ECONOMICS OF REUSE
This course deals progressively with the key steps in bringing redundant buildings back into profitable use, by developing a viable scheme. The course deals with all types of buildings and uses, but with a particular focus on former commercial buildings such as factories and shops. It will also consider residential buildings, and what can be learned from good practice in European cities. Many of the sessions will be supplemented with a visit to an interesting project and a chance to meet different kinds of developers, and it is up to class members to make the most of the visits, for example by taking photographs, and asking pertinent questions.

Aims and outcomes
• Understand why reusing old buildings is beneficial, and articulate the benefits
• Know how to assess the features that make reuse viable and the related risks
• Look and learn from inspiring examples of what can be achieved in different kinds of location

• Work up strategies for reusing old buildings in different real life situations

Assessed Component
Assignment A: Individual short essays on the value of ‘saving’ the Coal and Fish Offices, with any ideas for reuse.
Assignment B: Groups projects will come up with a strategy and business plan for developing the area around the railway station, or for reusing empty shops in the High Street.
Assignment C: Put yourself in the position of a local authority, and prepare an outline brief (no more than 10000 words) for a feasibility study on for saving one or more of the historic buildings in the Marconi Works site in Chelmsford that would enable a consultancy team to be selected

Session 1: Introducing the course
a. How the course will operate? b. Who we are and what we want to learn from London? c. What do we want from this module? d. What is economics all about? e. What does successful reuse and regeneration really mean?
Presentation: The economics of reuse and regeneration (This series of lectures will run through the first part of program, and discuss the basic concepts involved in economics, with particular regard to urban economics.)
Visit: Covent Garden, dividing into pairs, meeting up at the Central Market Building (St Paul’s Church end) at 12.30pm to discuss what we have seen, and how successful it is from different perspectives

Reading: Required: Introduction and final chapter from Jane Jacobs The Economy of Cities; Optional: The re-use movement’ in Re-using Redundant Buildings, URBED
Return of the Master: Robert Skidelsky (biography of JM Keynes, the great economist, and commentary of the current financial crisis)

Session 2: Understanding how areas and buildings change

a. Why do buildings and areas change over time? b. What affects the economics of location, and how can demand and property values be raised? c. What are the similarities and differences between North America and the UK? d. Where are the most interesting examples of regeneration in London to be found? e. What can we learn from the Building Centre?

This session will go further into the economics of development and how this affects the growth of cities. It will introduce the concept of ‘adaptive reuse’ (which is dealt with in the second term from an architectural point of view), and the key factors for success. It also offers an opportunity to see what the Building Centre offers, including its changing exhibitions on developments in London around a large model of central London. The building was formerly car showrooms, and as well as displays on topics such as sustainable housing, includes a bookshop and café, and small offices, refurbished in a sustainable way. It is located near Bedford Square, and close to the fascinating area of Fitzrovia with its galleries and restaurants.

Presentation: Lessons from adaptive reuse
Visit: New London Architecture Centre, The Building Centre,
Guest speaker: Andrew Schoones, Director Building Centre Trust
Read: Required ‘Regeneration and Sustainable Development’, Nicholas Falk in Urban Regeneration eds: Stan McGrael et al; Optional ‘Built for Change’ extract from Stewart Brand How Buildings

Session 3: Adding value through regeneration


This session considers the costs and benefits involved in reusing a redundant building together. We will discuss how to produce a feasibility study, and to visit a former run-down industrial area in Kings Cross that is in transition.

Presentation: Case study of Mistley Maltings
Visit: Kings Cross station, over the Regents Canal, including the Coal and Fish Offices in Kings Cross Goods Yard, the Granary (now the University of the Arts) Camley Street Natural Park, ending up in Kings Place, an arts centre and business centre next to Battlebridge Basin
Guest speaker: Kings Cross Visitor Centre
Read: Required Mistley Quayside Maltings: securing industrial buildings, URBED 1998 (contents and summary only) and ‘New uses for old industrial buildings’, Nicholas Falk in Industrial Buildings: conservation and regeneration, ed. Michael Stratton; Optional Buddhist Economics, Fritz Schumacher
Session 4: Generating a vision and business plan for an area
(Day visit to Stroud, Gloucestershire)

a. What affects the health and prosperity of smaller towns? b. How can adaptive reuse and sustainable development help towns to recover after the loss of manufacturing industry? c. What kinds of uses suit redundant shops and industrial buildings? d. Where can community action make most difference?

In this all day his session the class visit a small former industrial town in the Cotswolds that is undergoing a renaissance, which provides an opportunity to consider the issues and options outside large cities. It will also provide a briefing for the second assignment, which will be undertaken in small groups with a report.

Visit The class will reach Stroud by train from Paddington. We will divide into two groups to walk round Stroud, visiting the canal, which is under restoration, and examples of conversion of buildings into workspace and studios and sustainable cohousing, before having lunch in a café in a courtyard in the town centre restored by the Stroud Building Preservation Trust. A bus will then take the group to visit Dunkirk Mills (conversion into apartments and a small working museum) and Ruskin Mills (training centre for young people with learning difficulties) before ending up by the station.

Guest speakers Max Comfort, Stroud Commonwealth, Ian MacIntosh Stroud Textile Trust, Cotswold Canals renovation project

Read: A Profile of Stroud Town Centre by Nicholas Falk; Pillars of the Community report with case studies on transferring heritage assets to the community by Nicholas Falk

Session 5: Finding appropriate uses for old buildings

a. Workspace, b. Retail, c. Housing, d. Arts and community, e. Other

In this session we will discuss the factors that make each type of use viable, using examples where possible, and relating these to the different buildings we have seen. It will provide a good opportunity to explore personal interests and pick a case study from one of the many books that they would like to talk about. The class will also be asked to debate the pros and cons of saving the Coal and Fish Offices, drawing on their personal essays, but taking opposing views (as in a public inquiry).

Read A set of books on adaptive reuse have been put on deposit at NYU in Bedford Square, and class members will be asked to take a topic or example and draw out some lessons to contribute to class discussions. Look particularly at Industrial Buildings, in Re-Architecture: Old Buildings New Uses, Sherban Cantacuzino
Session 6: Developing buildings as workspace for small firms
a. How do you get going as a developer? b. How do you make letting space profitably? c. What do you need to set up a successful partnership?
This session will offer the chance to meet up with a successful developer, who has set up a successful business based on the reusing a number of old industrial buildings for workspace and restaurants.
Visit: Omnibus Workspace, North Road, London N7 9DP (near Caledonian Road Underground Station)
Guest speakers: Gillian Harwood and Phillip Lancashire: Developers of Omnibus Workspace and a number of other workspace and restaurant schemes
Read: Required John Worthington and Peter Eley extract from Reuse of Buildings for Workspace on how buildings differ, and what affects their viability; Optional ‘Some Patterns of Future Development, ‘in The Economy of Cities, Jane Jacobs

Session 7: Regenerating an area over time
a. How does the regeneration process work? b. What kinds of uses are feasible in the short, medium and longer terms? c. How do you get regeneration started?; d. What role can voluntary/community action play?
Rotherhithe in London’s Docklands was the subject of Nicholas Falk’s doctoral thesis, which used ‘action research’ to test out the viability of different approaches to adaptive reuse, as well as interim uses such as environmental improvements and community art. In this session members can explore how a group of redundant buildings in an area from which the Mayflower sailed to America has incrementally been brought back into use, and how the uses relate to the needs of a poor but now highly accessible part of London’s docklands. It will focus on an independent museum run through voluntary effort.
Visit Brunel Museum and St Mary’s Conservation Area, Rotherhithe
Guest speaker Robert Hulse, Brunel Museum Director
Read: Optional Case study of Docklands development – ‘Tale of Two Cities’, London Journal

Session 8: Assessing the financial viability of housing development
a. Why do some housing areas fail? b. What can we learn from European experience with housing? c. How do you prepare a development appraisal? d. What can be done to make the project viable? e. What sorts of funding can be tapped? f. What are the benefits of reuse versus redevelopment??
In this session class members will consider how to undertake financial appraisals, and will meet up with a former class member who is now working for a leading firm of architects.
Presentation; Learning from Europe
Session 9: Securing community and environmental benefits from reuse

a. What are the community and environmental benefits from adaptive reuse?; b. How can planning influence development?; c. How can agreement be reached with developers and landowners? d. What issues should a development brief address?

This session will introduce the perspective of a local authority faced with a number of redundant buildings near the town centre, and with a novel attempt to engage the community in changing the town for the better, called Changing Chelmsford. It will also introduce the idea of commissioning advice to help move projects forward.

Guest speaker Roger Estop, Urban Design and Conservation Team Manager, Chelmsford Borough Council

Read: Required Report on Valuing the Heritage of the Marconi Quarter, URBED 2011; Optional Regeneration through Heritage handbook, Prince’s Foundation

Session 10: Regenerating town centers

a. How are town centers changing? b. What can be done to bring town centers back to life? c. What makes a successful town centre regeneration project? d. How do you find the right developer(s)? e. Where does the money come from?

This session will consider what is happening to the economic base of town and shopping centers everywhere, and how towns can fight back. It will connect up with the experience of both Stroud and Chelmsford, and will also bring in what is happening in places that were developed in the 1960s (like the Brunswick Centre in Bloomsbury, which we will visit.) It will focus particularly on how development projects can go wrong, and what can be done to bring failed projects back to life.

Presentation Town centre challenges and trends

Guest speaker David Leavitt, Founder Partner of Leavitt and Bernstein and project architect on the Brunswick Centre

Visit The Brunswick Centre, London WC1

Read: Optional Spreading the Benefits of Town and City Centre Renewal – literature and trends review, URBED
**Session 11:** Making regeneration and sustainable development work financially  
**a.** How do you animate a redundant area?  
**b.** How do you keep costs down?  
**c.** How do you take an entrepreneurial approach to development?  
**d.** How do you deal with landowners and investors?  
This session will contrast the European planned approach to development with the more entrepreneurial British approach. It will introduce one of the most innovative developers, who started with Camden Lock, and who has gone on to use old containers as temporary buildings for a range of uses, as well as managing a range of different types of property, including Trinity Buoy Wharf in London Docklands.  
Guest speaker, Eric Reynolds, founder director Urban Space Management  
Visit Trinity Buoy Wharf, London Docklands, an arts workspace, by Clipper boat from Westminster Pier out to Greenwich, and ferry to Trinity Buoy Wharf and Docklands Light Railway back with a chance to see what has been developed in the old London docks - to be done in own time.

**Session 12:** Regenerating commercial areas  
**a.** How does an old industrial area get regenerated?  
**b.** How do you attract private investment?  
**c.** What is a Business Improvement District and how does it work  
**d.** How do you package finance?  
**e.** How do you work with businesses?  
This session will consider how to improve areas that have lost their original purpose; it will consider the benefits from environmental improvements of different kinds. It will deal with how finance can be raised.  
Guest speaker Peter Williams, Founder Director of The Means and Director of the Bankside Business Improvement District and Valerie Beirne, Bankside Urban Forest Manager  
Visit: The class will start off at the offices of the Bankside Business Improvement District. We will finish up by walking alongside new developments, and discussing Kirkaldy’s Testing and Experimenting Works, Bankside, Tate Modern, Globe Theatre, Southwark Cathedral and Borough Market ending up at London Bridge Station  
Reading *Financing of Property Development* by Alistair Adair from *Urban Regeneration* ed. Stan McGraèl et al

**Session 13:** Presenting a strategy and business plan for housing delivery  
This session will enable each of the three groups to practice their presentation skills and let the rest of the class know what you have all come up with. Max Comfort is joining us from Stroud to provide a community reaction to your reports. It should also provide an opportunity to reflect on the situation for development following the financial crisis of 2008 and its aftermath.  
Read: Concluding chapter from *Return of the Master*: Robert Skidelsky (*biography of JM Keynes, the great economist, and commentary of the current financial crisis*)
Session 14: Drawing lessons
This final session will offer some conclusions on what we have learned from the course and the visits, and consider wider issues regarding employment in the fields of development and regeneration.

a. What kinds of scheme are likely to be economically viable in a changing world?

b. What should be done to bring empty buildings back to life? c. How can we maintain a balance in our cities and avoid squeezing out poorer groups? d. How can architects and other professionals play a catalytic role?

Visit: Clerkenwell and Ash Sakula's office to discuss the kinds of work involved in bringing old buildings back into use.

This session will enable the class to see other areas in the City Fringe that have undergone regeneration, Clerkenwell and Smithfield, which have become centers for creative and design based businesses, and to meet up with an innovative architectural practice.

Reading: Final chapter from *How Buildings Learn*, Steward Brand