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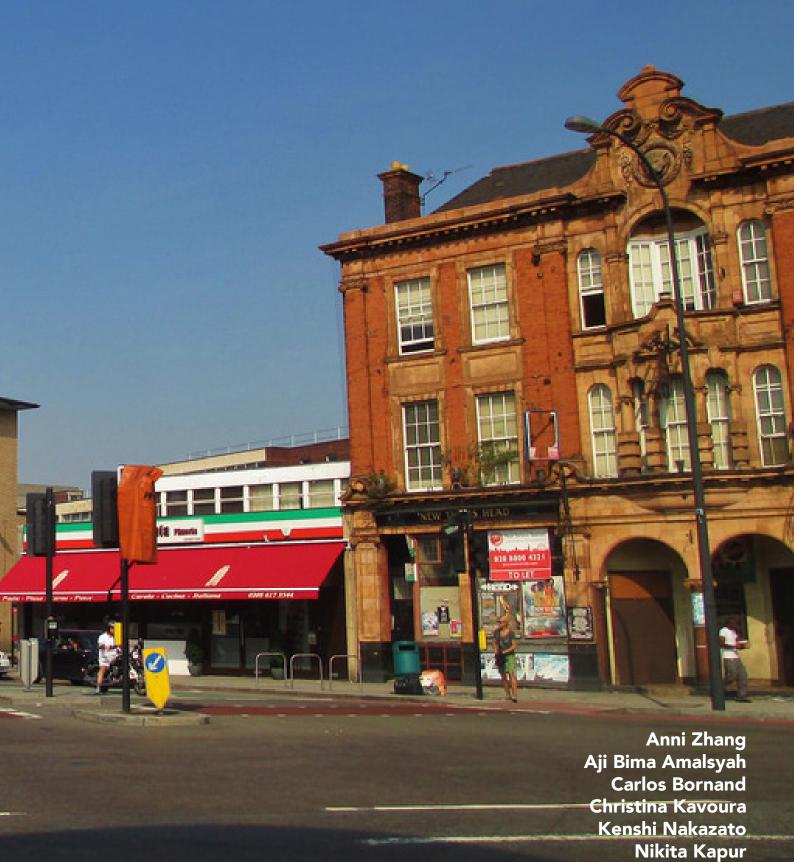
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## 'LEE-VABILITY' Part 2 of 2



## Executive Summary

This design response seeks to foster, what we term, 'Lee-vability' in the Leegate area of Lewisham. 'Lee-vability' may be defined as vision representing harmony between human satisfaction and productivity, keeping the welfare of Lee's residents at the heart of all redevelopment plans and processes. Our vision is explicated through four principles that form the framework for this proposal - a Strong Sense of Belonging, Equity, Social and Spatial Integration, and Viability. These are further delineated into guidelines that demonstrate how our vision will be realized, i.e. through Democratizing decision-making processes, Preserving and Nurturing community identity, Enhancing a community-led economy, Promoting affordability, Mobility and safety. This conceptual framework is guided by a multi-dimensional urban analysis and extensive engagement

with Lee's residents and community groups.

Our report focuses on two sites that are under consideration for redevelopment, and also provides a vision for the broader neighbourhood. Grounded in a mixed-use approach, we propose new and affordable housing, commercial spaces, and a vibrant community centre. Bearing in mind the ecosphere of urban development and capital flows in and around Lee, the proposal seeks to find a balance between profitability for property owners and developers and welfare for Lee's residents'. To ensure that all stakeholders are fairly represented in the planning process we also provide suggestive strategies for negotiation i.e. a Community-Based Property Partnership Model, which offers an innovative approach to aligning stakeholder incentives.

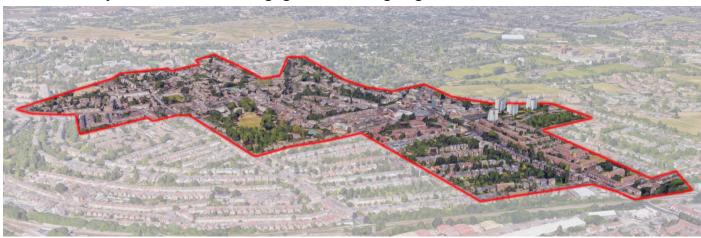


Figure i, Bird-eye view of the Site (Source: Google Maps)

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## 02 Introduction

This report is the second stage of a twopart urban design proposal for the neighbourhood of Lee, in the Lewisham borough of London. It synthesises an urban analysis of Lee through six lenses - Housing and Dwelling, Landmarks and Urban Fabric, Cultures and Economies, Open and Public Spaces, Thresholds and Leftover spaces, and Infrastructures and Spaces of Mobility - this report proposes a comprehensive design strategy for two specific regeneration sites i.e. the present Sainsbury's supermarket property and the vacant Vauxhall Garage. In addition, the proposal includes a overarching strategy for the neighbourhood at large. The proposal bears in mind the policy-ecosystem and other redevelopments in the neighbourhood, negotiating feasibility at each step of the process. The interventions gain inspiration from exemplar urban regeneration schemes from around the world that are provided as reference in-text.

This report is organised across four sections: The first, provides an overview of Lee's urban analysis through the six aforementioned lenses, and addresses imminent impacts of the redevelopment of the Leegate Shopping Centre. The second, provides an analytical framework - explicating the Vision, Principles, and Guidelines that underpin the proposal. The third, provides a detailed design response for the two focal sites and the neighbourhood at large. The final, concludes with important reflections to inform the implementation of this proposal.



Figures 2-1, Area of Study (Source: Google Maps)

## 03 Site Analysis

### 3.1 Six Lenses of Analysis Overview

The following chart provides a summative overview of the six lenses used to interpret Lee's urban fabric, identifying key challenges that inform opportunities for the proposed redevelopment. The chart also depicts how each lens bears against the scale of 'liveability' based on a thorough assessment of the neighbourhood.

#### **Existing Constraints**

### Priorities for Future Development

# AND DWELLING

- Affordability, rising rent prices are crowding out low-income residents
- While family sizes are predominantly 3-4 persons, developers find it more profitable to build smaller houses
- Displacement as a result of increasing property prices
- Residential properties are not designed to support the ageing population

- Include social housing as a percentage of new development
- Ensure size of houses reflect Lee's demography (income, age, family size)

## JERASTRUCTURE ND SPACES OF IOBILITY

- Increasing car traffic and congestion.
- Compromised road safety.
- Lack of sufficient parking.
- Narrow pedestrian pavements.
- Dearth of cycle lanes.

- Incorporate additional parking bearing in mind the expected increase of car traffic.
- Improve access to the Leegate rail station from all points of the neighbourhood.
- Prioritise pedestrian and cycling routes.

# CONOMIES

- High dependency on Sainsbury's as the primary store for daily needs in the neighbourhood.
- No counterweight (small & medium-sized shops) planned.
- Lack of retail diversity (shops, restaurants, etc) in the Leegate centre.
- Not enough spaces for art and cultural activities.

- Arts Networks, an organisation based in Lee Shopping
  Center is one of many local
  organisations in Lee which
  promotes local cultural
  scene in the area.
- The dissapearance of Sainsbury's will push future planned counterweight.

## OPEN ANI PUBLIC SPACES

- Unappealing town centre with great potential
- Need for more open spaces for leisure and recreation
- Revitalize the main junction to increase interaction and reduce traffic congestion
- Increase and diversify the number and type of open spaces

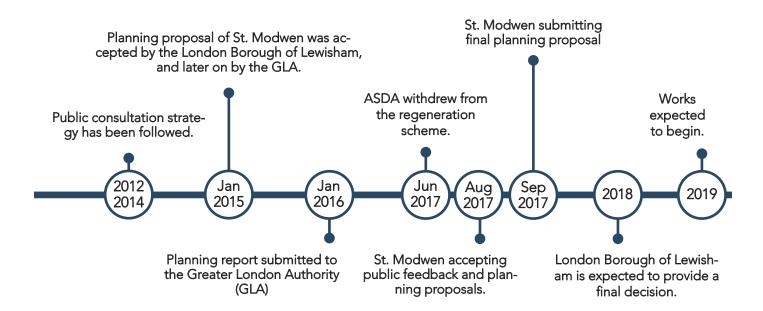
## THRESHOLD AND LEFTOVER SPACES

- As a leftover of development in the larger Lewisham borough, Lee's future development has not received sufficient attention
- Cycles of development have either ignored or exacerbated prevailing issues
- Differences of socio-economical threshold between housing estates and gated community could be utilized.

## ANDMARKS AND URBAN FABRICS

- Increasing number of unused spaces as leftovers of development
- Landmarks are important but being are neglected
- Maintain existing landmarks that add value to residents' collective memory
- Preserve locally listed buildings

### 3.2 Neighbourhood Redevelopment Plan



The Leegate Shopping Complex, at the heart of Lee and adjacent to our two sites, has been undergoing a series of redevelopment negotiations. Over the past five years, developer St. Modwen, has been in consultation with the community to develop a regeneration plan, and as captured through the timeline above this process resulted in a extensive deliberations. Their strategy seeks to create a hub for the local community, focusing on density to provide housing, a supermarket, commercial spaces (including restaurants, pubs, and leisure facilities) and generate employment. However, community concerns regarding, primarily related to the type of housing, have stalled activity and consensus is yet to be achieved.

Given the proximity of this redevelopment to the sites under survey by this report there are important potentialities that must inform and caution strategies. Key considerations include:

- The presence of a supermarket If the St Modwen redevelopment accommodates a new Supermarket this could replace the existing Sainsbury's site. Our proposal considers this as one assumption and proposes strategies based on this development. Alternatively, Sainsbury's can be relocated to the basement of its existing site with our proposed development above-ground.
- Existing residents of the Leegate Shopping Complex Existing tenants (residents and store owners) may be displaced by he re-development and our proposed strategies aim to accommodate them.
- Affordability The new St. Modwen property would influence the real estate market and these fluctuations would bear on affordability. For instance, we assume their may not be enough housing for low-income families and aim to provide this.
- **Housing Typology** an important cause for concern regarding the St Modwen proposal has been the size of proposed houses (smaller which are often more profitable). We address this lacuna.

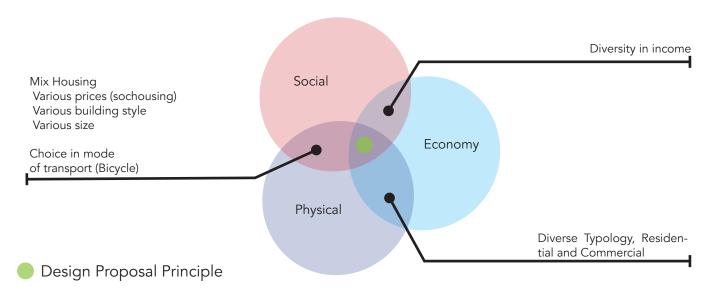
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## 04 Urban Design Framework

#### 'LEE-VABILITY'

An ideal neighbourhood reflects the needs and aspirations of its residents, and provides the necessary infrastructure to maximize their social and economic potential - a model of 'Lee-vability'. Lee's rich heritage and its diverse and amiable residents form the heart of this neighbouhood and our endeavour is to compliment these assets. We focus our efforts on improving the experience of everyday life, which, as Back (2015) posits, can 'produce a re-enchantment of the ordinary that is transformative', affording the capacity to 'find a big story in the most trifling ordinary detail'.

To achieve harmony between the spatial and social world is a challenging endeavour, particularly due to the way that the responsibility of development initiatives today is divided between various stakeholders, with little collaboration between them. While each stakeholder works toward individual objectives, the long-term, more vital ambition of human welfare is overlooked. To tackle this siloed approach to urban development, the notion of 'Lee-vability' seeks to integrate the efforts of all actors invested in Lee's redevelopment to facilitate collaboration and cooperation toward the goal of welfare and residential satisfaction.



#### **VISION**

#### **'LEE-VABILITY'**

#### ALIGNING HUMAN SATISFACTION AND PRODUCTIVITY

**PRINCIPLES** 



STRONG SENSE OF BELONGING



**EQUITY** 



SOCIAL AND SPATIAL INTEGRATION



**VIABILITY** 

**GUIDELINES** 



## ENHANCING A COMMUNITY-LED ECONOMY

To increase business opportunities for local residents as well as provide entertainment and leisure activities for residents





## DEMOCRATIZING DECISION-MAKING

Through community

engagement
and genuinely
involving people
in redevelopment
processes that will
impact their daily lives





## PRESERVING AND NURTURING COMMUNITY IDENTITY

In terms of heritage, demography and lifestyle



## PROMOTING ACCESSIBILITY

Improving mobility and within the neighbourhood.











#### **FOSTERING COMMUNITY PARTICIPATION**





- Sustained engagement with the community, ensuring that their views and aspirations for the neighbourhood are reflected in redevelopment plans
- Developing knowledge-sharing networks between Lee Forum and other community organisations in London (mention some)
- Identifying avenues for community integration, including revitalised allotments, a new community centre, and multipurpose spaces.







### **NEGOTIATING A COMMUNITY-BASED PROPERTY AGREEMENT (CBA)**

- Initiating a pilot property agreement that provides a platform for key stakeholders (Property Owner, Developer, Community, Housing Associations) to have equal and fair representation in the redevelopment plan
- Aligning the interests of stakeholders by creating a comprehensive and collaborative incentive structure
- Borrowing from the experiences and best practices of similar schemes from around the world.











- Prioritising human-spatial integration by providing open, multi-purpose spaces that serve as ideal sites for residential, commercial and recreational activities
- Adopting a design strategy at a human-scale that respects the character and aesthetic of the neighbourhood but keeps functionality and accessibility in mind
- Encouraging harmony between residents and the natural environment by providing access to the river Quaggy where possible

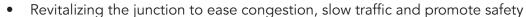
## MINIMIZING NEGATIVE IMPACTS OF THE IMMINENT LEEGATE REDEVELOPMENT





- Provisioning for residents, shop-owners, artists, and other tenants of the Leegate Shopping complex who may be displaced by the redevelopment
- Designating a new space for the Lee Community Centre

### IMPROVING MOBILITY AND SECURITY





• Assessing areas with low night visibility to improve lighting and ambiance





## 05 Strategy: Design Respose

### 5.1 Overview

#### **Current Condition and Assumed Future**

There is three main site in the study area periphery which will be exposed to the development. The Vauxhall Garage (2), Sainsbury's (1), and Leegate Shopping Centre (3&4). Existing building in this three area is depicted by yellow colour in (Figure 5.1-1). This area is categorised as a town centre of the neighbourhood. However, currently, it's only getting treated as a place to go through,

The site situation is as follows:

- 1. The Sainsbury are which functioning as the only significant scale grocery franchise in the area.
- 2. Vauxhall Garage area which already being abandoned for a few years is located next to Quaggy River which is being surrounded by the private land.
- 3. North Leegate Shopping Centre has several towers which functioned as a residential area. This section has many vacant buildings and empty shops.
- 4. South Leegate Shopping Centre is a parking area and carwash services



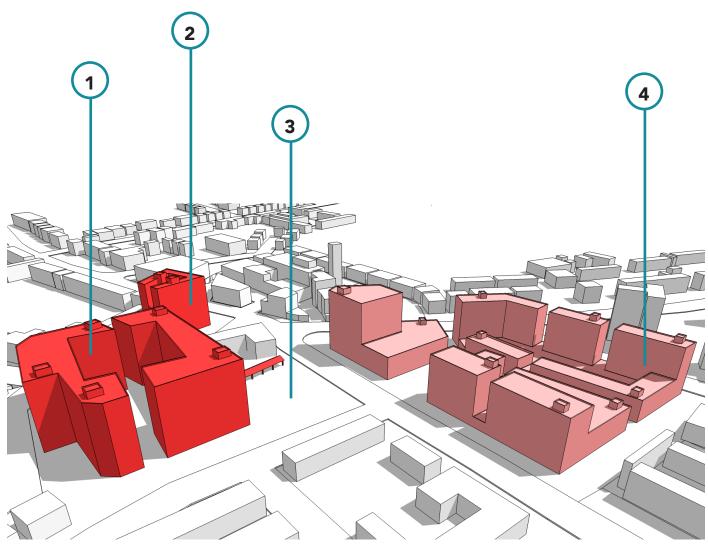
Figure 5.1-1 Current condition of the area. (Source: Author)

We try to assume how the future development implemented if there are no interventions from the community. This could happen because the St. Modwen Plan, described in chapter 3.2, will open the potential for another developer to develop the area. In this condition, the developer will try to maximise the profits by increasing the density in the area. This assumed condition are depicted in Figure 5.1-2:

1. The old Sainsbury area will transform into new residential area, possibly increasing the burden in surrounding public facilities.

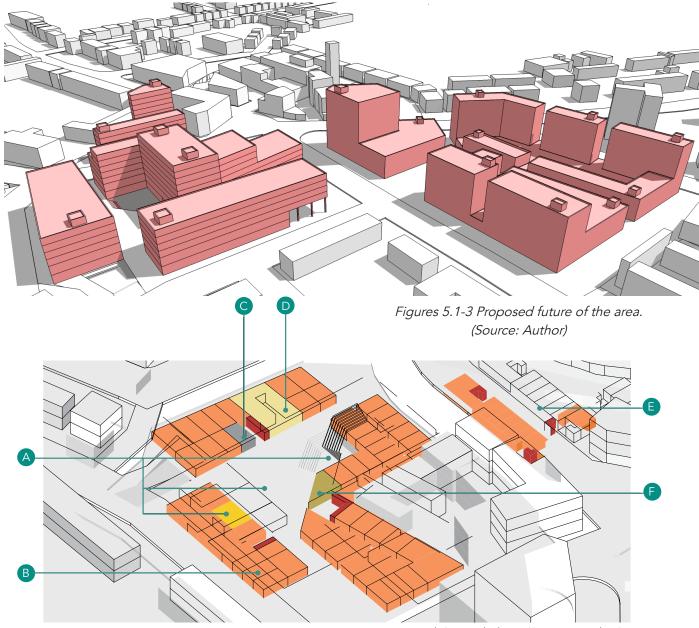
- 2. The vauxhall garage will deplete the harmony with the residing locally listed building (Old Tiger's Head)
- 3. What used to be parking area will be converted into another parking area, removing possibilities for more valuable spaces for public use.
- 4. The removal of one of the community hub will not get replaced in the profit-oriented development plan.

In light of this potential trajectory, the following proposal seeks to mitigate and re-envision Lee's urban future, keeping the best interest of its residence in mind



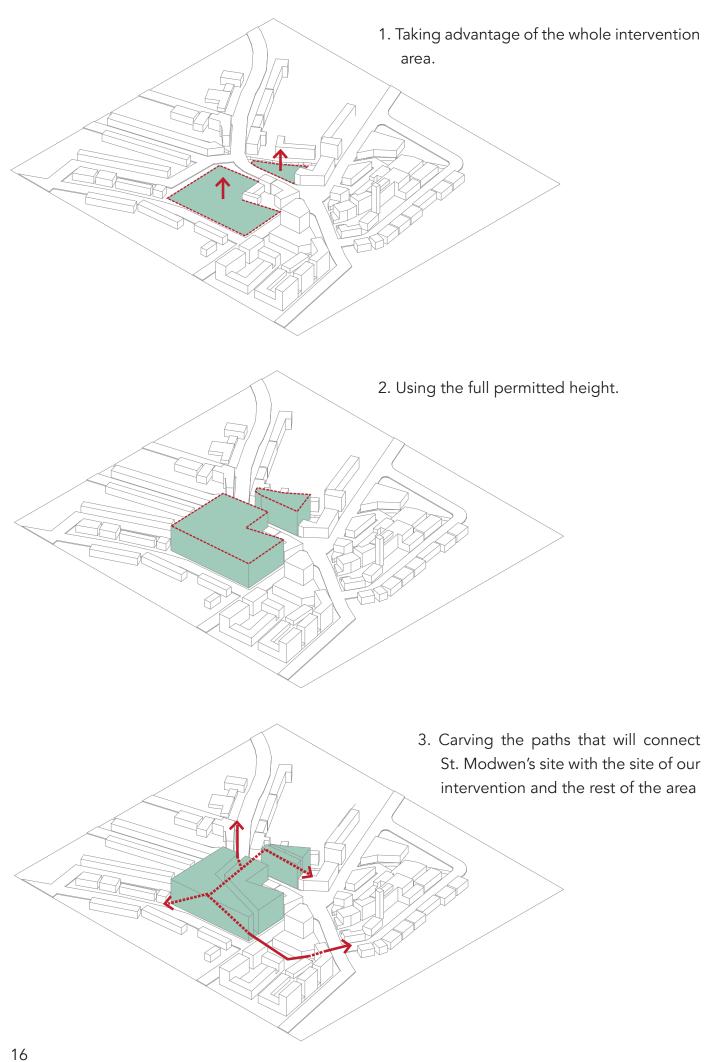
Figures 5.1-2 Assumed future of the area. (Source: Author)

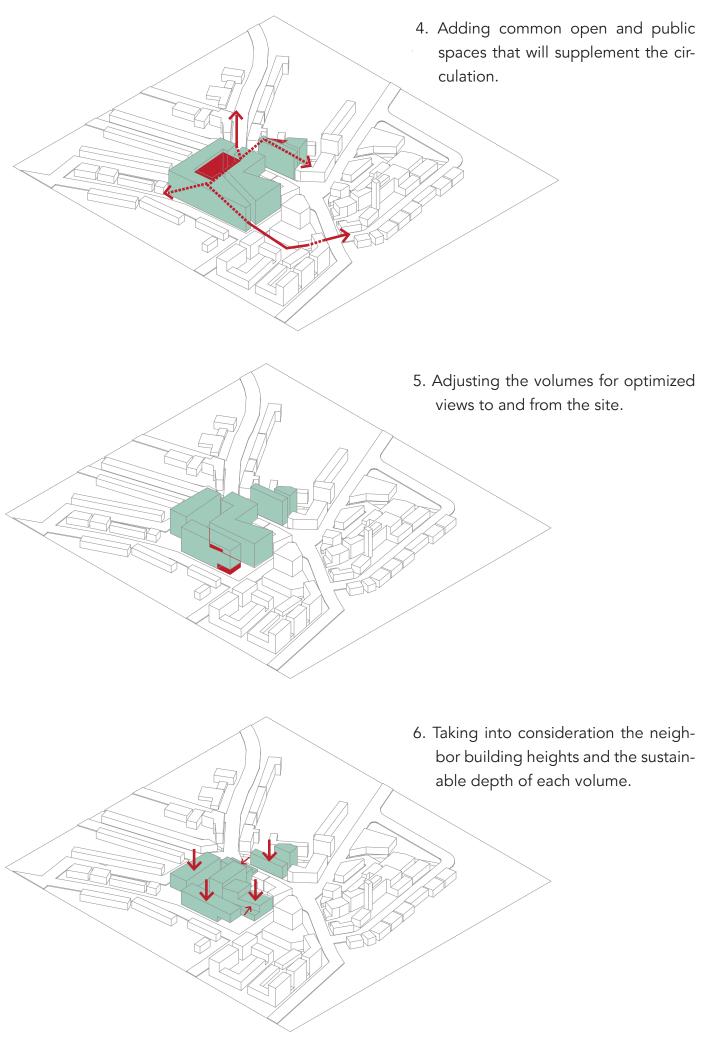
## 5.2 Vauxhall Garage & Sainsbury's Site

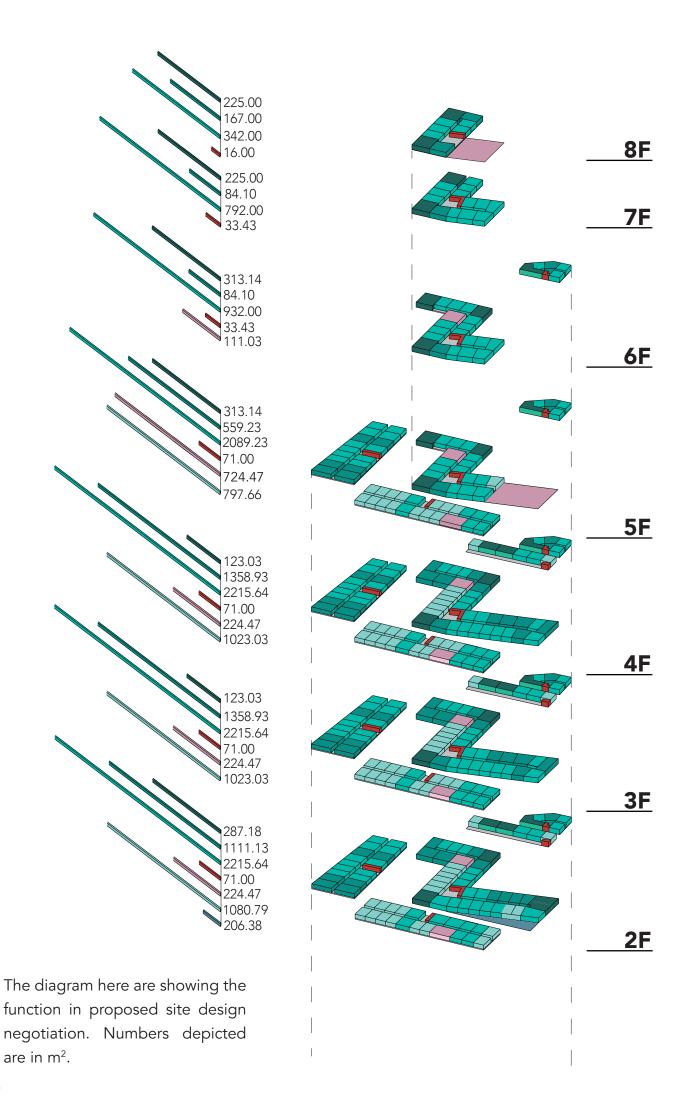


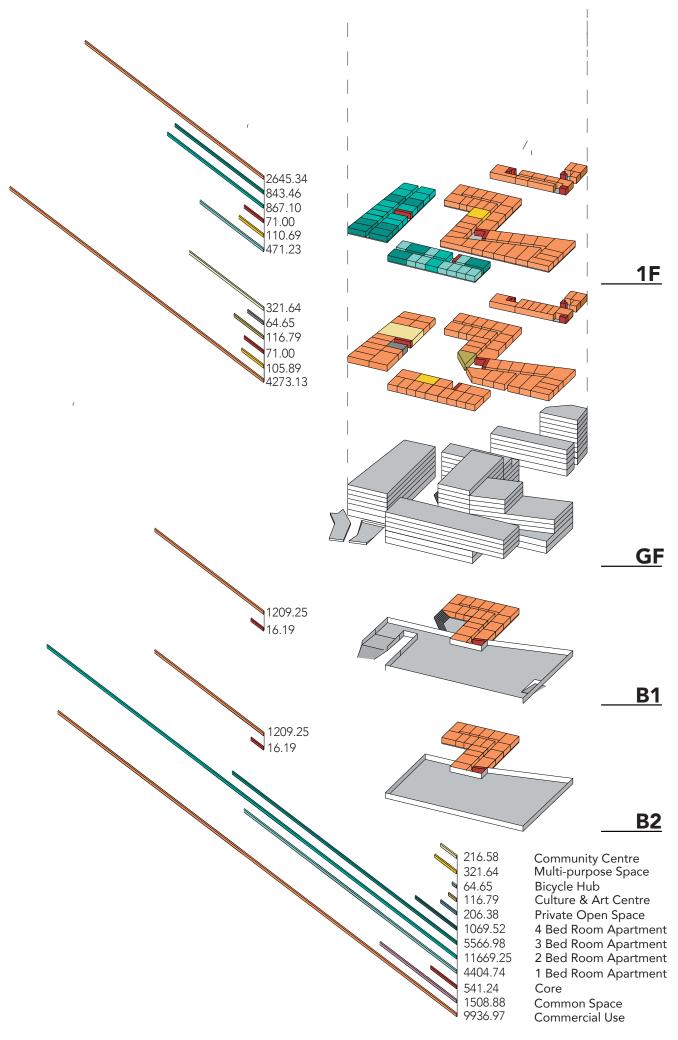
Figures 5.1-4 Proposed Ground Floor. (Source: Author)

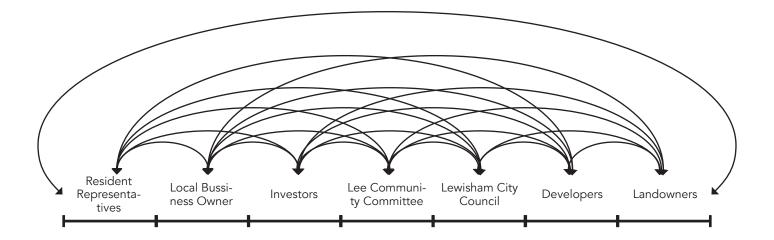
- Atrium, open space & multi-purpose space serving collective activities to enhance collective processes
- B Small & affordable size of shop for especially local business to stimulate a diverse local economy
- C Community-led Bicycle hub to encourage use of bicycle (see page 23)
- Larger Community Centre with potential opening to public space to increase the possibilities of use
- Open access to the Quaggy river increasing relationship with natural environment and sense of identity
- F Culture & art centre to develop knowledge-sharing & encourage activities of local artists





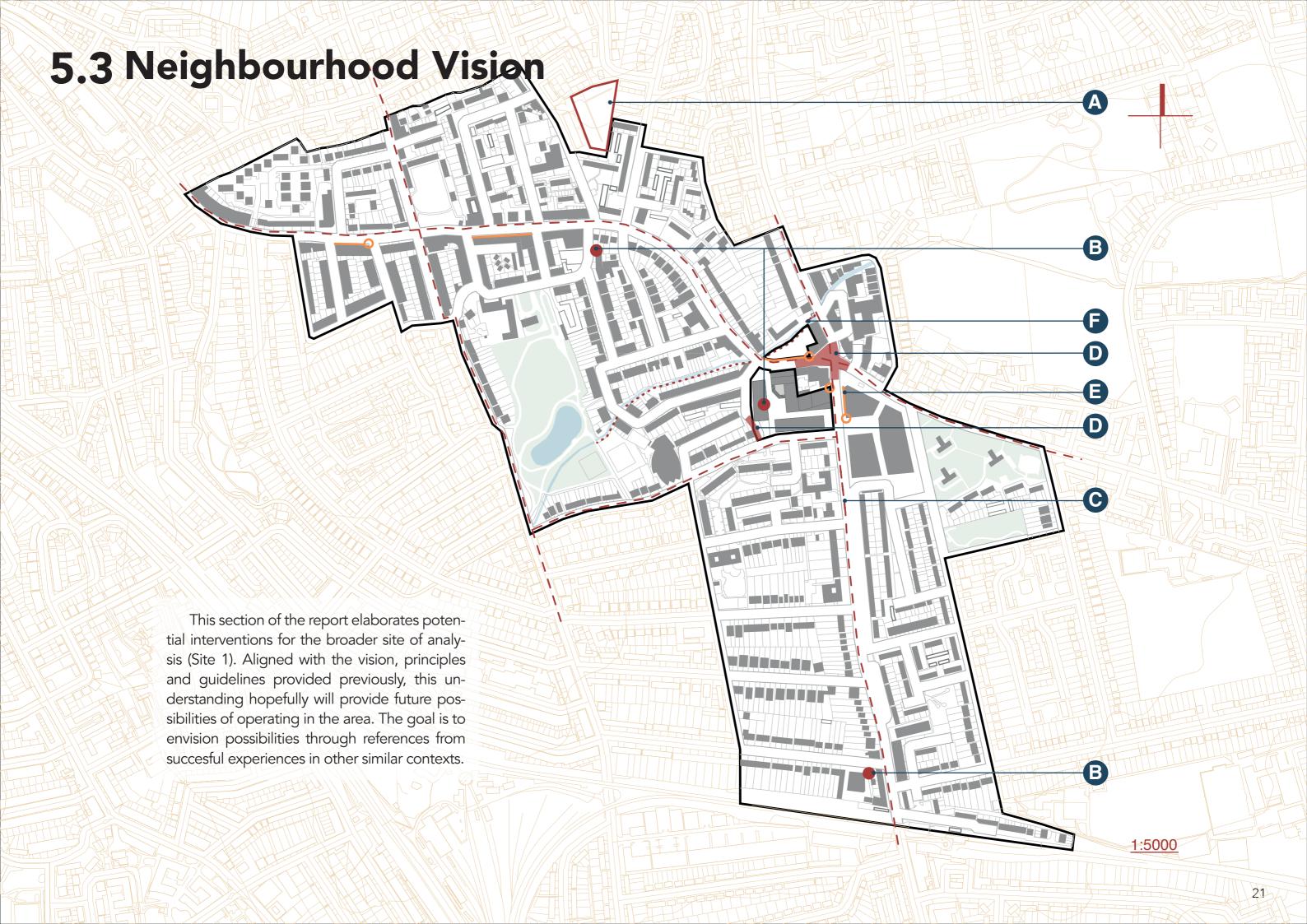






Drawing on US examples, a participatory methodology was applied in American cities like New York, Boston and San Francisco. (Ehrenfeucht and Grodach, 2015). Neighborhoods that were subjected to future regeneration plans constituted the sites where agreements between the local communities and the developers were being conducted. More specifically, in an effort of a win-win situation to be achieved, the members of the neighborhood communities undertook the initiative of negotiating with the assigned developer towards a useful cooperation between them. Following these intentions, linkage strategies are a way to align the interest of residents, land owners and developers. According to these policies large scale property developers are provided with incentives such as density bonus, tax abatements and community-led maintenance in exchange with affordable housing, local hiring, workforce development, livable wage, provision of public goods e.g. park maintenance and historic preservation. This would guarantee the local community engagement to the local economy and inclusion of the residents interested to the area's growth. Community Based Agreements are another way to overcome the conflicting interests. The proposed contract would include community organizations and groups, with the most characteristic example the one in Los Angeles. Community partnerships were held in UK since the 1990s with similar targets (Pearson and Craig, 2001). These negotiations would contribute to an equality based redevelopment schemes that are both profitable for the contractors and livable for the residents.

As a fundamental strategy of the viability of the development plans, we suggest community consultation. This would inform redevelopment plans, ensuring that residents opinions are voiced and reflected, as partially happened in Leegate Shopping Centre by St. Modwen. This way, the community groups will have the opportunity to submit their proposal, the developer is obliged to open their proposals for consultation and, at a last stage, a Social Impact Assessment will reassure the sustainability and viability of the project. This procedure is the one implemented (still ongoing) for the London Plan of 2017.



## 5.3 Neighbourhood Vision

#### A. ALLOTMENTS

The northern-end of Lee has designated allotments for the use of residents, managed by the local council. While there is some farming activity, we see great potential to develop this space further. Identified as an opportunity area through the lens of 'left-overs and thresholds' we envision it as a valuable asset that can draw larger members of the community, improve local ecology, build agricultural awareness and foster community engagement.

As a proposed reference for further possibilities, the experience of Atelier d'Architecture Autogenereé is interesting, particularly the AGROCITÉ project. The AGROCITÉ project, located in the city of Colombes in France, was designed to promote urban agriculture and to support cultural and educational activities related to an ecological urban agriculture project called R-UR-BAN. This ecological hub includes a 'nature and agriculture' activities area, a 'community gardening' area and an 'AgroLab' that focuses on the experimentation of intensive organic agricultural production. All three sections comprise cultivable land that includes an experimental urban farm, a collective garden for neighbours, a pedagogical garden and a common greenhouse for plants and seedlings, equipment for collecting rainwater, phytopurification, solar energy and biogas, aquaponics crops, etc. (http://www.urbantactics.org/projets/agrocite/)

This intervention is a successful example of urban agricultural production, community and capacity building and a model for scaling-up community initiatives as it set the seed for larger movement. It illustrates possibilities for Lee's community to work together with the council to make the best usage of the allotments area.



(Figure 5.3-1) Bird's view of Allotments

Source: maps.google.com



(Figure 5.3-2) Dacre Park Allotments
Source: Author



(Figure 5.3-3) View of the AGROCITÉ hub Source: www.publicspace.org

#### **B. COMMUNITY-LED PUBLIC BIKE HIRE**



(Figure 5.3-4) U.S. Quikbike e-Bike Sharing Kiosk Source: www.bioecogeo.com/



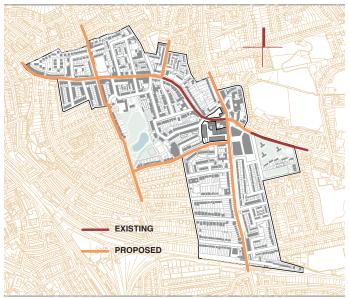
(Figure 5.3-5) Next Bike App Source: www.nextbike.co.nz

To improve bicycle mobility, and take advantage of Lee's 'leftover spaces', community-maintained public bike kiosks may be developed. The infrastrcuture would include bicycle hire, fixing and parking station. Promoting bike-use mobility would reduce dependence on cars and improve overall wellbeing.

Inspired by 'nextbike' (See http://www.next-bike.co.uk/media/PublicBikeHireGuide.pdf) sustainable hubs connected to the bicycle path network and public transport may be introduced.

Some relevant actors could be Voluntary Action Lewisham in providing labour force and fundraising advice, and the Council in providing advice related to land management. This proposal includes three sites, but requirements would depend on the bicycle path network viability. Each can have a different character, and the central one may include fixing while the others just hiring and parking.

### C. BICYCLE ROUTE CONTINUITY



(Figure 5.3-6) Proposed Bike Route Map Source: Author

According to the 'Infrastructure and mobility lens of analysis, the existing biking paths are not very well connected. Assuring a better continuity would encourage bicycle use and reduce the car-dependent character of the neighbourhood.

Exploring and developing collaboration with TFL, specifically related to their 'healthy streets for London' movement (see: content.tfl.gov.uk/healthy-streets-for-london. pdf) maybe useful to achieve this strategy together with strategies D and B.

#### D. RE-VISIONING THE JUNCTION

BURNT ASH ROAD - LEE HIGH STREET

There are several options to re-design streets to ease car traffic and make them more pedestrian and bike-friendly. Interventions include one or a combination of the following strategies

- Narrowing car lanes,
- Widening sidewalks,
- Changing the level and texture of the road, and
- Limiting the speed permit,
- Painting the crossing and zoning the stops,
- Evening the level of the street with the side walk. This expresses that the road should offer priority to pedestrian, and allows easier walk-throughs. In this case the width of the car lanes should be controlled with painting and physical elements to avoid accidents.

'Ciudad emergente' (2015) in Santiago, Chile is an interesting model that mobilizes communities to addresses street-related issues. Re-purposing streets for public gatherings can foster communal belonging while creating a new space for recreation. While this may not be a permanent solution to road congestion, it helps envision possible community-led solutions to such.

 Providing a by-pass at the southern part of Site 2, will re-route some of the vehicles travelling towards London Bridge, releasing some traffic from the junction of Burnt Ash Road with Lee High Street



(Figure 5.3-7) Leegate Junction Source: Google Earth



(Figure 5.3-8) Experimental Place-Making Santiago Source: Reporte Zona 30 Experimental Mil Calles -Ciudad Emergente 2015





(Figure 5.3-9) Street in Suwon, South Korea Source: www.citylab.com

## E. DIVERSIFYING COMMERCIAL AND COMMUNITY HUBS

Gaining an understanding of Lee's character through the lens of 'culture and economies', we advocate 'local parades' on Sites 1 and 2 i.e. a diverse series of locally-led shops and restaurants.

A broader vision connected these 'parades' with a community hub (Site 2) making room for new opportunities. This strategy mitigates the negative displacement effects of the Lee Gate Redevelopment as well.



(Figure 5.3-10) Lee Green Community Centre Source: Author



(Figure 5.3-11) Local Parade with Art Space in Lee Source: Author

### F. OPEN ACCESS TO THE QUAGGY RIVER







(Figure 5.3-12) Riverfront Sidewalk
Source: Author

Opening access to the river would enhance interaction with Lee's natural environment. Given its heritage and association with the neighborhood this could foster a sense belonging. However, the feasibility of offering access to Quaggy would depend on the condition of walls along the river, and would require garnering the support of residents' who's homes may be affected by the redevelopment, as well as the approval of the local council

## 06 Conclusion

Adhering to our vision of 'Lee-vability', this proposal has sought to provide a rational, realistic urban design response to contribute to Lee's Neighbourhood Plan. In this exercise we have assumed the role of an urban design research collective, drawing on the communities aspirations but keeping an object perspective of the prevailing development climate. We propose a model that remains optimistic but considers the reality of Lee's context as well and the broader policy framework under which it is organized. We consider a few limitations that must be highlighted and offer a few concluding thoughts to inform the next stage of this process:

 Through this process we benefited from a collaborative engagement with Lee Forum. However, it would be vital to build similar ties with other similar community organisations to gain a representative view from a wider ambit of stakeholders.

- Although we were unable to engage with prospective developers, this would be a logical next step to assess the feasibility of our proposal.
- While the our three-month engagement was very valuable, more time to develop the above-mentioned relationships would contribute to a more nuanced proposal

We firmly believe that the role and active effort of Lee's residents remains the most important element to drive participatory development and counter the effects of top-down development. A close-knit, active community has the potential to create a neighbourhood that represents the aspirations of all its residents, is more likely to anticipate city transformation and through collective imagination reach innovative alternatives of development.

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