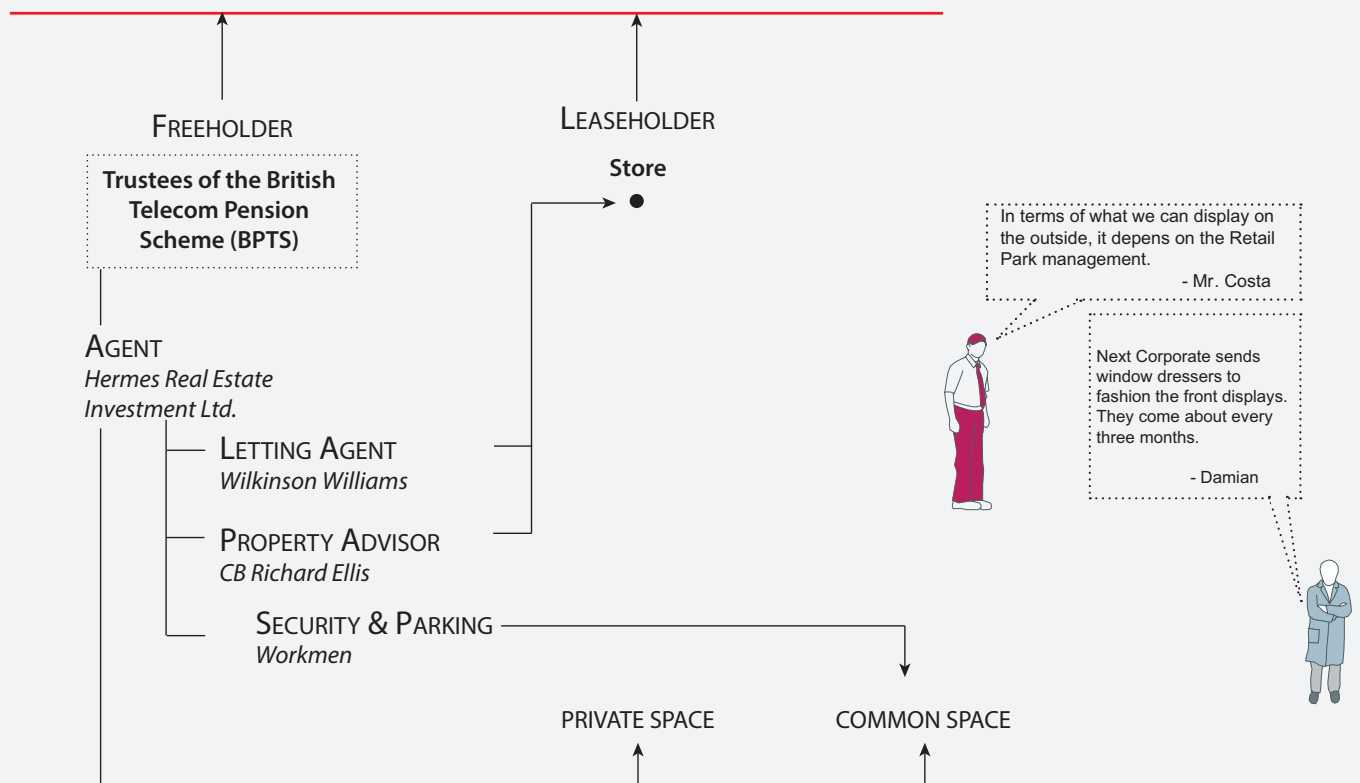
Trustees of the British Telecom Pension Scheme (BTPS), the freeholder of the THRP, have hired an agent (Hermes) to act with the full authority of BTPS. Hermes has hired a property advisor (CBRE) and letting agent (Wilkinson) to assist in the management of THRP. When a store space is leased, the corporate entity of that store enters into a contract with Wilkinson (by extension BTPS). As a leaseholder, the store has no direct ownership over the space they lease, but can modify the space to fit their desired use. Managers and employees operate and arrange the space according to corporate standards.

## 'OWNERSHIP' OF SEVEN SISTERS MARKET



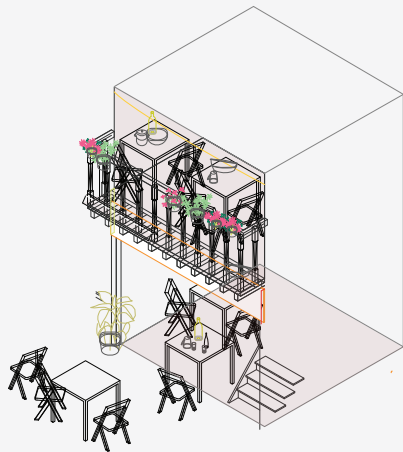
2.2 | Ownership scheme of Seven Sisters Market

## 'OWNERSHIP' OF THE RETAIL PARK



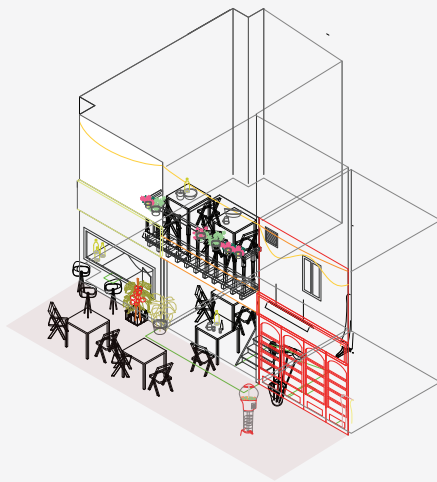
2.3 | Ownership scheme of the Tottenham Hale Retail Park

## Management of space in Seven Sisters Market



### Private space

A shopkeeper has autonomy over their individual space. The leaseholder has jurisdiction over the space because of a contractual agreement, but in SSM this is for the greater part left unenforced. There are no written rules as to what a trader can do with their shop, but there are unspoken limits.



### Joint space

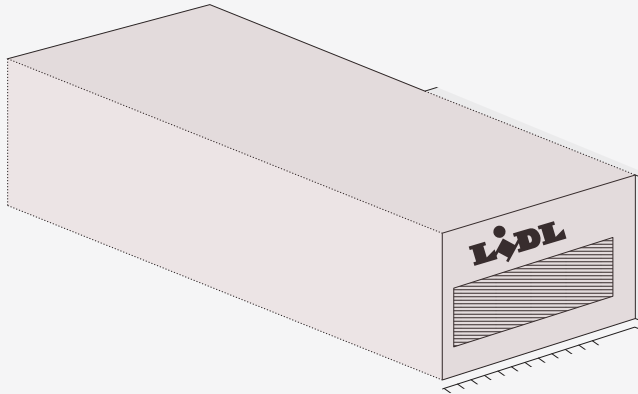
The joint space is the external space of the shops shared between adjacent vendors. The arrangement of this space is negotiated between the traders, resulting in a unifying aesthetic.



### Street space

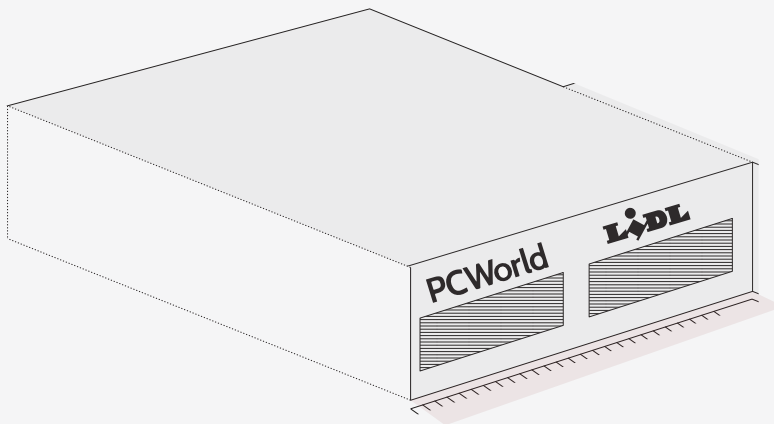
Internal shop spillover as well as the social interaction taking place in common spaces results in the feel of an internal streetscape. The traders share collective custody over the space.

## Management of space in Tottenham Hale Retail Park



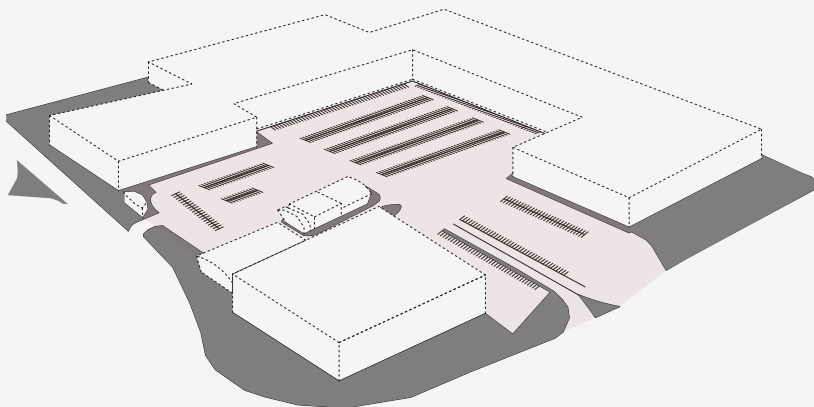
### Private space

Each store has limited autonomy over its individual space. The conditions in the lease agreement with THRP owners, as well as standards of the larger corporate entity, restrict the physical aesthetics and organizational freedom of each store. The corporate entity, rather than store employees, dictate layout design, product placement, and window displays.



### Joint space

Since the space belonging to a store is internal in nature only and no external build-up is permitted, the concept of joint space similar to SSM's does not exist in THRP.

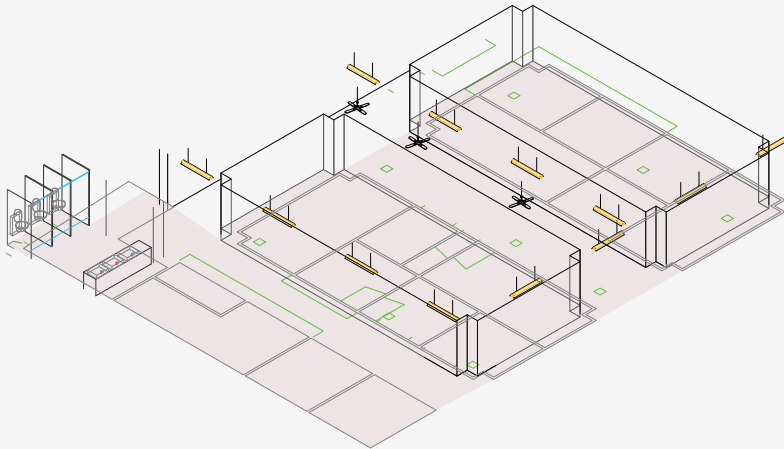


### Street space

The street space, composed of pedestrian pavement and car park space, is treated as a circulation space for customers and vehicles. Workman, a contracted agent, maintains authority over this space for the purpose of providing maintenance and security.



## Management of space in Seven Sisters Market



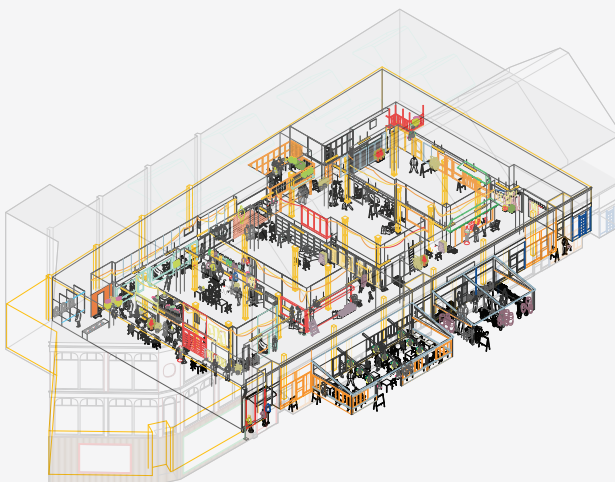
### Service space

The leaseholder manages the necessary infrastructure required for the market to run (i.e. water, electricity, heat, gas) and the collective services (i.e. bathrooms, delivery area). Although the traders have no official authority over these spaces, they have the agency to demand improvements and maintenance. The constant negotiation and power struggles between them have produced an unstable space that often violates city regulations.



### Outer Public Space

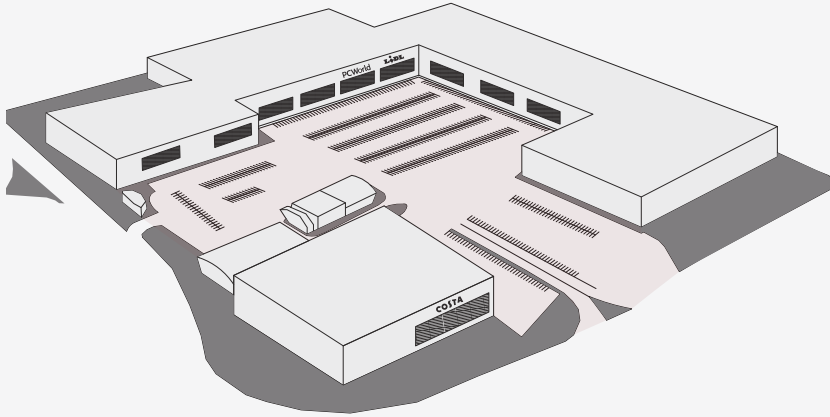
Disagreement over the external boundaries of the pavement space belonging to SSM has resulted in confusion and conflict between the Council and traders. Lita, the owner of the Pueblito Paisa Cafe, built over night a structure that occupies the contested pavement space. The Council has challenged both the legality and safety of the structure, yet six years later the structure remains.



### Common Space

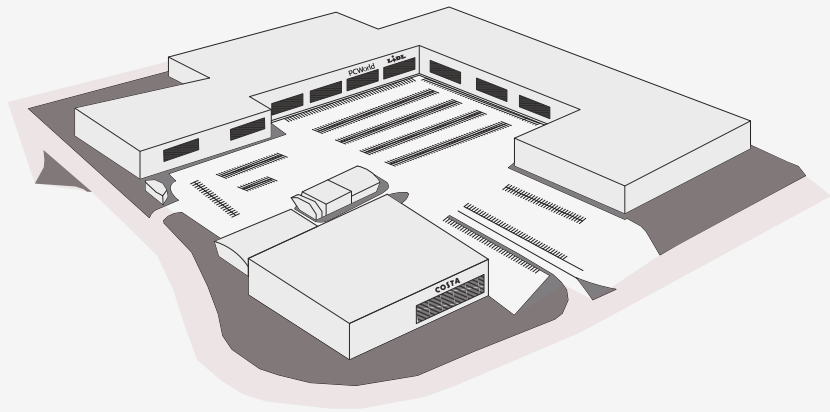
The market space is negotiated, shaped and conditioned through the various interests of multiple actors (TfL, leaseholder, Oakley, traders, and customers). Regardless of these at times conflictual interests, the traders have been able to make the space their own.

## Management of space in Tottenham Hale Retail Park



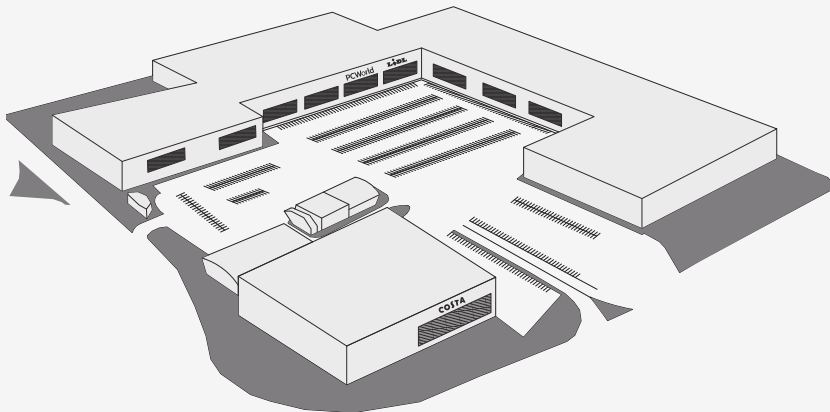
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### Outer Public Space

THRP reinforces its inward-facing orientation through the neglect of its external pavement space. There is little acknowledgement or interaction with the external urban sphere.



### Common Space

Though the current management structure lends to overall coherency, spatial integration between individual shops and external social space is limited.

Colombian lunch



Kindergarten



Shopping for clothes



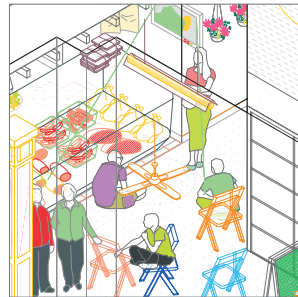
Watching TV



Spiritual assistance



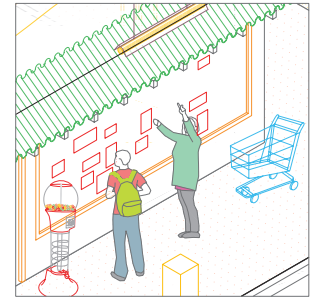
Shopping for meat



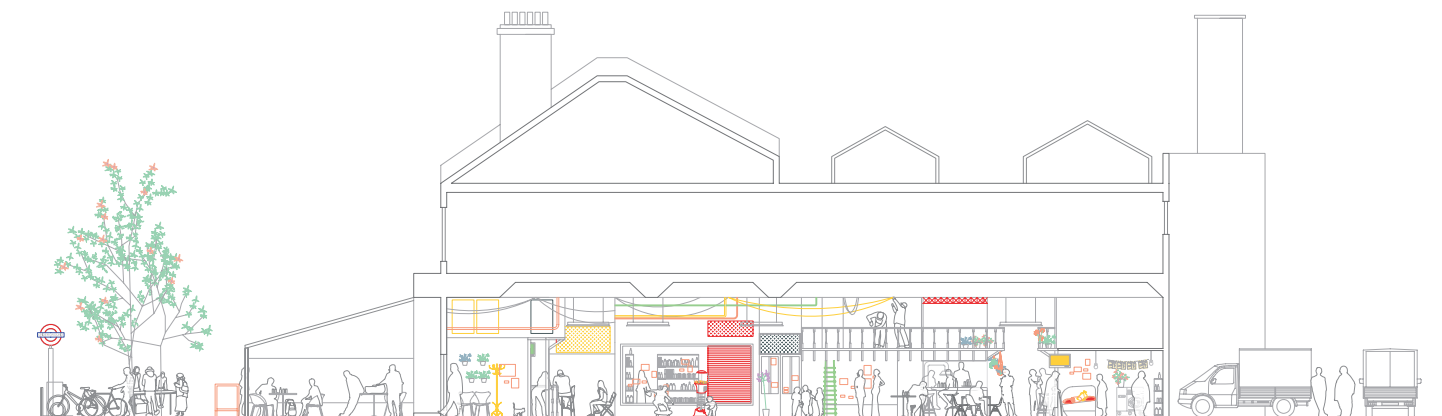
Dancing / Hair cut



Searching for jobs



## 2.4 | Daily activities in Seven Sisters Market



## 2.5 | Seven Sisters Market section



2.6 | Images from Tottenham Hale Retail Park



2.7 | Tottenham Hale Retail Park section

## Haringey Council

Both, SSM and THRP have been targeted by Haringey Council as strategic locations in redevelopment plans for a more socially-active and economically-strong Tottenham. Coupled with our observations, this additional narrative is essential to understanding the various forces at play in imagining Tottenham's future. The Council has painted a picture of Tottenham that is inconsistent with the current state of values identified in the sites. They have used this inaccurate portrayal as a propaganda tool to promote their desire to transform Tottenham into "the next great area of London" (Haringey Council, 2014).

The Council views SSM as a derelict site, and envisions its renewal with new buildings creating a "distinctive and imaginative modern design" (ibid.). As an attractive hub with restaurants, cafes, hotels, workspaces and new housing, the Council believes it can become a "high quality landmark" (ibid.). While not the Council's ideal consumer-centric hub, the current SSM is a hub in which certain migrant groups pursue entrepreneurial activities and establish an enclave that feels inclusive to them.

The Council values THRP for the economic platform that it provides, but its design does not fit with the desired town centre and High Street scheme envisioned for the new Tottenham. The complex's lack of cohesion and socio-spatial disconnect underutilises the potential of the highly-trafficked site. The retail offer is expected to be expanded and diversified to move away from primarily bulky goods to provide convenience and fashion retail as well as a "daytime café culture" and a "night time economy" that will create a "strong sense of identity" (ibid.).

While the Council's intention is to form an inclusive Tottenham, it in fact neglects current low-income residents and small business owners. The new plan does not recognise or draw from the diversity and richness that already exists in Tottenham.

When people come to  
Seven Sisters we want them  
to say WOW!  
  
- Council Member





### 3. Synthesis

#### What's next?

As it stands, the retail park is both socially and spatially disconnected from its surroundings. Spatially, with its big-box inward-turned design, it is out of scale with the rest of the Tottenham. This raises the question: what is the role of retail parks in a more socially aware urban future? Socially, a retail park tries to be a one-size-fits-all inclusive space by following a standard big-box design. But in doing so it fails to situate itself in and respond to its context. The retail park has the opportunity to re-envision itself for a more sustainable commercial future. The Council envisions a future for both market spaces differing from their present states. Many of the social values lacking in THRP are present within SSM.

The retail park cannot be restructured merely by copying and pasting SSM into its space. Seeing the sorts of values present in SSM come to fruition in THRP would require a careful consideration of what allowed those values to materialise. Through interviews we found that the ownership and spatial management scheme in SSM, though problematic to some degree, encourages the observed social values. These two aspects were critical to the functioning of the SSM social processes that give rise to its strengths. Ownership in this context challenges the legal understanding of the definition, while the management structure provides an opportunity for a minority group to exist in London.

Designing a process rather than imposing an architectural plan became imperative to enabling the social values of SSM to occur similarly in a retail park. SSM itself is not what it is today due to a heavily predetermined spatial plan. The market's traders adopted a preexisting department store and have continuously adapted it to fit their changing needs. In a similar vein, a new model for the retail park must construct the conditions to allow a similar process to occur without prescribing form itself.

The site's lack of social and physical integration with its surroundings is problematic. Introducing a new model type would facilitate the opening up of THRP to exterior urban activities. This would allow smaller markets to function within the retail park, thereby creating connections between the big-box typology and surrounding city fabric.

#### Who's this market for?

Unlike SSM, which is home to Colombian and African traders, the new market would not be geared towards a particular ethnic group. Rather, through the introduction of this market, we hope to create the opportunity for a range of potential low income traders to have a space for their economic well being. As seen in SSM, securing such potential entails the establishment of low rents as well as enabling traders to invest in a range of plot sizes as per their needs.

#### Segue to intervention

More than the economic figures, the model needs a degree of organisational flexibility that stems from a combination of the SSM ownership and management scheme. Situating such a new model within the retail park's pre-existing rigid hierarchy entails cooperation between two potentially conflicting models in exchange for tolerance. Therefore, a scheme wherein both parties have room to negotiate while maintaining a sense of agency over key aspects crucial to their functioning is imperative.





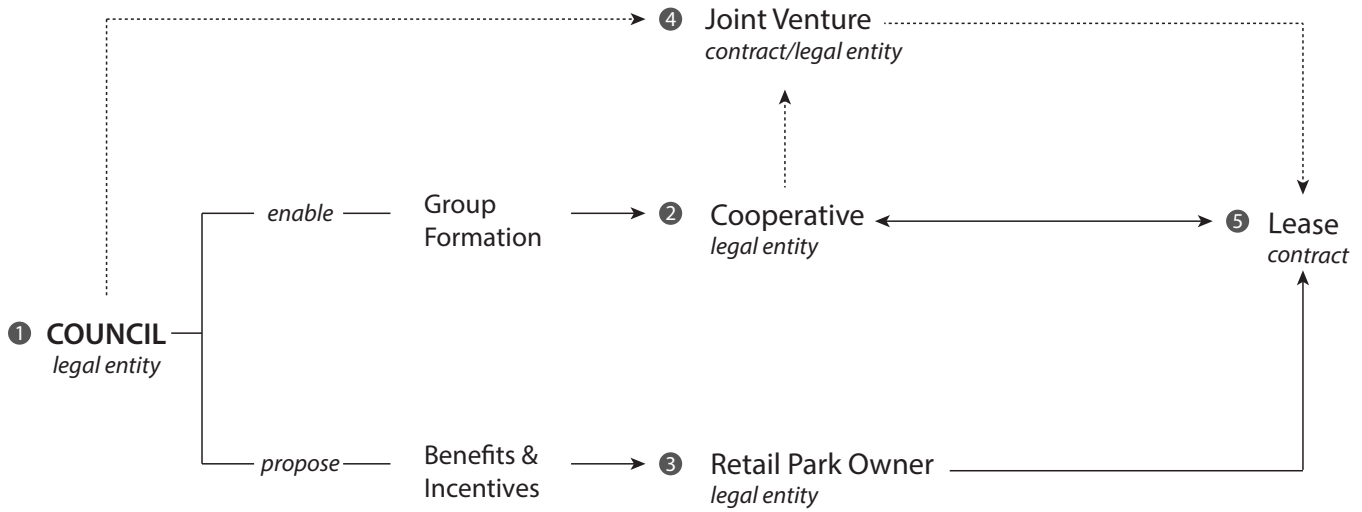


## 4. Intervention

Based on the analysis of THRP and SSM, we are proposing an intervention strategy that the Haringey Council can use to create a socially diverse environment in the existing retail park. The intervention extrapolates from the management and ownership values discussed earlier. Through a merged concept we address the broader issue of the assumed irreconcilability of corporate and popular retail.

The new Tottenham Hale Retail Park Market Place Model is a multi-phased intervention that develops over time. The following section will outline the conceptual plan that includes:

1. Council-led creation of a joint venture partnership and vendor cooperative
2. Negotiated land use agreements/securement of space
3. Building of the new market spaces and site modifications
4. Lease of new spaces to vendor cooperative
5. Vendor occupation and growth



4.1 | Securing ownership



## Securing Ownership: Joint Venture and Vendor Cooperative

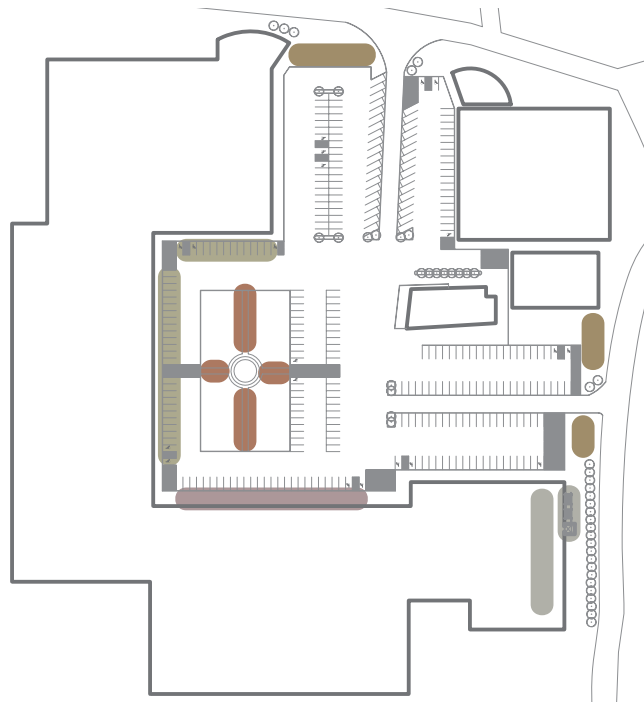
Since ownership is challenged in SSM through traders' appropriation of space, their entitlement to space is insecure. We propose to emulate the sense of SSM ownership by creating a legal entity that establishes and protects the vendors' rights.

1. The Council has to create a public project with the objective of providing low-rent commercial spaces for local entrepreneurs, with a special interest in migrant newcomers in Tottenham.
2. Council will need to guide these de facto groups into creating a Cooperative by enabling group formation through either (a) advertising the project as an opportunity to an already established collective of traders, or (b) calling for individual entrepreneurs to form a new group. This legal entity should have the objective of leasing low rent retail spaces for the entrepreneurs that form the Cooperative (that would be the beneficiaries of this public project), and to reinvest its capital in the improvement of common facilities that the traders have to care for. The Cooperative is a legal entity that is owned and democratically controlled by its members. As opposed to an investor-owned business where voting rights are based on ownership share, in a Cooperative each member has the same voting power. Single-owner majority cannot occur, thereby preventing cooptation by any single individual. However, majority via group formation remains a possibility. The unification of traders into a single entity provides practical and legal agency by forming a sense of collective belonging. The rent payment exemplifies this idea of the collective, in that the traders pay rent to the Cooperative rather than directly to the retail owner. This payment is forwarded onto the retail owner.
3. At the same time, since Council wants to (a) change Ferry Lane into a 'daytime cafe culture' area, and (b) reconnect the Retail Park with the urban fabric in a socially inclusive manner, it has to negotiate with the plan's stakeholders (i.e. THRP Owner). A benefit package [tax incentives] is crucial for the landowner to permit the occupation of its land.
4. If the Cooperative is too vulnerable in its start, a partnership between the Coop and the Council must be entered into. The Joint Venture will secure low-rent commercial spaces until the Cooperative can lease/purchase them by itself. Council will provide a budget to (a) lease space in the Retail Park, (b) build the necessary infrastructure for the Cooperative. The creation of a Joint Venture will allow the Council to divest its stake in the initial investment thereby permitting the Cooperative to grow independent of the Council's funding. Further, the Joint Venture will ensure a legal certainty between the freeholder and Traders. The Joint Venture contract should determine what support the Council is willing to provide for the construction and management of the market in the retail park.
5. The lease would be signed between the Retail Park Owner and the Joint Venture. Through the process of contract negotiation, the lease's rules (usages and lease time, etc.) will be determined. The Owner whilst providing land and physical infrastructure (water, power, plumbing, etc.), will not be responsible for building the physical components of the market (i.e. stalls, tent structures, etc.) It will be the responsibility of the Joint Venture to ensure that every structure built in THRP complies with the city's safety regulations. The actual contract may vary based on each parties' needs and desires and will be determined through negotiations. Ideally, the Council will be able to use the incentives package offered to the THRP as leverage when securing their objectives.

## Spatial and physical typologies

The flexibility of the contract allows for the individual mutability of space. Thus, the section that follows is a proposition for how the market might physically manifest itself in THRP and reconnect with the surrounding urban fabric to foster the types of social values previously identified. Within THRP we envision that this intervention coupled with physical modifications would be beneficial in several locations.

We envision five potential structural plans that the parties may utilise. The overall feel of the environment is contingent on the types of traders occupying the market and negotiations produced between them. Furthermore, creating a relationship between the Market Place with both the retail box stores and the surrounding context entails more than adjacency. The forms and uses of space need to be in a dialogue with each other.



4.2 | Proposed Tottenham Retail Park site plan

- Placement of market stalls will further facilitate inward connections between Broad and Ferry Lanes
- Preserves car park space for benefit of the stores
- Creates new space for market stalls to exist in the core of the park and not only on the peripheries
- Widening of pavement space and removal of security baracades provides space for new vendor and store stalls
- New roof space to be developed in consultation with Joint Venture and Vendors

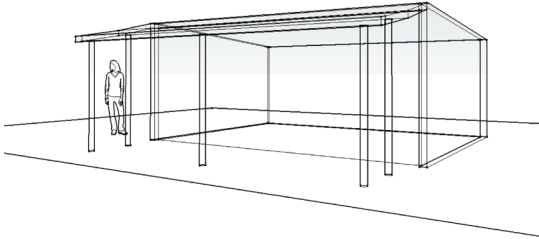
These strategies challenge THRP's accepted management of space model. New stalls specifically targeting small business owners, adding *private space* over which they have direct autonomy. The placement of stalls on the pavement along the perimeter of the retail stores, defies the park's previous rule against using this space thereby creating a *joint space* that both the Cooperative and retail stores will manage. With the implementation of the vendor stalls in the interior of the carpark, the *street space* is redefined. The new Market's acknowledgment of the external pavement space opens up the park to the street, creating an *outer public space*. Through these interventions at the Retail Market, spatial integration between individual shops and social space is no longer limited.

## Market models



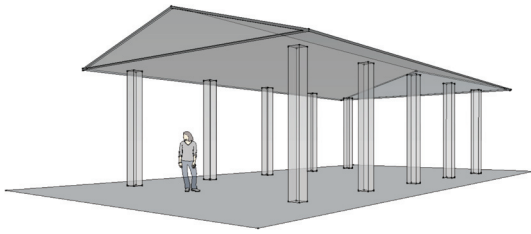
### Tent Model

Vendors each have autonomous space, share pavement space.  
Most temporality.



### Shed Model

Space can contain singular or multiple vendors.  
Pavement space around shed is shared.  
Space can be highly personalised.



### Canopy Model

Space provides shelter from the elements for multiple table-/ stall-based vendors. All space is shared and managed collectively by the vendors inhabiting it.



### Two-Storey Cafe/ Market Model

Space is designed for two permanent tenants with additional space on end for seasonal or rotating vendors. 2nd floor terrace and pavement space in front of shop entrances is shared.



### Modified Canopy Model

Built space under a canopy provides securable space for service vendors. Communal space on end is shared.



## Creating a bridge

The spatial and physical dynamics as outlined above are important components to the future of this intervention. However if this model is to succeed in a beneficially symbiotic way, the implementation of several conceptual strategies is critical to enabling a synergy between the corporate and popular retail.

The strategies, outlined below, serve the purpose of creating opportunities where the stores in the retail park can interact with the vendors. These strategies are drawn from the permeability of space seen in SSM and serve to provide examples in breaking down barriers in this hybrid space.

Conceptual Strategy	Implementation
<b>Personalisation of Space</b>	<b>Stores in THRP display products on the pavement spaces in front of their stores</b> (ASDA creates an outdoor small gifts and books market; Lidl creates an outdoor 'café' offering baked goods and coffee)
<b>Reduced Physical Security Barriers</b>	<b>Removal of security bumpers separating pedestrian pavement from car pavement removes restrictive feeling, allows for free flow of pedestrians.</b>
<b>Economic Partnership and Growth</b>	<b>Capitalising on two-way economic benefit</b> (Maria, a local artist and vendor in the Market Place, has an agreement with ASDA wherein they feature her creations in their store; B&Q has an agreement with the vendors cooperative to display flowers and garden ornaments for sale in the open market spaces)
<b>Center for Social Diversity</b>	<b>Mutual social benefits can be gained, shared between the retail park employees and the vendors</b> (Employees from Curry's and Staples offer vendors reduced cost language and computer classes; Carlos, a food vendor, offers once monthly cooking classes for store employees where he features an ethnic dish)
<b>Unified Signage Wayfinding</b>	<b>Creating unified signage and clear directions to navigate space fosters a unified identity</b> (Creation of 'street signs' in Market Place ties into store signage, Vendors and Stores can demonstrate personality with their own signage)
<b>Recycling Initiatives</b>	<b>Smaller vendors could utilise empty boxes from stores. Saves on recycling costs for big box stores, benefits the environment.</b> (Sean, a vendor, goes to Argos every Monday to get small boxes for his customers to carry their goods away in)



#### 4.3 | Street stalls

Street stalls reconnect shops across from each other. Illustrated are scenes that may play out in the market, such as a trader constructing his shop, people passing through after having picked up their items at the larger box stores, etc. Corner street shops open up towards the retail stores via doors and wrap-around balconies.



#### 4.4 | Canopy structures

Open-bottom canopy structures create a softer transitory zone between THRP's exterior and interior. Whereas the entrance was geared towards automobiles before, these street-lined stalls in addition to the creation of a crosswalk make it a space inviting for pedestrians.



#### 4.5 | Temporary tent stalls

Placing temporary tent stalls along the periphery of the stores reconnects the large stores and markets in a joint space. These types of stalls would lend well to seasonal traders coming into the market on weekends when footfall is at its peak. Rooftop construction permits vertical mobility, capitalising on underused space for further expansion.

## 5. Future of Retail Parks

Assessment of this new retail model is crucial to understanding its long-term implications and uses. The implementation of the model can lead to both positive and negative effects, not all of which are predictable. Although every effort was made to anticipate, identify, and when possible correct, potential negative externalities of this intervention, some do remain. The amount of risk assumed by all parties creates the possibility of the model not reaching its full potential. The failure of this retail model to be economically and socially productive could prevent future such inventive schemes and potential participants from entertaining such out-of-the-box thinking. A full outline of possible weaknesses and potential drawbacks is included below.

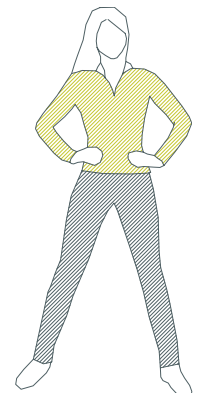
Despite the uncertainties, the model as a synergy of the corporate and popular has a stronger potential in the future of Tottenham. It serves as a tool that integrates two retail typologies that can withstand external pressures as well as reconnect with social urban life. In this way, the strengths of the corporate (economically-secure and accepted within the larger planning system) and the popular (filled with excitement from the unexpected) amalgamate. The empowerment of local vendors, an increased footfall to the area, creation of a dynamic social environment, and an opportunity to foster social inclusion and community integration in Tottenham are all positive and productive outcomes of this scheme.

The successful adaptation of this retail model with its distinctive ownership and management structure has potential impacts on the future of retail. By creating an arena where the two can negotiate, the model addresses the uniqueness of London's social and economic circumstances. The model partners the corporate and popular drawing on benefits of both, thereby creating a more equitable platform for both to exist.


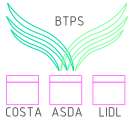


*Walking quickly now bags in hand after shopping on Ferry Lane, I approached the colorful set of buildings that have sprung up over the last twenty-five years.*

*Immediately enveloped in the sensations of the market, I succumbed to the warm smell of a bakery and strolled away with a good I cannot pronounce. Across the way, I spotted Lidl and remembered I had promised my granny I would bring her crumpets. Interwoven with the larger box stores, which were once colourless and characterless, the space is transformed into extraordinary collages of commerce and leisure. In the corridor running along the perimeter of the big chain-shops, rows of corporate products blend with fresh goods piled on decorated stalls. Traders have constructed these from the box stores' discarded packaging materials.*


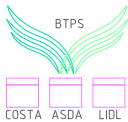


*These forms have no home on a formal masterplan. From a new form of ownership and management, the seed was sown from which a market grew following a logic of agglomeration rather than distribution. The market reinvents itself daily, responding to its social and economic environment. The area has become more than a place to lighten the wallet - it is a space of countless exchanges.*



## Benefits

 <p>Gain visibility as a community in Tottenham</p> <p>Empowerment in the process of management and decision-making in the cooperative</p> <p>Creation of social bonds and inclusion</p> <p>Opportunity for start-ups to set up new stalls</p> <p>Long-term collective stability</p> <p>Economic diversification</p>	 <p>Additional footfall that may lead to an increase in the economic profits</p> <p>Gain additional rent</p> <p>Potential for a wider London reputation</p> <p>Can invoke increased customer loyalty</p>	 <p>Gain a social space to gather and interact in</p> <p>Quick access to a multitude of goods and services</p> <p>Employment opportunities</p>	 <p>Opportunity to foster social inclusion and community integration in Tottenham</p> <p>Opportunity to support minorities</p> <p>Opportunity to create a symbolic place in Tottenham that will promote a sense of belonging for locals</p> <p>Opportunity to create a centrality for the London area that will attract customers and tourists</p>
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## Weaknesses and potential drawbacks

 <p>Larger retail shops coopting trader space (Costa, Starbucks, Cellphone Warehouse...)</p> <p>Competition between traders and larger merchants in retail box space (Costa vs. Lita)</p> <p>Traders vs. traders: risk of a monopolisation of the space</p> <p>Cooperative provides ownership for an intangible entity rather than actual space</p>	 <p>Economic risk: cost to retrofit space may outweigh profits gained</p> <p>Loss of control over image</p> <p>Impact on the attractiveness of space to potential customers</p> <p>Challenge of the strict ownership of space</p> <p>Challenge of their current economic model</p> <p>Big-box retail shops may leave the space</p> <p>Creation of spaces of potential conflict</p>	 <p>Loss of anonymity</p> <p>Feeling of disconnection from the place due to a closed and reserved attitude of the community of traders</p> <p>Increased automobile traffic and congestion</p>	 <p>Economic risk: loss of investment and future investments</p> <p>Potential social unrest between traders and larger retail shops</p> <p>Political failure</p>
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