Private Means to Public Ends: The Role of the Private Sector in City-Making

ITINERARY

Van Alen International Council
LONDON, UK

15-17 MAY 2019

30 W 22nd St,
New York, NY 10010
(212) 924-7000

https://www.vanalen.org
As global cities look for creative ways to keep pace with unprecedented growth, they are increasingly turning to private development to deliver on a host of public assets, from housing and open space to full-scale neighborhood regeneration. In New York City, recent contention around the opening of Hudson Yards thrust the topic of private sector investment in city-making to the forefront of public debate.

How do we reconcile this trend towards privatization with the goal of fostering inclusive growth in cities? What are best practices that can help guide collaboration across the public, private, and design sectors and ensure that the outcomes are inclusive and prosperous places for all?

As a catalyst for cross-cultural exchange, Van Alen Institute’s International Council will look to London as a place that has long leveraged private actors in shaping urban regeneration, and by extension, public life. London is also a City with strong design ethos and a clear agenda for equitable growth, calling specifically upon designers to participate in responding to the current development boom. Mayor Sadiq Khan, in his initiative, “Good Growth by Design” appointed 50 built environment professionals to serve as Mayor’s Design Advocates (MDAs) and help support London’s ambitious growth strategy.

Through an intensive three-day programme, May 15–17, the Council will tackle the topic of private investment/public good by engaging in a time journey of London’s architectural evolution and growth trajectory. Beginning in the historic center and progressing eastward, they will envisage the ways that private development can better serve the dynamic and evolving needs of urban residents, in London and beyond.

Special thank you to our International Council Co-chairs, partners at New London Architecture and The Bartlett Real Estate Institute, as well as the many program participants, for contributing their time and expertise to the richness of this program.
Drawing upon international precedents and deep local expertise, the Council will use two of the city’s most pivotal developments, King’s Cross and Olympic Park, to anchor their exploration. While each is singular in its history, context and design, both regeneration projects had social and economic benefits baked into their plans—how have those panned out and what can we learn from them? Together these projects tell the story of the private sector’s role in London’s ongoing evolution, offer a unique set of conditions to critique, and furnish lessons for the future.

The Council will examine these areas, interfacing with a range of key stakeholders along the way, to assess “what’s missing?” and derive best practices to inform the evolution of existing and new private development.

Activity
- **Tours** Assess how these places are designed/operate
- **Roundtables** Critique “What’s Working / What’s Missing”?
- **Workshop** Devise recommendations across key imperatives
- **Review Panel** Discuss how to realize them. What are the governance challenges across public / private?
- **Output** Disseminate takeaways with key decision makers
# PARTICIPANTS

## International Council Attendees

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<tr>
<th>Attendee</th>
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<tbody>
<tr>
<td>Carl Bäckstrand (Co-Chair)</td>
<td>White Arkitekter</td>
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<td>Alfredo Caraballo (Co-Chair)</td>
<td>Allies and Morrison</td>
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<td>Daniel Elsea (Co-Chair)</td>
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<td>Monica von Schmalensee (Co-Chair)</td>
<td>White Arkitekter</td>
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<td>Katrin Binder</td>
<td>Henning Larsen</td>
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<td>Jan Bunge</td>
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<td>Niklas Carlen</td>
<td>Wingardhs</td>
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<td>Jonas Edblad</td>
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<td>Erika Escalante</td>
<td>Studio Saxe</td>
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<td>Gabriela Frank</td>
<td>Olson Kundig Architects</td>
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<td>Karen Frome</td>
<td>Rise Projects</td>
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<td>Denzel Gallagher</td>
<td>BuroHappold Engineering</td>
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<td>Benjamin Garcia Saxe</td>
<td>Studio Saxe</td>
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<td>Hauke Jungiohann</td>
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<td>Kevin Kudo-King</td>
<td>Olson Kundig Architects</td>
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<td>Alan Maskinz</td>
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<td>Nat Oppenheimer</td>
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<td>Nick Taylor</td>
<td>Squint Opera</td>
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<td>Susanna Sirefman</td>
<td>Dovetail Design Strategists</td>
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## Van Alen Board, Staff, & Guests

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<tr>
<th>Attendee</th>
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<tr>
<td>Elissa Black</td>
<td>Interim Executive Director</td>
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<td>Stacey Anderson</td>
<td>Associate Director of Business Development and Special Initiatives</td>
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<td>Marina Piedade</td>
<td>Development Associate</td>
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<td>Carla Swickerath</td>
<td>Studio Libeskind, Board Member</td>
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<td>Daniel Maldonado</td>
<td>Skanska, Board Member</td>
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<td>Jared Della Valle</td>
<td>Alloy Development, Board Member</td>
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<td>Carolina Della Valle</td>
<td>Civitas, Board Member and Climate Council Co-Chair</td>
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<td>Mark Johnson</td>
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<td>Christine Murray, The Developer</td>
<td>Journalist-in-residence</td>
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<td>The Bartlett Institute for Real Estate</td>
<td>Academic Partner</td>
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## Partners

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<td>New London Architecture</td>
<td>Programming Partner</td>
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<td>The Bartlett Institute for Real Estate</td>
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WHERE WE'RE STAYING

Lodging  Town Hall Hotel & Apartments
          8 Patriot Square London E2 9NF

Room Block  Van Alen Institute

Neighborhood  The East End neighborhood of Bethnal Green is one that sits on the cusp between old and new, undergoing changes as London expands eastward. Historically a working class area, it is now a haven for creatives and young professionals in search of affordable housing, and home to a sizable Bangladeshi community. It boasts a colorful mix of markets and bargain high streets, coupled with upscale cocktail bars and gastro pubs.
On Day 1, May 15, the Council will traverse a cross-section of Central London, beginning with the Bedford Estate area of Bloomsbury, heading north through Central Somers Town, and concluding at King’s Cross—the Council’s first case study.

The Bedford Estate: Legacy & Principles of Large-Scale Land Ownership

The Bedford Estate is one of 16 Great Estates, the privately-owned swaths of Central London that serve as historic precedents to the city’s new mixed-use developments. They provide insight into the strategies around investment, placemaking, regeneration, and management, that allow long-term, large-scale private land owners to shape and re-shape areas over time.

Somers Town: Ripple Effect of Regeneration

Hemmed in by St. Pancras and Euston Stations, this slice of Central London is historically home to a lower-working class and ethnically diverse population. It is also one of the only substantial publicly-owned tracts of Central London and has undergone significant changes in recent years, in large part due to the regeneration of neighbouring King’s Cross.

King’s Cross: London’s Newest Neighborhood

Enmeshed in the dense urban fabric of the Borough of Camden, King’s Cross is a sprawling 67-acre development spearheaded by Argent. With completion projected for 2020, the area has been transformed from post-industrial to a mix of housing, office space, shops, restaurants, and public space that has been the source of both celebration and critique.
8:00 A.M.  PRESENTATION New London Architecture
   London History & Context
   Peter Murray | Executive Director, New London Architecture
   Jason Hawthorne | Director, VUCITY
   The Bldg Centre, Store St. Bloomsbury, London WC1E 7BT

9:15 A.M.  TOUR Bedford Estate
   Legacy & Principles of Large-scale Land Ownership
   Lucy Musgrave | Founding Director, Publica
   Simon Elmer | Steward, The Bedford Estate

10:15 A.M.  TOUR Somers Town, Camden
   The Ripple Effect of Regeneration
   Deborah Saunt | Director, DSDHA
   Ellen Hadden | Senior Associate, DSDHA
   Edward Jarvis | London Borough of Camden, Greater London Authority
   Esther Caplin | Somers Town Community Organizer

11:45 A.M.  LUNCH Caravan King’s Cross
   1 Granary Square, London N1C4A

1:00 P.M.  TOUR King’s Cross
   London’s Newest Neighborhood
   Bob Allies | Founder, Allies and Morrison

2:30 P.M.  PRESENTATION King’s Cross
   Regeneration from Macro to Micro
   Lee Mallett | Founder, Urbik
   Nitasha Kapoor | Anthropologist, UOL
   Aga Khan Centre, 10 Handyside St. King’s Cross, London N1C 4DN

3:30 P.M.  STUDIO VISIT Heatherwick Studios
   Willing House, 356-364 Grays Inn Rd. King’s Cross, London WC1X 8BH

4:45 P.M.  ROUNDTABLE London School of Economics
   Reflections on the Trend Towards Privatization
   Ricky Burdett | Director, LSE Cities (Facilitator)
   Peter Murray | NLA (Guest)
   Houghton St. Holborn, London WC2A 2AE

6:30 P.M.  DRINKS & STUDIO VISIT Allies & Morrison
   85 Southwark Street, London SE1 0HX

7:30 P.M.  DINNER Duddell’s
   9a Saint Thomas St., London SE1 9RY
Day 2, May 16, the Council will shift focus from London’s dense urban core, to the city’s new frontier of development in the East End. Exploring Queen Elizabeth Olympic Park and the neighboring area of Hackney Wick, the Council will hear about the well-laid plans for leveraging the 2012 Olympic Games to bring social and economic benefits to East London and see how they are playing out on the ground.

**Olympic Park: London’s Eastward Expansion**

Central to the City’s Olympic bid was an ambitious strategy for ensuring the “legacy” of lasting investment in the area and its residents. The London Legacy Development Corporation (LLDC), a mayoral development corporation established in 2012, is responsible for overseeing East London’s transformation. Beginning in Here East, the former Olympic Press Centre turned creative tech hub, the Council will explore the Park and visit key development sites that have arisen from the legacy plan, including Sugarhouse Island, Chobham Manor, and East Wick & Sweetwater.

**Hackney Wick & Fish Island: Exploring the Creative Enterprise Zone**

Hackney Wick is a neighborhood that borders Olympic Park and was once a thriving Victorian industrial suburb. It now has one of the highest concentrations of artists and creative practitioners in Europe. With the ongoing development of the Park, there have been efforts on the part of LLDC and the local community to strike a careful balance between the influx of new development and retention of creative sectors and industrial character.
8:30 A.M.  PRESENTATION  Here East Campus  
*London’s Eastward Expansion*

_Yolande Barnes_ | Chair, The Bartlett Institute  
_Eleanor Fawcett_ | Head of Design, OPDC  
_UCL Queen Elizabeth Olympic Park, London E15 2GW*

10:00 A.M.  TOUR  Stratford, Olympic Park, East Village  
*Olympic Park: Legacy Playing Out for Public Benefit?*

_Esther Everett_ | Design Principal, London Legacy Development Corporation  
_Steve Tomlinson_ | Senior Designer, LLDC  
_Valli van Zijl_ | Regeneration Manager, Vastint UK  
_Emily Gilchrist_ | Sales Manager, Taylor Wimpey East  
_London  
_Hanna Osundina MRICS_ | Balfour Beatty Investments, East Wick and Sweetwater*

1:30 P.M.  LUNCH  Crate Brewery/The White Building  
*Unit 7 Queen’s Yard, Hackney Wick, London E9 5EN*

2:30 P.M.  TOUR  Hackney Wick and Fish Island  
*Exploring the Creative Enterprise Zone*

_William Chamberlain_ | Creative Wick  
_Adam Walked_ | Director, Hackney Wick Arts Club  
_Stuart “Tommo” Thomson_ | Barge East  
_Charles Armstrong_ | CEO, The Trampery  
_Wilf Meynell_ | Director, Studio Bark Architects  
_Yvonne Martin_ | Operations Manager, Aitch Group/The Wickers*

4:00 P.M.  ROUNDTABLE  The White Building  
*Designing for Inclusion*

_Yolande Barnes_ | Chair, Bartlett Real Estate Institute (Facilitator)  
_Selina Mason_ | Director of Masterplanning, Lendlease (Guest)*

5:30 P.M.  BOAT RIDE  Regent’s Canal to Bethnal Green*

7:30 P.M.  DINNER AND DRINKS  Squint/Opera Offices  
*1-5 Vyner St., London E2 9DG*
Day 3, May 17, will culminate in a mega-workshop, in partnership with New London Architecture and facilitated by Paul Finch of *Architectural Record*. The Council will be joined by a group of key London players from across the public, private, and design sectors, including select MDAs. Drawing upon the learnings and observations of the previous two days, the goal will be to derive a set of best practices that can help inform the next generation of private development in London and beyond.

**9:30 A.M. ARRIVAL AND NETWORKING**

**10:00 A.M. WELCOME AND INTRODUCTIONS**

- **Stacey Anderson** | Associate Director of Business Development and Special Initiatives, Van Alen Institute
- **Elissa Black** | Interim Executive Director, Van Alen Institute
- **Jared Della Valle** | Board Member, Van Alen Institute
- **Paul Finch** | Editorial Director, *Architectural Review* (Facilitator)

**10:15 A.M. WORKSHOP BEGINS** Breakout Groups

**12:30 P.M. NETWORKING LUNCH**

**1:30 P.M. PRESENTATIONS AND FEEDBACK**

*Ideas for the Next Generation of Private Development*

- **Daniel Moylan** | Chairman, Urban Design London
- **Peter Bishop** | Professor in Urban Design, The Bartlett
- **Alison Brooks** | Principal and Creative Director, Alison Brooks Architects
- **Roger Madelin CBE** | Head of Canada Water Development, British Land

**2:30 P.M. ROUNDTABLE** Big Takeaways

**3:30 P.M. PROGRAM CONCLUDES**
WORKSHOP PARTICIPANTS

Peter Bishop  Professor in Urban Design, The Bartlett (Panelist)

Alison Brooks  Principal and Creative Director, Alison Brooks Architects (Panelist)

Liza Foir  Founding Partner, muf architecture/art

Scott Grady  Director, Haptic Architects

Paul Karakusevic  Partner, Karakusevic Carson Architects

Madeleine Kessler  Associate Architect, Haptic Architects

Lara Kinneir  Director, New London Architecture

Jonathan Leah  Principal and Sector Leader for Education in Europe, Woods Bagot

Roger Madelin CBE  Head of Canada Water Development, British Land (Panelist)

Craig Miller  Partner, Heatherwick

Daniel Moylan  Chairman, Mayor's Design Advisory Group (Panelist)

Sowmya Parthasarathy  Urban Design Leader, Integrated City Planning, Arup

Manisha Patel  Senior Partner, PRP

Alen Penn  Professor in Architectural and Urban Computing, Dean of Faculty, The Bartlett

Tim Rettler  Principal Project Manager Regeneration, Greater London Authority

Dr. Bridget Snaith  Senior Lecturer landscape architecture, University of East London

Tomas Stokke  Director, Haptic Architects

Manijeh Verghese  Public Programming Director, Architectural Association
Van Alen's International Council brings thought leaders from across the globe together to enhance dialogue about cities and create new collaborations across disciplines. With a shared commitment to envisioning urban futures, the Council travels twice annually to apply their international expertise towards investigating pressing urban issues and testing ideas in a global context. The learnings derived and ideas generated serve to inspire Council members, inform the work of Van Alen, and contribute to a shared body of knowledge and best practices for growing, global cities.

The Council was developed in 2014 with founding chair Kai-Uwe Bergmann (BIG), as a way to expand Van Alen’s mission to improve cities globally. The Council’s current chairs are Alfredo Carabello and Daniel Elsea of Allies and Morrison, and Carl Bäckstrand and Monica von Schmalensee of White Arkitekter. For more details, visit our website.

Van Alen Institute is a 125-year-old not-for-profit based in New York City that uses design to catalyze positive change in cities. We collaborate with communities, scholars, policymakers, and professionals on local and global initiatives to rigorously investigate the most pressing social, cultural, and ecological challenges of tomorrow.
Bob Allies
Partner at Allies and Morrison
Bob Allies trained at the University of Edinburgh and was awarded the Rome Scholarship in Architecture. He was a lecturer at the University of Cambridge and has held visiting professorships at the University of Edinburgh, the University of Bath and the University of Maryland. He has served on the Council of the Architectural Association and the Faculty of the British School in Rome, chaired the annual Brick Awards and was a member of the Advisory Board for the CABE/DETR document 'By Design'. He is currently a member of the London Mayor's Design Advisory Group and is chair of the South-east Design Review Panel.

Yolande Barnes
Chair of Bartlett Real Estate Institute
Yolande has studied and commented on UK real estate markets for over 30 years and on world cities and global real estate trends for the last 11 years. Her specialties in the past have been residential markets, regeneration, land, urbanism, and mixed-use neighborhoods. Her new remit is to explore and understand how real estate contributes to all types of value: social, environmental and economic.

Peter Bishop
Professor of Urban Design at The Bartlett School of Architecture
For 25 years Peter was a planning director in four central London Boroughs working on major projects including Kings Cross. In 2006, he was appointed as the first Director of Design for London and, in 2008, the Deputy Chief Executive at the London Development Agency. In 2011, carried out a policy on behalf of the Government on the quality of design in the built environment. He also examined the political processes behind major developments in “Planning, Politics and City Making - a case study of King’s Cross.”

Alison Brooks
Principal and Creative Director of Alison Brooks Architects
Alison is one of the leading architects of her generation. She has developed an international reputation for a multi-award winning body of work since founding the practice in 1996. Named in 2012 by Debrett’s as one of ‘Britain’s 500 Most Influential’, Alison Brooks is the only British architect to have won all three of the UK’s most prestigious awards for architecture: the RIBA Stirling Prize, Manser Medal and Stephen Lawrence Prize.
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<tr>
<th>Name</th>
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<tr>
<td>Ricky Burdett</td>
<td>Professor of Urban Studies at the London School of Economics and Political Science (LSE)</td>
<td>Ricky is the Director of the Urban Age and LSE Cities, a global center of research and teaching which received the Queen’s Anniversary Prize for Higher and Further Education 2016-18. He also acts as a consultant to national and city governments, private companies and philanthropic agencies.</td>
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<tr>
<td>Esther Caplin</td>
<td>Local Activist</td>
<td>Esther's entire professional life has been spent in publishing and urban regeneration. She now operates in a voluntary capacity as a social entrepreneur and artist. She is committed to opening up opportunities for all children as a step in breaking cycles of deprivation.</td>
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<td>William Chamberlain</td>
<td>Founder of Creative Wick</td>
<td>William is a geographer, lawyer, sponsorship consultant, and social entrepreneur with an interest in urban regeneration. He founded Creative Wick, a creative regeneration consultancy seeking to facilitate a sustainable, creative economy for local residents, businesses, and institutions and continued authenticity of the arts, culture, and creativity in Hackney Wick, Fish Island, and the wider East London area.</td>
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<td>Simon Elmer</td>
<td>Steward of The Bedford Estates</td>
<td>In his role as Steward of The Bedford Estates, Simon is responsible for running all aspects of The Bedford Estates’ historic Central London Estate and directing investment, leasing, and development programmes across the Estate’s office, retail, residential and educational portfolios.</td>
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<td>Esther Everett</td>
<td>Design Principal at London Legacy Development Corporation</td>
<td>Esther is a qualified architect and experienced regeneration client with expertise in urban design, public realm, architecture and project management. After working as an architect in the private sector, she joined Design for London in 2010 and has since been ensuring high-quality design across significant regeneration projects including at the London Legacy Development and the Old Oak &amp; Park Royal Development Corporations.</td>
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Eleanor Fawcett
Head of Design at Old Oak and Park
Royal Development Corporation
Eleanor’s background is in architecture and urban design. She worked on the regeneration of the Lea Valley and delivering the Olympic Legacy on behalf of the Mayor of London for over a decade, most recently at LLDC. She champions the role of excellent design to enable successful regeneration and establish good places via strategy, policy and project delivery.is chair of the South-east Design Review Panel.

Paul Finch
Editorial Director of The Architectural Review and The Architects’ Journal
Paul Finch is programme director of the World Architecture Festival, and editorial director of Architects’ Journal/Architectural Review. A former deputy editor of Estates Times, he has contributed to Estates Gazette, and is an occasional columnist for Property Week. He is a former chairman of the Commission for Architecture and the Built Environment.

Ellen Hadden
Senior Associate at DSDHA
Ellen has worked on a number of high profile projects as lead architect at DSDHA, including a high specification residential scheme in Marylebone and a new masterplan for Central Somers Town. Ellen has significant experience in education projects and holds a particular interest in developing projects that help to build better communities.

Jason Hawthorne
Director at VUCITY
Jason is one of the founding Directors of the pioneering interactive smart city platform, VUCITY, a highly accurate and revolutionary tool which promises to transform the planning and communications process around proposed and new developments. Combined with his 30 years at Wagstaffs work in Virtual reality and Augmented reality, Jason is helping to shape the transformation of planning and design through the latest digital tech.
BIOS

Nitasha Kapoor
Anthropologist and Social Researcher
Nitasha has worked extensively with Transport for London on communications and behavior change initiatives and completed her MSc in Digital Anthropology at UCL, where she studied urban life in greater depth, including how and why people use digital technologies to move through the city. She is a regular contributor to The Developer magazine.

Roger Madelin
Head of the Canada Water Development
As Argent’s CEO, Roger expanded the company’s development activities with major projects in Manchester and further projects in Reading, Birmingham and the City of London. In 2000 he led the company to be selected and then to take forward the development of the 56 acres of ‘railway lands’ between and to the north of King’s Cross and St Pancras Stations.

Lee Mallett
Director at Urbik
Lee is an urbanist and writer. He helps shape and communicate ideas, strategies and development projects in the built environment for developers, architects, and public sector agencies. He qualified and worked as a chartered surveyor before editing weekly industry magazines Property Week and Building Design, and he is co-editor and publisher of Planning in London magazine.

Selina Mason
Director of Masterplanning, Lendlease
Selina leads masterplanning across Lendlease UK and Europe urban regeneration portfolio. Before joining Lendlease she led LDA Design’s urban regeneration masterplanning team in London. Prior to this she was responsible for the delivery of the post-games Transformation Masterplan for the Olympic Delivery Authority.

Daniel Moylan
Co-chairman of Urban Design London
Daniel has been politically active in the London government for thirty years. He has also had extensive involvement with the planning system and with urban design, being an early promoter of a shared space approach to the public realm. He led on award-winning streetscape improvements in Exhibition Road and drove the restoration of two-way working in Piccadilly and Pall Mall.
Christine Murray
Editor-in-chief of The Developer
Christine is the founder of the Women in Architecture Awards. She was formerly editor-in-chief of the Architects’ Journal and The Architectural Review. Recently, Christine founded The Developer, an independent media brand covering the user experience of place, bringing together developers, investors, designers, academics and the public sector to define what makes a city worth living in.

Peter Murray
Chairman of New London Architecture
Trained as an architect, Peter was an editor of Building Design and RIBA Journal before starting Blueprint in 1983. He has curated a number of major architectural exhibitions and is Chairman of the communications consultancy Wordsearch. He is the founder of both NLA and the London Festival of Architecture and is the author of various architectural books.

Lucy Musgrave
Director of Publica
Lucy is the founder of Publica, a London-based practice that specializes in strategies and design for public space, urban design, and master planning, integrating social, spatial and cultural values within urban change. Current work includes an ambitious placemaking strategy for The Crown Estate’s London portfolio.

Deborah Saunt
Director of DSDHA
One of the leading women of her generation, as DSDHA Director, Deborah has led several mixed-use, residential and cultural schemes, as well as a number of significant public spaces in the UK. She has worked on the rejuvenation of Camden’s West End in London and is currently leading the restoration of Alison & Peter Smithsons’ Economist Plaza.