

Stratford Metropolitan Masterplan Executive Summary

February 2011

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Foreword

Sir Robin Wales

London is moving east; with Stratford set to become a vibrant new centre for East London that will drive the future growth of the capital.

Stratford is at the heart of Newham's Arc of Opportunity, Europe's largest regeneration project, that's as well as hosting the 2012 Olympic and Paralympic Games. With exceptional transport connections, massive committed investment and a strong supply of development sites, Stratford is in pole position to lead the transformation of the whole of East London, including 46,000 new jobs and 20,000 new homes.

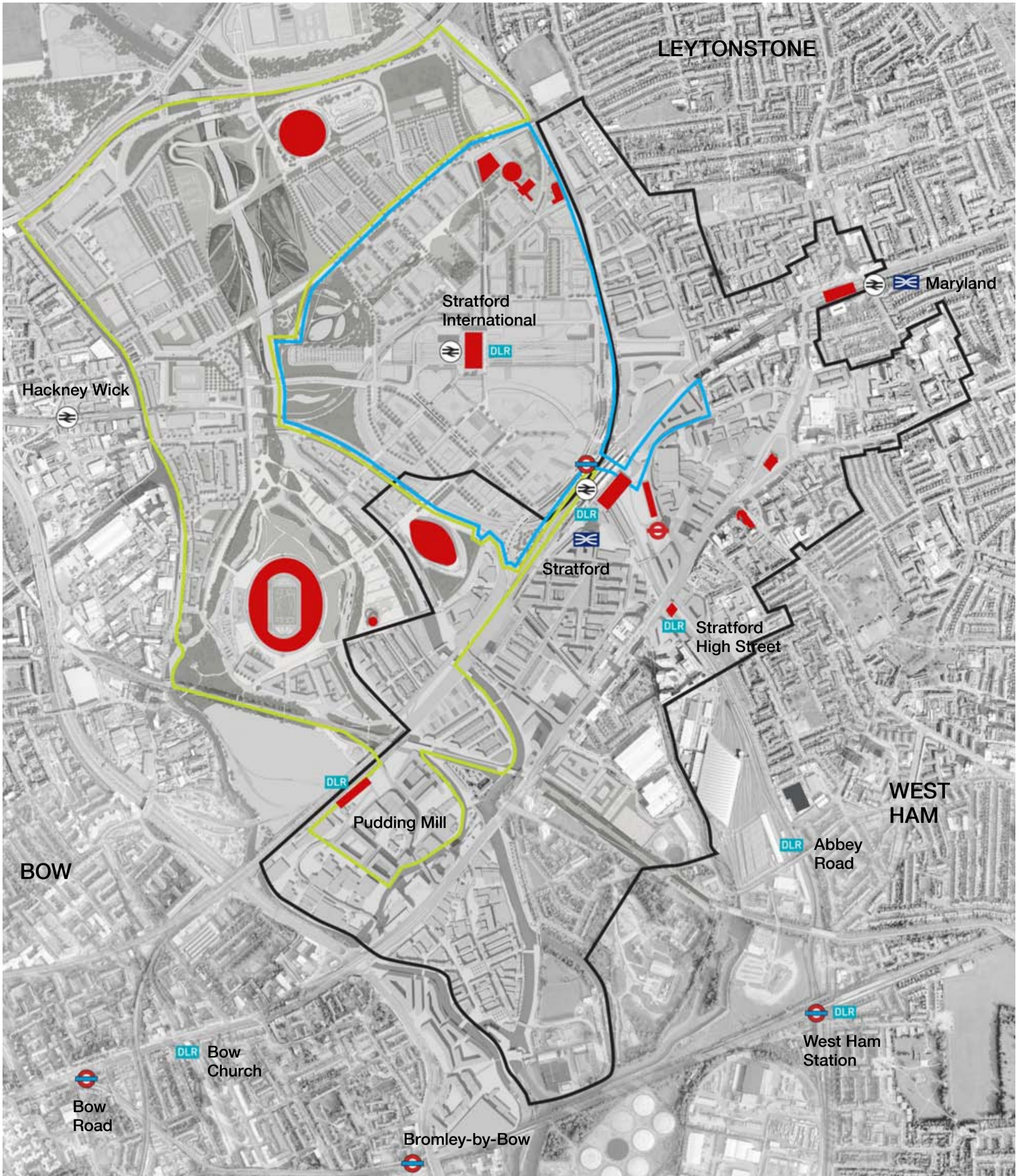
Residents are at the heart of our plans to develop Stratford, so we aren't simply investing in bricks and mortar but in our people, creating new job and training opportunities, building decent affordable homes and providing high quality support to residents when they need it.





The masterplan sets out a blueprint for developments in Stratford that will make a real difference to local people. We want to build homes that will create new family neighbourhoods within easy reach of excellent schools, parks and public transport. We want to transform the borough's economy to create more jobs and offer real ladders of opportunity for work and learning. We want to encourage more shops to open that will build a new metropolitan centre for East London. We want Stratford to be an attractive home for locals and a must-see destination for visitors that celebrates the youth, energy and diversity that makes Newham special.

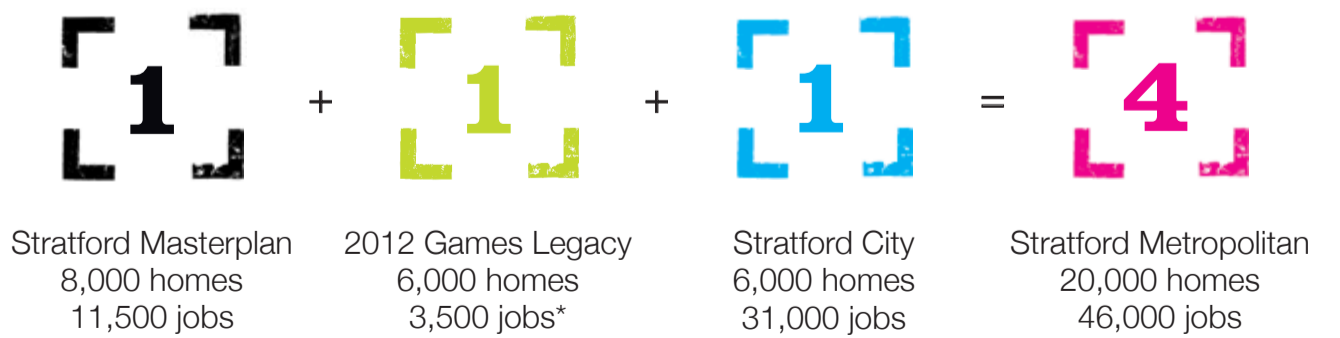
Change on a massive scale has already begun in Stratford with the construction of the Olympic park, Athletes' Village and Stratford City – a shopping, leisure and commercial destination of international significance. The Stratford Metropolitan Masterplan demonstrates how these projects are just the beginning. We will use our land holdings and planning powers to ensure we maximise the benefits of regeneration and development for the people living here, because we believe our residents deserve the best.



A handwritten signature in blue ink, appearing to be 'R. Wales', written over a light blue horizontal line.



-  Stratford Metropolitan Masterplan Area
-  2012 Games and Legacy
-  Stratford City
-  Important Buildings



*This excludes jobs and homes generated by the Olympic Legacy proposals outside of the Stratford and New Town Ward

Stratford, Canning Town and the Royal Docks together, form Newham's Arc of Opportunity, Europe's largest regeneration project. The Arc of Opportunity will drive forward regeneration in Newham, building on the borough's strengths – its regional, national and international transport connections, its development potential, diversity, youth and ambition and addressing the challenges that Newham faces – worklessness, deprivation and a transient population.

A key part of the Arc of Opportunity, Stratford is currently undergoing enormous and unprecedented change. This is triggered by the ongoing investment in public transport connectivity (making Stratford one of the best connected places in the UK), and the release of large areas of industrial land to enable the development of Stratford City and the 2012 Games.

This change offers the opportunity for Stratford to emerge as a new metropolitan centre for London. It will lead the transformation of the Borough and the sub-region, helping sustain London's competitive future, support the Eastward expansion of London's centre, and drive up social and economic chances for local residents. However there is a need for a clear vision and framework for this change so that Newham can seize hold of this opportunity and make the most of it.

The Stratford Metropolitan Masterplan is a tool that enables Newham Council to do just that. With delivery at its heart, the Masterplan is split into three main elements – the development framework; the planning framework; and the delivery framework. This document forms the Phase 1 development framework which, along with a high level delivery plan, is the main output of Phase 1 of the masterplan project. The second phase of work will result in a detailed planning framework and detailed delivery plans for first stage projects.

The Stratford Metropolitan Masterplan seeks to join up the numerous changes taking place in Stratford to ensure that the whole is greater than the sum of the parts.

Delivering for Newham

The Stratford Metropolitan Masterplan's fundamental objectives are to:

- » develop Stratford into London's eastern gateway;
- » secure the benefits of Stratford City and the Olympic Park for local residents;
- » link together Stratford City, the Olympic Park in legacy, the existing town centre and local communities to create an integrated and coherent Metropolitan Centre;
- » ensure the existing town centre shares the economic growth of Stratford City and the Olympic site; and
- » strengthen the Council's powers to ensure high quality development.

This masterplan and the regeneration of Stratford will benefit the whole of Newham, helping local people from all over the borough to access economic opportunities and the new homes that the masterplan will provide.

The proposals set out in the Stratford masterplan reflect what our residents have told us are their priorities.





- » Making the borough safer, cleaner and greener.
- » Improving opportunities and enhancing people's capacity to access jobs and homes.
- » Creating active and connected communities which are stable.

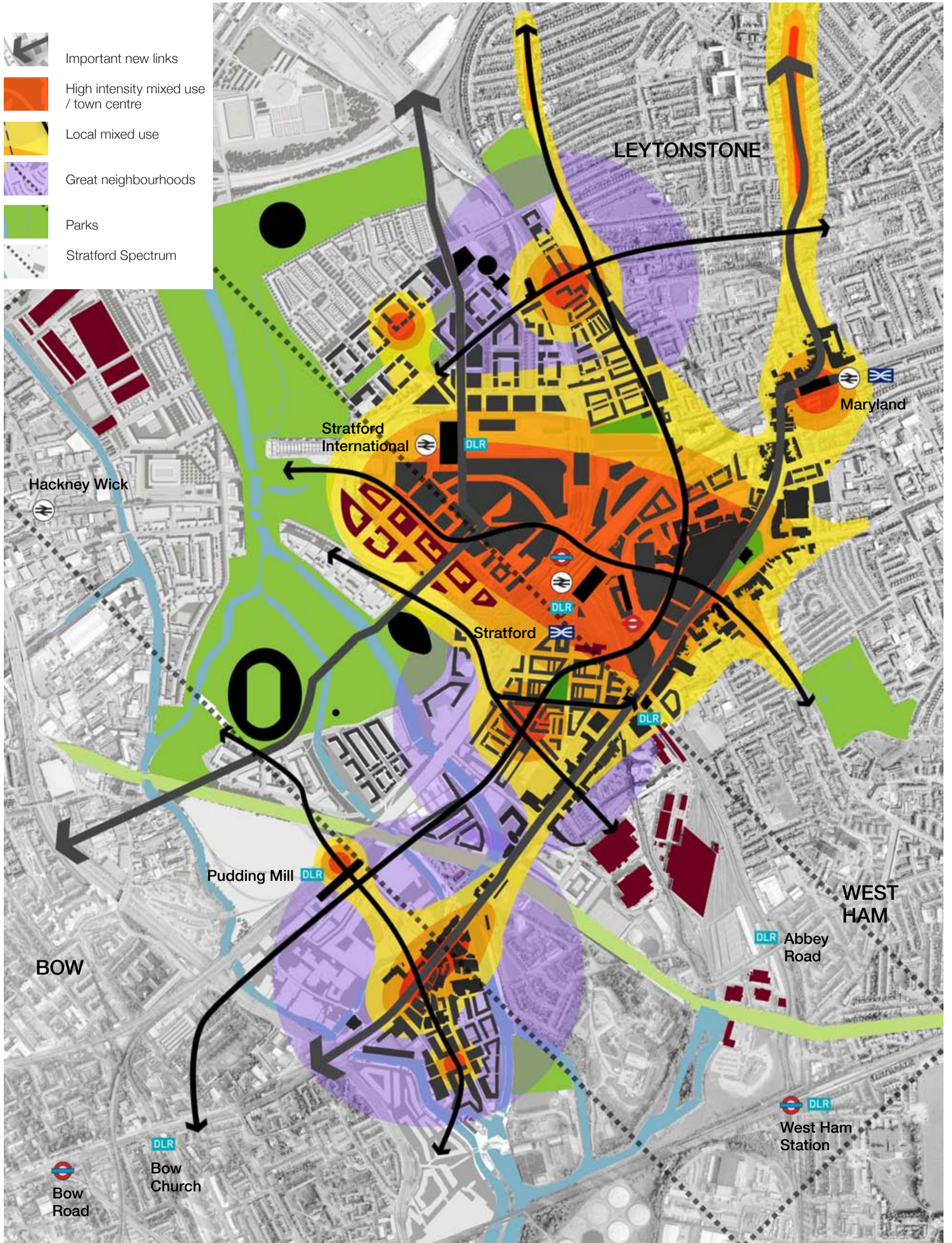
Delivering for London

If all the proposals for Stratford are taken together (including the Olympic Park Legacy, Stratford City, proposed development along the High Street and the masterplan proposals themselves), the level of positive change could be remarkable.

- » Over 46,000 new jobs across wider Stratford including 1,800 new workplaces
- » Over 20,000 new homes integrated into existing neighbourhoods where possible
- » Creation of the new cultural and leisure hub for East London
- » Full-spectrum education offer including 16 nurseries, 5 new primary schools, three new secondary schools (Choham Academy, a relocated Stratford School and a proposed new secondary school in the south of Stratford) and expansion of the further and higher education offer
- » A new shopping destination for East London with a great convenience offer at Stratford Old Town with a destination market, independent retail, food and drink and vibrant evening economy
- » A transformation in the connections across Stratford resulting in better access to increased rail capacity at Stratford's rail stations, improved public transport times generally across Newham, easier and safer routes to school and stations/ bus stops within a high quality environment

Overall Spatial Strategy

-  Important new links
-  High intensity mixed use / town centre
-  Local mixed use
-  Great neighbourhoods
-  Parks
-  Stratford Spectrum



Our Aspirations



Stratford Metropolitan will counter the churn of residents who live for a short time in the borough but then move on. Stratford Metropolitan represents an ideal process to build a more stable and balanced community where people can live and possibly work in the area throughout their lifetimes.

Stratford Metropolitan Centre will be seen as London's Future 'Third City' after the City and Westminster and will develop a London-scale offer for business, education and the arts.

Stratford Metropolitan will become an alternative, diverse and innovative economy, a place that builds on its local strengths and offers a ladder of opportunity to Newham residents.

In developing this plan, the following questions have always been in mind.

- » What is in it for local people (the socio-economic story)?
- » What will it look like (the spatial and design story)?
- » How will change happen (the delivery and financial story)?

Principles

Stratford will be made up of a series of great neighbourhoods and centres.

- » Stratford Old Town and Westfield together will form the pulsing heart of Stratford, offering complementary experiences: Westfield as a massive shopping and entertainment district and Stratford Old Town mixing everyday shopping needs with alternative and independent shopping, culture and night-life.
- » Around the fringe of the Old Town, a rich arc of retail, work, residential, educational and cultural uses will 'mend' the poor environment currently caused by Great Eastern Road, railways, empty sites and service yards and build on the existing excellent educational and cultural offer in Stratford.
- » Three great neighbourhoods at Carpenters, Sugar House Lane / Pudding Mill and Chobham Farm will bring together existing and new communities and provide the critical mass for high quality new community facilities.

Stratford will become an economic powerhouse for east London and Newham

- » The Stratford Masterplan will include a sustained strategy to increase the ambition for work and jobs for the area, so that Stratford becomes one of London's pre-eminent inward investment and business growth projects.
- » This will include promoting Stratford nationally and internationally as a place of learning and business; supporting the diversification from industrial and retail businesses to one that reflects broader London growth areas and integrating work opportunities into all new developments.
- » Stratford will become a destination for visitors that will vie with London's other first tier attractions – with the state of the art sporting facilities in the Olympic Park, the impressive ArcelorMittal Orbit observation tower, the excellent retail offer at Stratford City, the expansive natural waterways and the cultural, quirky buzz of the town centre.

Stratford will become an active and connected place.

- » Stratford will secure development that maximises the benefits of its amazing strategic public transport infrastructure including proximity to London City Airport, two London Underground lines, London Overground, Docklands Light Railway, Mainline Rail Services, and an International Rail Station on the High Speed 1 line from Kings Cross to France via Kent.
- » Given that many of the main roads are already at or near vehicle capacity, and also the major investment into public transport is still underway, the plan has developed a number of strategies to ensure that the planned level of growth can still be achieved.
- » A series of new and improved links running broadly parallel and perpendicular to the High Street and across the whole area will help to overcome existing barriers and improve legibility and accessibility for pedestrians and cyclists and significantly improve access to public transport.
- » Some key engineering interventions will be undertaken to improve the environment and boost accessibility throughout the area, for example two-way traffic around the town centre and a new link between Sugar House Lane and Pudding Mill across the High Street.
- » Sustainable travel will be given top priority. This will mean making the most of Stratford's public transport connections, promoting lower parking provision in new development, carefully managing parking across Newham to reduce short distance commuting, promoting low carbon travel modes such as cycling and walking and reducing the need to travel wherever possible by delivering mixed development. Taken as a whole, this will result in the behaviour change that is needed in order to deliver the growth.

Stratford will provide great facilities for its communities.

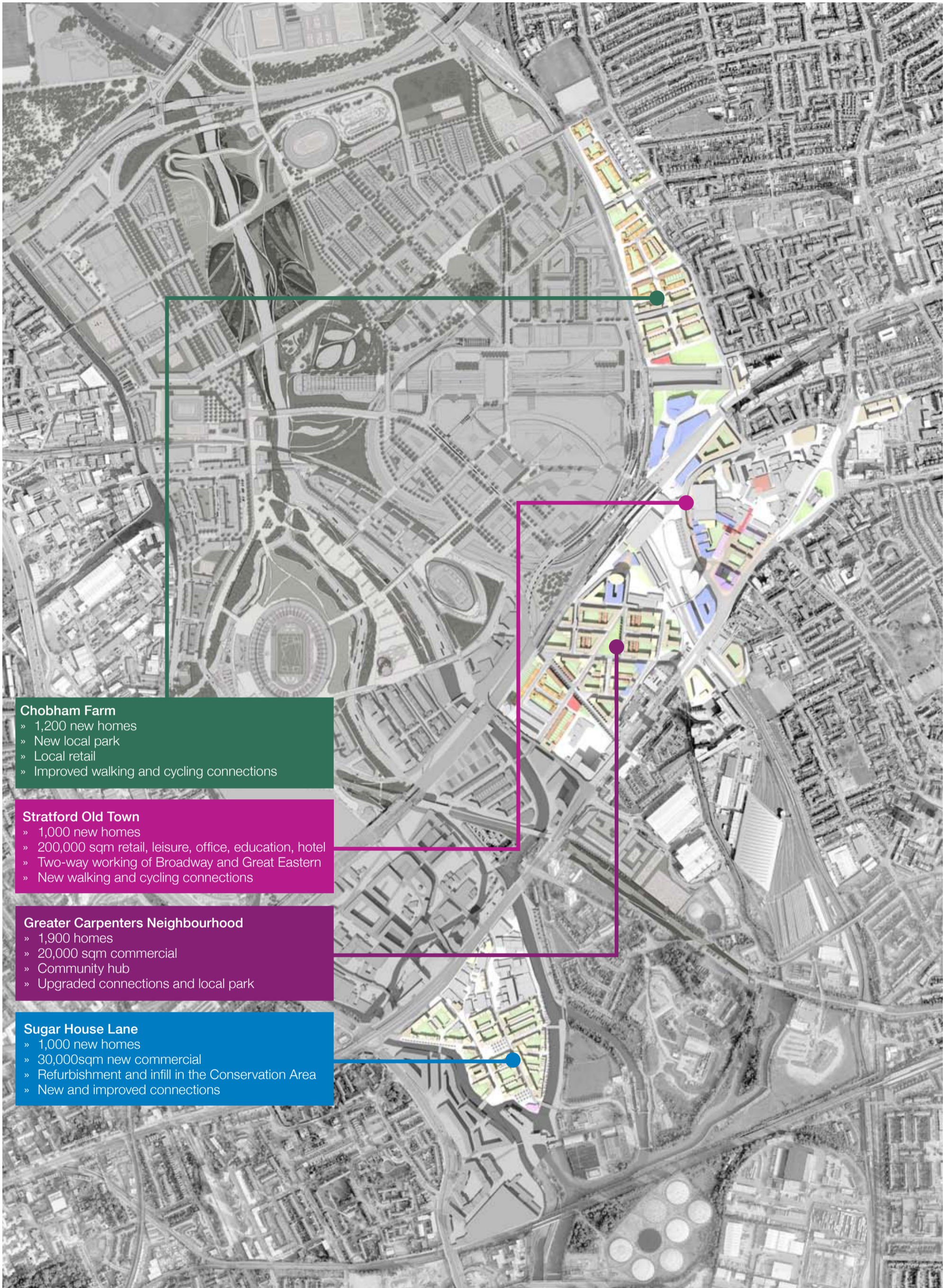
- » New and improved facilities will be provided for the growing population of Stratford that will enhance the social and economic opportunities for both existing and new communities. Facilities will be located to provide excellent walking and cycling connections and clustered so that facilities can become more viable and support each other and improve health.
- » Access to green space will be greatly improved, with better links through to the Olympic Park and new improved local green spaces provided in the great neighbourhoods.

Stratford's built form will be sensitive to context and of appropriate height.

- » New buildings will work with, rather than against, the grain of their context to create a more coherent and humane piece of city.
- » Tall buildings are appropriate for a metropolitan town centre, but will only be allowed in appropriate locations that help create a coherent place and avoid many of the problems associated with super dense and high structures.

Stratford will be smart.

- » By connecting the place up and focusing on managing the use of the car, the plan will encourage lower impact forms of movement.
- » Development will where possible link in with the new district heating network (built for the Olympics) or create its own low carbon energy.
- » New buildings and existing homes will have high levels of energy efficiency, and other appropriate low carbon technologies.
- » We will create a softer city through a mix of parks, squares, gardens and tree-lined green streets.



Chobham Farm

- » 1,200 new homes
- » New local park
- » Local retail
- » Improved walking and cycling connections

Stratford Old Town

- » 1,000 new homes
- » 200,000 sqm retail, leisure, office, education, hotel
- » Two-way working of Broadway and Great Eastern
- » New walking and cycling connections

Greater Carpenters Neighbourhood

- » 1,900 homes
- » 20,000 sqm commercial
- » Community hub
- » Upgraded connections and local park

Sugar House Lane

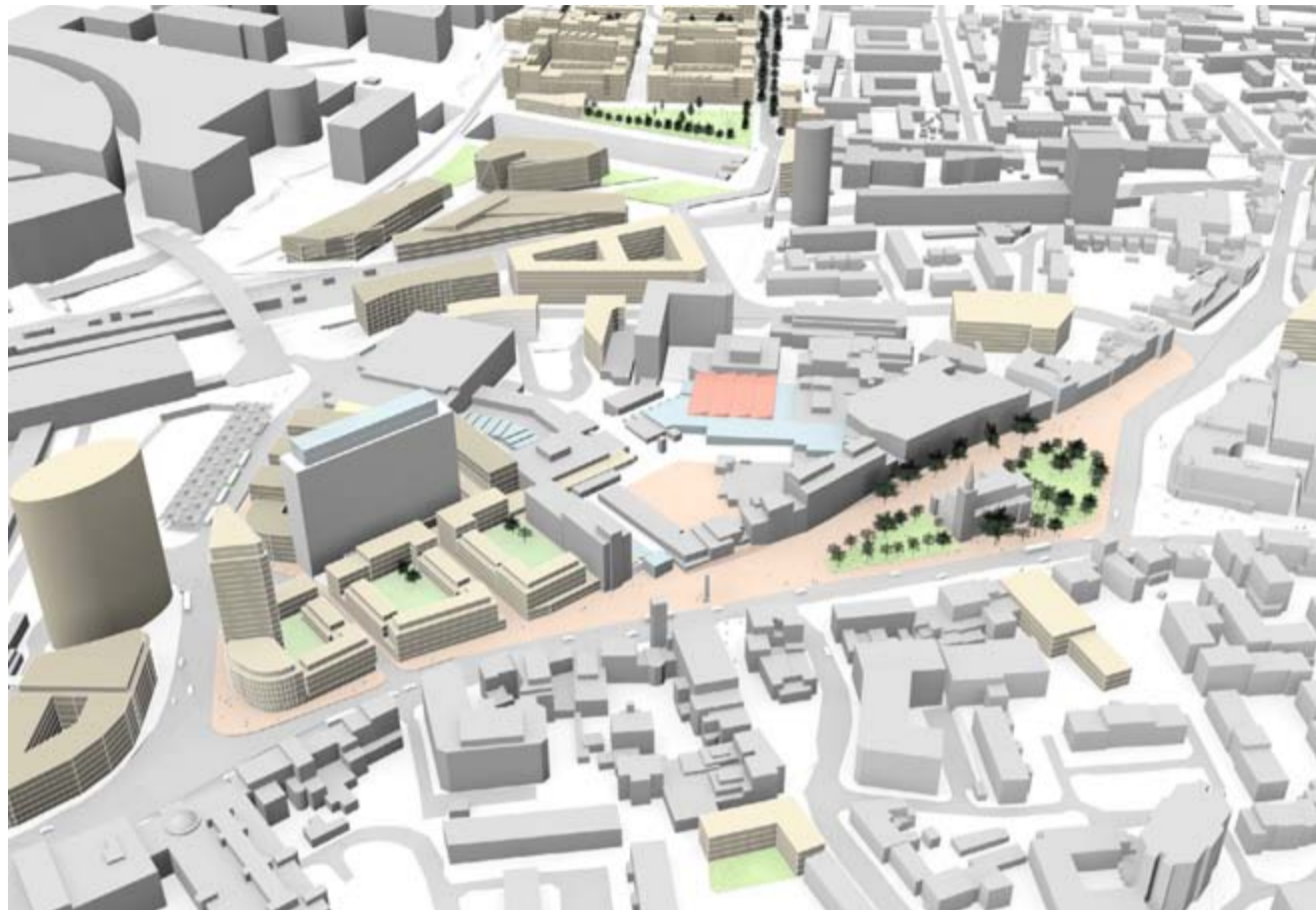
- » 1,000 new homes
- » 30,000sqm new commercial
- » Refurbishment and infill in the Conservation Area
- » New and improved connections

Areas of Focus

We have focused on four areas within the Stratford and New Town ward because of these areas' strong potential for change and existing developer pressure. These are Stratford Old Town, Greater Carpenters Neighbourhood, Chobham Farm and Sugar House Lane.

Stratford Old Town

Stratford Old Town is already a viable local centre serving a local population, currently based on provision of low cost goods. This framework will shape its development as an attractive alternative to complement the Westfield centre, based on a more authentic feel reflective of Newham's diverse population with the Broadway acting as the focus and civic hub in the area. In general the use of the Old Town will be considerably intensified as there are many areas of under-used land. This will become a key part of the Metropolitan Centre with a diverse mix of shops, workplaces, homes, leisure, education, cultural facilities and other uses within a fine historic setting. The Council will work with other land owners, partners, the community and other stakeholders to create a thriving Stratford Old Town based on the following proposals.



- » The Broadway will be enhanced as Stratford's historic and civic heart. It will be the focus of restaurants, cafés, the evening economy and cultural uses that will expand out from the Cultural Quarter.
- » New links between Great Eastern Road and the Broadway, to create smaller scale blocks with active, fine-grain frontage at ground floor with direct access to upper floor homes and workspace. These should be streets that are open to the air rather than a sealed mall-like environment. This will open up underused land in the town centre for a rich mix of different uses.
- » Two way traffic along the Broadway, The Grove and Great Eastern Road will massively improve the environment by reducing traffic speeds and allowing pedestrians to cross more easily.
- » A diverse town centre including an intense mix of shopping, leisure, workspace and apartments to complement the ongoing low cost convenience shopping offer. All this complemented by a destination market that celebrates Newham and East London's cultural diversity and propensity for creating new enterprises.
- » The provision of a larger supermarket of a suitable scale for a town centre location (up to 5,000sqm gross floor area – with limited comparison goods), to anchor the town's retail provision and to cross-subsidise other development.
- » Great Eastern Road will become a two-way urban boulevard with much improved pedestrian crossings, wider pavements, better lighting and reduced clutter.
- » A cultural and educational fringe to the old town, building on the existing offer.
- » An inspiring and innovative programme of Meanwhile Use to make the most of under-used spaces and sow the seeds for future activity.
- » Stronger, more coherent management of Stratford town centre to promote Stratford to visitors and businesses, coordinate and organise events, focus on tackling crime and perceptions of safety.

OUTPUTS & DELIVERY

- » Over 7,400 jobs for a range of sectors
- » 800 – 1,200 new homes and 300 student homes
- » 100,000 – 150,000 m2 new and refurbished offices
- » 25,000 – 30,000 m2 new retail, cafe and restaurant space including an urban food store and independent and small scale shops
- » 2,000 m2 new leisure centre and 3,000 – 4,000 m2 of additional leisure and cultural space
- » 35,000 m2 of education and community uses including Rokeby School site and additional further/higher education uses
- » One or more hotels providing up to 300 beds

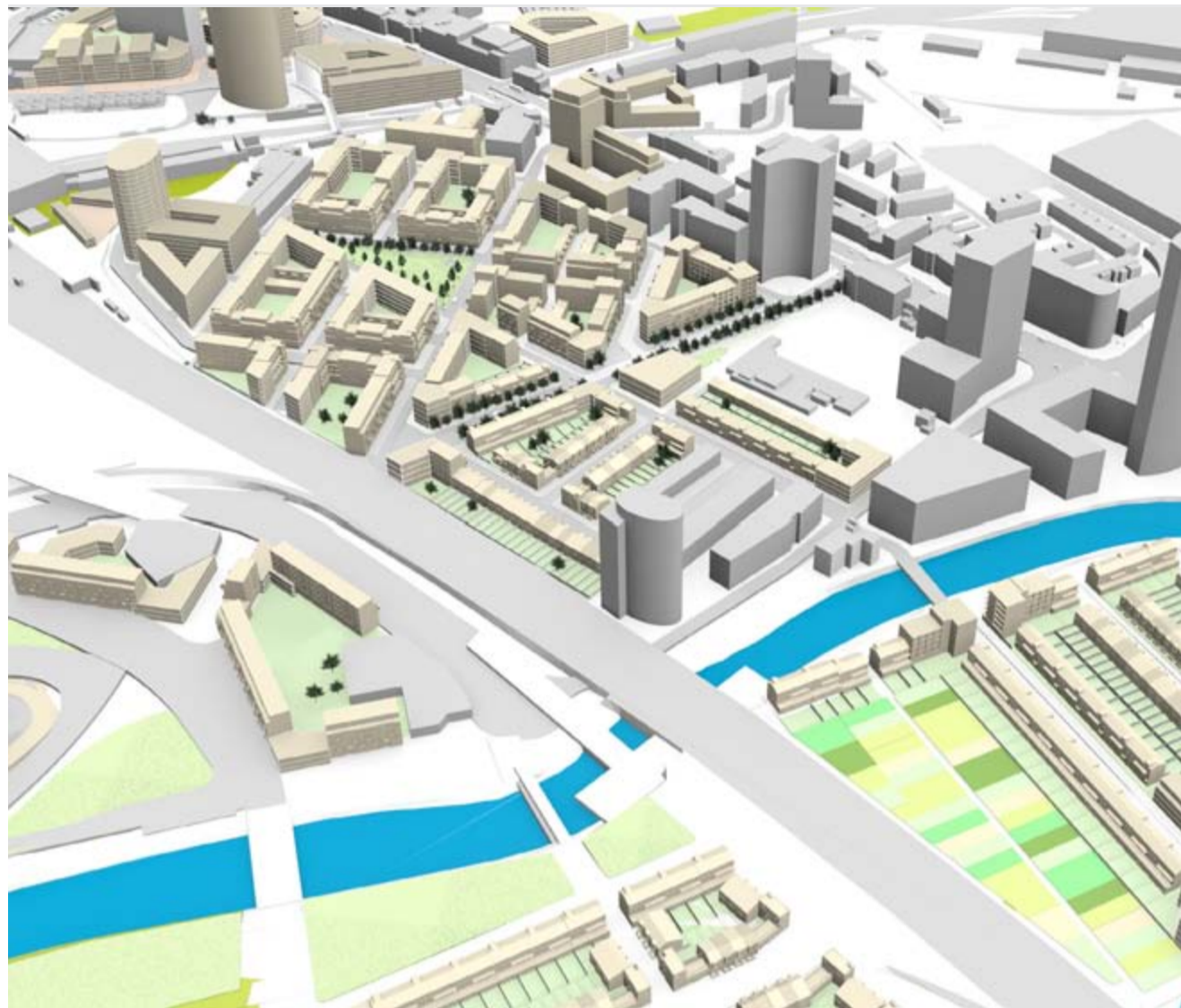
The council is the primary landowner in Stratford Old Town Centre although most of the properties are leased. The council will use this land holding as well as its planning function to help to steer the quality and nature of new development in the town centre to meet its vision. Rather than establishing a single delivery vehicle, the council will focus on an incremental and phased approach to development.

Each Town Centre site poses its own set of challenges and requires a bespoke delivery strategy. Financial appraisal work indicates that as the economy and property market recovers, the spill-over effect of the Olympics and Stratford City and the improved public realm in the town centre will make development viable.

The council will apply a flexible approach to the provision of uses to help the implementation of the development framework objectives whereby more viable uses (such as food store or student housing) will subsidise less viable uses (such as new connections or fine-grain shops).

The council will work with its local and regional partners to help deliver strategic infrastructure such as two-way working of Broadway, The Grove and Great Eastern Road.

Greater Carpenters Neighbourhood



The Carpenters Estate is in a critical location immediately adjacent to Stratford Regional Station and is a key gateway to the Olympic Park from the east. The current state of repair and the extensive costs of refurbishment have prompted the council to demolish Dennison Point, Lund Point, James Riley Point and 28-74 and 80-86 Doran Walk. Having assessed a range of options, the council has decided that it will work with the local community, local and regional partners to redevelop most of the Carpenters Estate over time creating a better neighbourhood, integrating it with its surroundings and with better homes based around an improved park. This will be done on a phased basis over time. The council will rehouse tenants, leaseholders and freeholders using a Resident's Charter as the basis for its work. The estate should become an integrated part of a greater Carpenters neighbourhood, based on the following principles.

- » A strong sense of community based around the core of the existing residents.
- » High quality residential development that creates a sense of permanence in a series of well-defined urban blocks, subdivided in places to create a fine grain neighbourhood.
- » A 'tenure blind' mix of homes built to high sustainability and design standards with a mix of types and sizes to ensure a genuinely mixed community.
- » Higher residential densities to the north of the area and along the High Street.
- » Northern quadrant (closest to the station) potentially providing significant proportion of non-residential uses which could be flexible employment space, education, student housing and / or local shops and cafés.
- » A continuous, safe walking and cycling route linking Stratford and Pudding Mill stations, the town centre, Carpenters Park and the main community facilities in the area, including new southern entrance to Stratford station and improvement to Jupp Road Bridge.
- » A redesigned Carpenters Road, upgraded Warton Road and an Olympic Link, running through the Carpenters area to the Olympic Park.
- » Improved play space and ecologically rich gardens at Carpenters Park.

OUTPUTS & DELIVERY

The Carpenters area has the potential to provide:

- » Up to 1,900 new and refurbished homes with some student housing
- » From 20,000m² new office or work space
- » 500-1,000m² new shops
- » 1,000 – 2,500m² new community and health space
- » At least 1,000 new jobs

The Carpenters regeneration will be led by the council in a phased manner over the next 15 – 20 years. It will deliver the project by creating manageable development parcels attractive to different types of developer, contractor, investment fund and Registered Social Landlord at different times throughout the redevelopment programme. The work completed to date has shown that this approach will offer maximum flexibility to meet evolving market conditions and community needs.

The council will start the regeneration with the sites already committed for rehousing and demolition. It will control the release of sites to the developer market in a series of phases. These may need to be flexible in order to adapt to the changing needs of the community and wider property market.

The council will work with the local community and other stakeholders to make sure that anyone affected by the redevelopment doesn't lose out and will seek to ensure that the community can stay together. The council will work in partnership to update the existing Resident's Charter where necessary.

The council will work with other landowners such as the Olympic Park Legacy Company / Mayoral Development Corporation and Carpenters Company where this helps meet the principles set out in this framework.

Chobham Farm



The release of formerly industrial land will facilitate development of a great new family-focused residential neighbourhood to the north of Stratford Metropolitan Town Centre. The council will work with other landowners and stakeholders to create a development that will bind together the mainly residential northern zones of Stratford City and the existing neighbourhoods to the east in South Leyton and Stratford New Town. Development in the area will be based on the following principles.

- » Chobham Farm will provide a transition between the high density homes at the Athlete's Village and the lower rise homes at Stratford New Town. This means the provision of a significant proportion of terraced homes and not over-developing the area.
- » A 'tenure blind' mix of homes built to high sustainability and design standards with a mix of types and sizes, to include a significant proportion of family sized units with three bedrooms or more.
- » Development will be in a series of coherent urban blocks perhaps subdivided to create a fine grain neighbourhood.
- » A series of new and existing connections – Temple Mills Lane, Chobham Road and Alma Street will provide relatively direct links between Leytonstone Road and Alma Street West.
- » Angel Lane/Leyton Road will form the integrating local high street, serving people from both sides of Chobham Farm.
- » Dealing with the site's challenging topography through careful design of building frontage and use of podium parking to ensure active, overlooked streets.
- » Provision of a new local park in the south of Chobham Farm in order to serve existing and new residents as well as workers and visitors to the northern part of Stratford Town Centre.
- » Enhancement and refurbishment to improve the street frontage on Leyton Road.
- » Careful relocation of existing industrial uses to minimise the potential loss of employment from Newham.

OUTPUTS & DELIVERY

Chobham Farm has the potential to provide:

- » 1,200 new homes with significant family provision
- » Local shopping facilities
- » A new local park that will serve Stratford New Town as well provide amenity for residents, workers and visitors to the town centre

The council will take a proactive role in working in close partnership with the other significant landowners to create a joint venture delivery vehicle to bring forward the development. Taking joint leadership will entail working together to select a developer/contractor to help to bring forward the scheme and also help the council acquire leaseholder interests on its land.

The size of the site, and the challenges associated with preparing the land and providing infrastructure all mean that this development is likely to be phased over 15 to 20 years. Development sites will have to be timed and designed with a distinct mix to ensure that other major nearby residential sales at Stratford City do not adversely affect sales.

Manageable development parcels would be created, that would be taken forward by a mix of developers, registered social landlords, contractors or others. It is possible that this project could commence construction in under five years.

High-level financial analysis of the masterplan scheme suggests that this development would deliver significant value to the landowners. The Council will consider the use of any surplus arising from development west of Leyton Road to help cross-fund any regeneration on the eastern side as well as other projects across north western Newham.

Sugar House Lane



Sugar House Lane is one of the few parts of Stratford that retains a fine industrial character with immediate waterside access. The plan seeks to create an exemplar regeneration project juxtaposing high design new homes, with low-carbon conversion of existing structures all in a wonderful setting. The design and delivery of Sugar House Lane will ensure that a diverse residential population will be complemented by a thriving local business community. The place will still be surrounded by water, but have excellent cycling and walking connections via a number of new bridges and connections. The proposals build on the excellent work undertaken by the London Thames Gateway Corporation in establishing a Land Use and Design Brief for this area. The plan is based on the following principles:

- » New direct connection with Pudding Mill Lane area to the north via an at-grade junction with the High Street linking to Marshgate Lane. This route should form the basis of a new bus route linking Bromley-by-Bow to Stratford and the Olympic Park.
- » New bridges to Bromley-by-Bow, Three Mills Island and Bisson Road/Fatwalk will help connect local people to schools, health centres and shops and promote healthier living.
- » Opportunity to create a new housing offer for East London through large town-houses along an accessible water front as well as a true 'live/work' environment.
- » New local shopping and community facilities including a local health centre at Sugar House Lane and appropriate contributions towards a new primary school at Pudding Mill Lane.
- » The creation of a diverse economic base through small and medium-sized enterprise growth that will support the influx of new businesses into the borough as well as encourage indigenous ones to grow and flourish. The proposals include active support for employment growth, particularly in creative industries, with the potential for a higher education learning institution in the future.
- » Two new public squares joined by well-defined streets and buildings.
- » The opportunity to integrate cultural and artistic programmes into the development during each phase of change.

Outputs & Delivery

- » 1,000 new homes including a significant number of family homes.
- » 30,000 sqm new commercial space including live/work, managed workspace, general commercial and office space to support a range of industries including creative businesses plus support for niche education institutions to support them.
- » A mix of new homes and workspace within the Conservation Area with a particular focus on bringing back existing buildings into use where possible. This could create 1,000 net jobs.

The council could take a proactive role in working in close partnership with the other significant landowners to create a joint venture delivery vehicle to bring forward the development. It (or the LDA) will support any compulsory purchase orders that are required

The size of the site, and the challenges associated with preparing the land and providing infrastructure all mean that this development is likely to be phased over 15 years. In the short term the Council will work with its partners to ensure that underused buildings are brought back into use through an active meanwhile and selective refurbishment programme in the Conservation Area.

The Council will work in partnership to ensure that the Sugar House Lane area enables a wide range of delivery routes to promote the kind of richness, depth of character and diversity that this special place can embody. This should include exploration of plot-based delivery through self-procurement, lots for small community-led groups or local builders, blocks and phases for larger developers.

High-level financial analysis of the masterplan scheme suggests that this development would deliver value to the landowners. That needs to be compared against the existing use value and the costs of securing vacant possession.

The council will work with the London Thames Gateway Development Corporation to work towards adopting the principles set out in the Land Use and Design Brief.

Towards implementation

Delivery lies at the heart of these proposals. We have carried out extensive financial testing and liaison with stakeholders and developers to ensure that our proposals are realistic and financially viable – details are set out in a high level delivery plan (which forms a separate volume) which will form the basis of more detailed delivery planning in Phase 2 of the masterplan.

We have identified over 50 projects that will help to make the Stratford Metropolitan Masterplan a reality. These include development projects, physical and community infrastructure projects such as bridges, schools and health centres and socio economic projects to secure jobs and business opportunities for local residents. The top four development projects, which have been selected for their potential to deliver significant economic and social benefits and to address emerging development proposals, are described in the high level Delivery Plan that accompanies this report. These projects are:

- » Stratford Old Town – Southern Quadrant
- » Carpenters Regeneration
- » Chobham Farm
- » Sugar House Lane

Each of these projects has a significant council land ownership, and is broadly deliverable, even taking into account the current economic climate and limited public sector funding availability. The table below sets out the key benefits that these four projects alone could achieve in the short to medium term (in the next 10 years).

Each of these projects could start on site shortly after the 2012 Games and could deliver significant development within 5 years.

Part of making delivery happen in the right way will be ensuring that this masterplan becomes a robust planning document. It will then have the ‘teeth’ to steer development across the area, drive higher design quality and avoid some of the inappropriate development that has taken place in recent years.

In order to facilitate this, we have ensured that links are made with key strategic documents such as the draft Olympic Legacy Supplementary Planning Guidance and London Borough of Newham’s emerging Core Strategy. The Council intends to produce a supplementary planning document to provide further planning policy support for the masterplan.

Short to medium term benefits of key projects

	GDV	Number of Homes	Number of Jobs	Commercial Space
Stratford Old Town Southern Quadrant	£256m	90	2,500	50,370m ²
Carpenters early phases	£208m	716	350	5,450m ²
Chobham Farm early phases	£146m	592	20	None
Sugar House Lane early phases	£150m	475	800	15,060m ²
Totals	£760m	1873	3670	70,880m²



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