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1:1 COLONISATION

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East London is home to dense, buzzing networks of human life that form zones of sustained contact and momentary collision; cultivate grounds for social access and exclusion; and (re)produce points of difference as well as commonality. All of these social realities unravel in space, moment by moment; city buildings carry the everyday stories of those who occupy them, gather under their roofs and toil between their walls, while the trees in public parks serve as communal markers of all those who seek shade under their branches.

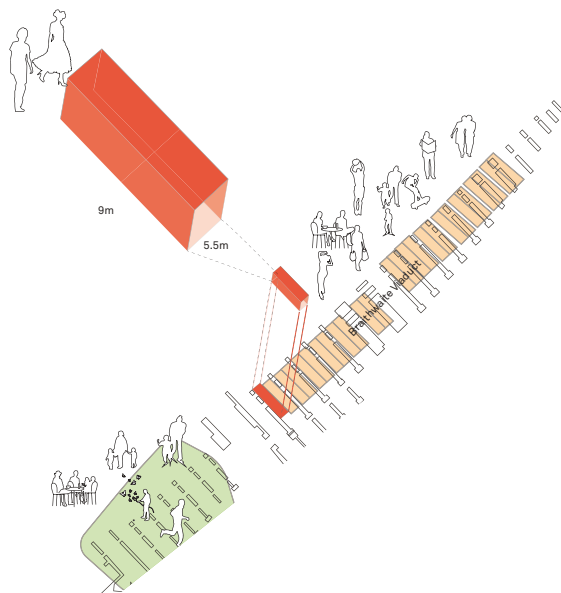
Countless questions flow from these conditions: questions that, we feel, should deeply concern built-environment practitioners, city residents, and policymakers alike. Are permeable urban spaces proxies for permeable social realities? How is spatial choice related to social choice? How much do matters of cost, convenience and cultural identity affect our abilities and decision to access urban space? Which spaces (public, semi-public, institutional, and private) engender rootedness? Transience? Belonging? Who governs these urban 'micro-publics', and how are their fates linked, socially and spatially? How do matters of money and political power become reflected and perpetuated in physical space? And what are the consequences of this? Whose version of Bishopsgate is more 'authentic' and 'worthy' of actualisation? Whose vision must lead, and whose vision must follow?

In the preliminary stage of this project, we (two architects, an urban designer, and lawyer, hailing from four different continents) found ourselves in a classroom, consumed with these questions as they relate to the area surrounding the Bishopsgate site. By mid-winter, theoretical insights and statistics had been gleaned from borough-based reports and scholarly articles, fleshed out by periodic site visits and brief interviews with a sampling of street vendors, residents and shoppers from within and around the site.

Despite the wealth of empirical data we had compiled – supplemented by excerpts of local voices and plenty of maps – answers to our questions remained elusive.

As we refined our understanding of the social and cultural life teeming around this immense piece of contested land, our initial suspicions were confirmed: the social fabric of this diverse area is layered with old and new faces – and spaces – and cannot be understood separately from the political and economic systems embedded in it and beyond it. We shifted our focus to the ways in which the social worlds around the site are connected to citywide circuits, in terms of planning processes and financing flows. We became increasingly critical of the shortcomings of conventional masterplanning approaches and averse to boilerplate planning vocabularies ('diverse', 'inclusive', 'vibrant'). Rather, to the extent possible, we sought to avoid imposing on this site an inflexible vision of micro-utopias (use-specific spaces) for pre-determined micro-publics (users).

Based on a shared commitment to this vision, we developed a strategic process for our proposed development, within a conceptual framework that we now call '1:1 Colonisation.' Here, we intend to clarify this dynamic framework while highlighting the core principles and themes that have guided us through this project.



Executive Summary

From the outset of our project, we have pursued a conscientious and unconventional vision of urban development, inspired by bold thinkers such as Jane Jacobs, who advocated for urban sites that allow for ‘unofficial plans, ideas and opportunities to flourish, along with the flourishing of the public enterprises’ (Jacobs, 1961: 241). The task of understanding, spatialising and operationalising this vision with respect to Bishopsgate was challenging and educational. Our brainstorming sessions led us to the conclusion that the current economic crisis not only begs more equitable solutions to problems of urban space, but also more financially and spatially viable solutions. Such an outcome requires expanding the consultation-centred approach to participatory planning, equalising bargaining power between stakeholders, and adhering to non-deterministic and adaptive design and architectural principles. Our conceptual framework, called ‘1:1 Colonisation’, hinges on these themes.

‘1:1 Colonisation’ flows from our disappointment with current consultation-type processes led by local authorities and developers, which seem insufficient in truly engaging local voices and honouring community members’ stake in the life of a site. Our framework is focused on a process of ‘co-production’ whereby designers, planners and stakeholders jointly assist with the incremental ‘colonisation’ of modular workspaces by locals. It is also based on an aspiration to respond to deficiencies in London’s real estate market by ensuring that (1) the uses that unfold on-site are decided upon and led by local voices; (2) revenues generated from the Bishopsgate site are, to the extent possible, community-controlled; and (3) the site plays a role in responding to the affordable housing crisis that plagues East London. As our project progressed, we grew increasingly aware of the importance of coupling non-deterministic typologies and built forms to flexible tenure and leasing options that allow diverse, temporary uses to thrive over short, medium, and long-term timescales. We decided on a few key components that are needed to move forward with ‘colonisation’, e.g. inclusion of a spatial ‘spine’; a blend of flexible (messy) and ‘fixed’ routes; strategic, staggered transfers of ownership that complements an application process and allocating workspace units based on geographically determined boundaries; and mechanisms for self-governance, self-directed profit-generation, and collective management by commercial and residential tenants.

Upon careful consideration of the themes and issues explained here, we decided that our project would be grounded in the following strategic positions. Our hope is to:

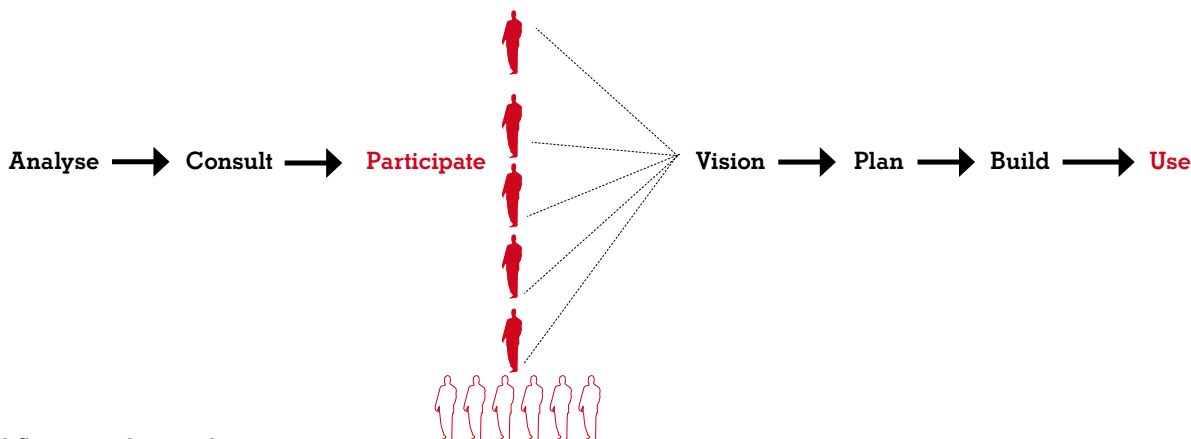
- Enable processes that allow for continual and active appropriation (i.e. in terms of use) of fine-grain pieces of the site, in coordination with the construction and unveiling of the East London Line;
- Provide minimal spatial/design and organisational interventions to allow for phased occupation of the site across timescales;
- Harness the entrepreneurial and creative visions of everyday community members through coalitions of support, existing social networks, and resources and political will from local authorities;
- Preserve the architectural and historical value of this site by protecting the viaduct and utilising its structurally unique features;
- Preserve the affordability of workspaces by requiring that community assets generated from the land be held in trust; and
- Deliver quality affordable housing through regulatory, contractual and management structures.

Understanding the Issues

Certain common assumptions and dealings underlie modern-day patterns of commercial urban development: namely, first, site owners or project developers commission a design, which is negotiated with local planning authorities. A desired end-condition is drawn up, which is then visually translated into a masterplan. The typical expectation propelling this process is that, once a certain percentage of tenants is secured, the project will neatly unfold. This conventional planning paradigm must be re-evaluated and re-worked to face a troubled urban reality, in which real estate markets are saturated with an oversupply of empty, mono-functional spaces; private investments are stalled and development ventures find themselves sapped of resources; local residents object to unimaginative plans; old buildings are saddled with overly cumbersome regulations; and short-term development initiatives often do not match up with the professed goals of the large-scale urban renewal schemes that they are tacked onto. Furthermore, the decision making mechanisms that support these systems are usually paternalistic and only superficially consider the scope of needs and demands of locals in considering possible planning responses.

The general answer to these challenges to date in the UK has been to approach community engagement as a 'given' and one in which both the 'developer' and the 'community' are reduced to singular entities (Mitlin, 2008). Yet often the relationship is much more complex.

The typical masterplanning process is linear and attempts to treat all stakeholders the same regardless of difference. Some are excluded from this process and representative interests can be grossly simplified through a process which is aimed at reaching consensus.



2 Conventional masterplanning

Philosophy

- Permanence, stability and control
- design of an entire area is conceived by a singular entity (individual, partnership, or consortium)
- controlled by a singular owner

Characteristics

- Linear Process
- Singular vision
- Determined Plan
- Consensus amongst divergent groups

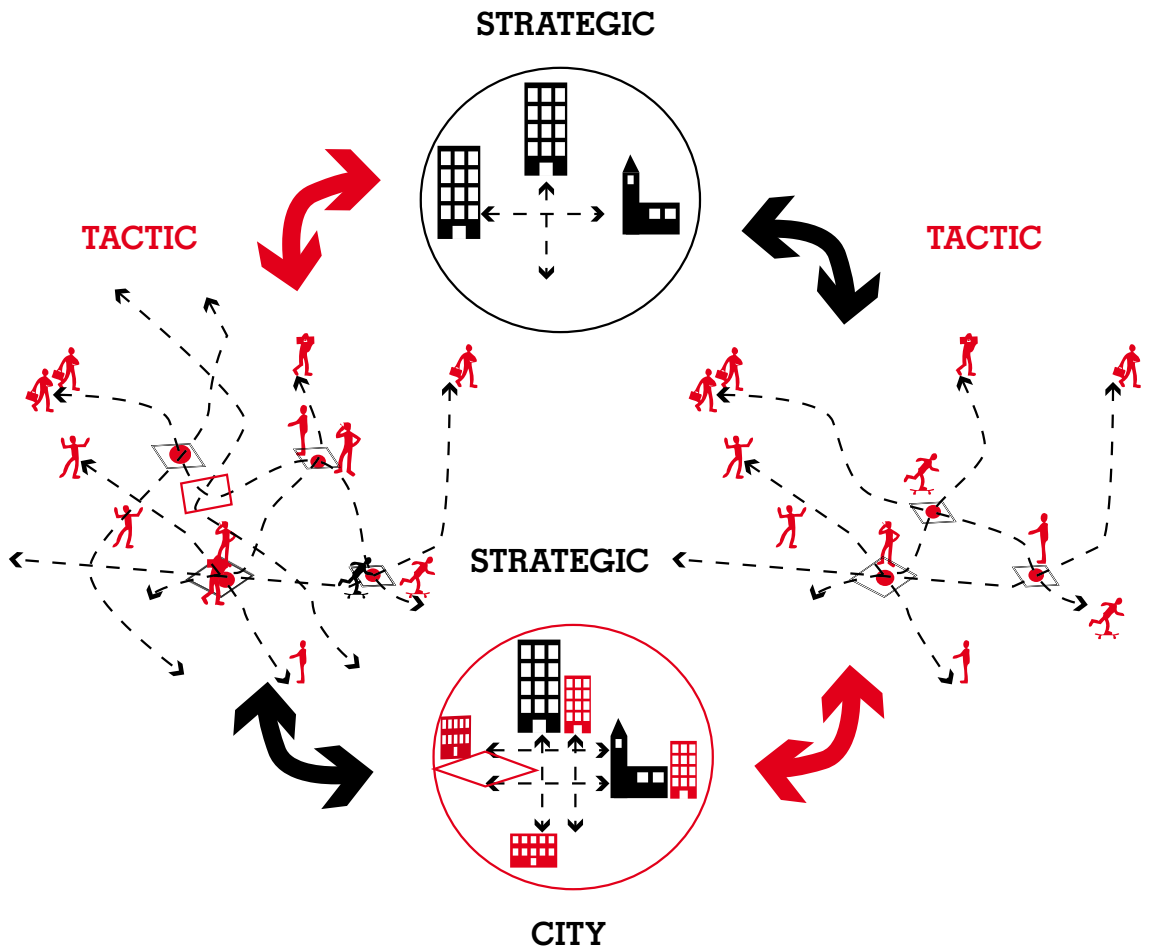
Outcome

Design and programme seek to artificially generate heterogeneity and variety

Position

We arrived at our current position by deliberately stepping away from orthodox spatial/planning models that are preoccupied with permanence, stability and control; our position has grown out of a deep frustration with the problematic conditions described here. We are committed to a vision of development that faces the present-day economic climate with a sense of dynamism and inclusivity by adding 'slack' to the urban fabric rather than prescriptive dogma. Our strategies seek to maximise the social and political potential of a prime piece of land by preserving its architectural heritage; 'locking in' the affordability of spaces; creating opportunities for enterprising locals to cultivate and actualise their own visions, by allowing them to engage with pieces of the site from the outset and to assist in its long-term management. Our final framework flowed from a shared desire to advocate for reforms to planning and design conundrums. This project provided us with an outlet to explore a new kind of economic and spatial logic – one that we believe is both forward-thinking and sensible.

In *The Practice of Everyday Life*, Michel de Certeau discusses cities that are planned by professional practitioners from the bird's eye view; "whose condition of possibility is an oblivion and a misunderstanding of practices" (Certeau, 1984: 93). Certeau argues that the 'strategic' view point of architects and planners fails to properly understand and therefore accommodate the 'tactical' reality of "the ordinary practitioners of the city living 'down below'." This is a critical assessment of city planners and designers who are attempting to plan for the city's inhabitants but fail due to a utopian and unrealistic understanding of the daily practices of city goers.

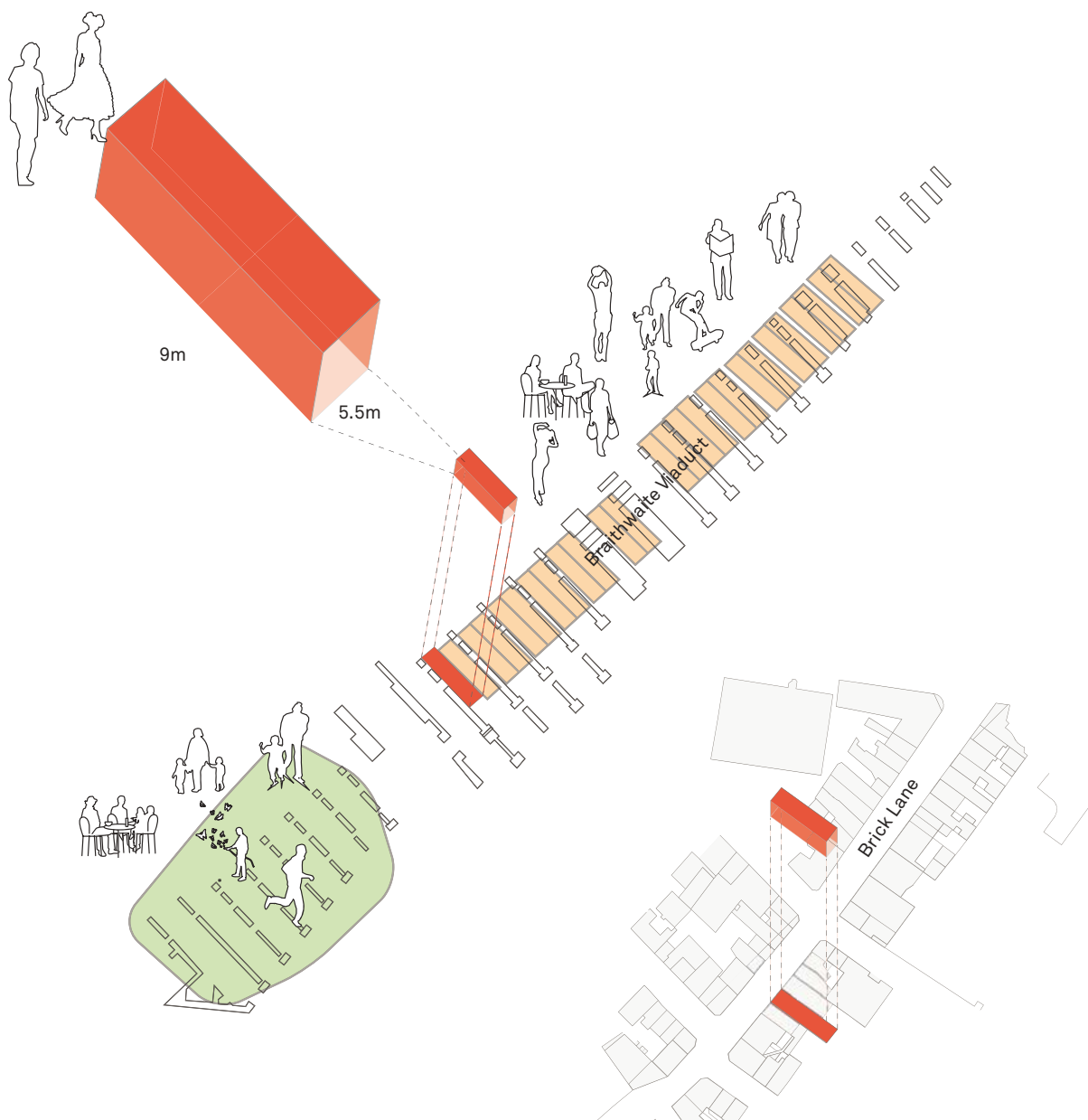


CONCEPTUAL FRAMEWORK

1:1 Colonisation

Our development framework allows for 'local stakeholders' (i.e. defined geographically) to participate at a scale of '1-to-1' to 'colonise' key areas of the site, while more 'traditionally' planned and implemented catalyst or seed projects will provide complementary site uses. The phasing and management dimensions of this process are key in order to ensure streamlined implementation and site governance.

"... ways of seeing and understanding the city inevitably inform ways of acting on the space of the city, with consequences which then in turn produce a modified city which is again seen, understood and acted on... In the development of cities can be discerned a traffic between [reality and imagination], an economy of symbolic constructs which have material consequences..." James Donald (1999: 27).



3 The careful approach of providing plots for small-scale catalyst or seed projects aspires to facilitate a perpetually adaptive space that is complete and responsive despite constant evolution.

Non-determinism

A non-deterministic framework seeks to absorb disparate forms of appropriation and use that cannot be pre-defined; rather, initial fleeting uses give way to longer-term appropriations, over time. Certain fleeting pieces lead the development process, facilitate 'colonisation', and are then re-evaluated, tested, and re-designed as necessary. The subsequent use-related design and management pieces are intended to be more permanent, yet still flexible enough to be re-designed and reappropriated in response to fluctuating socio-cultural, political and economic conditions.

As our vision became more refined, we considered which minimum design interventions were required to allow for successful occupation of the site at the outset.

4 Spatial and Procedural Framework

Philosophy

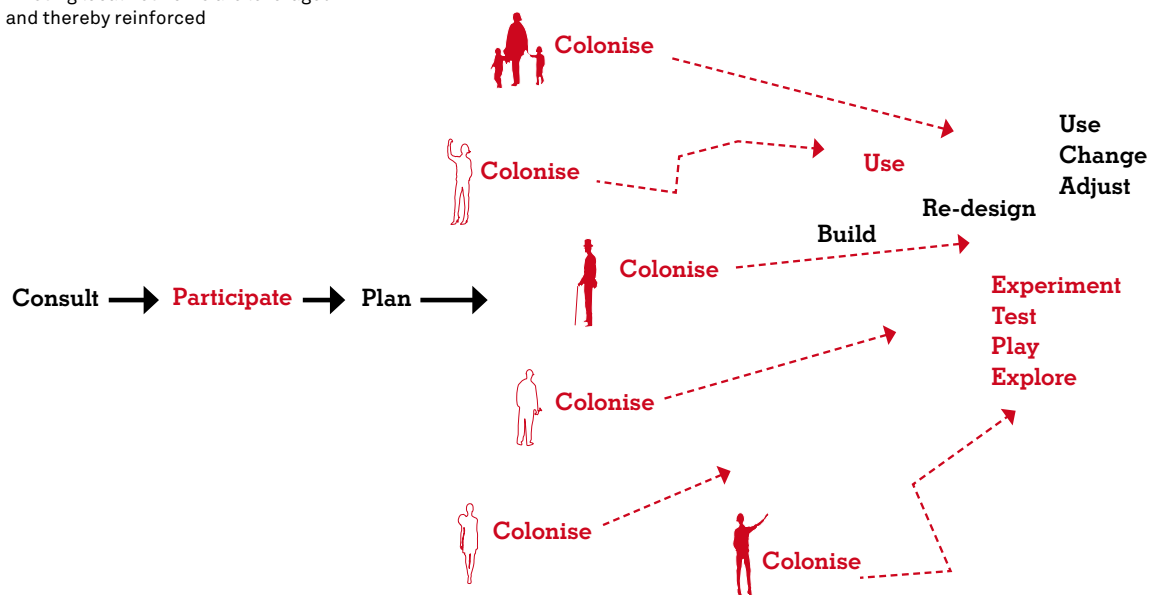
- Urban process where the site can be disaggregated into clusters of different ownership
- Facilitate various economic and social processes governed by an over-arching spatial framework

Characteristics

- Non-linear process
- Remove obstacles to opportunities
- Facilitate access
- Non-determined plan that grows through a mix of ownership, fixed/fleeting

Outcome

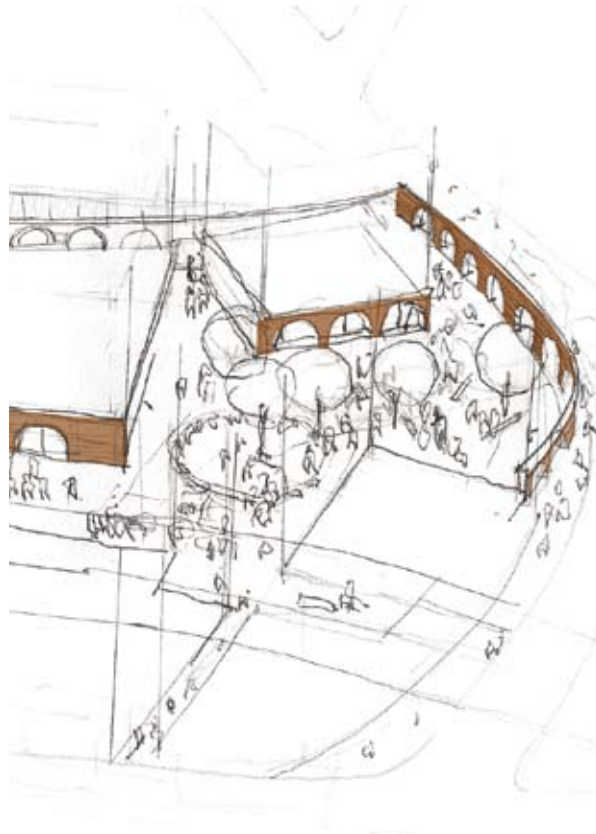
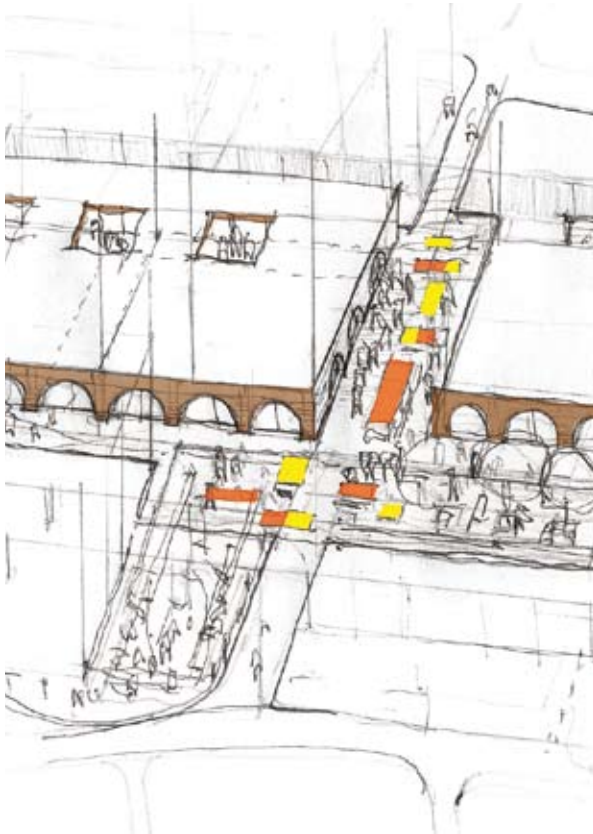
- Existing local networks are leveraged and thereby reinforced



Affordability

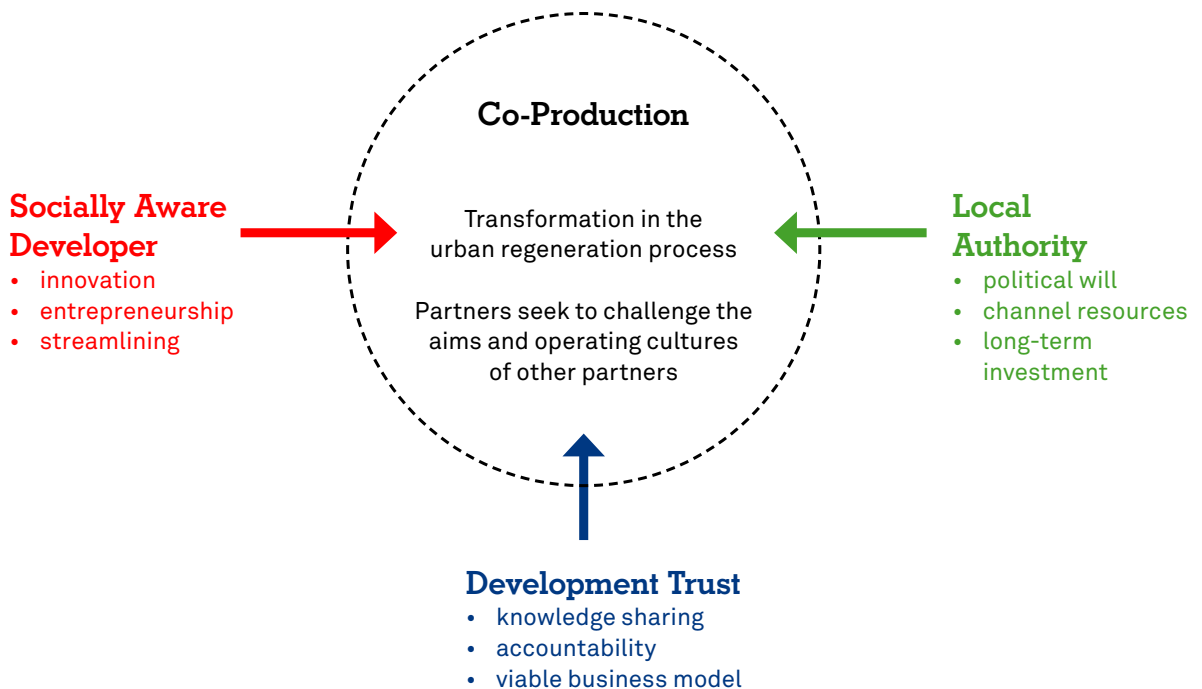
Affordability is a parameter for 'colonisation' that must accompany non-deterministic design. Urban spaces – especially those possessing a 'fringe' quality – must remain affordable in order to facilitate and sustain inventive and inclusive temporary uses. Planners and policymakers should not merely express their aspirations for affordability on paper, and designers and architects need not remain impartial or silent on the matter. Furthermore, a commitment to affordability must be deliberate and expressed through the inclusion of ownership, design, revenue-generating, and management mechanisms that facilitate the preservation of affordability. This commitment to affordability (and, in turn, inclusion) is a key component of our framework.

Access to Bishopsgate as an urban site with the potential to generate economic opportunities for the local population of East London is possible by providing access through a physical, legal and managerial framework. Providing a structured framework that incorporates minimal utilities which can then be appropriated over time, minimises initial investment costs. Thus "gradually emerging social networks and communities with shared values are the decisive motors for a development process" (Oswalt, 2008: 243). The careful balance of providing plots for catalyst seed projects and opening other sites up for colonisation aspires to facilitate adaptive and imaginative spaces that do not require large capital investment.



Co-Production

The deterministic dogma of orthodox planning conceives architects and planners as being all-knowing; private investors as being all-powerful; and public bodies as being all-able. The 'colonisation' framework seeks to design and develop urban infill areas through a process of 'co-production', whereby built-environment professionals, investors, public authorities, community stakeholders, and third-party entities co-exist within well-articulated boundaries, while sharing oversight over colonisation processes and exercising equal power in decision-making forums.



5 Co-production distributes participatory and bargaining power between actors to allow for each to contribute their respective strengths and expertise, as colonisation/ occupation unfolds.

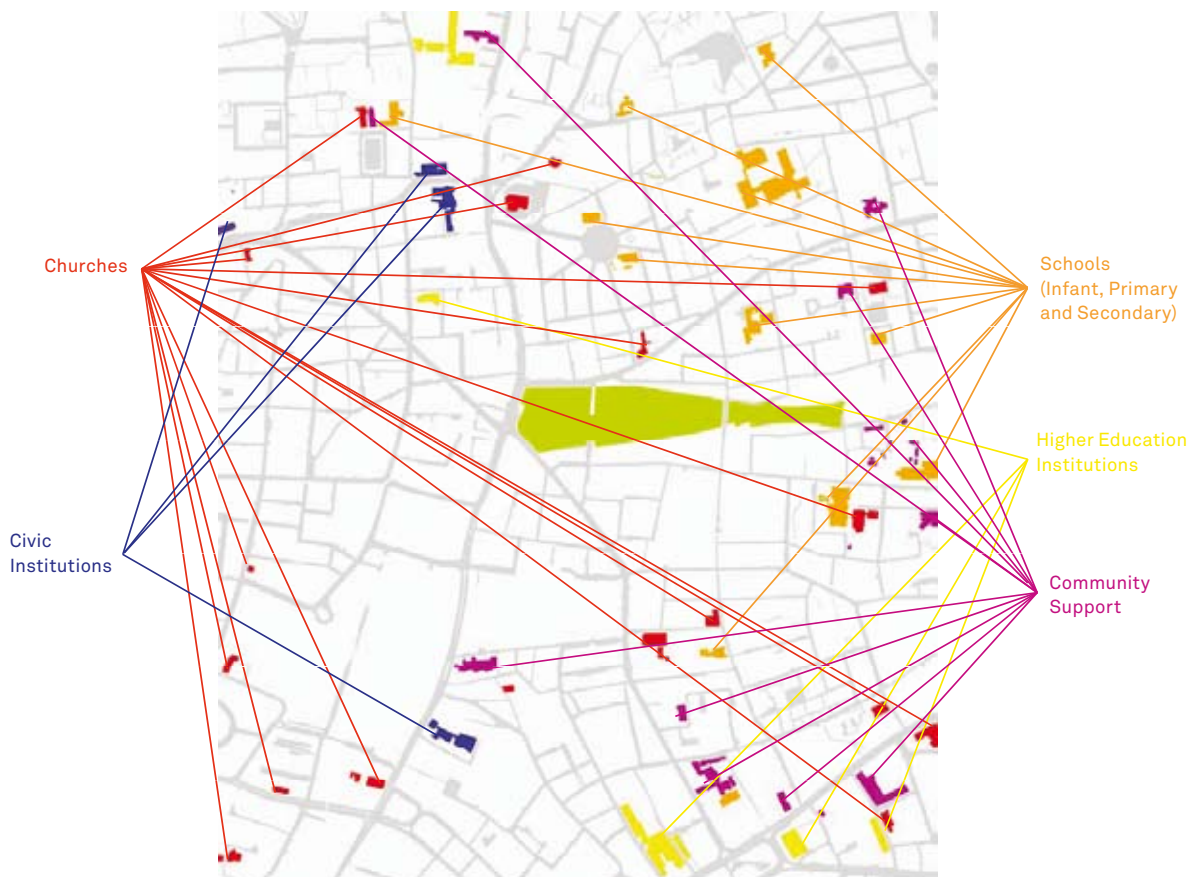
METHODOLOGY

In his 2001 piece on ‘Neighbourhood Governance: Leadership, Trust and Social Capital,’ Derrick Purdue insists that “[n]eighbourhoods targeted for regeneration partnerships seldom make up a single community with closed social networks conducive to accumulating communal social capital in a straightforward manner” (Purdue, 2001: 2218). We embarked on our project well-aware of the social complexities inherent in urban life and conscious of our wish to preserve existing social networks while creating localised opportunities for economic mobility. We were also keenly aware, however, that it would not be easy, for the very reasons that Purdue has noted.

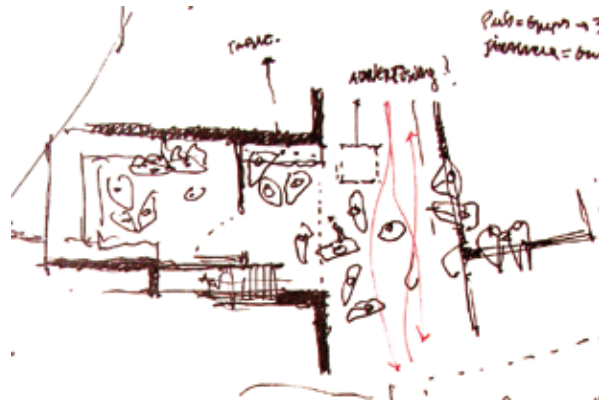
6 Density of Institutional Type

There are many types of institutions in the vicinity of Bishopsgate Goods Yard, from religious, civic, political and community to educational institutions. Ash Amin (2002) suggests that sites such as schools, youth centres and workplaces are ‘micropublics’ where dialogue and ‘prosaic negotiations’ are compulsory. Amin suggests that although these institutions have great importance for particular groups, “habitual contact in itself, is no guarantor of cultural exchange” (Amin, 2002: 969). Cultural exchange is only likely to take place outside the realm of a person’s daily transactions.

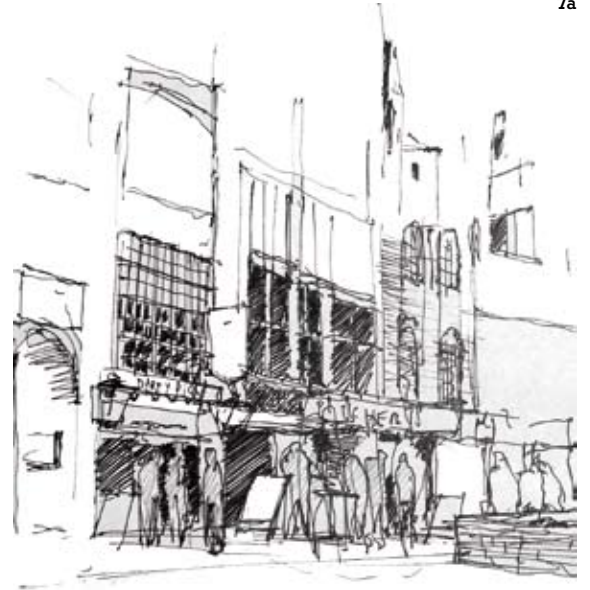
To start, we investigated the geography and nature of local institutions around Bishopsgate, from weekly street markets (formal and ad hoc) and places of worship, to art galleries and cafes, to schools and cultural organisations. We considered the economic life of the area across multiple scales – city, borough, neighbourhood, and site – as well as the site’s relationship with surrounding urban spaces and amenities, including public parks and transport links. We studied the history of the Goods Yard and its historical, built and social features. We explored the ways in which public and private actors inform planning processes at borough and city-wide scales and affect distributions of power therein (e.g. through public consultations and regulatory systems). We sought to better understand the problems of joblessness and housing shortages in East London and relate them to matters of affordability, access and the vitality of local social networks. We spent many, many hours – over the span of several months – exploring and using the site and its immediate surroundings, conducting brief (informal) interviews with those who frequent it for work, recreation, shopping, and living. Through vigorous and long-winded debates over how to encourage more organic, ‘bottom-up’ development processes, a nascent framework began to emerge.



Supplementing our study of local demographics and economic conditions was an investigation of the mechanisms and potential benefits of collective 'social enterprise' efforts; the workings of U.K. housing associations; and the role of land as a vehicle for producing long-term 'community assets'. Interviews with local organisations (the Development Trust Association, a national entity, and Spitalfields Small Business Association, a small, non-profit landlord) were also instructive in shaping our outlook. This process was accompanied by a survey of sample international masterplans and design precedents, from which emerged certain foundational ideas about desired spatial interventions. After compiling our first-hand, site-based research and interview materials, as well as statistics and other key findings, we formulated a comprehensive framework for 'colonisation' and 'co-production', as well as structures for managing and delivering affordable housing and workspaces.



7a



7b

7 Sketches of social activities around Bishopsgate.
22 November 2008

7a Plan: Artillery Lane
7b Perspective: Artillery Lane
7c Perspective: Bishopsgate

7c





8a



8b



8c



8d



8e



8f



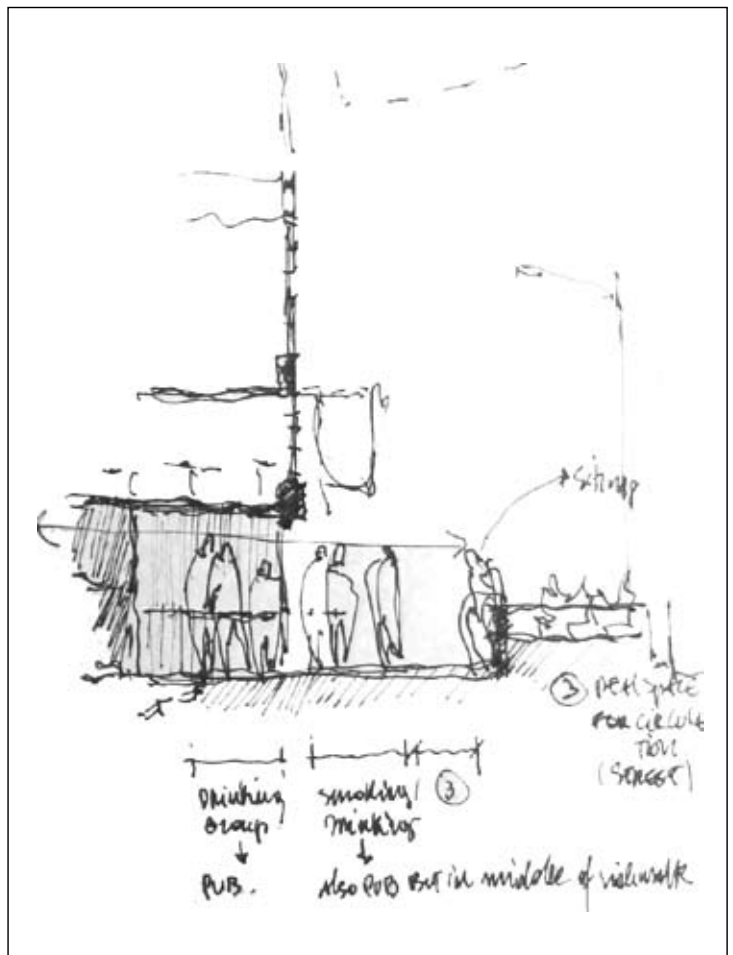
8g



8h

8a-h Photographs taken around Bishopsgate Goods Yard depicting diverse activities, appropriation of existing infrastructure and forms of sociability. Informal markets take place on the periphery of Bishopsgate Goodsyard. They make use of spaces that do not have a pre-determined use, this flexibility within unprogrammed spaces is termed 'slack'.

- 8a** Chicksand Street. Friday 31st Oct. 2008.
- 8b** Entrance to Truman Brewery. Saturday 1st Nov. 2008.
- 8c** Princelet Street. Saturday 1st Nov. 2008.
- 8d** Corner of Finsbury Street and Bishopsgate. Wednesday 12th Nov. 2008.
- 8e** Bethnal Green Road. Sunday 2nd Nov. 2008.
- 8f** Truman Brewery. Sunday 2nd Nov. 2008.
- 8g** Bethnal Green Road. Sunday 2nd Nov. 2008.
- 8h** Site Periphery, located on Bethnal Green Road. Sunday 2nd Nov. 2008.



9 Section: Bishopsgate 22. November 2008

"The trust of a city street is formed over time from many, many little public sidewalk contacts... The absence of this trust is a disaster to a city street. Its cultivation cannot be institutionalized." Jane Jacobs (1961: 56)

"(I moved to Brick Lane) from Lithuania... a few months ago... Friday and Saturday, it's bloody mad here... so much fun, so much action..." Male, age 24

"I work from 9 to 9... every day... Most (of the customers) are Bangladeshi... Sometimes not." Male, employee, BanglaTown Cash & Carry

"(The store) has been here for 8 years... I live 5 minutes from here... The city is moving towards Brick Lane. The owner of Truman Brewery controls who can come into the area... Hopefully the character won't be lost." Female, owner of jewellery store

CITY FRINGE IN A TIME OF ECONOMIC UNCERTAINTY

In his text on the virtues of equitable ‘city making’, legal scholar Gerald Frug declares that “city control over land use has contributed more to the dispersal and separation of metropolitan residents than any other city activity” (Frug, 2001: 143). Indeed, land allocation and land control practices have short-term and long-term impacts on residents’ social networks, job prospects, and educational and health outcomes, as well as potentially irreversible effects on the urban environment.

Urban land use patterns are oftentimes geographies of economic stratification and power, as they relate to potentials for socioeconomic and spatial (i.e. transport-based) mobility. While land use practices are hardly the only sources of urban inequality, the potential of urban sites to generate economic opportunities for resource-strapped community members should not be underestimated. Yet, self-interest and profit imperatives are (quite understandably) inherent to most urban land transactions. In mega-metropolises such as

London, real estate development is viewed as a way to leverage global competitiveness (by attracting cycles of capital), to promote high-end business enterprise, and secure tax flows and revenue streams into city coffers. Moreover, the political symbolism of large-scale land development projects is immense, as policymakers perceive certain kinds of structures and uses to be more emblematic of ‘progress’ than others. Viewing urban real estate through a lens of fixed assumptions about ‘supply’ and ‘demand’ contributes to deterministic and static planning agendas. Such assumptions are not only elitist and unimaginative, but – in today’s climate – fiscally dangerous.

Frug’s observation about the divisive effects of land use control is especially relevant to urban spaces that are characterised as ‘fringes’: those on the verge of transformation between exclusivity and inclusivity, stuck between the prospects of innovation and repetition. We understand the ‘fringe’ as being a site ripe for new visions of “progress and acts of spatial justice” (Soja 2000). Bishopsgate Goods Yard is such a site, and our ‘colonisation’ framework attempts to spatialise these principles.

10-11 Spatially the City Fringe juxtaposes new with old, fine grain with large grain, human scale and corporate scale.



12-13 Socially the City Fringe is dynamic and yet predictable. While the fashion and appearance of those meeting and interacting in public space may vary, the types of activities they engage in are remarkably similar.



The potential of the site is constrained by varied and complex spatial conditions and political interests. The City of London and the area around Bishopsgate Goods Yard (BGY) changes at an incredible pace. Extreme cultural and socioeconomic diversity exists around BGY, resulting in competing and often contradictory notions of 'quality of life'. Despite these obstacles, we should not lose sight of the capacity of the city's physical form to influence everyday human interactions

The site at hand is especially vulnerable to the current, uncertain economic climate. The boroughs of Hackney and Tower Hamlets, already two of the most deprived in the country, have been hit especially hard by the current economic recession.

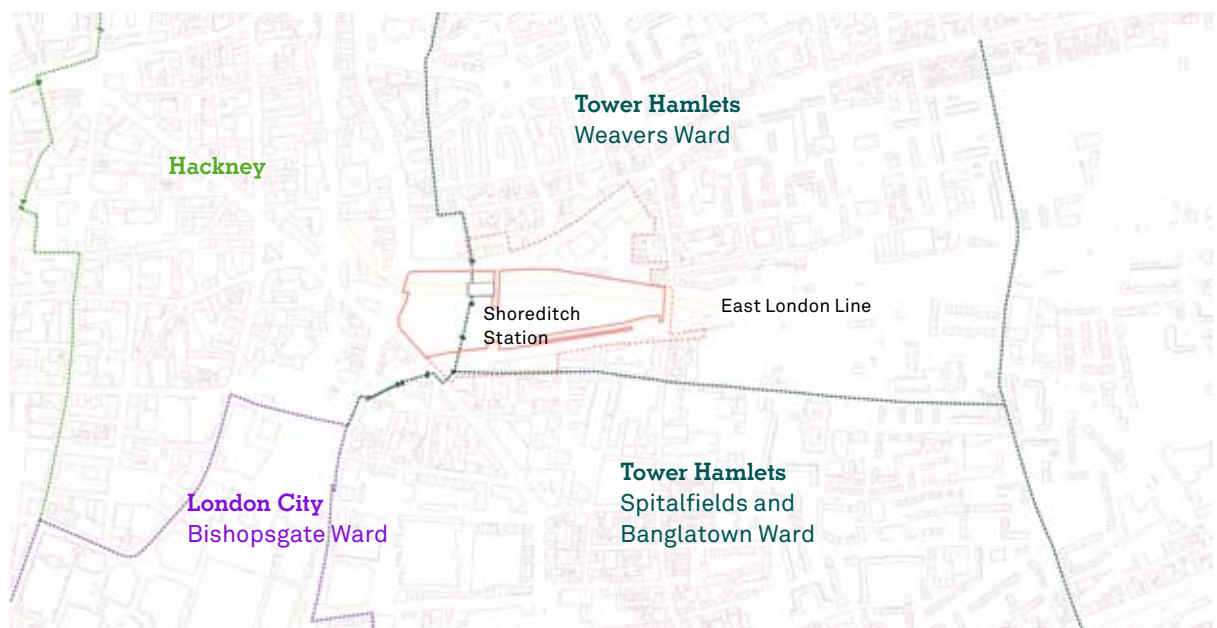
The site has laid largely derelict and underutilised for twenty years, yet the East London Line and Shoreditch Station are scheduled for completion in 2010, and the sense of urgency to create not only a substantial connection to the City but also to utilise the site is pressing.

How can we as designers ever fully understand how to make a space that can cater to this ever-changing, incredibly diverse, and unique city character?

The 1:1 colonisation approach provides much needed opportunity to utilise this prime piece of land and architectural heritage for modest rent accumulation and public recreation, while at the same time providing space for SMEs and displaced businesses and residents who have been forced out by the City's expansion east.



14 Hackney Employment Situation
32:1 Jobseekers to vacancies
Source: Borough of Hackney



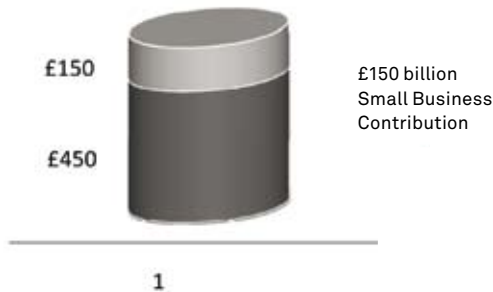
15 The Bishopsgate Goods Yard site is located partially in the Borough of Hackney and partially in Tower Hamlets. The proximity to the Corporation of the City of London and the construction of the East London Line extension further complicates the character of the site.

STARTING ANEW IN A DIFFERENT ECONOMIC PERIOD

The role of small business

According to some organisations in London, notably the London Assembly, the key to unlocking the potential of the City Fringe while simultaneously addressing the current economic crisis may lie in small business. In January, 2009, the London Assembly released a document highlighting the substantial economic contribution of small and medium businesses and advocating for their role in promoting economic stability in London.

Total annual business turnover in London (billions)



Small and Medium Enterprises (SMEs) may have a role to play several aspects of the economy.

In terms of jobs:

“... during this period, some people losing their jobs may think about trying to start a business...” (London Assembly, 2008: 10).

Longevity and resilience:

“survival rates for [London’s] new businesses have been lower [than elsewhere in the UK]...up to 60 percent of London small businesses cease trading within the first 5 years, which can be partly attributed to a general lack of business expertise and understanding...” (London Assembly, 2009: 3).

And strategic entry:

“...able to exploit gaps in existing services and products when established businesses reduce their their output or cease to exist because of the downturn” (London Assembly, 2008: 14).

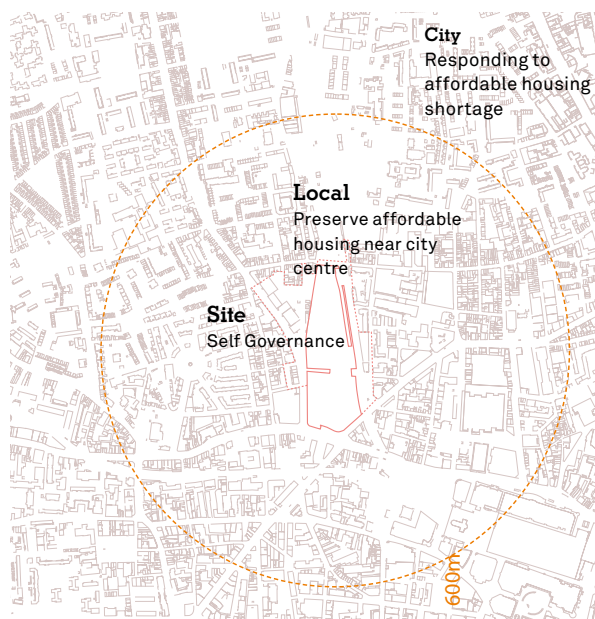
Addressing affordable housing

The affordable housing shortage in London is well-documented. With over 300,000 people on housing wait lists, several grass roots organisations including The East London Community Organisation (TELCO) and London Citizens have been calling for alternative delivery options such as Land Trusts and Housing Co-ops. These ideas had begun to gain traction with the former London Mayor. More recently, Hazel Blears, Secretary of State for Communities and Local Government, echoed Ken Livingstone’s sentiments, but the future of Land Trusts in London is still uncertain.

In 2007, The Mayor is quoted as saying:

“With such a desperate need for affordable housing in the capital we must explore every avenue to ensure we continue driving up delivery wherever we can. I believe that Community Land Trusts can complement our other initiatives and we will work hard with Tower Hamlets Council and the community towards making this first pilot a success and ensuring that the community plays a key role in solving our housing crisis” (Mayor of London, 2007).

16 The affordable housing shortage in London must be addressed at several scales and through multiple initiatives



Beyond the traditional masterplan

Over the years the dogma attached to master-planning has changed, but the intentions remain the same.

From the Modernist vision of the city as a machine to the notions of New Urbanism that aspire to recapture a 'traditional' aesthetic, the concept of a masterplan is to design and build according to a singular, rigid, deterministic, architectural vision. More recently "name-brand master plans are an entrepreneurial tool that are key to getting these large projects built. Urban planning is now a very weird mixture of marketing and urbanism" (Reinier de Graaf, OMA, in Marcus, 2008). Today property owners, according to Richard Sennett ask "what we call 'starchitects' to come up with a vision of what a city should look like and how its growth should occur. Being trained to develop unusual or extraordinary buildings is not the best preparation you can have" (Richard Sennett, in Marcus, 2008).

In these times of economic uncertainty, the time seems appropriate to step away from these large-scale ideas based on permanence, stability and control where the design of an entire area is conceived by a singular entity (individual, partnership, or consortium) to be controlled by a singular owner.

The Bishopsgate site is a testament to these changing times. In 2007, John Richards, Chief Executive of Hammerson, the BGY property owner, boasted of their "unparalleled record of securing and delivering developments to make big profits for shareholders" (Stevensen, 2007). Yet in early 2009, Mr. Richard's tone changed: "given the lack of debt finance, we think it would be unwise to rely upon sales, they are proving protracted and the outcomes remain uncertain..." (White, 2009).

Our project aspires to capitalise on the challenging economic situation as an opportunity to rethink the masterplanning process.



17 1923 Plan Voisin – Le Corbusier



18 1989-today – Poundbury, Leon Krier
Source: BBC



19 2008 – Kartal-Pendik, Istanbul – Zaha Hadid



20 2008 – Pre-Credit Crunch:
Hammerson's Vision For BGY
Source: Image from Interim Planning Guidance

LOCAL VOICES, LOCAL VISIONS 2008
PUBLIC CONSULTATION

The GLA together with the London boroughs of Hackney and Tower Hamlets attempted to understand the dynamic and varied priorities of local stakeholders through a consultation process that took place in the summer of 2008. The consortium arranged highly publicised (significant local advertising and 6500 posted flyers) ‘drop-in’ sessions held on 30 June and 1 July 2008 that were attended by approximately 200 local residents. On display at the sessions “were 13 A1 size boards showing initial ideas and analysis of the site with questions relating to these. Local residents and interested parties were invited to fill out a questionnaire with their views either on the day or in the following weeks” (Mayor of London, 2009). As of August 26th, 2008 66 completed forms were returned. An additional round of similar consultations was conducted during the winter of 2009.

It is now envisioned that this consultation will inform the subsequent programming and design phase of the masterplan to include physical amenities i.e. a park, a community centre, recreational facilities, etc. This approach is insufficient in many ways. The outcome is largely dependent on those attending such sessions and filling out questionnaires. The people attending these ‘open sessions’ typically do not reflect an adequate cross-section of stakeholder interests but rather those with more spare time, or especially active community figures. Additionally troubling are the significant skills gaps that exist between trained professionals presenting plans and diagrams and lay-people asked to interpret them. Inherent human boundaries to empathy and understanding cause additional problems as well. This list is by no means exhaustive but highlights some of the limitations of the consultation processes utilised in this case.

In an effort to gauge the diversity of respondents, the questionnaire includes an extensive ‘diversity’ section. One can question the relevance of certain categories, as well as underlining the fact that:

“clusters of people typically referred to as ‘local residents’ and ‘community groups’ do not fall into the neat ‘boxes’ of social theory” (Mitlin, 2008: 351).

21 The cover page from the local consultation questionnaire used in 2008 and again in 2009. The survey was conducted in collaboration between the Mayor of London, and the Boroughs of Tower Hamlets and Hackney.



22 Excerpts from the optional ‘Equalities’ form attached to the questionnaire

Do you live/work/shop near the Bishopsgate and Shoreditch area? (tick box)

Live near	<input type="checkbox"/>	Other, please state	
Work near	<input type="checkbox"/>		
Shop near	<input type="checkbox"/>		

Religion/Belief

What is your religious belief?			
Buddhist	<input type="checkbox"/>	Muslim	<input type="checkbox"/>
Christian	<input type="checkbox"/>	Sikh	<input type="checkbox"/>
Hindu	<input type="checkbox"/>	No religion	<input type="checkbox"/>
Jewish	<input type="checkbox"/>		
Other religious beliefs (specify)			

Sexual Orientation

How would you define your sexual orientation?		Gay	<input type="checkbox"/>
Bisexual	<input type="checkbox"/>	Heterosexual	<input type="checkbox"/>
(an attraction to both men and women)		Lesbian	<input type="checkbox"/>

Age

0-4	<input type="checkbox"/>	44-52	<input type="checkbox"/>
5-11	<input type="checkbox"/>	53-59	<input type="checkbox"/>
12-15	<input type="checkbox"/>	60-64	<input type="checkbox"/>
16-34	<input type="checkbox"/>	65+	<input type="checkbox"/>
35-43	<input type="checkbox"/>		

The Draft Interim Planning Guidance summarises the results of sessions stating that key recommendations include:

- The need for the developer to provide a considerable green space on the site;
- A considerable minority would passively accept well-designed tall buildings due to their potential to fund other regeneration projects;
- The need for larger affordable units on the site in response to the housing needs of the local Bengali population.

Additionally the aspects of the area that most appealed to respondents were:

- The diverse communities of Brick Lane, Spitalfields, Shoreditch;
- The mix of local small businesses and creative industries;
- The character and heritage of the local area.

23 Photos from BGY ‘drop-in session’. On display were thirteen A1 boards that allowed attendees to preview the design suggestions. Attendants were asked to fill out questionnaires regarding the design presented. Following the consultation period, “the draft document will be amended where appropriate to reflect the comments received.”



24 The Draft Interim Planning Guidance integrated results from the first consultation “together with existing planning policies, urban design guidance and place making principles to provide a framework for the future comprehensive development of the site” (London Boroughs of Hackney and Tower Hamlets, 2008).



STRATEGIES

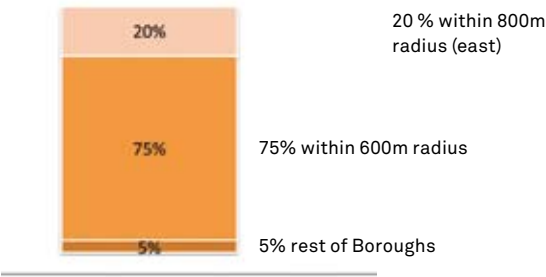
To address the current condition according to our conceptual framework we devised six over-arching strategies.

Define stakeholders/community geographically with an 'eastern' bias

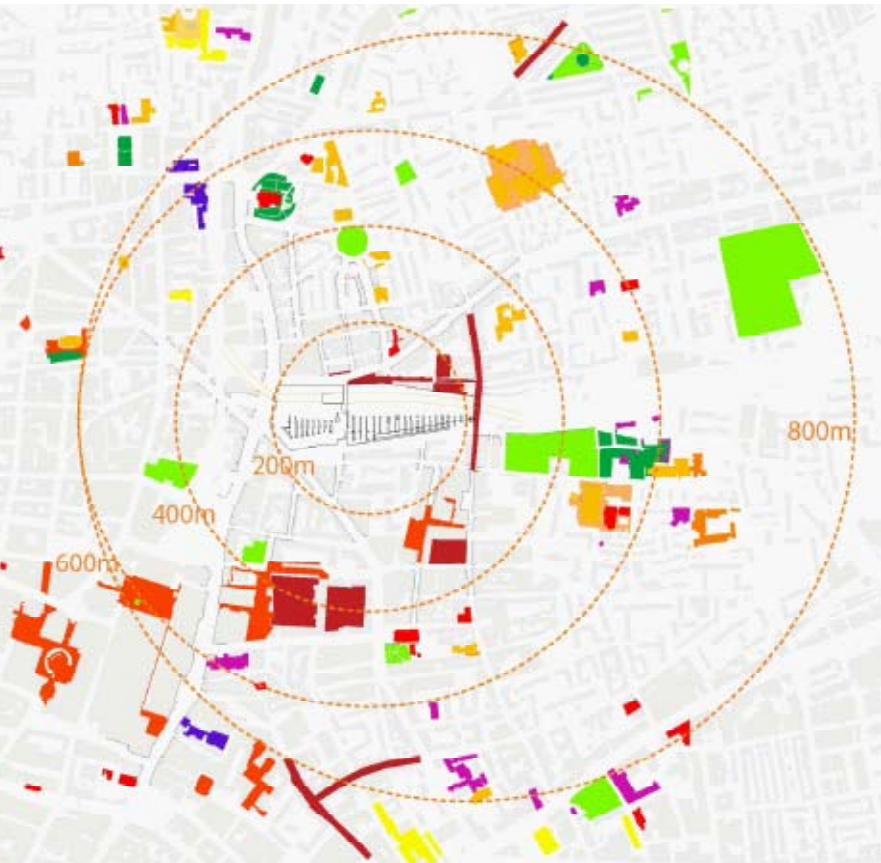
Our 'community' analysis included interviews and desk-top research. While we made progress, we found our analysis frustratingly incomplete. Our observations, however, led us to recognise an under-provision of institutions and contact zones in the eastern vicinity of the site.

We understand weaknesses exist in defining community geographically. The dynamics of the City Fringe however, with its uneven distribution of wealth and deprivation, seem appropriately suited to this type of definition given the extent of our analysis and the character of our intervention.

It is vital, however, to fully recognise that every local decision made for the BGY site will affect not only these stakeholders but also the interests of other localities within the wider district and city (Frug, 2001). Therefore while most of the consultation with stakeholders will be with those in closest geographical proximity, interlocal negotiations must be established as part of this urban development framework.



Composition of colonisation target participants
The 'community' invited to participate in the colonisation process will be defined geographically with an eastern bias.

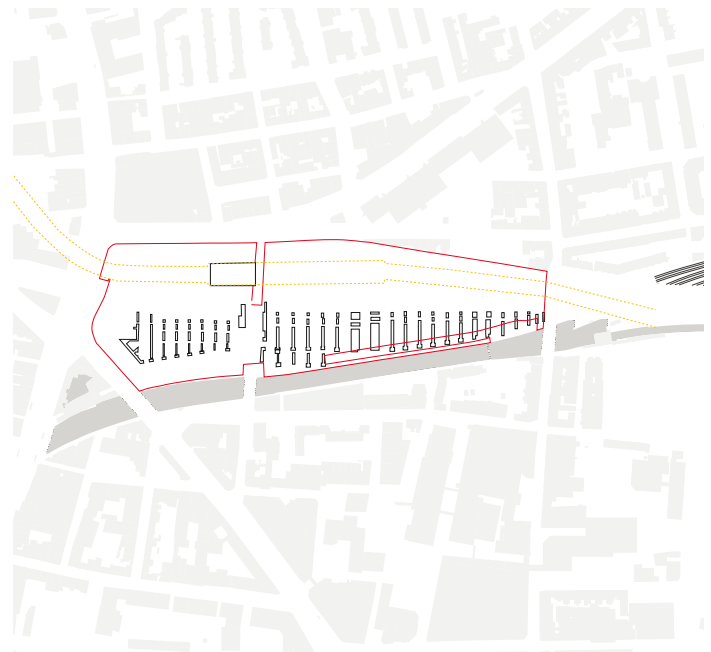


Extend the definition of the site

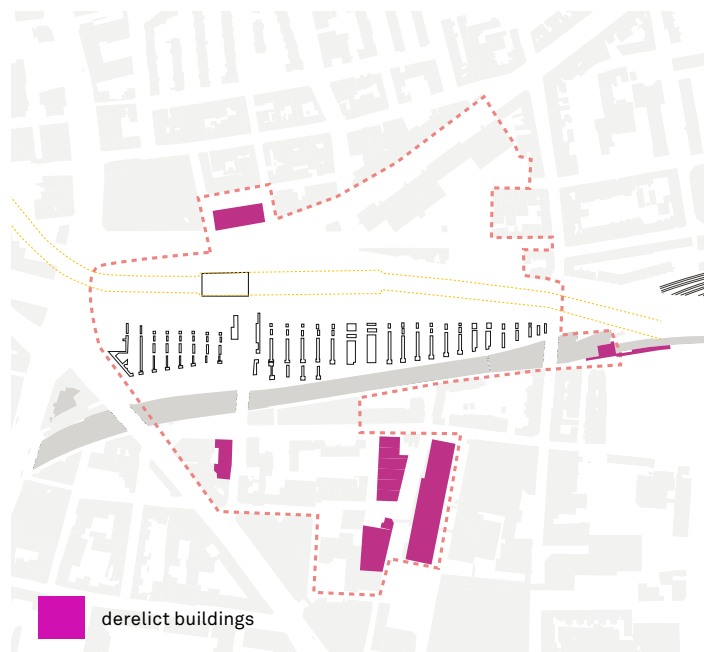
Rather than considering the site in isolation, a main strategy is to incorporate derelict sites and buildings in the surrounding area. Derelict buildings will trigger a more holistic colonisation process, allowing for quick and affordable occupation and to build capacity for more extensive colonisation projects later on.

This strategy requires that neighbouring owners work together to negotiate and extend the financing – and revenue-deriving footprint of the site. This is a mutually beneficial opportunity that should positively contribute to the area, physically as well as socially, engendering a shared sense of stake in on-site prosperity and enhancement.

26 The current physical boundary of the Bishopsgate Goods Yard site



27 Extend the financing / revenue deriving footprint to utilise existing derelict structures around the site to build capacity early on in the colonisation process



OVERVIEW OF SPATIAL FRAMEWORK

The design intervention aspires to prescribe the minimum spatial provision to allow for occupation of the site. The goal is to allow for customisation and adaptation over time.



28 Structure

The shape, form and mass of the built structure



29 Build / no build

Public space provision



30 Spine and main routes

Key linkages through the site



31 Rules and flexibility

Some elements are rigid, fixed, and therefore 'neat'. Other aspects of the plan are free-flowing and open to interpretation and therefore 'messy'.

OVERVIEW OF ORGANISATIONAL COMPONENTS

We aspire for our intervention to instill minimum management parameters and organisational structures to ensure empowered influence and control by a cross-section of the local community.

1:1 Colonisation aims to allow individuals greater control over those portions of their life now determined by others. 'Freedom', as it is often defined in our society, is the ability to choose from a variety of options-consumer products and jobs, political candidates, and opinions. But, all of those options are typically generated or constructed by someone else, e.g. a bureaucracy, employer, or a private corporation. The definition of 'freedom' in terms of this project becomes the ability to actively participate in public decision-making and in the societal decisions that affect one's immediate environment. Our notion of freedom becomes very public-not simply a protection of our private lives, but a creative form of control over our communal lives.

Dynamic social interactions are related to spatial and regulatory flexibility

The site should allow for a variety of sociabilities to meet and retreat.

Co-exist rather than coalesce

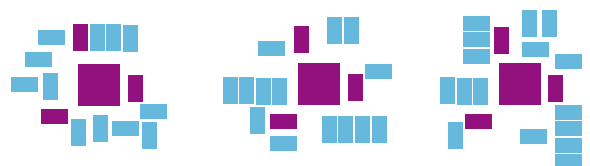
The site should be disaggregated to promote the concept of 'Growing Small', whereby individuals, organisations and collectives are permitted to retain their distinct identities and flourish accordingly.

Freedom as 'public freedom'

The BGY Trust and Housing Co-op will promote more self-directed participation in the decisions that affect uses on site, neighbour-hood culture, and-ultimately-residents' and workers' day-to-day lives.

The urban as a process, not product

We seek to balance the fixed and the fleeting, the temporary and the permanent, at a variety of scales and manifestations. Like Jacobs, we acknowledge that "no pristine economies [urban or otherwise] remain on earth today to show us the dawn of creative economic life" (Jacobs, 1985: 129); yet, we are convinced that urban land use and urban development should involve acts of creativity.



Incorporate the 'fine grain' urban form of surrounding areas into the design

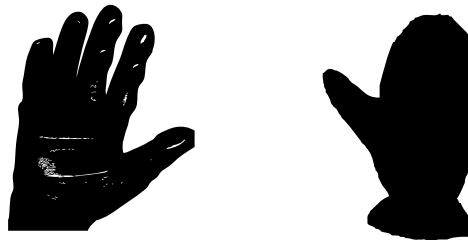
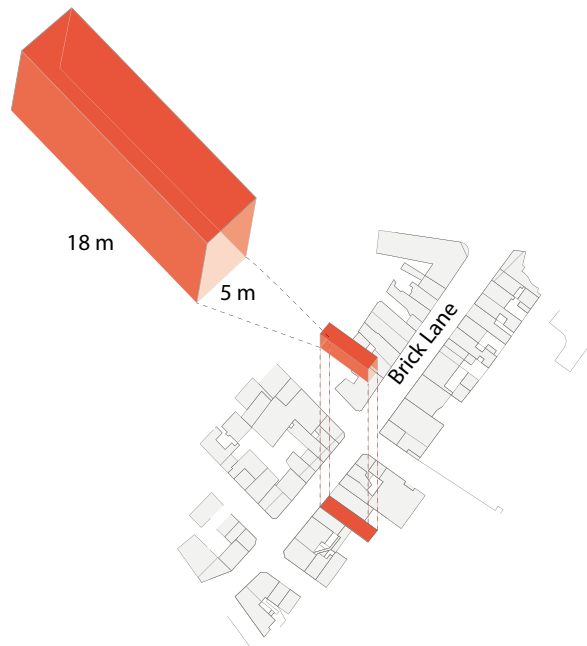
The urban development framework strives to create the guidelines to ensure creativity and diversity in building form, while maintaining the 'fine grain' prevalent throughout so much of the BGY area, as well as throughout the boroughs of Hackney and Tower Hamlets and much of London.

We propose a flexible fine grain built structure based on the 2.5 by 9 metre module. As illustrated in our 'spatial framework overview', the framework will determine what is 'neat', where rules are most rigid and determined and what is 'messy', where these rules can be broken.

The framework also aims for variety in size. Larger plots are important, but no plot size can be larger than 600m². A single developer can own two plots but not directly next to one another.

Maximise the usage of flexible and adaptable structures

The strategy for buildings involves unashamed generic orders. The design seeks generic forms to allow for dynamic appropriation over time. The strategy also aspires to complement the 'unique' character of the existing infrastructure with more 'universal' forms that can be customised.



32 The design aspires to compliment existing special 'glove' built structure with the more generic 'mitten' type buildings that are suited to various uses and occupants

33a-d There is no single way to achieve a 'fine grain' urban form. London, however, is full of helpful precedent.

33a Larger units on upper floors



33b Retro-fit the ground floor



33c Individual units of similar size (width)



33d Individual units of varying size (width)

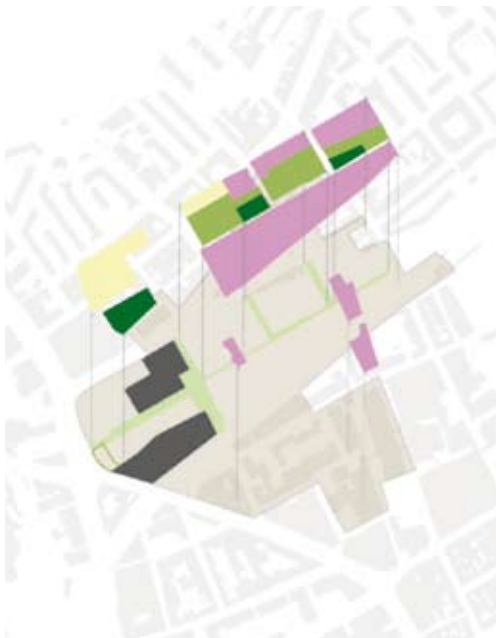


Utilise existing community institutions and networks to inform the model for development






The BGY Trust model is based on interviews and consultations with existing small business leaders such as Spitalfields Small Business Association (SsBA) and Land Trust experts such as the Development Trust Association. Insights gained through desk-top analysis of published reports and research further inform our organisational framework.

Disaggregate the site through transfer of ownership

Our proposal includes plans for how the large site can be divided up into smaller, more viable development plots. We propose that National Rail releases certain parts of the site to BGY Land Trust, other portions to private developers, while retaining key land-parcels for themselves. In the 'Delivery' section of this document the process is further explained, including the mutually beneficial incentives for Network Rail and for London in general.



34 Disaggregating ownership

-  BGY Trust
-  Retained by Network Rail
-  Open Space – to be leased and managed by third party
-  Buildable space to be temporarily leased and managed by third party
-  Parcels to be sold to private developers

EUROPEAN PRECEDENT

To inform our work, we looked at 'best practice' examples of regenerating brownfield sites in Europe.



35a-c Emscher Park, Germany. The design of Emscher Park utilises the industrial infrastructure of several former steel mills to create a unique and fascinating setting for a wide variety of every-day recreation and special events.



36 Bo '01 – Malmö, Sweden. The masterplan for the mixed-use development ensures human scale and variety in building type by limiting plot size and utilising a carefully conceived street system that ensures high accessibility while creating an irregular and intriguing street pattern.



37 Treptower Park and Bade Schiff – Berlin, Germany. Several 'temporary use' attractions and art installations blend in well with the 'everyday urbanism' of cafes, shops and recreation areas.

LONDON PRECEDENT

We explored recent development on former transportation nodes at Paddington and King's Cross as well as successful community led development at Coin Street Community Builders, and Community Land Trusts models in Birmingham.

King's Cross – Promoting contrived consensus?

The project team at King's Cross unapologetically state that consensus is a key goal to the consultation process, as “different organisations and a diverse set of communities” will be engaged, with the motivation “[u]ltimately, to build a consensus about first, the principles behind, and then, the form of our proposals for King's Cross” (Argent, 2001). But does consensus place people in contrived compartments of sameness or promote social justice? In outlining his theory of social justice, Harvey argues against ‘universalist’ approaches to social justice, in favour of a normative definition that identifies similarity rather than promotes sameness (Harvey, 1996). In fact, individuals who took part in the community consultation have suggested that the project team's approach “is based on developing a manufactured civic consensus and community cohesion around pre-set (regeneration) agendas” (Imrie, 2009: 108).

On the other hand, design proposals for KX seem to respond quite well to the unique and specific industrial context of the site. Such “spatially targeted and place-focused approaches” (Swyngedouw, et al., 2002) are typical of the “New Urban Policy” (NUP) that is particular to place, as “multinational capital has become much more sensitive to the qualities of place in its search for more profitable accumulation” (Harvey, 1996: 297). The resulting fixation with places rather than people leads to regeneration that invigorates derelict sites and integrates under-utilised places rather than improving conditions for workers or enhancing the quality of life of citizens (Swyngedouw, et al., 2002).

Coin Street – Losing touch with the Community?

In 1984, GLC sold 13 acres of land at a drastically reduced rate to Coin Street Community Builders (CSCB), claiming that they had to intervene “when there was a bust in the land market” (Baeten, 2009: 241). Formed to balance the conflicting interests of inhabitants and the interests of London's international flows of capital, investment, tourism and culture, the CSCB has received numerous awards, and is widely considered an exemplar of UK community development work.

More recently, however, CSCB has been accused of “handing control over to power brokers whose regeneration objectives and ideology are no longer compatible with initial cause” (Baeten, 2009: 244). Some have accused the CSCB of shifting away “from the social concerns that the group was founded on towards the priorities of promoting economic efficiency and industrial competitiveness.” The executive director of CSCB has been quoted as saying the “opportunity here is on the scale of the Canary Wharf in the first phase” (Baeten, 2009).

38 Coin Street Development

Source: <http://architecturelab.net/wp-content/uploads/2008/05/04xl.jpg>



39a-b Fixation with places rather than people

The design team emphasises the importance of “embedding the extraordinary heritage resources within a new context” (Argent, 2001: 41) including “refurbishing twenty historical buildings and structures, including the listed gas holder triplet”.



INSTITUTIONAL PRECEDENT – DTA

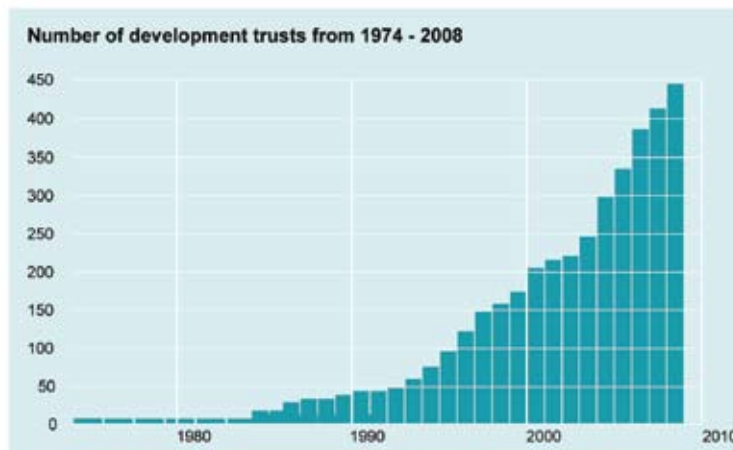
We have been inspired by Jane Jacobs' observation that cities can "pack a lot of economic life into a surprisingly small geographic compass" (Jacobs, 1985: 57). Our sentiment is shared by the Development Trust Association (DTA), a national umbrella organisation comprised of hundreds of members around the United Kingdom. DTA's member base is incredibly varied in terms of size, location and function. They operate in urban and suburban settings; provide diverse services and job skills training; and take the form of credit unions, housing co-ops and 'community enterprise' endeavours. According to the DTA, community-based trusts emerge from disparate conditions, "some ... result [from] a community planning exercise, others as a positive reaction to something negative happening such as the closure of a building, loss of a local service or development proposals" (Development Trust Association 2007).

However, member organisations share a few common attributes. First, revenues generated from the trust entity go back into shared coffers, in perpetuity, as they are intended to support and sustain activities and projects that are beneficial for the community rather than outside profit-seekers. Secondly, community-based trusts utilise a 'cross-subsidisation' model, whereby certain income-generating features of a project offset the costs of another, related project component; in other words, the trust must contemplate its asset base and consider how 'double bottom-lines' or 'triple bottom-lines' can be synchronised to yield a financially viable outcome for participants.

In March, 2009, Linda Damerell of DTA's London Regional Office and Andy Perkin, DTA's Regional Development Officer for the West Midlands, gave an eye-opening presentation to the Cities Programme, highlighting the essential components of a trust and steps towards getting started. Community members,

she said, greatly benefit from partnering under a national umbrella organisation during the start-up phase, as it allows for training, collaborations, knowledge – and resource-sharing, in addition to assistance with prioritising and organising funding strategies and coordinating participants' skills, strengths and networks. DTA members also get guidance on how and when to partner with local authorities and voluntary and private sectors. Furthermore, the DTA provides a platform for advocacy, in a manner similar to the SsBA (which, although not affiliated with a national body, shares many of the same values that drive trusts, including affordability, community participation, and tenant-led management of spaces). Perkin, who has extensive experience with regeneration projects in the U.K., emphasised the role of sensible, cost-effective design and accommodating built-structures in the management of community uses.

Much has been written of late about the rise of 'social entrepreneurship' in the United Kingdom and elsewhere. As Derrick Purdue has commented, "[t]he concept of social entrepreneurs draws on a long theoretical tradition that emphasises the catalytic effects of 'great men,' charismatic or transformational leaders,' driven by charisma and able to cope with risk and uncertainty" (Purdue, 2001: 2215). While we have been inspired by DTA's work and the trust model – indeed, the Bishospgate Goodsyrd (BGY) Trust is a core component of our project – we also appreciate the dangers inherent in believing that 'social entrepreneurship' can provide a cure-all to London's unemployment situation or housing shortages. Even so, greater attention must be paid to the relationship between urban space and community empowerment and the ways in which political voice is conferred to local groups (especially those who are often neglected, such as youth), as well as the power dynamics underlying planning and development processes more generally.



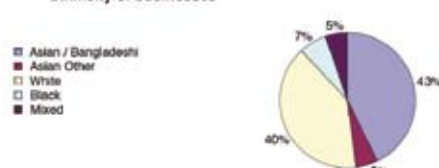
Spitalfields Small Business Association (SsBA), a Spitalfields-based non-profit organisation, was formed over 20 years ago as the outgrowth of a housing association allied with a cluster of small-scale workspaces. At the time of SsBA's formation, Spitalfields – and Brick Lane in particular – was still deemed by many to be the heart of London's Bangladeshi community. Housing conditions were poor, financial resources were scant, and pockets of empty space sat disused and in disrepair. A grant from the Greater London Authority in 1988 led to the birth of the SsBA, a commercial landlord that supervises small-scale and light-industrial workspaces within and around the Brick Lane area. Preserving the affordability and scale of these spaces was – and remains – a central priority for SsBA, along with promoting job skills training, mandating tenant-led leadership within the organisation and protecting low rents.

In March, our team met with Kay Jordan, Director of SsBA, as well as Aziz Choudhury and Rhoda Brawne, long-time SsBA Committee Members. Jordan shared stories from SsBA's early days and insights into the day-to-day organisational workings of the organisation. She emphasised the importance of SsBA's role as an advocate for affordability in a tight, competitive land market dominated by commercial and developer-led interests. Jordan and her colleagues helped us to better contextualise the challenges facing local small-businesspeople and first-time entrepreneurs in Spitalfields, many of whom are immigrants with limited access to training and funding options. She explained the significance of trust in cementing long-term collective agendas, particularly when tenants and supporting (non-tenant) members try to access channels of political power; certain community groups, she reminded us, are simply 'never invited to the table' with more prominent stakeholders to discuss large-scale development projects and government initiatives taking shape in their own backyards.

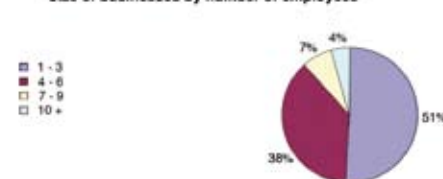
SsBA remains resilient and responsive to community members' concerns, because it has consciously incorporated mechanisms in its operational structure to facilitate self-governance and worker participation. The organisation also relies on creative, piecemeal funding strategies, which not only depend on traditional grants and rental incomes, but also thrive on the ability of communal networks to pool together money from friends, family, well-wishers, credit unions, and other sources. Lastly, we learned that SsBA is remarkably design-conscious, a value that we found inspiring and relevant to our own 'colonisation' paradigm.

We are thankful for the lessons gleaned from SsBA and have attempted to apply some of these to our conception of the Bishopsgate Goods Yard (BGY) Trust.

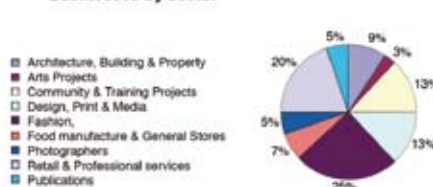
Ethnicity of businesses



Size of businesses by number of employees



Businesses by sector



42 Source: Spitalfields Small Business Association Annual Report '07-'08

41 A cross section of SsBA's members
Source: <http://www.ssba.info>



OWNERSHIP








The uncertain economic climate lends itself to a disaggregated approach to development and regeneration. The credit simply does not exist for any single entity to embark on a large-scale regeneration project. The site has already laid dormant for almost 20 years, serving neither the local community nor the interests of current owner Network Rail.

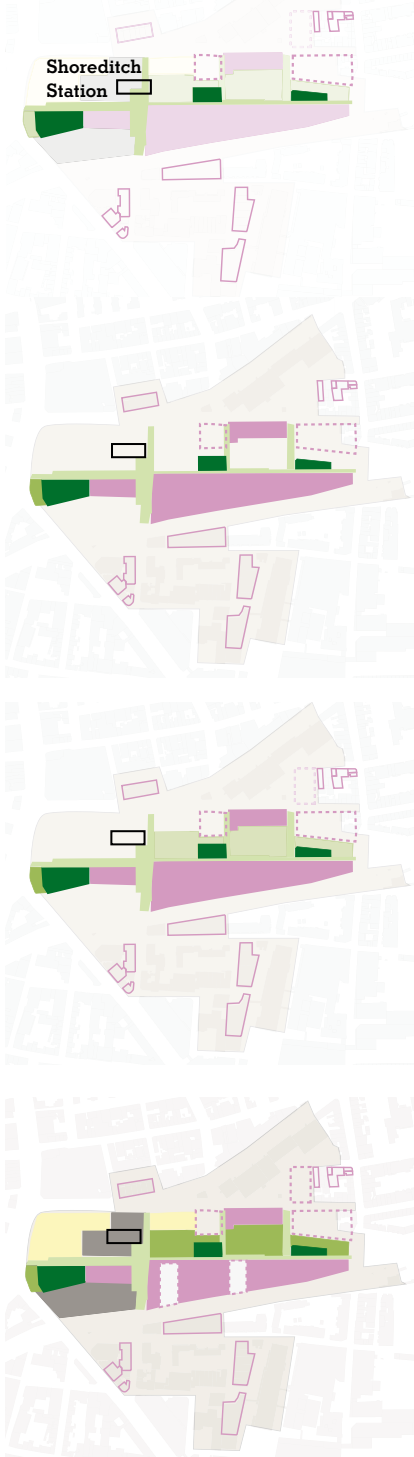
We propose the site is disaggregated spatially through a transfer of ownership. In the initial phases, key routes through the site are opened up to connect Shoreditch High Street Station to surrounding areas. We propose the local authority assumes responsibility for these streets, while a third party group, such as Urban Space Management (London) or Urban Catalyst (based in Berlin), implements a temporary programme for public space. These catalyst 'seed' projects correlate to derelict buildings on the periphery of the site that can be turned over to the BGY Trust and with minimal renovation begin to be colonised and operate as small offices, light industry or other uses.

Based on the spatial and organisational capacity gained through the colonisation of derelict buildings, in the next phase the BGY Trust can assume control over the Braithwaite Viaduct. BGY can facilitate colonisation of a mix of temporary and more permanent functions within the viaduct arches. These uses and activities can be complemented in later phases as more land is freed up for third parties to build additional temporary projects.

With the identity of the site thoroughly established through colonisation and temporary catalyst projects, the value of the property retained by Network Rail will have increased. We propose that Network Rail develops some parcels themselves, and sells other pieces to innovative private developers that have experience of creating socially and culturally sensitive developments.

43 Phased colonisation

-  Buildable space leased to temp group (i.e. Urban Space Management, Urban Catalyst)
-  Open space – lease to temp group (i.e. Urban Space Management, Urban Catalyst)
-  BGY Trust
-  Innovative developer (i.e Urban Splash, Igloo) to be sold future
-  Network Rail
-  Local Authority
-  Housing Co-op construction



Phase 1 – Derelict Buildings are colonised immediately. The main spine of streets brings people through the site and provides access to public space to be managed by an imaginative third party.

Phase 2 – Sites best suited for housing are identified and construction begins on sites large enough for 20-25 units. The BGY Trust facilitates the colonisation of the Braithwaite Viaduct.

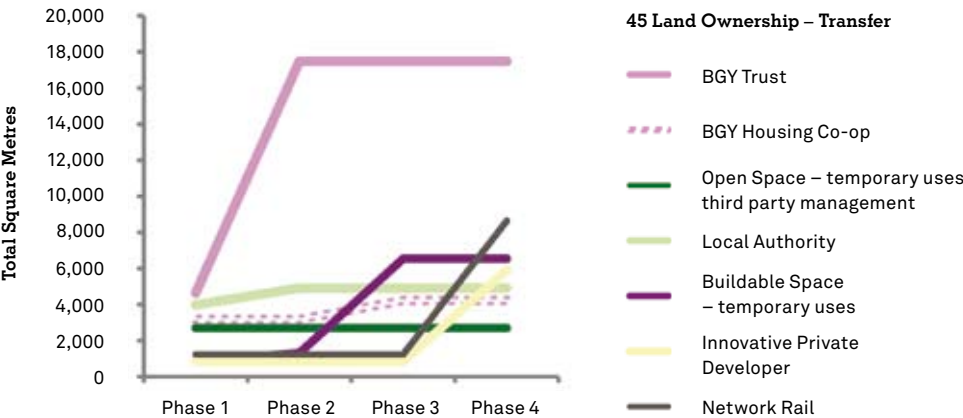
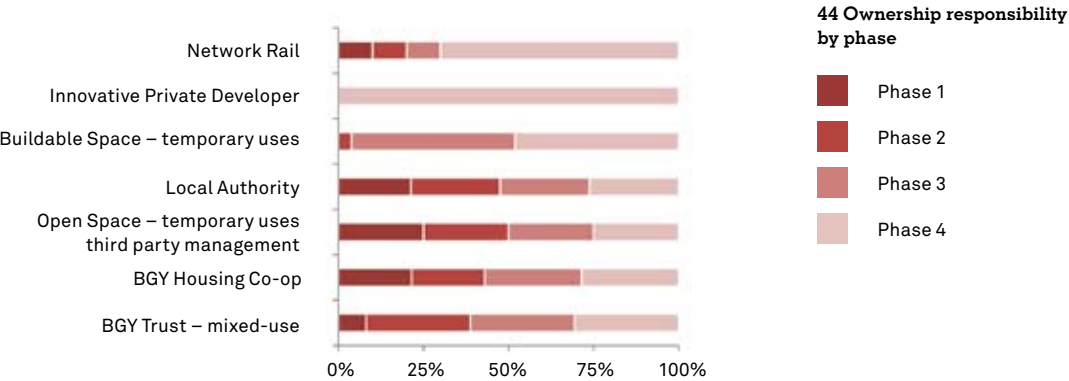
Phase 3 – Third party groups build temporary structures that complement uses and activities taking place in the viaduct.

Phase 4 – Sites owned by Network Rail can be developed or sold off piecemeal to innovative private developers. The BGY Housing Co-op can be expanded to sites on top of the Braithwaite Viaduct.

The ‘ownership disaggregation’ strategy treats the existing infrastructure on the site as an asset to be utilised rather than a problem to be overcome. The colonisation process allows the site to be occupied with minimal investment and physical changes.

Overall, the approach is to create amenity and attraction first, and let substantial investment follow. Specifically, we will start by providing core amenities that in turn will catalyse interest in further development, as opposed to the Section 106 model, which offsets the negative impacts of development by providing amenity as a binding negotiation point. Our model aims to allow for ‘slack’ in the ownership structure and spatial plan, so as to allow for unforeseen and unpredictable changes in social, economic, and cultural conditions to be absorbed in the evolution of the site.

The graphs below describe one possible scenario of how the site could be developed over time. This description is not normative but rather investigative to convey a possible scenario for development.



DELIVERY – BGY COMMUNITY TRUST

To implement the colonisation model and to ensure order and control in the ongoing process, we suggest the formation of the BGY Land Trust. The Trust will be owned and managed by the ‘community’ as defined in the strategy section.

The Land Trust model is a proven method of ensuring citizens’ control and political power over their neighbourhood. The diagrams below describe some of the key elements of this model that aims to ensure ‘everyday users’ of the city are thoroughly involved in the decision making processes of city building.

As indicated in the Coin Street case, there is a precedent in times of economic uncertainty for local government to intervene and facilitate the sale of land to development trusts. As indicated below the sale of land can be considered as mutually beneficial to both Network Rail, the local ‘community’ and the wider city.

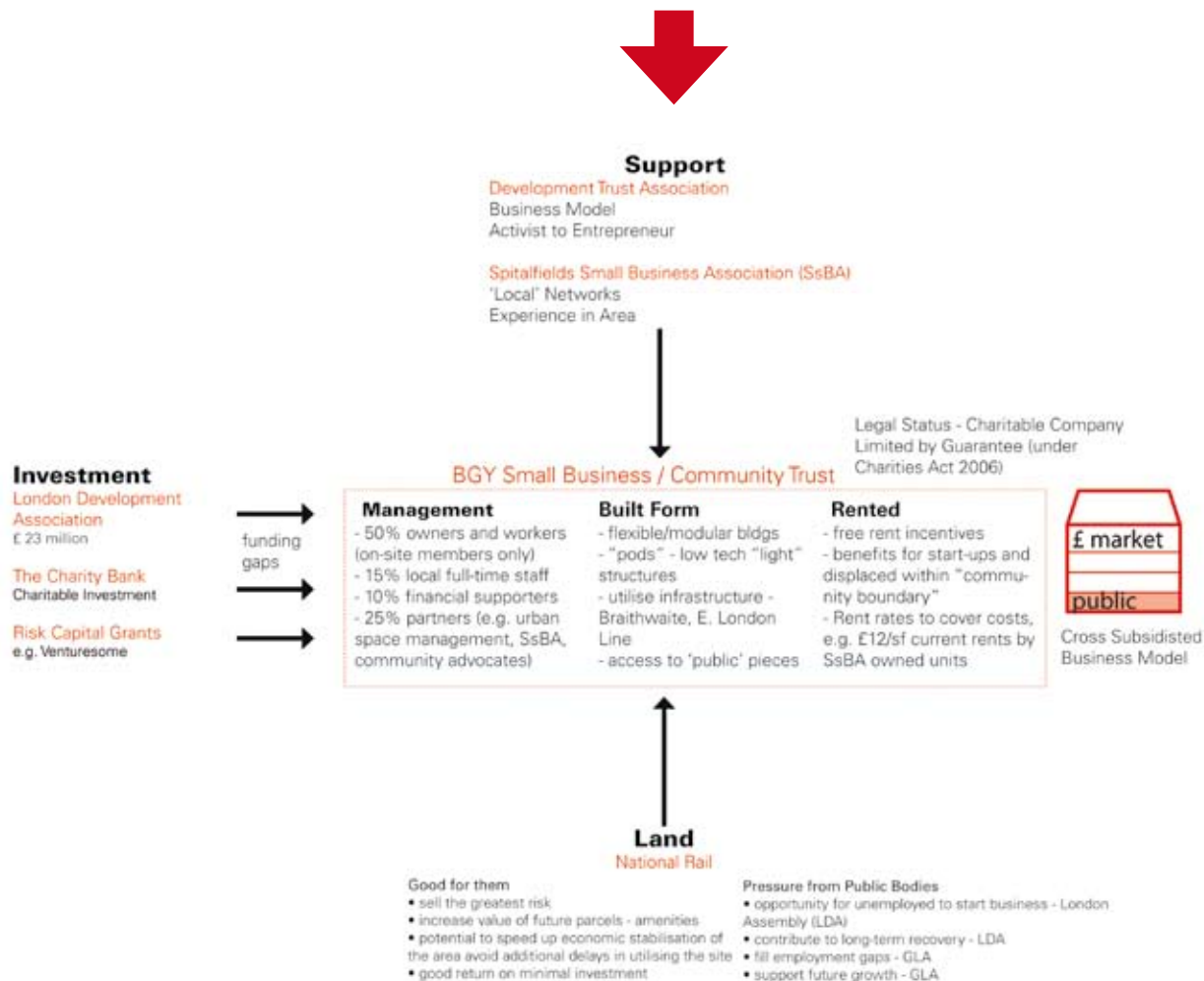
The model already well-established by the Development Trust Association and the SsBA will provide the framework for the BGY Small Business Trust.

Investment will come from the LDA, which has allocated £23 million pounds to SMEs, with funding gaps filled by public grants and private venture capitalists.

The Trust will be overseen by a managerial board consisting of owner-tenants themselves and a mix of other stakeholders, including workers and neighbourhood representatives.

To minimise costs and overhead, existing structures on site will be utilised efficiently. Highly attractive, premium space will be rented out at market value, to partially subsidise especially visible and accessible public institutions housed in the same structure; this is the ‘cross-subsidisation’ approach embraced by DTA.

Local small businesses will receive ‘free rent incentives’ to establish themselves. Overtime, rents will be adjusted as needed to cover operating and maintenance costs and invest in infrastructure and property owned by the Trust. However, rents should not be hiked beyond a certain percentage of an existing baseline; this condition will be contractually secured and collectively negotiated through the board.



DELIVERY – BGY HOUSING CO-OP

The stakeholder consultation conducted to date indicates a strong desire for the BGY site to provide affordable housing.

To help ensure the affordability of the area as well as shared responsibility for the quality of the site, the BGY Housing Co-op will be established.

With 330,000 people on city-wide housing wait lists, London cannot afford to allow centrally located sites like BGY to remain unused and under-utilised in terms of affordable housing. The Home and Communities Association has £2.7 billion to invest in London by 2011. With up to £125,000 to offer per unit HCA is providing grants at historic levels. Funding gaps can be filled by charitable investment groups.

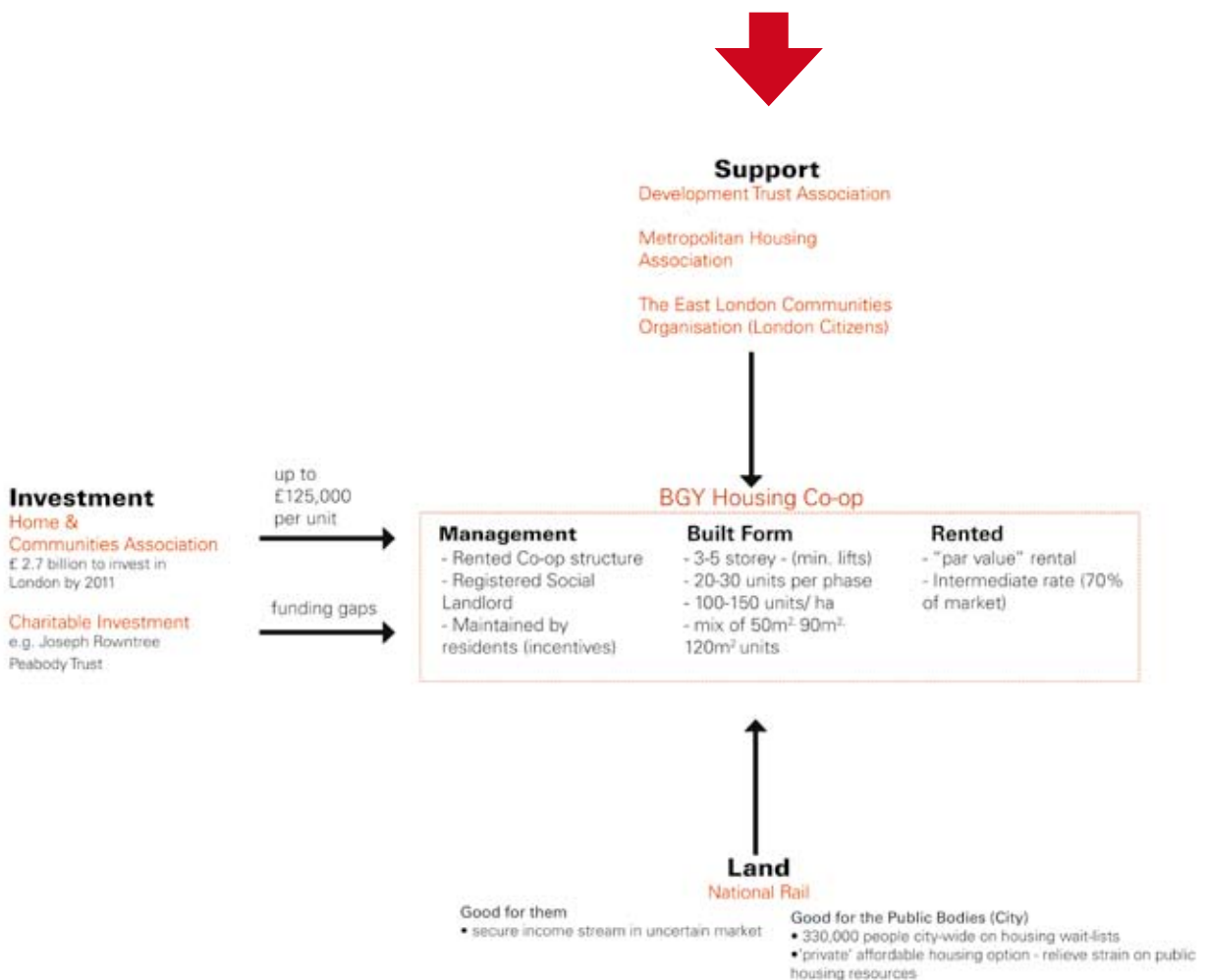
Support and capacity building will be offered by existing co-ops and housing associations in Tower Hamlets and Hackney.

All homes shall be rented to avoid price increases and wind-fall profits for some. The homes can be rented through a 'par-value' rent scheme, which means that tenants have no equity share in their house or flat. While the shareholder in a co-op does not own the property, he/she owns a share of the legal entity that does own the property.

To ensure a manageable size, the housing co-op should be limited to 20-30 homes per phase. The physical structure of the units is key to ensure ease of maintenance and longevity. Therefore we suggest low-rise buildings (3-5 storeys to eliminate need for lifts) built at medium density (100 homes/ha).

The BGY Co-op can be managed by a Registered Social Landlord with incentives for residential participation. Such a scheme is similar to that implemented by the registered landlord Irwell Valley, where residents' participation in upkeep and maintenance is incentivised through rent discounts or agreements with local businesses.

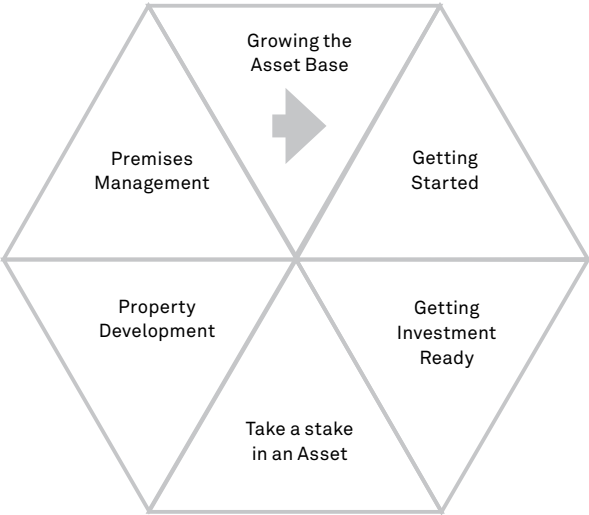
Rents will be set at the cost to support the managing agency only. Any profit will be reinvested into the co-op. At present, HCA is strongly supporting a model for affordable rent set at 'Intermediate Market Value' which is typically 75% of market rates.



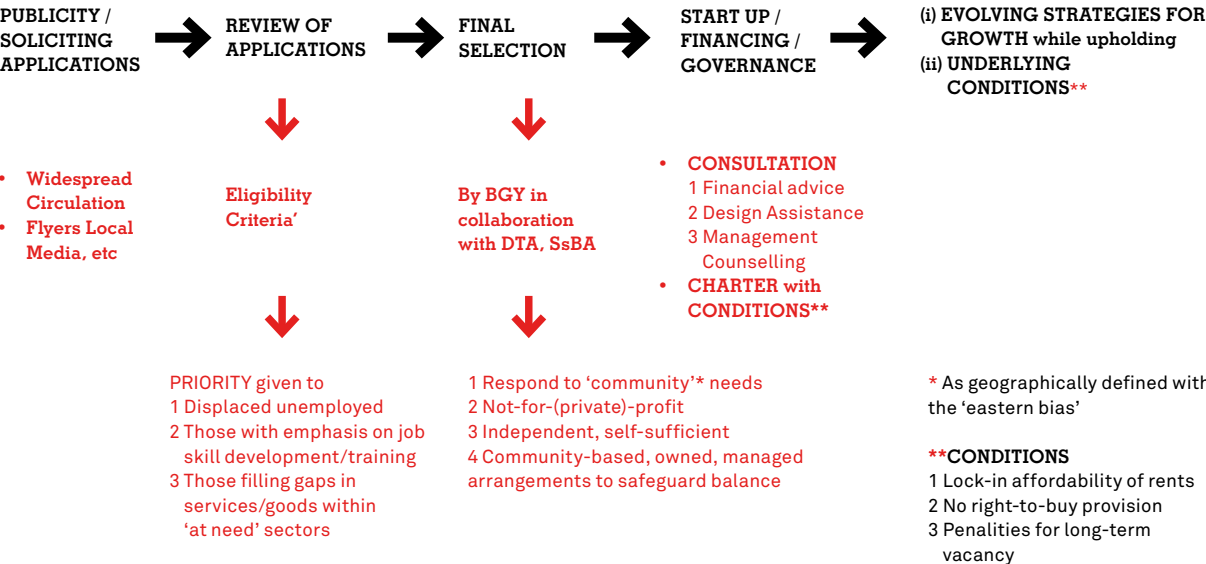
MANAGEMENT – BGY HOUSING CO-OP AND TRUST

The colonisation is arbitrated and managed by the BGY Trust. The process is not uncontrolled but regulated via ‘horizontal’ and ‘vertical’ controls between leadership and members. Rules and regulations govern the incremental growth of the Trust and thereby the continued colonisation process.

The diagram below describes how the start-up/ selection and management process might take shape.



46 ATU – The Asset Transfer Unit offers support in the areas of expertise mentioned above.
Source: (Asset Transfer Unit, 2009)



Different actors have varying roles throughout the process of establishing and managing the BGY Trust.

While the overall ambition of the BGY Land Trust is to develop wealth in the community and keep it there, community owned and led regeneration includes the following attributes:

- **Social Enterprise** – The Trust supports the business of social change, where the profit surplus generated by local business is re-invested in the community
- **Cross-subsidised business model** – Where prime locations (i.e. top floor suites) are rented at market rate and the surplus is used to subsidise ground floor (community services)
- **Independent** – It is vital the Trust works with public and private entities
- **Business model** – Work toward double or triple bottom line (beyond economic vitality alone and include notions of social awareness and environmental sensitivity). This paradigm is more complex than typical business models

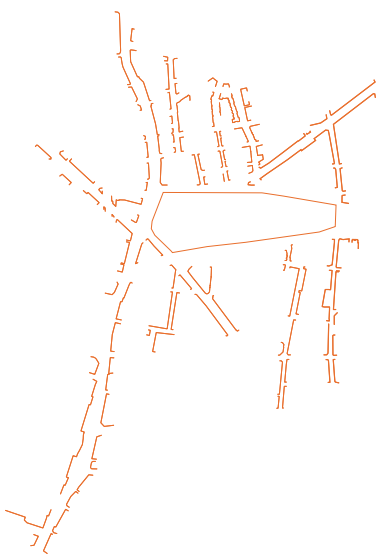
As shown in the Coin Street example, community groups are not immune to serious problems. Possible problems arise due to power being consolidated with a select few leaders, the group losing touch with the changing character of the community, or the misalignment of priorities between the community group and community members. To avoid these types of negative development, it is vital to seek the expertise of third party groups to provide independent insight and act as an arbiter to resolve issues. DTA offers such a 'Health of the model' check that measures how far the Trust is:

- Engaged in economic social and environmental regeneration of a defined area;
- Independent, self-sufficient or aiming for self-sufficiency;
- Community based, owned, and managed;
- Actively involved in partnerships between the community, voluntary, public and private sector.

	HOUSING	SMALL BUSINESS	COMMUNITY/CULTURAL
SHORT-TERM	Prioritise units fitted for families, with reference to local targets & consultation responses.	Utilise existing networks to create 'access points' into colonisation process.	Fixed percentage of units designated for community/ cultural functions (within designated site radius?) 'Advertise' through existing networks within designated radius. Priority for those in 'community'. Encourage partnerships with local schools, universities, youth groups, etc. early on. Utilise ethnic media, local business associations, youth councils, etc. For a few units, hold a site-wide competition/application process. Ideas are voted on. Free rent for one year; negotiable thereafter.
MEDIUM-TERM	Ensure flexible tenure options. Renegotiation and re-fitting	Self-governing body; Possible sector targets. Assistance with management of resources, e.g. accounting.	Consultation processes to allow for effective use of space. Co-production. Possibility of an evolving board/alliance.
LONG-TERM	Ensure charter terms that support our vision, i.e. keep housing affordable through exemption from Right-to-Buy options, and so on.	Ensure that skills training and worker-led governance are prioritised over time.	Cultural/community space may rotate over time, but percentage should not fall below designated floor (coordinate with transit).
SITE-MANAGEMENT COALITION: Elected representatives from HOUSING COOPERATIVE, DEVELOPMENT TRUST/SBA, and COMMUNITY/CULTURAL ALLIANCE. At least 80% should live and/or work on-site.			

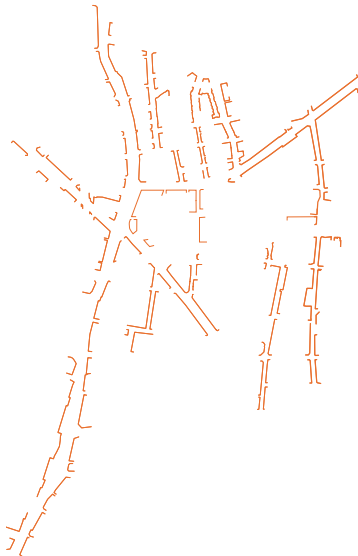
LINKAGES AND BUILT STRUCTURE

The design of linkages and built structure is to provide a spatial framework to govern future growth, whether it be through colonisation, catalyst temporary interventions, or more typically planned projects.



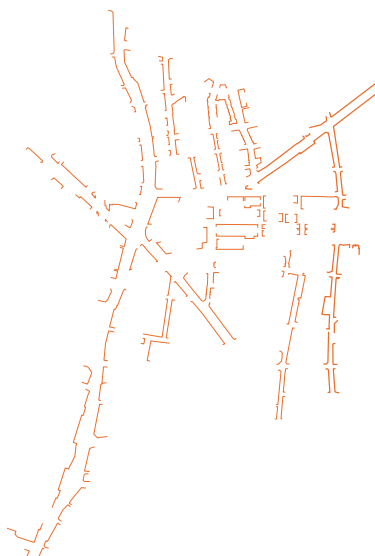
47 Existing

Linkages to the east of Bishopsgate were identified as having a greater importance to this project due to their use being connected to established local social and economic activity. Thus the hierarchy of streets have established an eastern bias. The station is in the process of opening.



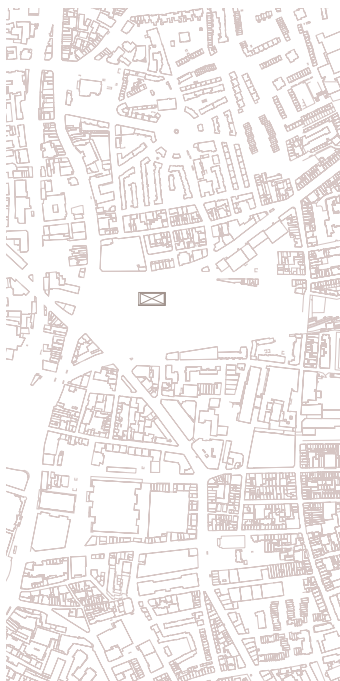
48 Phase One

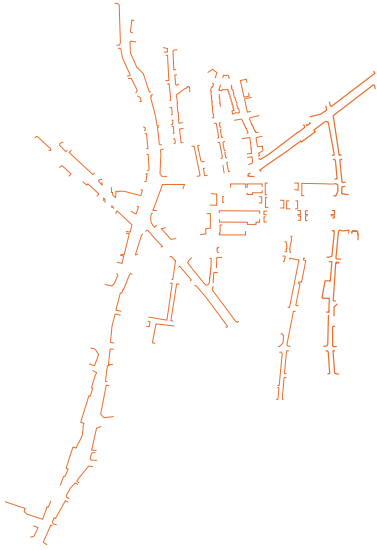
Primary north-south link enhances access to the station and breaks up part of the viaduct to begin to connect to the existing street network. Derelict building to the south of the site are utilised in connection to the activities on the site. The site disaggregates and the colonisation process begins.



49 Phase Two

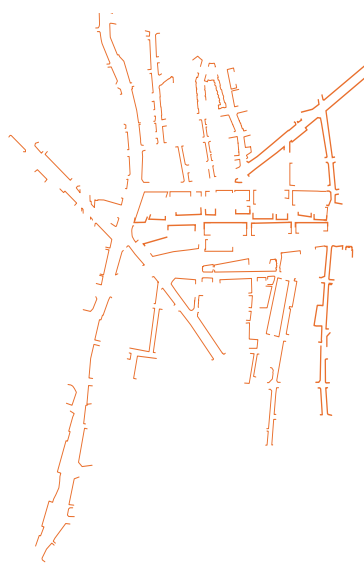
Progression in disaggregating the site manifest through time as new uses and activities become established. The location of plots occupied on the site are negotiated according to access-ways that connect to the existing pattern of streets. More permanent uses and structures begin to occupy the site.





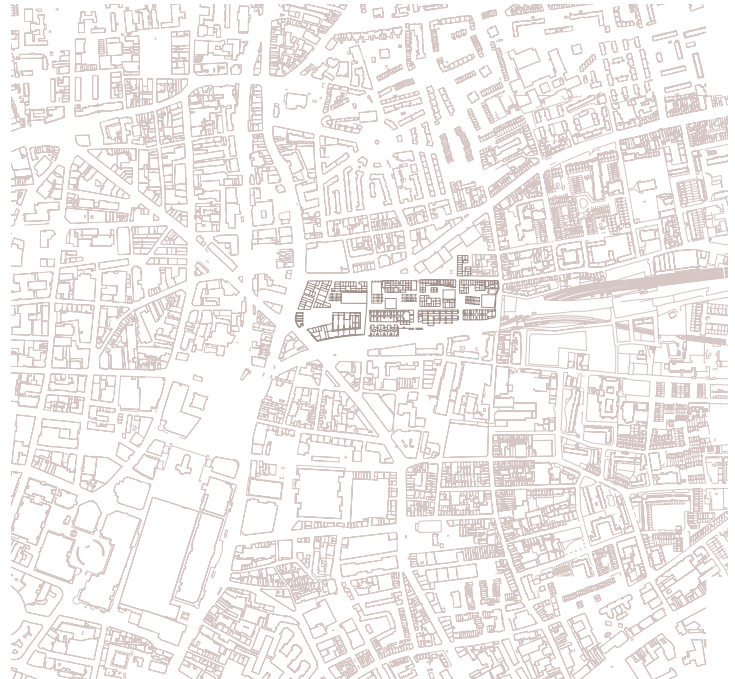
50 Phase Three

The site further disaggregates as the site is colonised. North-south linkages are added in relation to the pattern of uses on the site and further connect surrounding street networks.



51 Phase Four

As time proceeds the site is integrated into the existing city fabric through the colonisation process. Although no final outcome is imposed onto Bishops-gate, it is built upon a simple structure of access and small plot sizes so that uses may adapt over time.





52 Evolving / Mutating Space

Space is progressively open to the city, and its people. They use, accommodate, mutate and adjust the space to their needs. Space is constructed from people's activity. They imprint value, convoking symbols and mapping it into the city. They create value. Temporary uses mutate, reorder and re-imagine the landscape as a natural process of constant adjustment. The only constant is change. Despite this, some processes and uses may become fixed. They create spaces, legibility and provide the guidelines of history.

53 Public space opens the site. Then, the site is colonised and public space is extended and reproduced.

Buildings

Buildings are proposed as the response to a self-generating and participatory process. Heights, shapes will be determined during the process of colonisation. Structures will be highly flexible, allowing diversity of use through time.

Viaduct

Braithwaite Viaduct and the elevated East London Line are existing structures that provide the primary space for the project. In the case of the Braithwaite Viaduct, its highly adaptable shape gives room for its use in different ways and allows diversity.

Plug-ins

Temporary programmes and structures are proposed to use the space under the elevated line. Nonetheless, some may become fixed in the layout, given the response of people and their subsequent added value as a component of the space.

Public Space

Public space is built upon the main routes that will connect the project with its surroundings. The network is composed of a hierarchy of public spaces which will be determined by public response to its use allowing organic growth.

Site

The site today is a void land located in the City Fringe, highly disconnected from the urban fabric.



Phase 1



Phase 2



Phase 3

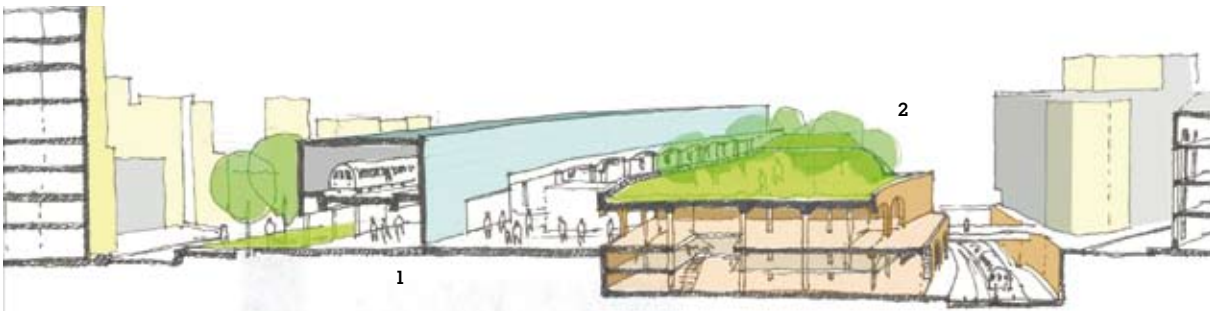


Phase 4

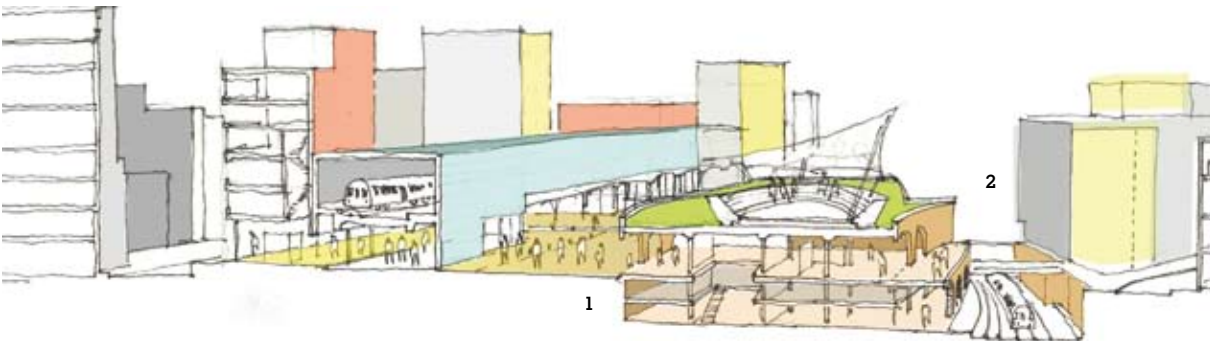
SECTION OVER TIME

The quality of this project lies in the fact that we as designers can't be certain what exactly the colonisation process will yield. Yet given our spatial and social framework we can conceptualise some possibilities that convey a sense of what it may become.

54a



54b



54c

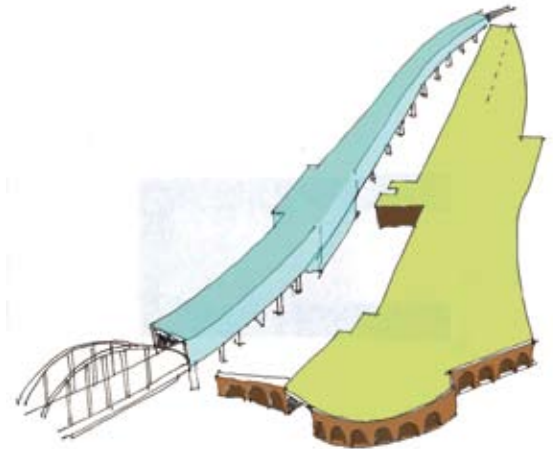


54a-c Opening of the site

54a Section – time 1

1 Station Entrance – Visibility: The station requires high accessibility from its borders (from the street and from inside the project). A temporary park attracts people and leaves the station visible from all its borders.

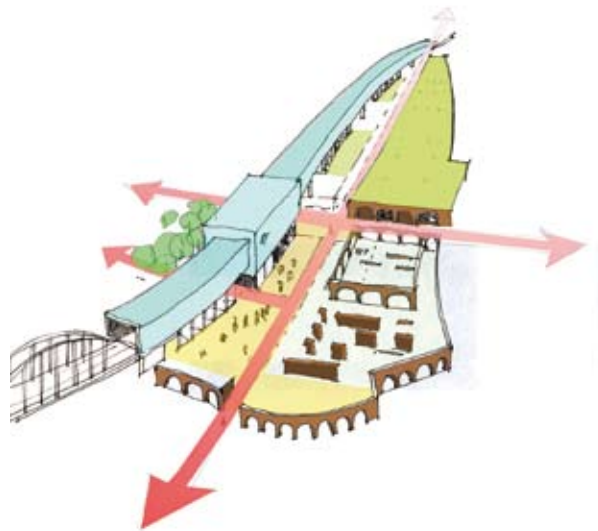
2 Roof – Accessibility: the viaduct's roof can be easily transformed into a public space without major structural works or investments. This provides an open space to be used as a park.



54b Section – time 2

1 The station and the site become a legible part of the city. Further structures appear, enabling a maximisation of the site.

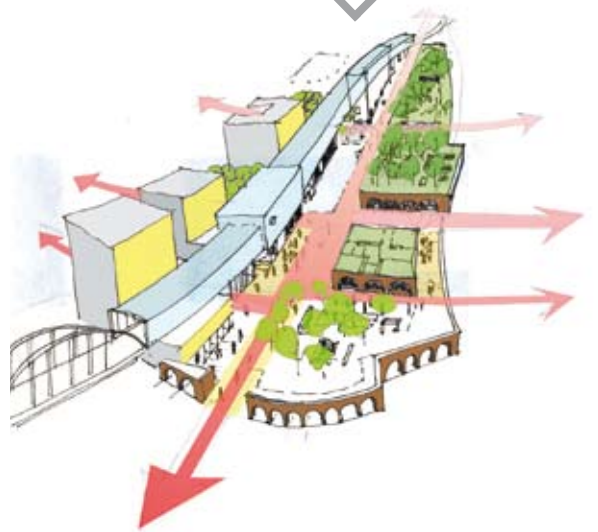
2 Temporal public and semi-public programmes (open cinemas), begin to use the spaces provided.



54c Section – time 3

1 Further use of the station can be proposed once the buildings surrounding it are finished.

2 The structure of the viaduct can serve as ground floor for future buildings on top (up to 6 storeys), providing space for public-entertainment venues, housing and other programmes to colonise.

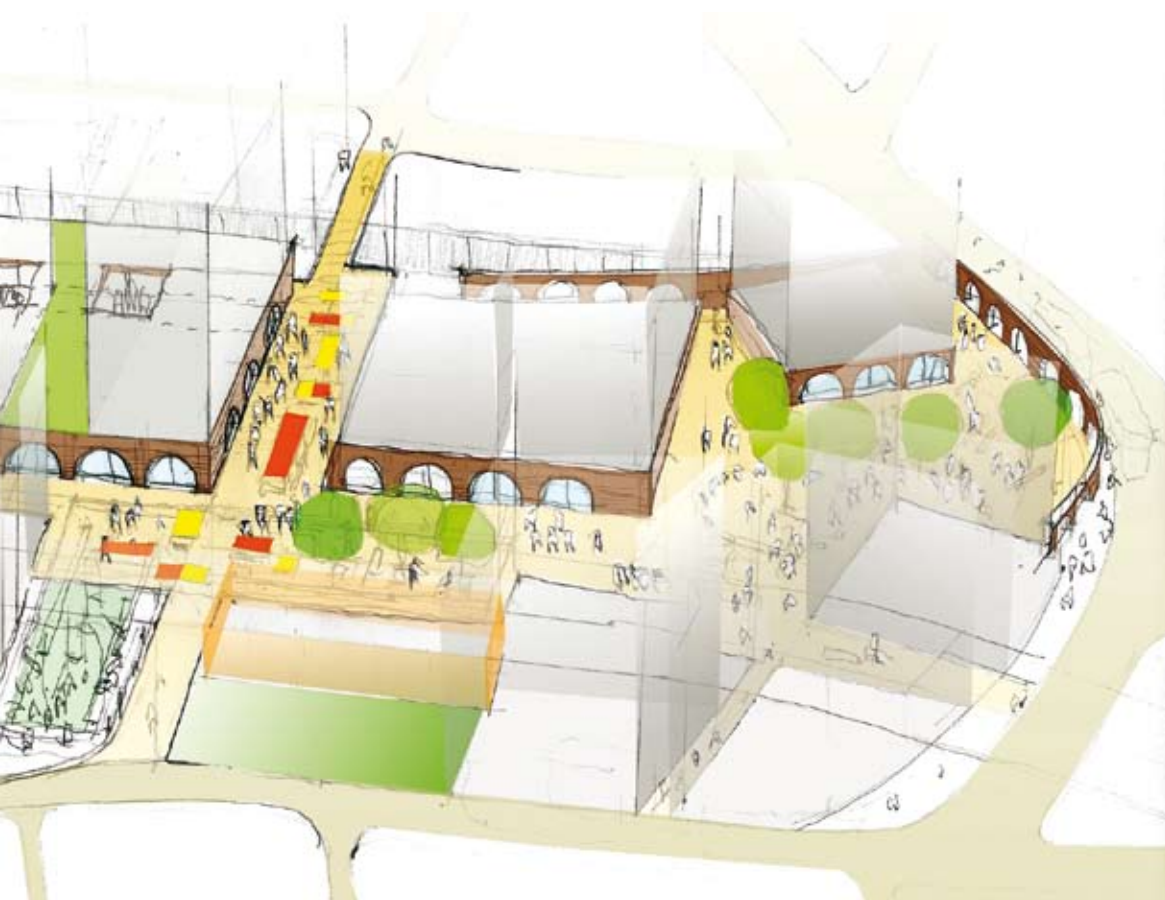


Conclusion

Through our investigation of the social, political and economic worlds that weave through our site and its surrounding areas, it became clear to us that local individuals and groups (as geographically determined) needed to have greater control over site planning and use-determination, but that certain basic components were necessary to ground their efforts. We dug through theories on urban socialisation and dominant principles of masterplanning and reflected on conventional consultation-based models for involving community members in development processes while recognising their relative ineffectiveness in a particularly bleak financial landscape. The convictions underpinning '1:1 Colonisation' are best captured in the ideal of Jane Jacobs:

"We must find more realistic and fruitful lines of observation and thought than we have tried to use so far. Choosing among the existing schools of thought is bootless. We are on our own" (Jacobs, 1985: 28).





55 Sketching the space
Public space stands as a spine that connects different sociospatial situations and engages the site with the city. The framework allows for constant evolution.

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