



# CREATIVE REGENERATION

Urban Space Management Ltd

**U**rban Space Management has been a prime mover in the creation of attractive and affordable retail initiatives since the company was started by Eric Reynolds in 1970.

Whether the challenge is breathing new life into derelict sites, reviving jaded retail centres, conserving heritage buildings or creating vibrant new places, USM has an extensive track record in practical development, common-sense consultancy, hands-on retail management and bringing international expertise to the local context.

This winning formula combines imaginative promotion, close involvement with the arts and, above all, the nurturing of small business.

Examples of USM's projects are summarised in these pages.

*Tread lightly on the earth.*

*Be timely, site specific, cost effective.*

*Leave space for creativity and listen to the place and the people.*



## **Creative Regeneration 4–12**

Trinity Buoy Wharf  
Gabriel's Wharf  
Bishopsgate Goodyard  
Chelsea Farmers Market  
The Chelsea Courtyard  
Roof East  
Other Projects

## **Markets and Retail 13–19**

Camden Lock  
Merton Abbey Mills  
Spitalfields Market  
Greenwich Market  
Elephant & Castle  
Swindon Market Hall  
Other Projects

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# 4 Trinity Buoy Wharf

'A TRUE BLOOD-AND-SWEAT PROJECT AND A TESTIMONY TO THEIR PIONEERING SPIRIT' *CREATIVE WEEK*

## PROJECT DATES

1998–present

**USES** Performance and arts venue, workspaces for creative use

**AREA** 90,000sq.ft

**JOBS CREATED** 515

**INVESTMENT**

£4 million

**PARTNERSHIPS** Trinity Buoy Wharf Trust, Open House, University of East London, New Model School, CIDA, Leaside Regeneration Ltd, Longplayer Trust, Aluna, English National Opera, Thames Clippers, Central Saint Martin's School of Art, Lea Valley Regional Park Authority, London Docklands Development Corporation, Wimbledon School of Art, Chelsea School of Art, Groundwork East London



LIGHTHOUSE



ROYAL DRAWING SCHOOL



BEFORE



AFTER



LV95



SCULPTURES






LONGPLAYER

In 1998, Urban Space Management won a London Docklands Development Corporation competition to develop Trinity Buoy Wharf into a centre for the arts and creative industries. USM's evolutionary approach was different from the standard development model in that it responded to demand and opportunity, starting immediately with low-cost, low-risk activity. A phased programme of investment was employed, with the scheme growing organically from day one and moving forward step by step by reinvesting any surplus funds into arts activity and new building. This once derelict site is now home to a thriving community of over 500 people occupying 90,000 square feet of space, of which 30,000 is newly developed using USM's innovative Container City™ system. London's longest pier has been added to a rich mix of workshops, studios, offices, live/work accommodation, a café and performance and exhibition spaces. Education is encouraged with the Faraday School, UEL and the Royal Drawing School all on site.

# 5 Trinity Buoy Wharf

## MAJOR TENANTS

English National Opera, University of East London, Thames Clippers, Faraday School, The Big Draw, Royal Drawing School, Parkour Generations  
**HIGHLIGHTS** London's only lighthouse, The Faraday Effect Museum, Longplayer, Container City™ buildings, LV95, Jubilee Pier, Sculpture Park, Aluna Clock, Floodtide Listening Post

 @trinitybuoywharf  
 @artsTBW  
 @trinitybuoywharf



'ONE OF THE NICEST BITS OF THE SOUTH BANK' *EVENING STANDARD*

**PROJECT DATES**

1988-92

**USES** Market, restaurant, cafés, performance space, retail workshops

**AREA** 20,000sq.ft

**JOBS CREATED** 60

**INVESTMENT** £78,000 (USM)

**PARTNERSHIPS** Coin Street Community Builders

**MAJOR INITIAL TENANTS**

Gourmet Pizza Company, Studio 6

**HIGHLIGHTS** Thames Day, London Cajun Festival, Vintage Citroen Owners Club, visit by HRH Queen Elizabeth II

In 1988, an interim use was needed for 20,000 square feet of empty Thames-side space, an interim use that would pay for itself within four years. Over three months, USM transformed a blank factory wall into a spectacular mural of a Georgian shopping street, serving as the backdrop to a community of retail workshops, attractive stalls

and riverside restaurants, enlivened by arts events and regular promotion. The mix of offbeat activity and local designer-makers complemented the site's South Bank location to create a unique visitor attraction. The 'temporary' solution was so successful that it still flourishes as a favourite shopping place two decades later.



BEFORE



AFTER



CONVERTED ARCHWAY



ORIGINAL ARCHWAY



URBAN GARDEN

On the edge of the City, Bishopsgate was the UK's first major railway building, a vast and dramatic arched structure that was once a bustling complex of underground sidings. By 1998 this historic site had been derelict for 30 years, but in just 18 months USM's interim mixed-use scheme had brought it back to vigorous life, creating workshops and studio spaces, cafés, commercial premises, leisure and sport facilities, a swimming pool, gym, a corporate entertainment complex and even an underground orchard. The site has since been closed for the major reconstruction of the East London Line.

'A GREAT NEW COMMUNITY USE FOR A LONG DERELICT SPACE'

**PROJECT DATES**

1998-2001

**USES** Shops, offices, restaurants, gymnasium, swimming pool, entertainment venue

**AREA** 430,557sq.ft, with 36,000sq.ft of business space

**JOBS CREATED** 100

**INVESTMENT**

£1 million

**PARTNERSHIPS**

Spacia, Cityside Regeneration, City Fringe Partnership, Government Office for London, London Borough of Tower Hamlets, Market Sports, Planit Events

**MAJOR INITIAL TENANTS**

Market Sports, Future Fibres, Planit Events, Go-Karting

**HIGHLIGHTS**

Market Sports Day, visit by HRH Prince Charles, Hidden Arts

'THIS OFFBEAT COLLECTION OF SHOPS REMAINS ONE OF CHELSEA'S GREAT TREASURES'

*TIME AND LEISURE*

**PROJECT DATES**

2001–present

**USES** Retail units, A3

**AREA** 30,000sq.ft

**JOBS CREATED** 40

**INVESTMENT**

£1.2 million

**PARTNERSHIPS**

Royal Brompton and Harefield NHS Foundation Trust

**MAJOR TENANTS**

The Market Place Restaurant, The Chelsea Gardener, Here Organic Supermarket, Gauchou, Pet Pavilion



In Sydney Street, at the heart of Chelsea's fashionable King's Road area, this unique collection of pretty chalet-style shops began in the 1980s as a temporary use of a potential development site, and has achieved an enduring popularity with locals and visitors alike. There was

no stall trading, but an attractive mix of quality fashion goods, a pet parlour, an organic supermarket, a garden centre and three al-fresco restaurants. One hundred per cent occupancy has been maintained and new and replacement retail units are added on an ongoing basis.

On the King's Road next to Chelsea Farmers Market are two handsome Victorian blocks, enclosing a secluded courtyard, which USM managed as a mixed-use complex of high-quality offices and, at pavement level, a variety of retail offerings, from

one of London's finest antique arcades to a walk-in reflexology parlour. There is also a beauty salon and clinic, a noodle bar, a hairdresser and a flower stall. This is a prime example of the rebirth of historic buildings as a niche attraction.



'ONE OF CHELSEA'S CHOICEST PROPERTIES, IMAGINATIVELY DONE'

**PROJECT DATES**

2002–11

**USES** A3, retail units, offices

**AREA** 40,000 sq.ft

**MAJOR TENANTS**

Halpern Ltd, Tom Ford, John Field Ltd, Balance the Clinic, Bourbon Hanby Antiques, Phat Phuc Noodle Bar

# 10 Roof East

Launched in June 2014, Roof East is an urban park, rooftop bar and open-air cinema, located on a car-park roof in the heart of Stratford, overlooking the Queen Elizabeth Olympic Park. With support from the GLA Pocket Park Fund and the Stratford Renaissance Partnership, USM teamed up with Groundwork London to install an impressive urban park on top of this disused car-park roof. Recycled pallets and scaffold boards,

and even decking from the Olympic Park footbridge, were used to make planters full of shrubs and saplings to bring colour and scent to the space. Rapidly growing in popularity, Roof East hosts a wide variety of cultural events, from plays through dance performances to family activities during the school holidays.

   @roofeast

**'SERIOUSLY, ROOF EAST IS THE LONDON ROOFTOP BAR THAT HAS IT ALL'** SECRET LONDON

## PROJECT DATES

2014–present

**USES** Café-bar, cinema, urban park, event space

**AREA** 4000m<sup>2</sup>

## INVESTMENT

£200,000

## PARTNERSHIPS

Groundwork London, Mayor of London, Stratford Renaissance Partnership and London Borough of Newham

## MAJOR TENANTS

Rooftop Film Club, GrowUp Urban Farms, Birdies Crazy Golf, Spirited Mixers



ROOFTOP FILM CLUB



GROWUP URBAN FARMS



URBAN PARK



CRAZY GOLF



**A**t Sneinton Market Square, Nottingham's disused fruit and vegetable market, USM created an imaginative mixed-use scheme for small retail, workshop, catering and business units (1995), in a joint venture with Inner City Enterprises.

In 1999, before the redevelopment of the area, USM enlivened a derelict prime-location space at King's Cross with 'Platform 12', a high-speed, low-cost complex of low-rent, short-lease shops, together with a canopied market and performance area.

At West Silvertown, the Peabody Trust asked USM to advise on two large unlet

retail spaces in a Docklands regeneration scheme, which were then divided into a dozen smaller units. USM managed the site, which was soon 100% let, with users varying from a training scheme through a restaurant to a small supermarket.

The Creative Space Agency put together owners of empty property and creatives in need of work/exhibition space, in a win-win opportunity for short-term occupation. USM took over joint management between 2005 and 2008, relaunching the scheme, improving its links and networks and developing training programmes for potential users.



VILLAGE UNDERGROUND (CREATIVE SPACE AGENCY)



PLATFORM 12



**N**orth London's famous mixed-use development pioneered a new type of visitor attraction, growing from a derelict canal-side wharf in 1974 into a top-ten London destination, with 300 market stalls, shops, art studios, craft workshops, restaurants and alternative trendsetting entertainment. It transformed the canal

with passenger traffic, and launched Camden as the 'market town' it has since become. Camden Lock has won many awards, and USM's innovative approach, combining encouragement of small business, imaginative promotion and arts-based events, has been the successful model for many subsequent projects.



MARKET STALL

'A CLASSIC  
EXAMPLE OF AN  
ENTREPRENEURIAL  
APPROACH TO  
DEVELOPMENT'  
DEPARTMENT OF  
ENVIRONMENT

**PROJECT DATES**  
1973-99

**USES** Indoor and  
outdoor market

**AREA** 32,670sq.ft

**JOBS ON SITE** 400

**INVESTMENT**

£12 million

**KEY PARTNERSHIPS**

Northside

Developments, London

Borough of Camden,

Capital Radio

**HIGHLIGHTS** Capital

Radio launch, LIFT

Festival, London Jazz

Festival

14  
Merton  
Abbey Mills

**'THE WORKING MILL, WITH ITS MARKET, PUB AND THEATRE IS THE JEWEL IN THE WANDLE'S CROWN'**  
*EVENING STANDARD*

**PROJECT DATES**

1988–2005

**USES** Market, shops, A3, offices, studios, theatre, museums

**AREA** 30,000sq.ft

**JOBS ON SITE** 400

**INVESTMENT**

£1.2 million  
**PARTNERSHIPS**  
J Sainsbury PLC, Countryside Properties PLC, Wandle Heritage Trust, London Borough of Merton

**MAJOR TENANTS**

Gourmet Pizza, Regents Inns

**HIGHLIGHTS**

Abbeyfest Summer Arts Festival, Blues Festival, Colour House Children's Theatre, Wandle Valley Festival, working waterwheel

In 1988, USM was invited to revive the picturesque but derelict Arts and Crafts buildings of the Liberty printworks on the banks of the River Wandle at Merton, near Wimbledon. In 1989, it opened as a shopping village with 20 craft workshops, a 200-stall weekend craft market, an antique market, a 150-car Saturday boot sale, a riverside pub, restaurants, studios, a museum and a theatre. It had become Merton's most significant all-year-round tourist attraction by 1991, with over 500,000 visitors a year.



BEFORE



AFTER



The City of London's old fruit and vegetable market moved out of town in 1991 leaving empty a uniquely central heritage building under a huge roof. USM was invited to form a joint venture with the Spitalfields Development Group to 'invent' an interim use. A range of initiatives was created with minimal investment, resulting in an entirely new venue that

included a 200-stall market, a unique food village with chalet units sharing common eating space, areas for arts and fashion events, sports pitches, a swimming pool and even an opera house. Redevelopment has since reduced the space, but USM's model took firm root and Spitalfields Market is once again a favourite London destination.



15  
Spitalfields  
Market

**'THIS IS THE SORT OF RESULT THAT GLADDENS URBAN PLANNERS' HEARTS'**  
*FINANCIAL TIMES*

**PROJECT DATES**

1992–99

**USES** Market, restaurants, food village, retail units, arts workshops, sports pitches, swimming pool, opera house

**AREA** 240,000sq.ft

**JOBS CREATED** 550,

plus over 500 in the surrounding area

**INVESTMENT**

£300,000

**PARTNERSHIPS**

Spitalfields Development Group, Bethnal Green City Challenge

**MAJOR INITIAL TENANTS**

Market Sports, Dandyllion Trust, Spitalfields Market Opera, Prince's Trust

**HIGHLIGHTS**

Alternative Fashion Week, Organic Market, Market Sports Day, visit by HRH Prince Charles, Rowland Emett installation



# 16 Greenwich Market

'GREENWICH MARKET IS ONE OF THE BEST IN LONDON'

TIME OUT

## PROJECT DATES

1997 –2010

**USES** Indoor market with cafés, pubs and surrounding shops

**AREA** 10,000sq.ft

**JOBS CREATED** 250+ (market)

## KEY PARTNERSHIPS

Greenwich Hospital, NB Real Estate, London Borough of Greenwich, Maritime Greenwich World Heritage Site, Prince's Trust, Cockpit Arts

## HIGHLIGHTS

Greenwich Lights Up, Halloween craft workshops, Greenwich Jazz Festival, Car-free Day



The market was held at weekends only and lacked quality and consistency when USM took over its management in 1997. Following USM's input, the market has grown steadily, trading five days a week and renowned for the variety of its arts and crafts goods, complemented by the surrounding shops and pubs. With high demand and a long waiting list for stalls, priority has always been given to designer-makers. Weekly antique and food markets, an arts collective and regular community-based promotion have all contributed to the market becoming a major visitor attraction and a focal point for local life.



The 1960s shopping mall was sadly a rundown eyesore when USM was asked to give it the kiss of life in 1991. Immediately the 'drab slab' was painted pink and its entrances and approach underpasses dramatically improved. In the first year 100% occupancy was achieved for the first time. Imaginative

community-based promotion became a regular feature, and the centre once more became the busy local shopping mall it is today. Most significantly, the moat area below road level was transformed into a thriving street market with over 70 stalls trading successfully in a wide range of goods.



'THEIR FIRST PROJECT WAS TO FAMOUSLY PAINT IT PINK'

## PROJECT DATES

1991–present

**USES** Market, leisure, office, retail unit, food

**AREA** 225,000sq.ft

**JOBS CREATED** 400

**PARTNERSHIPS** UK Land, Lend Lease, London Borough of Southwark, St Modwen Properties PLC

**HIGHLIGHTS** Major launch of CCTV system, fireworks displays, Apple Day, tea dances

# 17 Elephant & Castle

**'A LANDMARK  
 IN EVERY WAY'**

**PROJECT DATES**

1994–2008

**USES** Market, retail  
 units, cafés

**AREA** 14,500sq.ft

**JOBS CREATED** 60

**USM INVESTMENT**

£1.1 million

**PARTNERSHIPS**

Swindon Borough  
 Council, Swindon  
 Initiative

**HIGHLIGHTS** Visit by  
 HRH Queen Elizabeth  
 II, Summer Arts  
 Festival, town centre  
 Christmas lights

**W**ith Swindon's Victorian Market Hall demolished, the site needed an innovative and dynamic new design. USM's response was a steel-framed tent-roofed structure that soon became a landmark. Its five peaks represented the fairground that was traditionally part of market activity in country towns. Completed in six months and managed by USM, over 40 units housed a wide variety of traders, from the staple to the exotic, with additional stall and performance areas outside.



**G**ra vesend's historic Charter Market needed to reverse a poor image and years of decline when USM took over management in 2002. Within two years not only had the market been relaunched but also the surrounding area, becoming known as the 'Gra vesend Heritage Quarter'.

In Bath, USM took over management of Green Park Station Market, a beautiful restored Victorian trainshed in the heart of the city (2000), increasing trade, footfall and awareness by providing a mix of markets, events and activities.

For the Thames Festival (2007), USM managed 300 market stalls over two miles on the South Bank (with 900,000 visitors it was London's second largest event of its kind after the Notting Hill Carnival).

USM continues to be involved in setting up and running the public and retail areas of a planned residential and retail development for The Deptford Project (2006–09).

In 2009, USM pioneered a market on Camberwell Green for the London Borough of Southwark.








THAMES FESTIVAL



THE DEPTFORD PROJECT MARKET 'WISH YOU WERE HERE' EVENT

**C**ontainer City™ is an innovative, versatile and environmentally sustainable system providing stylish and affordable spaces for a range of applications. It uses recycled shipping containers as high-strength prefabricated steel modules. As well as considerably reducing build-cost (and often the need for extensive foundations), the system dramatically reduces construction time and disruption. Its cost and

energy efficiency makes Container City™ especially suitable for educational and community uses, and ideal for low-rent workspace. A recent example is the Roundhouse Administration Building, 'Best New Place to Work' award-winner at the London Planning Awards 2016 and recipient of 'Best New Office Building' at the New London Architecture Awards 2016.




 @containercity  


 @ContainerCitytm



DUNRAVEN SCHOOL AND SPORTS HALL



CONTAINER CITY II



COVE PARK



ROUNDHOUSE ADMINISTRATION BUILDING



OLYMPIC BROADCASTING STUDIOS

**'VISIONARY  
 RECYCLING SCHEME'**  
*THE INDEPENDENT*

**'REUSABLE SHIPPING  
 CONTAINERS  
 PROVIDE A COST  
 EFFECTIVE AND  
 SUSTAINABLE  
 APPROACH TO  
 BUILDING DESIGN'**  
 PUBLIC SECTOR AND  
 LOCAL GOVERNMENT  
 MAGAZINE

**BUILD TYPE** Projects ranging from nine-storey-tall international broadcasting studios for the 2012 Olympics to single-storey artist retreats on a lock in Scotland





Smithfield Market was targeted for demolition in 2008; USM was retained by English Heritage as a principal witness in the public enquiry that resulted in a decision against its demolition. The developers then submitted a plan for partial demolition and new build. Working with SAVE Britain's Heritage, Cathedral Group and architects Burrell Foley Fischer, USM devised an alternative masterplan

that kept all existing buildings. The Secretary of State for Communities called in the developer's application and, in July 2014, rejected their plans. He concluded that the benefits of the scheme did not outweigh the potential harm to an area of such historic value. USM then introduced the site to the Museum of London for its possible relocation, which is now going ahead.



In 1994, USM provided a study for the Trustees of Borough Market. The resulting market has since become an iconic specialist food venue.

For the London Borough of Kensington and Chelsea in 2005, USM recommended the successful revival of Golborne Road Market near Portobello Road, and retained an advisory role.

In Woolwich and Chesterfield, USM produced recommendations on the future of two established traditional street markets in 2008.

'Action Acton' (2006–07) helped Acton Development Trust set up a market in the town square and included devising logistics, training staff and traders and obtaining planning consent.

In Wandsworth (1998), Newcastle upon Tyne (2000), Doncaster (2002), Barnsley (2003/4) and Seven Sisters (2006), USM has undertaken in-depth studies resulting in major renewal programmes. A study for Westminster City Council (2007) considered the operational effects of the Westminster Act on street markets.



BOROUGH MARKET



ACTON MARKET

**'THE CHAINSTORE:  
ONE OF THE TOP  
10 ABSOLUTELY  
DREAMY WEDDING  
VENUES IN LONDON'**  
BUZZFEED UK

**HIGHLIGHTS**

- Alicia Keys' secret gig
- Alternative Fashion Week
- Camden Town Music Festival
- Wish You Were Here, Deptford
- Harvey Nichols London Fashion Week
- Boulers – Rooftop Pétanque by Orangina
- Spiegeltent: Camden Lock
- East Wall Warm-Up
- Summer at Gabriel's Wharf
- Thames Festival
- Greenwich Christmas Lights



EAST WALL WARM-UP



STEPHEN TURNER



ALICIA KEYS' SECRET GIG



ORCHESTRA ON A WEEKEND

**U**rban Space Management specialises in organising small- and large-scale events for both the public and private sectors, in a number of London locations. USM has turned underused spaces into busy event venues, managing the marketing, bookings and budgets, as well as the practical requirements such as licensing, security, power and maintenance.



UNION SQUARE HOLIDAY MARKET



MAD SQ. EATS



URBANSPACE VANDERBILT



BROADWAY BITES

**U**SM established its NYC operation in 1993 with the founding of the Grand Central Holiday Fair. That same year, USM NYC introduced the Union Square Holiday Market – the first of its outdoor holiday markets in New York. Following on from the successes of holiday pop-ups, USM NYC developed markets in other locations, each imaginatively adapted to fit the unique characteristics of its neighbourhood, for example, Dekalb Market,

USM Meatpacking and Penn Plates. Current markets include culinary favourites Mad. Sq. Eats, Broadway Bites and Urbanspace Garment District, alongside the holiday icons the Union Square Holiday Market and the Columbus Circle Holiday Market. In September 2015, USM NYC unveiled its flagship food hall, Urbanspace Vanderbilt, featuring over 20 chef-driven concepts inside the landmark Helmsley Building at 230 Park Avenue.

**HIGHLIGHTS**

- Broadway Bites
- Mad. Sq. Eats
- Urbanspace Garment District
- Union Square Holiday Market
- Columbus Circle Holiday Market
- Holiday Shops at Bryant Park
- Urbanspace Vanderbilt
- Dekalb Market
- USM Meatpacking

**D**rawing on its experience across a wide range of regeneration, retail and design projects, Urban Space Management offers a specialised consultancy service to local authorities, landowners, developers, planners, town-centre management, promotion, arts and educational establishments and conservation bodies.

## PROJECT DEVELOPMENT AND MANAGEMENT

### Retail and Market Management

- Developing mixed-use sites, retail and visitor attractions: Camden Lock, Gabriel's Wharf, Merton Abbey Mills
- Setting up and ongoing management of retail markets of various kinds: Spitalfields, Greenwich, Swindon, Gravesend

### Project Management One-offs

- Devising imaginative community uses for temporary spaces earmarked for future development: Bishopsgate, Platform 12, Deptford, Roof East
- Producing events, art initiatives and ongoing retail and promotional programmes: Thames Festival, Camberwell, Greenwich Special Markets
- Creating affordable workspace for the arts community: Trinity Buoy Wharf, Creative Space Agency

### Development Partnership

- Advising and using our skills and experience, working with a development team from day one on physical design, management structure, financial viability and implementation; potentially investing and take stakeholder or risk-bearing role

### Estate Management

- Operating commercial premises either as manager or leaseholder: Chelsea Farmers Market, Chelsea Courtyard, Sneinton

### Long-term Development

- Giving 'the kiss of life' to problem or rundown retail or commercial sites: Elephant & Castle, Sneinton, West Silvertown

**O**ver the years more than 50 major projects have been undertaken by USM throughout the UK, many of which have resulted in new strategic initiatives. The USM team is fully equipped to carry out both short-term assessments and longer-term advisory roles in the following broad categories:

**General Overview:** an independent appraisal, based on our experience and business approach, culminating in a concise report on a project's viability and recommendations for further action.

**In-depth Study:** undertaking business and customer surveys, interviews with key stakeholders, assessment of demand and supply, viability and sensitivity analysis and strategic recommendations (including management options).

**Ongoing Advisory Role:** implementing initial study and recommendations, followed by regular assistance working with the development and/or management team. This can include job training and mentoring.

**Development Partnership:** advising and using our skills and experience, working with a development team from day one on physical design, management structure, financial viability and implementation; potentially investing and taking a stakeholder or risk-bearing role.

**Design Service:** the application to specific situations of USM's innovative building system using recycled shipping containers to create additional low-cost and highly flexible workspace.



**U**SM has a long history of expertise in all the areas needed for successful regeneration: strategic planning and consultancy, hands-on retail and estate management, promotion and arts management, property conservation and sustainable new building. The compact in-house team combines the skills of surveyor, architect and developer with 40 years of marketing and retail experience.

Founding Director Eric Reynolds is one of the best-known names in regeneration, specialising in the practical re-use of historic buildings and sites of unrealised potential. He created the company in 1970, and major projects include:

- 1973–99 Conversion, refurbishment and management of Camden Lock, London, and commencement of Camden Lock Market
- 1988–92 Creation, build and running of Gabriel's Wharf on London's South Bank
- 1988–2005 Development and management of Merton Abbey Mills, London
- 1990–98 Regeneration and management of the Elephant & Castle shopping centre, London, including the creation and management of Elephant & Castle market (1990–)
- 1992–99 Refurbishment and management of Spitalfields Old Fruit & Vegetable Market, London
- 1994–2008 Development and management of the Market Hall, Swindon
- 1995–2002 Redevelopment of Sneinton Market, Nottingham
- 1997–2010 Revitalisation and management of Greenwich Market, London
- 1998–2001 Regeneration of Bishopsgate Goodyard, London, for Railtrack
- 1998– Regeneration of Trinity Buoy Wharf, London, to create an arts and cultural centre
- 1999–2001 Development of Platform 12, King's Cross, London, as an interim retail scheme on a site owned by the London Regeneration Consortium
- 2000 Design of Container City™, which reuses recycled shipping containers to create low-cost buildings
- 2000–03 Management of Green Park Station Market, Bath, with the UK's first Farmers' Market
- 2001–11 Management of Chelsea Farmers Market and 250 King's Road (The Chelsea Courtyard) in London

- 2002–12 Management of Gravesend Market and High Street shops as part of a regeneration of the heritage area
- 2007 Creation of alternative business plan and role as Expert Witness in the Planning Appeal for Smithfield Market in the City of London
- 2009 Design and build of The View Tube on the Greenway as part of the Olympic Games preparations
- 2012 Design and build of the Big Blue Container City™ on the Olympic Park as its outside broadcasting services TV studios, and devised and procured the BBC TV studio
- 2012 Awarded the Lifetime Achievement Award by *Regeneration and Renewal Magazine*
- 2014 Revision of the business plan and giving of evidence in the Ministerial Call In for Smithfield Market in the City of London, a key component in the decision against its partial demolition
- 2014 Rebuilding of the Big Blue Building at Trinity Buoy Wharf, rechristened Clipper House
- 2015 Build of a five-storey Container City™ project for the Roundhouse Arts Centre in North London

USM's head office is at Trinity Buoy Wharf, Leamouth in London's Docklands, whose rebirth as a thriving centre for creative enterprise is a touchstone of the company's activities.

**Urban Space Management Ltd**

Trinity Buoy Wharf  
64 Orchard Place  
London  
E14 0JW

**Telephone** 020 7515 7153

**Email** [eric.reynolds@urban-space.co.uk](mailto:eric.reynolds@urban-space.co.uk)

**Website** [www.urbanspace.com](http://www.urbanspace.com)

**'BUT FOR REYNOLDS, LONDON'S MOST POPULAR TOURIST ATTRACTION, CAMDEN MARKET, WOULD NOT EXIST; ST. KATHERINE'S DOCK IN WAPPING MIGHT STILL BE A DERELICT, NO-HOPE SPACE; AND SPITALFIELDS AND GREENWICH MARKETS WOULD NOT BE AMONG THE CITY'S ESSENTIAL SUNDAY EXPERIENCES'**

*ESTATES GAZETTE*