



**URBACT  
MARKETS**

**Urban  
markets:  
heart, soul  
and motor  
of cities**



**European Union**  
European Regional Development Fund

Connecting cities  
Building successes



# Urban markets: heart, soul and motor of cities

Making city markets the drivers  
of sustainable urban development

Ideas, inspirations and illustrations

---

#### Acknowledgments

We would like to thank all the partners involved in the URBACT Markets project for the successful work during this three-year-long project and their political representatives for their commitment to the project.

Our gratitude also goes to the URBACT European exchange and learning programme for their invaluable support and technical and financial assistance throughout the project.

---

#### Publisher

City of Barcelona  
Institut Municipal de Mercats  
de Barcelona (IMMB)  
Av. Icària 145-147 · 08005 Barcelona  
mercatsbcn@mercatsbcn.cat  
www.bcn.cat/mercatsmunicipals

**Cover photo** Pau Fabregat

**Legal deposit** B. 8775-2015

**March 2015**

#### Written by

Nuria Costa, Institut Municipal de Mercats de Barcelona (IMMB), Lead partner;  
Martha Mackay, Institut Municipal de Mercats de Barcelona (IMMB), Lead partner;  
Oscar Martín Pérez, Institut Municipal de Mercats de Barcelona (IMMB), Lead partner  
Gerard Navarro, DS Advocats i Economistes, thematic expert; Alison Partridge, Aurora European Services, thematic expert;  
Alessandro Portinaro, Conservatoria delle Cucine Mediterranee, thematic expert;  
Nils Scheffler, URBACT Expert, Lead expert.

#### With the support

of the cities of Attica, Barcelona, Dublin, London, Pecs, Suceava, Toulouse, Torino and Wrocław.

#### Editorial and Layout

City of Barcelona, Institut Municipal de Mercats de Barcelona (IMMB)  
Communication Department

**Design and Layout** Marta Carbó

#### Further information

[www.urbact.eu/urbact-markets](http://www.urbact.eu/urbact-markets)



Panoramic view  
of Santa Caterina  
market, Barcelona.  
◇ JORDI CASAÑAS/IMMB

# Urban Markets: heart, soul and motor of cities

## ◆ Introduction p. 8

## ➤ Case Boxes

### Chapter 1

## ◆ Europe's Urban Markets

➤ History and tradition p. 14

➤ Opportunities and challenges p. 16

**Case Box 1.** p. 27  
The impact of population density on markets' business sustainability, Barcelona

**Case Box 2.** p. 28  
The Souk El Tayeb Market, Beirut

**Case Box 3.** p. 30  
Sharing Space - markets and supermarkets in the same building, Barcelona

**Case Box 4.** p. 32  
Home delivery, Barcelona

**Case Box 5.** p. 34  
Opening hours at Torino, Toulouse and Barcelona's markets

**Case Box 6.** p. 37  
Training courses for stallholders, Barcelona / Torino

**Case Box 7.** p. 38  
Transforming people with low professional qualifications into potential traders, Torino

**Case Box 8.** p. 40  
Market communication strategies in Barcelona, London and Torino

**Case Box 9.** p. 42  
Love your Local Market, Nabma

**Case Box 10.** p. 43  
Barcelona's market remodelling Process

**Case Box 11.** p. 48  
Barcelona's public - private management system

**Case Box 12.** p. 50  
Torino's public management system

**Case Box 13.** p. 52  
London's public - private management system

**Case Box 14.** p. 54  
The business improvement districts (BID's)

### Chapter 2

## ◆ Successful Urban Market

➤ Management services for economic success p. 23

➤ Integrated strategy for action p. 57

➤ Neighbourhood integration p. 67

Economic p. 67

Social p. 75

➤ Environmental sustainability p. 85

➤ Tourist attraction p. 94

➤ Neighbourhood revitalisation through remodelling or building of new markets p. 96

**Case Box 15.** p. 61  
The impact of population density on markets' business sustainability, Barcelona

**Case Box 16.** p. 70  
Specialised markets: Balón Market in Torino, Camden Lock in London, Encants Flea Market in Barcelona

**Case Box 17.** p. 74  
An affordable offer for tourists and citizens alike, Santa Caterina market

**Case Box 18.** p. 75  
Selection Process of stallholders, Toulouse

**Case Box 19.** p. 76  
Integration of local Chinese farmers in markets, Torino

**Case Box 20.** p. 77  
Mixed food offer to attract customers and promote market products, Barcelona / Torino

**Case Box 21.** p. 78  
Improving social facilities for the neighbourhood, Mercat de Fort Pienc, Barcelona

**Case Box 22.** p. 79  
Providing unsold food for the community: *Fa Bene*, Torino

**Case Box 23.** p. 80  
Social Market Project, Barcelona

**Case Box 24.** p. 82  
Promoting healthy food habits at markets, Wroclaw and Barcelona

**Case Box 25.** p. 84  
Certification for farmers' Markets, Uk

**Case Box 26.** p. 86  
Porto Palazzo Farmers' Market, Torino

**Case Box 27.** p. 87  
Electro mobility - electric vehicles for a green city, Suceava

**Case Box 28.** p. 88  
Borough Market - 360° approach to sustainability, London

**Case Box 29.** p. 90  
A suite of environmental measures, Barcelona

**Case Box 30.** p. 92  
*Balade Gourmande*: a tourist attraction providing an insight into traditional local market products", Toulouse

**Case Box 31.** p. 93  
Pressure of tourism on markets

**Case Box 32.** p. 95  
Regeneration of the old market square, Wroclaw

**Case Box 33.** p. 98  
Barcelona's food markets remodelling process: using participatory partnership schemes

## ◆ Websites p. 101

# Introduction

Markets help build cities for people. Let's make the most of them

Although markets generate great footfall and can bring *life* to a neighbourhood, their economic and social impact has often been undervalued. The survey *The Role and Importance of the Wholesale and Retail Market Sectors for the European Union* (World Union of Wholesale Markets) carried out in 2008 estimated that there are 25,000 retail markets in Europe in which 1 million people work generating a turnover of more than €40 billion.

The URBACT Markets project has provided the opportunity to the 9 participant cities of Attica (GR), Barcelona (ES), Dublin (IE), London (UK), Pecs (HU), Suceava (RO), Toulouse (FR), Torino (IT) & Wroclaw (PL), to explore the role of city markets as key drivers for economic development and job creation, social cohesion, sustainable living and urban regeneration. Using a participative approach, engaging a wide range of stakeholders, each city has built its own Local Action Plan and has learnt from the diverse network of other cities, each with slightly different management arrangements and cultural approaches to markets.

Some of the lessons and good practices are collected in this publication, which aims to inspire other cities which share this integrated approach to urban development and feel that markets can be a tool to build strong neighbourhoods with a healthy population.

There are other projects which can add value to and complement the social, economic and environmental approach advocated here. Within the **URBACT Programme** itself, the networks **Sustainable Food in Urban Communities**, **Gastronomic Cities** and **Diet for a Green Planet** give hints on connected subjects. In addition, the **Central Markets** project (INTER-



REG) and **MARAKANDA** (ENPI), both specifically devoted to the role of markets in cities, have also provided some useful guidance in this subject. Other institutions like the World Union of Wholesale Markets (WUWM) and **NABMA** (National Association of British Markets Authorities) share our goals and future collaboration is planned through the celebration of the *International Week of Markets* to help increase the recognition of the importance of markets.

This publication would like to provide ideas, inspirations and illustrations to market managers and city stakeholders responsible for city markets on how city markets can become economically successful and drivers of sustainable urban development.

**Chapter 1 Europe's urban markets** describes briefly the history and relevance of urban markets for the development of cities in Europe. It lists a series of *opportunities* for urban markets to contribute to the sustainable development and revitalisation of a city and its neighbourhoods. It also touches upon the *challenges* which urban markets face and have to address to be successful.

**Chapter 2 Successful urban markets** presents ideas, inspirations and illustrations on how city markets can become successful and drivers of sustainable urban development.

Chapter 2.1 describes the success factors for man-

agement systems. One important factor is the need for an integrated strategy for the market development, coordinated among stakeholders. How to develop such a strategy together with relevant stakeholders is illustrated in chapter 2.2. Chapter 2.3 explains how markets can be a driver for the economic and social development of a neighbourhood. Climate change is on everyone's lips; how markets can contribute to reduce CO<sub>2</sub>-emissions is demonstrated in chapter 2.4. Another important aspect of markets is tourism. How markets can attract tourism is illustrated in chapter 2.5. Chapter 3.6 explains the opportunity to use the remodelling or new building of markets for the revitalisation of neighbourhoods.

Peacocks market in 1910-1916 in Barcelona  
◊ F. BALLELL

On the right, people buying the flea market on a street in 1932 in Barcelona  
◊ J. DOMINGUEZ  
◊ ARXIU FOTOGRAFIC DE BARCELONA (AFB)



Mercat de Mercats, Barcelona, Institut Municipal de Mercats de Barcelona. ◊ JORDI CASANAS / IMMB

# The URBACT programme



Connecting cities  
Building successes



**URBACT** is a European exchange and learning programme promoting sustainable urban development.

It enables **CITIES** to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes.

It helps cities to develop pragmatic **SOLUTIONS** that are new and sustainable, and that integrate economic, social and environmental dimensions.

It enables cities to **SHARE** good practices and lessons learned with all professionals involved in urban policy throughout Europe.

## URBACT is 500 cities, 29 countries and 7,000 active participants

URBACT is jointly financed by the European Union (European Regional Development Fund) and the Member States.

Further information can be found on the URBACT webpage: [www.urbact.eu/urbact-markets](http://www.urbact.eu/urbact-markets).

Based on this tradition URBACT is very much looking for integrated approaches to difficult urban problems. The innovative tools of Local Support Groups (LSG) which have to work together on the Local Action Plans (LAP) crystallize the essence of the successful working methods of URBAN programmes.

## URBACT Markets from the URBACT programme point of view

URBACT Markets is an interesting and innovative continuation of the URBAN tradition. The network aims to link together the three basic aspects of urban development, the economic (through town-centre regeneration); the sustainable (with low carbon guidelines) and more indirectly social aspects (through the discussion of employment and entrepreneurship). Thus the project addresses the challenges of integrated development.

Another feature of the URBACT Markets network is that it deals with several aspects of the urban food topic which is of growing importance in all parts of Europe. To establish and manage markets well is fundamental for cities, especially in the present (post-) recession situation when conflicts between supermarkets, professional traders, traditional farmers, social enterprises – all representing different interests – are growing.

Food and market place issues should become key aspects of spatially balanced, environmentally sensitive and socially inclusive planning and through this, of sustainable urban regeneration of European cities. The results of the URBACT Markets network create a good foundation for this. In the future further steps could be taken towards sustainable food and integrated market place development of whole metropolitan areas, taking the circular economy and increased social responsibility into account.



Porta Palazzo,  
photo courtesy  
of Conservatoria  
delle Cucine  
Mediterraneeet.  
◇ LAURA FORMICOLA

# Europe's urban markets

## ➤ History and tradition

**R**etail markets have a long tradition in Europe. They have existed since ancient times — in ancient Greece, the agora, and in ancient Rome, the forum. The Grand Bazaar in Istanbul is often cited as the world's oldest still-operating market; its construction began in 1455.

Markets had an important economic, social and cultural function for cities and their citizens as a place of: work and trade; buying and selling of provisions, livestock, and other (daily) goods; festivals, social life and gathering of people and information and as a market place often surrounded by the institutions of power: town hall, law court, representative business premises and church.

So, markets have not only been a typical buying and selling point but also a highly sociable place, at which people meet and establish relationships within the community.

Markets have contributed significantly to growth in medieval Europe from the year 1000, being the fo-



cal points of trade (exchange) and sale through local peasant markets at strategic locations such as harbours, crossroads or along rivers, whether international or of a more local nature. This facilitated the development of new services, retail shops, artisans and other businesses, enhancing the growth of a city and its population. So, historically markets have been fundamental for growth, exchange and supply.

Today's markets exist most often in physical formats

<sup>1</sup>Retail markets are, as defined by the World Union of Wholesale Markets (WUWM): Those premises (either open-air or covered building) which unite a variety of commercial establishments and retail entrepreneurs that provide a wide commercial offer of food products (of daily consumption) and non-food products, and all this under a unity of management.

such as indoor markets in a building, street markets with stalls along one or more public streets or as markets in a town square.

Markets sell a variety of goods and some are specialised markets such as: antique markets; farmers' markets, focusing on fresh food; fish markets; flea markets; flow-

Historically markets have been fundamental for growth, exchange and supply

• Inside Boqueria Market, Barcelona. 1918-1922 ◊ RITMA

• Vic main square market 1890-1910 ◊ UNKNOWN

• Sale of melons and watermelons Sants neighbourhood, Barcelona, Octubre 1914 ◊ FREDERIC BALELL ◊ ARXIU FOTOGRAFIC DE BARCELONA (AFB)

er markets; food halls, featuring Torino gourmet food to consume on-and off-premises; handicraft markets.

As in the past markets continue to contribute to economic development in Europe.

Extrapolated figures from the survey "The Role and Importance of the Wholesale and Retail Market Sectors for the European Union" (World Union of Wholesale Markets) carried out in 2008 showed that some 25,000 retail markets, including open-air/street and covered markets, operate in the EU, with more than 450,000 retail market traders operating businesses on those markets. Additional to that, 1 million people are working on these retail markets, generating a turnover of more than 40 billion €.

## ➤ Opportunities and challenges

### Key opportunities

Urban markets present massive opportunities and benefits. They can play an important role for the sustainable development and revitalisation of a city and its neighbourhoods by promoting and enhancing:

#### Job creation, employment, entrepreneurship and migrant integration

Markets create and maintain employment and entrepreneurship opportunities both in terms of people working directly at the market and through the supply chain from production through to the sale of the product or service. Job opportunities include retail market traders, local/regional producers and suppliers, along with logistics and distribution companies as well as service providers either for the market itself (cleaning, distribution, etc.) or for the consumer (e.g. personal services). Thus, markets provide jobs for skilled and specialised people, but also for workers with low professional qualifications, as it is the case for instance at the Porta Palazzo market in Torino (cf. Case box 7, p.38). This can add to their integration in the labour market and in society. Markets offer also the opportunity to migrants, selling their “traditional” products e.g. handicrafts, food (cf. Case box 19, p.76).

Markets are often places where businesses are run also by the non indigenous population and migrants. These entrepreneurs have been trained working as sales people in other stallholders’ stands, learning the business and becoming ready to open their own business. These new stalls generate a new kind of offer that satisfies new needs from the same migrant community. At the same time the wider offer of ethnic products, in particular in the food area, is increasingly appreciated not only by migrant communities, but also by the local public in general. Markets are also the local producers’ door to their customers, either directly or through a well established fresh wholesalers chain



as can be found for instance in Barcelona or Dublin. As stated by the London Farmers’ Markets association, markets provide the hub to make it viable for farmers to both sell directly and deliver to retailers. They estimate that at least 50% of farmers around London would not be in business if the London Farmer’ markets had not opened.

Markets, by attracting people and increasing the footfall in the neighbourhood, can also improve the image and marketing of surrounding retail and service companies. This saves further jobs and companies.

#### Tourism, especially related to gastronomy and culinary traditions

Markets can be attractive destinations for tourists and the *Boqueria* in Barcelona or *Victor Hugo* in Toulouse are good examples, both providing an insight into traditional local products such as food, handicrafts, gastronomy. Markets also provide an insight into a *typical* local way of life, being the essence of social and cultural tradition within community. As such, markets act as a magnet for local and overseas tourists, supporting the tourism industry and increasing the level of sales in markets. Both contribute to the economic growth of a

Markets offer opportunities for economic development. In the background, Clot Market in Barcelona. ◊ JORDI CASAÑAS / IMMB

city and the promotion of local gastronomy and culinary traditions.

The London Visitor Survey 2008 analyses the high touristic potential of markets as follows: 29% of overseas and 24% of UK visitors to London stated that shops and markets have been very important reasons for their visits to London.

#### Local (retail) commerce, its offer and associated infrastructure

Markets can complement and improve a city or neighbourhood’s existing retail offer. Located in town centres like the *Boqueria* in Barcelona or *Victor Hugo* in Toulouse, they are often the flagship of the town’s retail system, providing very high quality products and services, and acting as a tourism attraction (cf. 2. *Tourism*).

Markets can also contribute to increase competition, externally with other retail shops, and internally between the traders themselves, bringing the customers a good deal in terms of quality and price. In deprived neighbourhoods, products, in particular fresh products (food) are sometimes offered at affordable prices, slightly cheaper than supermarkets.

Markets can attract people and increase the footfall in a neighbourhood. This can benefit neighbouring commercial areas, in particular when there is a physical link and / or cooperation between the market and the neighbouring commercial area (i.e. restaurants and cafes serve prepared products from the market to differentiate themselves).

If an area is commercially successful, the investment activity of private stakeholders in their property increases, which can benefit the rehabilitation of historic buildings, too. Thus markets can boost the revitalisation of neighbouring commercial areas and their (housing) infrastructure. Torino and Barcelona, each having more than 40 markets spread over the city, are good examples of how markets have established economically and socially invigorated places in neighbourhoods.

## Healthy life styles

Markets can be vital players providing consumers with fresh and healthy produce and promoting healthy eating habits e.g. the broadcasting of recipes and live-cooking demonstrations, community suppers or educational programmes for schools, children and families (cf. Case box 24, p.72).

## Revitalisation of public space, buildings and social interaction

The opening of a market or its enhancement can be used to transform and renovate public space into an attractive and flexible public gathering spot for the neighbourhood, where people see friends and meet and greet their neighbours, stimulating the dynamism of the neighbourhood – even beyond market opening hours.

Attractive markets in combination with a “communicative” space contribute to social interaction in particular through the interaction of stallholders and consumers. If the space has amenity values (i.e. safety, cleanliness, availability of comfortable places to sit) and is inviting in terms of being a place to stay and linger, it can even become a place for residents to meet and socialise after the opening hours of the market, contributing to social interaction. The open space as well as surrounding buildings can be used for cultural events and other neighbourhood related activities, (i.e. music and movie nights).

## Social and cultural “services”

Markets located in disadvantaged neighbourhoods can play an important role in the lives of these neighbourhoods by providing social and cultural “services” (cf. 4. Healthy life-styles and 5. Revitalisation of public space, buildings and social interaction). For example markets can offer a range of food and non-food products at prices adapted to the modest budgets of residents, supporting healthy eating habits. Through

the project Fa bene in Torino, produce is provided free of charge for people living in poverty (cf. Case box 20, p.44). Another interesting example is the Boqueria market of Barcelona: The market, located in a deprived neighbourhood, is the city’s market flagship and visited by thousands of tourists. It provides a combination of the finest and most expensive stalls with the cheapest ones, offering a broad range of local and ethnic-oriented products.

As food “connects” people, markets can also contribute to the integration of different cultures by offering products of different cultures and an opportunity to eat them at the market.

## An environmental friendly local supply chain, adding economic value and reducing the environmental impact of production and consumption

The production and distribution of food and other products adds significantly to energy consumption and environment pollution. Local markets, and in particular farmers’ markets, can contribute to shorten the supply chain, bringing producers, suppliers and consumers together, promoting commerce of proximity and encouraging local production and consumption, diminishing transport distances (linking the rural with the urban, supporting regional agriculture). For example the London farmers’ markets association adheres to the ‘rules’ set out by the UK Farmers’ Retail and Markets Association, leading to the accreditation of a market as farmers’ market. One of the criteria is the goods that are sold in farmers markets in London must be raised, grown, produced, gathered, caught, or baked within 100 miles of the M25 (‘the Region’). There are actually 13 accredited farmers’ markets in London. (Case box 25, p.84; [www.farma.org.uk/certification-farmers-market](http://www.farma.org.uk/certification-farmers-market)).

In addition markets can reduce their environmental impact by reducing the amounts of waste generated, increasing their recycling rates, collecting food waste and organic refuse for composting as in



Bookselling in the Sunday Market of Sant Antoni. ◊  
JORDI CASANAS / IMMB

the example of London’s Borough market (Case box 28, p.88). Markets can also be places which promote awareness about environmentally friendly eating (cf. 4. healthy life styles) and how to reduce food wasted in households by introducing new food habits. So, markets and their neighbourhoods can have strong and positive economic, social, environmental, cultural and physical links. From these links the city in general, the neighbourhood and the market can profit, making the market a driver for sustainable urban development.

How to make use of these opportunities by creating and managing successful urban markets is described in chapter 2.

**Markets and their neighbourhoods can have strong and positive economic, social, environmental, cultural and physical links.** From these links the city in general, the neighbourhood and the market can profit, making the market a driver for sustainable urban development.

## Key challenges

But markets do not only provide opportunities. There are also challenges to deal with. Although the situation of markets varies considerably in European cities due, for example, to differences in retail competition, local laws, market governance models, logistics models, etc., they share a number of key challenges.

### Markets are not sufficiently consumer-oriented

Markets are often not sufficiently consumer-oriented. In many cases opening hours are the first barrier for customers when choosing the place where to buy. In some cases, customers are mainly elderly people. There are fewer younger customers.

### High competition from supermarkets

The highest competition to markets comes from the supermarket and hypermarket chains that offer a broader range of food and non-food products at very competitive prices and are supported by promotion and marketing activities and a broad range of opening hours.

### Stallholders and trader association lack sufficient management skills and professionalism

Stallholders and their trader associations sometimes lack sufficient management skills and professionalism to react to changing demands, i.e. implement up-to-date communication or PR activities. This is partly due to a resistance by stall holders to change, e.g. to modern commercial practices like more flexible opening times.

### Lack of coordinated group and communication strategy

There is often a lack of a coordinated group and communication strategy by markets, for example the lack of a common strategy with retail commerce or cooperation with shopping streets nearby or with shops or shopping areas offering loyalty programmes. In addition there is a need to communicate more fluidly with customers and other stakeholders, especially through digital media and PR.

### Lack of investment in market infrastructure or market renovation

In some cities there is a lack of investment in market infrastructure or market renovation. There are several reasons for this including a perceived lack of commitment by politicians and policy-makers to strengthen markets. This is due to the fact that the benefits of markets are often not fully understood as data and figures providing proof of them are not always available.

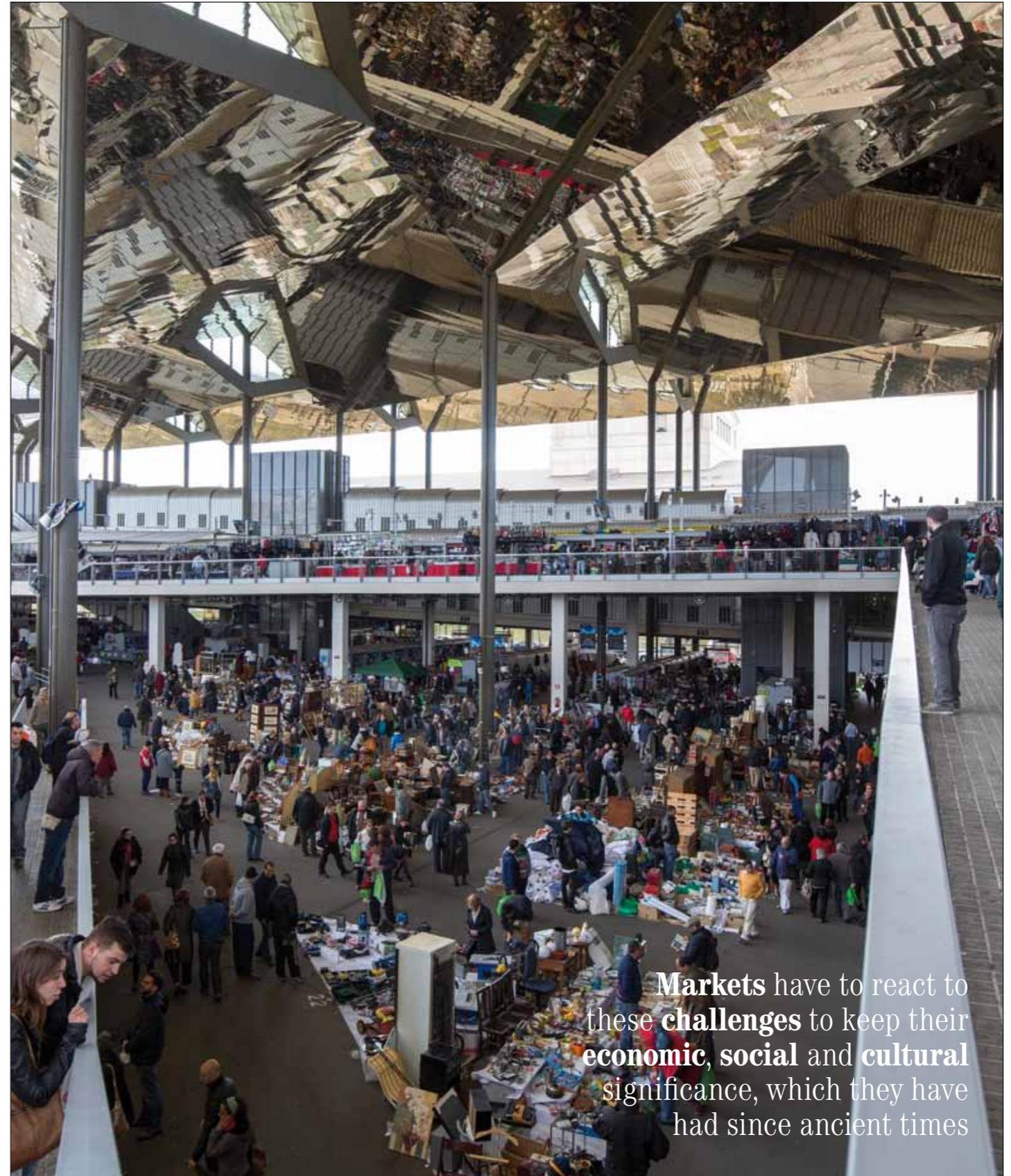
### Right balance between tourism and local citizens' demand

Getting the right balance between tourism and local citizens' demand for the market offer and products can challenge the integration of markets in the neighbourhood.

### Environmental impact of markets

Finally, the environmental impact of markets is a challenge in terms of transport, freight, energy use and waste generation. Adequate strategies to deal with these issues are often lacking.

Flea Market of Barcelona: "Els Encants".  
◇ PAU FABREGAT / IMMB



Markets have to react to these **challenges** to keep their **economic, social and cultural** significance, which they have had since ancient times

# Successful urban markets

## Management services for economic success

A market can only function well in the long-term when it is economically sustainable. Thus, the market must be able to provide profit to the stakeholders involved: market owners and operators, stallholders and traders. It is therefore important that all (the logistic and management) decisions taken by market managers and city administration aim at the following objectives.

1. ensure that stallholders can have a profitable business
2. ensure that the market owner or operator (public or private) operates in a balanced way and ensures a profitable market
3. ensure that the market offer meets the demands and needs of its customers

*So what makes a market profitable? What makes one market work better than another? What are the reasons that customers choose to buy their goods in a specific place and particularly in a market?*

To answer these questions certain services must be considered and analysed in order to guarantee the economic sustainability of the market and to manage the market successfully. Of particular importance are:

- ◆ Location
- ◆ Relation between price and quality of products according to customers' demand
- ◆ Rental of spaces, commercial mix and market offer
- ◆ Commercial opening hours

- ◆ Building commercial appeal-customer and stallholder related facilities and services
- ◆ Professionalisation of stallholders-customer relations
- ◆ Communication and promotion of the market
- ◆ Upkeep and renewal of the building / street

The management of these *services* is crucial because it also can contribute to the reduction of costs, which can increase the competitiveness of the market vis a vis supermarkets, malls and a wide commercial offer.

Such management of *services* is state of the art in commercial establishments with a single owner or operator. In markets it is not. That is why it is necessary to clearly define the common management aspects for a market, who is responsible for them and most importantly how the costs are distributed between the stallholders and traders.

If we look at who manages Europe's city markets several arrangements can be found that range from private to public management.

- ◆ Public sector
- ◆ Public sector partnership
- ◆ Public private partnership
- ◆ Charity / Community Association
- ◆ Co-operative
- ◆ Privately managed for public sector
- ◆ Private sector



St John Market in the Old Town, City of Wrocław, Poland  
 ◆ AGENCIA PIANOFORTE



In all cases, public administrations affect the rules and regulations of markets. Markets can also be influenced by the appointment of a politician or different technical officer for global control or by the control and management of the award or allocation of retail spaces through administrative procedures. The role of municipalities or public bodies in the management of markets, even private markets, must not therefore be neglected.

Whether public or private, to ensure an efficient management of the services there are two main criteria:

♦ **Dialogue:** Markets bring together a multitude of stakeholders. So, regardless of the management model, it is important to have a clearly established management structure that allows the needs of both the stallholders and the owner/manager of the market to be addressed. Business associations, private owners, municipal departments, community representatives must find their way to work together and coordinate their activities and needs.

♦ **Responsibility:** For markets to function efficiently, it is crucial that responsibilities are clearly defined and understood by all stakeholders. The shared decision and responsibility at the level

established in each case, becomes an essential practice in this type of commercial establishment.

However, the final operational responsibility must be clear and cannot be diluted in the context of the diversity of associations or agents. Nowadays, professional market management and a clear strategy for the future is a vital requirement in the context of fierce commercial competition.

**The role of municipalities or public bodies in the management of markets, even private markets, must not therefore be neglected**

↔ Left: a group of people enjoying a gastronomical activity -"Tapas Night"- in a market in Barcelona.

◊ JORDI CASAÑAS / IMMB

↔ In the middle, social event organized in St John Market in the Old Town, City of Wrocław, Poland. ◊ AGENCIA PIANOFORTE

↔ On the right, a trader is offering strawberries to a customer, in Montserrat in Barcelona.

◊ JORDI CASAÑAS / IMMB

## ‘Management services’

### Location

A market is usually a very important place for a city. Whether open, wide or covered, it is often a focal point and, especially in a smaller city, a crucial centre for urban economic and social life. In all cases, the place where the market is located has a great importance and the market itself can produce (positive) effects on the entire area within which it is located. The market can provide a useful offer for both residents and a larger public including tourists and other visitors. In addition a market does not only influence the area in which is located; it is also influenced by it. Sometimes there is a positive link between the market offer and the shops operating nearby, sometimes there are overlaps which can lead to negative forms of competition.

A crucial element for the market’s economic sustainability is to find the right dimension and location, when opening a new market. Certain aspects have to be considered when determining the location and “characteristic” of the market: accessibility, density of the population; types of residents and their average income; consumer demands and demands of residents (cf. Case box 1, p. 27).

The number of people that get access to a market defines the number of stalls. The offer should therefore be balanced and neither exaggerated nor scarce. If the neighbourhood is mostly populated by people with a medium-high income bracket and high education level, vendors should be focused more on the size of the overall offer, than on the price policies. Particular attention will be given to some aspects such as products’ traceability; the presence of organic products and specialities; the availability of gastronomic delights. The non-food sector should include handicraft stalls as well as high quality clothing, able to compete with the offer of the shops operating nearby.

If the neighbourhood is mostly populated by working-class people, it is possible that the main customers are big families, therefore fresh, low-cost products could find a lot of buyers. The geographical origin of the residents is another aspect that should be taken into account. Products coming from a specific region or world area could be very appreciated, especially if there are no other commercial distribution channels.

Those are just few examples that could be useful to understand how the consumers’ demands intersect with the offer.



## Relation between price and quality of products according to customers' demand

By analysing local population data and customer demand, it is possible to define some crucial elements for the commercial offer. Among them, the quality/price ratio must be considered with particular attention, in order to better adapt the types of products and their prices to actual demands.

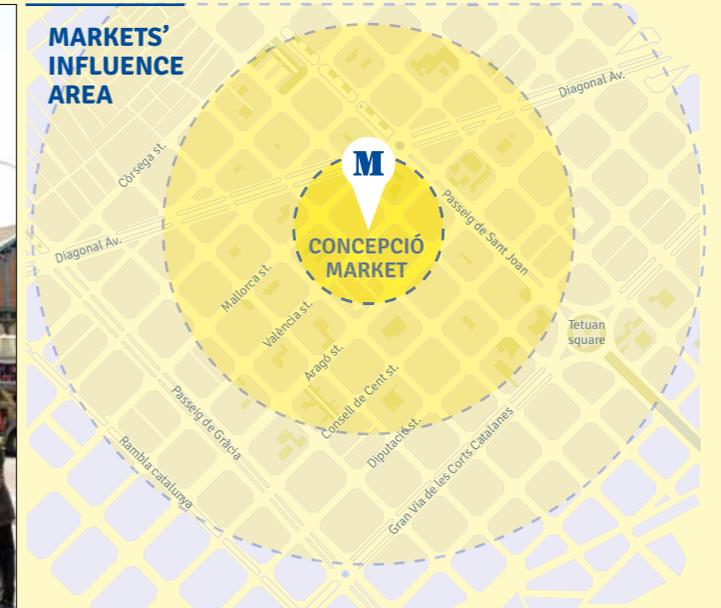
We can clarify this concept by using two examples. In the first one, we consider a market that is well frequented by selected customers, both ordinary citizens and cooks or food lovers that are all looking for high quality products both fresh and processed. In this case, the overall price ratio can be higher, coherent with the demands of the customers. In a market like this one, cheaper, low cost and poorly selected products would not be the right choice in order to reach interested customers, and would risk reducing and damaging the overall market offer.

If we consider instead a market located in a popular neighbourhood, with a more mixed customer base, we should find a wide product offer and a greater number of stalls offering discounted products that are frequently changing.

## Rental of spaces, commercial mix and market offer

As well as the quality/price ratio, it is important to consider the commercial mix offered at the market. Many stalls and a diverse commercial offer attract customers. It is the market manager's task to create a balanced, broad and deep mix to make the market economically successful. They need to ensure the market offers an attractive range of 'traditional' market products and *new* services (such as bars, restaurants, little shops, cultural events, etc.) and constantly introducing new commercial activities, not currently present in the market. It is about maintaining or extending the business offer in each of the sectors operating in the market, thereby ensuring their competitiveness and diversification. The presence of restaurants and other food services is usually a positive complement to the 'traditional' market offer, in particular if they use market products in their dishes (cf. *Case box 20, p. 77*). Such services can also help to extend the opening hours of the market, if independent access is provided (cf. "*opening hours*" *Case box 5, p.34*).

Variety of prices is one of the distinctive values of public markets.  
 ◊ JORDI CASAÑAS / IMMB  
 On the left, a market stall in Barcelona. Above, a market in Torino.  
 ◊ COURTESY OF COMUNE DI TORINO



### Case box 1

## The impact of population density on a market's business sustainability

Every time Institut Municipal de Mercats de Barcelona (IMMB) needs to define the optimum commercial mix for a remodelled or new market, a feasibility study is done, in order to understand how to maximise the positive impact on economics and work and to assure efficiency and sustainability. To do that, IMMB uses the City Council data base and a participative approach with the Districts.

The main objective is to determine the area of influence of a market, so as to define the dimension of the service to be provided and its features. This area is determined according to its location, its density, the commercial offer, customer needs and trends. To do so they define the boundaries based on three related elements that will determinate the area under study in order to quantify and calculate the new market potential quota.

The three radius are:

1. **The most immediate perimeter, walking distance of 2-3 minutes or radius of 200m**
2. **Walking distance between 4-5 minutes, radius of 400m**
3. **Walking distance between 8-10 minutes that occupies a radius of 600m**

A fourth area is defined as those who could reach the market by vehicle (5-10 minutes travel time) coming from other districts, or nearby towns and as such this will therefore require developing a parking plan to serve these potential consumers.

This feasibility study allows the Institute of Markets of Barcelona to define the optimum commercial mix for the renewed or new market so that the traders can succeed. ✖

Above, on the left, Hostafrancs Market in Barcelona.  
 On the right, area of influence of a market.  
 ◊ JORDI CASAÑAS / IMMB

**City**  
**Barcelona**

## The Souk El Tayeb Market

➤ The Souk El Tayeb, the first Lebanese farmers' market, was created in 2004. It was a private initiative by Kamal Mouzawak with the intention of creating a *souk* with the same vibrant energies of traditional *souks*, but featuring the products of small scale farmers who bring their knowledge to the market – preserving centuries of old Lebanese food tradition.

Souk el Tayeb is in the centre of Beirut, Lebanon's capital, and it's no coincidence. This market has an important social and cultural relevance, beyond just the products' quality; the city centre is the best place to be in this respect. Farmers come here from Lebanon's rural areas, all the different religions are represented, and there is a peaceful coexistence in all this diversity. **This market is now a forum to share food, traditions and hospitality that has helped to bring together fractured communities.** Souk el Tayeb promotes unity around a common respect for food, land, and agricultural traditions: in the heart of the capital city, Souk El Tayeb hosts farmers and producers representing the complexity and the richness of cultures, traditions and religions of Lebanon.



This market is a strong symbol of peace and social harmony. The management system is lighter and participatory, there is an open communication through regular meetings between the management team of the market and the farmers.

Souk El Tayeb is also important because of its own quality assurance system to ensure the quality and origin of the products sold in its farmers' market. The PR (newsletter, books and e-weekly news) and the capacity building programme for farmers, consisting in workshops and consultancy services for farmers and producers, are also impressive. ✕

The Souk El tayeb Market. Beirut, Libanon.

### City Beirut

market's offer, but also commercial activities in the surrounding area (shops, supermarkets etc.) that can impact the market offer.

The market should offer primary products that are essential for the majority of customers and local residents, making the market attractive for as many customer groups as possible. The primary products should be supplemented by products that are not easy to find locally, thus making the market a more preferable place to visit.

Another example of extending opening hours and increasing the market product offer is the alternation of markets at Cours Saleya in Nice. The food, the flower and the handicraft market alternate, covering the market space almost all day and during every day of the week. There are also interesting cases of coexistence between markets and supermarkets, in particular small-medium sized shops, which can complete an area's retail offer (especially when it comes to the non-food sector) (cf. Case box 3, p. 30). In addition, it is important to consider not only the



So, to be able to define the commercial mix and offer of a market (primary and supplementary products, complementary services and activities) three main aspects have to be analysed by market managers and/or city administration:

- ◆ Commercial offer in the area surrounding the market (competition analysis)
- ◆ Customer and neighbourhood demand for products, services and activities, including quality and price (demand analysis).
- ◆ Services that can supplement market products and attract further customers.

On top, Camden Passage, Islington, London.  
◆ OWAIN JONES  
A fish stall in Montserrat Market in Barcelona  
◆ JORDI CASAÑAS

Based on the results of the analysis the commercial mix and offer of a market has to be defined and/or adapted. It is necessary to define suitable product and service categories and numbers and a strategy to guide the offer accordingly. The rental of spaces can be an important tool to guide the offer. Thus, the regulation and criteria for the rental of spaces must incorporate some standards, and yet maximum flexibility (not always easy) to select candidate traders or operators. Prices and times of concession space with initial payment or rent can be an essential tool for attracting new entrants and/or entrepreneurs.

In addition, stallholders and traders should be informed about the results of the analysis and given advice/training on how to adapt and supplement their market offer. When selecting new stallholders, the results of the analysis should be considered to ensure that the stallholders provide the products which fit into the overall market offer.

Another important aspect to keep in mind, as well as product types and point of sales, is internal logistics, in the same way as it happens in large-scale retail trade and in supermarkets.

The way products are displayed in the large distribution structures is carefully designed. Different departments bring together the same kind of products: frozen food; baked products; delicatessen; meats, fresh products and so on. Those products that are bought on the spot and not included on a shopping list are placed near check-out counters and the exits. The products that are under the spotlight are displayed at eye-level, while toys and products for kids are often on the lower shelves, so that children are able to see them and nag parents to buy. Similarly, in a market, it can be useful to separate food and non-food sectors, gathering together stalls with similar products or alternating them. If people cross the market from one point to another within the same street (as happens in the open air market), it could be useful to organise the stalls in a single line or two parallel lines.



Case box 3

## Sharing space. Markets and supermarkets in the same building

Modern commerce is characterised by a wide range of purchasing methods: markets, traditional shops, supermarkets, hypermarkets, outlets, e-commerce.

However, there continues to be a more competitive tension between markets and supermarkets and market traders often feel the competition from supermarkets as the most dangerous threat to their survival. But if we look at what's happening in Barcelona (and also in other cities) for the past fifteen years, we can see that 'cohabitation' is possible.

At the end of the 90s when the markets of Barcelona were in poor condition and competition from supermarkets was beginning to spread throughout the city, the city decided to modernise and renew the markets of Barcelona to maintain their strength as drivers of employment, social life and the economic promotion of neighbourhoods.

Since then, the City Council of Barcelona, in agreement with the traders, has invested in modernising and remodelling 24 markets and their commercial practices, through the contribution of public and private funds in which one of the key elements is the 'cohabitation' of markets & supermarkets - or shared space.

This combination improves the customer's shopping experience and turns it into one-stop-shopping. The market becomes a place where citizens can buy the best fresh quality products and also the packaged or cleaning products in the supermarket. Furthermore, as markets are usually located in the central areas of cities or neighbourhoods, supermarkets are interested in being inside. In Barcelona's case they have paid significant amounts of money to win a license to run a supermarket in a market for a certain period of time - with the winner selected through a public tender. This money is used in Barcelona as a financial contribution to the physical renewal of markets. ❖

Renovated markets living with supermarkets in the same space. Photo shows the supermarket in Concepció Market in Barcelona.  
 ◊ PAU FABREGAT / IMMB

### City Barcelona

#### 'Cohabitation' of markets & supermarkets



## Building commercial appeal - customer and stallholder related facilities and services

A market that works properly with an adequate offer and a structured commercial mix will still face competition from other types of commercial facilities such shopping centres. It is therefore very important to provide a shopping experience that can attract customers. Here, collective services are important to boost the commercial appeal of a market and the concept of the market as a "service centre", for example customer service and information points, wifi, storage space for shopping, etc.

In addition, a market must be easily accessible by all means of transport, and priority should be given to sustainable mobility modes: safe and attractive access by foot, safe parking possibilities for bikes and public transport stops very close to the market. If customers from outside the neighbourhood are to be attracted or larger amounts of products are bought, car parking space might also be necessary (for which customer parking vouchers can be organised). Pedestrian zones can also be very attractive areas for markets. Some markets already offer home-delivery systems (cf. Case box 4, p. 32), whereas an organised service promoted by the market as a whole is better than the same system offered by single stallholders, which is often less coordinated.

Left, outside of the Barceloneta Market. Services, public spaces and an attractive place for shopping fresh and quality food.

On the right, an employee of the Boqueria market in the underground space where there are warehouses and cold storage.  
 ◊ JORDI CASAÑAS / IMMB



A market must also take into consideration the needs of people with disabilities or reduced mobility, as well as the specific needs of parents with small children that use pushchairs. The market should provide common spaces for baby-parking areas, where children and families are taken care of or can experience activities connected to food education. Baby change and toilet facilities and the possibility of leaving luggage are also of importance.

In addition market offer and services have to be offered and served in a way that is attractive to customers. A market made of nice stalls, in which the goods are presented in a captivating way, able to draw the attention of customers, will function better than a market with the same products, but less care in terms of product presentation.

In fact, the way goods are displayed is also important for the individual stall. If we consider food and vegetables, it is better to display products in an organised way, rather than disorganised piles, so that they can attract the attention of the customer. It can also be useful to divide products according to their origin (local and foreign ones), so that they can be easily identified. In the clothing sector, if the idea is to focus on quality, it could be better to avoid baskets with different kinds of clothes, while this solution could be used for clearance sales.

# Home delivery

**↑** In the remodelling and modernisation process of Barcelona's market model, one of the key aspects has been the introduction of new services such as *Home delivery*.

*Home delivery* has been one of the main services that was requested by customers, who wanted to spend as little time as possible doing their shopping with the widest possible product range and those who need home delivery like elderly people who cannot carry their shopping back home.

15 municipal markets have introduced this service to improve their competitiveness and broaden the shopping options. The service consists of the distribution of purchases made by customers at markets. Before using the home delivery service the customer needs to receive a code number from the information or home delivery point at the market. When purchasing products, s/he leaves his or her code number and the purchase stays with the stallholder. At certain times the home delivery service collects the purchases from the stallholders together with the code number and delivers all purchases with the same code number to the address of the customer. This is in particular helpful for people with mobility difficulties.



Apart from offering convenience to customers when shopping, markets involve social work placement companies/associations for people with mental disabilities through this service: in fact, the home delivery services are carried out in collaboration with

▶▶ on next page

Workers of the company home delivery *Compra-Servei*, which operates in 10 markets. In the picture, the Sarrià Market. ◊ PAU FABREGAT /IMMB

**City**  
Barcelona

**Home delivery improves market competitiveness and broadens the shopping options**

labour market integration organisations or organisations working with people with mental illnesses. This has been possible due to the understanding and support of the Institute of Markets who recognise the social benefits. This is an example of service management with public-private partnership and social purposes.

The Institute of Markets (IMMB) formalises an agreement with the company giving them adequate space for their activity, at no cost or rental fee. The association of each market pays between 1,000 and 1,500 € per month. Each trader also pays around 3-4 % of the purchase amount and the customer between 3 and 4 € per delivery (there are exemptions for elderly people). Meanwhile, the company is responsible for the investment required and the purchase of necessary equipment: computers, refrigerators, van transportation. IMMB maintains the operation and annual operating accounts in each market, providing appropriate, smaller contributions to support their economic viability.

The *Home delivery service* has 1,000 regular customers, more than 2,000 orders per month and a monthly invoice activity between 20,000-25,000 € and has created almost 40 new jobs (10 years ago there were only three). ❖

The organisation of the internal spaces of a market is also important to provide the necessary space, facilities and services for stallholders and traders to allow them to sell their products: parking for their cars, electricity, water and telephone connection for their stalls, booth positioning, creation of goods sectors, corridor size, booth dimension which allows them to display goods in a visible way, lighting of stalls and pathways, the presence of heating or conditioning systems (for covered markets) or air recycling systems, benches or other resting places etc. All those elements can make the visit to a market more pleasant, encouraging a higher frequency of visits

and lengthening shopping time. Cleaning of common areas and facilities, waste-collection services, insurance, administrative and sanitary management can also be considered, etc. Organising these things together means that they can be addressed more efficiently, more effectively and more cheaply.

A market is often a busy place with a high density of people. This means that there may be some instances of petty crime. A place that is considered unsafe can quickly lose its ability to attract visitors thereby rapidly worsening the overall market situation. So security can be an important issue, too.

## Commercial opening hours

Local shops and big distribution chains offer their customers a wider range of operating hours, also because of the progressive deregulation of the commerce sector that has been introduced by national laws. In addition, job organisation is changing and embracing new forms of flexibility (and temporary employment), so markets have to offer more customer-friendly opening times. Opening hours is an important aspect, both for day and night-time opening. In the latter case, some specific opening periods could be organised, in order to facilitate access to the

market for customers that are usually at work during more traditional opening hours. Another idea could be the experimentation of extraordinary opening times, connected to some special events in the market or in the neighbourhood or in the entire city. It is therefore useful to try new schedules, and this is happening in many cities: markets are not only open in the morning, but also in the afternoon, evening and during public holidays (cf. *Case box 5, p. 34*).

This is not always easy to do, because of the opening hours of the wholesale markets and because of individual stall holders who cannot always do shifts dur-

▶▶ on next page 36



Case box 5

## Opening hours at Torino, Toulouse and Barcelona's markets

**↑** In Barcelona, according to municipal regulations, the market opening hours are usually from 8.30 to 14.00 from Monday to Saturday, and from 17.00 to 20:30 from Monday to Friday. Opening hours can be extended if there is an agreement among vendors of each market association. Failure to comply with the market timetable is considered serious misconduct and is penalised with a fine of 1500 € although this sanction is rarely applied.

However, market opening hours are not still homogeneous: afternoon opening only tends to happen on Thursdays and Fridays. Having to think and to decide where to purchase depending on market opening hours is an inconvenience because of its variability which reduces commercial attractiveness. In order to adapt and harmonise opening hours, to meet con-

sumer expectations and municipal regulations, each time a market goes through a process of renewal and modernisation, there is an obligation to adapt market opening hours from 8.30 to 14.00 from Monday to Saturday, and from 17.00 to 20:30 from Monday to Friday. To support this action, when re-opening a remodelled market, promotional campaigns and information on new opening time and services are given a lot of importance. In the Strategic Plan for Barcelona Markets 2015-2025 a policy measure has been defined in order to achieve a common compulsory opening timetable for all the markets.

In Torino, the actual opening hours in the majority of markets are from 7:00 to 14:00, when working people do not have the chance to go shopping. It is therefore necessary to define a new timetable in order to bring in

new customers. A new timetable from 10:00 to 18:00 in some markets might help to overcome this barrier. In order to understand if this strategy is successful Torino, in collaboration with the markets of Via Baltimora and Corso Palestro, started *Ritroviamoci al mercato... anche di pomeriggio* (Let's meet at the market... even in the afternoon). This "experiment" started in June and July 2014 and, in that period, markets areas were open until 19:00 every Tuesday and Friday.

In Toulouse we can find another very interesting initiative. At the request of the neighbourhood association, an evening market in place Belfort was created in October 2011. This market was created at the request of the neighbourhood association after obtaining the opinion of consular chambers (chamber of commerce, chamber of trades, chamber of agriculture) as well as

the representatives of Toulouse's markets. This evening food market attracts a large number of customers, who can find different food products: cheeses, hams, dried meats, bread, roast meats, cooked dishes, fruit and vegetables, flowers, empanadas, fresh pasta and dried fruit.

The neighbourhood association's involvement in the market is essential for its smooth running and the development of customer loyalty. This market is often brought to life by musicians, making this a place for social interaction. The creation of this market has made it possible to add a new dynamic to the neighbourhood by improving its image and recreating a social link. Local people have been able to reclaim a pleasant area planted with trees that used to sometimes attract undesirable attention. ❖

- Remodeled markets expand their business hours so that they are opened mornings and afternoons during the week.
- ◊ PAU FABREGAT / IMMB
- On the right, is the Saint-Cyprien market, Toulouse
- ◊ NÚRIA COSTA / IMMB

**Cities**  
Torino  
Toulouse  
Barcelona

◀ from page 33

ing long opening periods. Nevertheless there are a lot of interesting examples of this happening, many of which have good results so this is definitely an issue for consideration.

The definition of new opening hours could be based on market research. In this way trial openings could be agreed with vendors, starting with updated data.

## Professionalisation of stallholder customer relations

In the process of the progressive enforcement and modernisation of markets one crucial aspect relates to the continuous update of the professional skills of stallholders. This could happen in two inter related ways. On one side more attention could be given to marketing and selling capacity, on the other permanent training could be introduced to help stallholders know in detail the kind of products they are selling. Some training could also be focused on new tools, such as the internet, social networks and new technology in general.

As already stated: one of the strong point of markets lies in the relationship that can be built and consolidated between stallholders and customers: a relationship based on trust and of mutual benefit. Thus, it is important that stallholders and traders can provide relevant information about their products and know how to present and offer their product in a personal way to their customers.

All the above-mentioned aspects are essential to maintain the trust necessary to compete with other forms of commerce. Therefore, it is a crucial task of market management to organise and offer training courses on customer relations and presentation of products, modules for further study, regulatory updates and to maintain a high level of professionalism amongst market operators (cf. *Case box 6: Training courses for stallholders, Barcelona / Torino; Case box 6 and case box 7, p. 37 and 38*).

## Communication and promotion of a market

To ensure that customers and the neighbourhood know about the offer and the “special” shopping experience of a market and to promote customer loyalty, the right mix of communication activities and market promotion have to be in place to keep one step ahead of the competition. There are many ways of communication and promotion through traditional channels such as paper publications, but also through new technologies like social media. When used well they can be particularly useful for small businesses and markets. The channels to be used need to be applied according to the target group to be reached.

The promotion activities can be done individually by each stallholder targeting their specific customer group, by the market operator to reach a wider group and coordinate promotion activities and even by the city administration or organisation responsible for all the city’s markets. To effectively communicate with different target groups, activities should be organised at least at market level, with one person or entity responsible. This person needs sufficient time and budget and should think of all stallholders as one single entity, for which the promotion has to be organised. This requires an overall communication strategy, a marketing plan.

**A marketing plan is essential in building customer relationships as well as creating product awareness** (cf. *Case box 8, p. 40*). Identifying the special feature of the market is often about the products and the stallholders, which should be promoted through the marketing plan. Thus, a different range of strategies can be designed, according to the target group, the imagination and the budget. However, the main attraction of a market must be the real positive experience it provides to customers and local residents. Word of mouth is the best way to spread this message.

Promotion activities at a single market level can be supplemented by the city administration or organi-

▶▶ on next page 38

Case box 6

## Training courses for stallholders



➤ One of the aspects that market traders often underline as a critical point is the lack of training. That’s why, in Barcelona a training programme in business management and technology capacity training has been implemented.

The contents are divided in four pathways and focused on market realities:

- ◆ **It’s time to make changes**
- ◆ **Economic finances**
- ◆ **Digital marketing sector**
- ◆ **Business management**

Several training units are proposed for the traders, for example: *Marketing tools 2.0, How to use Facebook from a business perspective, Learn how to create and manage a blog or website, Finance for shopkeepers, traders and small businesses, Marketing at the sales point, Interpreting account numbers from financial services, External costs, benefits management...* etc.

These courses, free of charge, are given in market spaces and according to traders’ availability, being as flexible as possible.

As a result more than 800 traders have been involved in the first two phases, which were offered to a total of 22 markets. The direct result is a substantial improvement in the use of new business tools and better knowledge of Web 2.0 implementation. Traders put the new skills learned in practice and this has led

to an improvement in their capacity to compete with other commercial stores in the city. One other positive impact about the programme is that, as well as offering learning content, the classroom becomes a place to meet and exchange experiences about a sector that is directly experiencing the consequences of the recession.

Similarly Torino City Council decided to give market traders a chance to improve their knowledge of urban markets’ business and management. In particular, the city of Torino decided to provide a study programme to traders interested in improving their knowledge in order to understand customer needs and the new logics of sales management. At the end students received a diploma to certify their skills.

These courses had been organised with the help of professors of management, engineering and experts in territorial marketing at the Polytechnic University of Torino. Topics covered include market analysis of distribution channels, logistic structure, marketing and communication, promotion campaigns and visual merchandising. The impact of these courses has been significant. Traders now have more tools to improve their management skills. In addition, classes create positive networks between traders and, thanks to their entrepreneurial spirit combined with the tools and knowledge learnt, they are now bringing new strategic actions. The city of Torino is now considering continuing with this project by providing new classes for market traders in 2015. ✖

Barcelona market traders involved in one of the training sessions organized by the City Council.  
◊ JORDI CASANAÑAS / IMMB

**Cities**  
Torino  
Toulouse  
Barcelona

**Training led to an improvement in their capacity to compete with other commercial stores in the city**



Case box 7

## Transforming people with low professional qualifications into potential traders

**↑** The market Porta Palazzo in Torino offers through its 800 stalls job opportunities for more than 1,000 workers. For workers with low professional qualifications there are jobs like transporting market stalls to and from the pitches and erecting them, loading and unloading fruit and vegetables from the Wholesale Market. There are also traders which just start selling at the market, most often with temporary stalls which are offered at a reduced price comparing to fixed stalls. The market management has tried to explore and identify the needs of these people and to support them to become permanent traders with a fixed stall. Based on the identified needs, training courses are offered (also to other interested traders) in particular about

market analysis of distribution channels, logistics structure, marketing and communication, promotion campaigns and visual merchandising. The objective of the courses is to improve their knowledge of urban market business and management. The courses have improved the management skills of participants. In addition, the classes led to the creation of an informal network between the traders, which in turn led to new strategic actions for market development.

The courses are organised with the help of M. Montagna, G. Zotteri, professors of management engineering at the Polytechnic University of Torino and Luca Giovannetti, professor and expert of territorial marketing. ✕

Traders training.  
Torino.  
◇ CITY OF TORINO

City  
Torino

**Markets create job opportunities for workers with low professional qualifications and this creates employment**

↔ Next page,  
Toulouse Market facilities. ◇ CITY OF TOULOUSE  
Below, Suceava Market. ◇ CITY OF SUCEAVA



Customers like to shop in attractive and well maintained facilities, where they feel comfortable and also value strong social roots

◀ from page 36

sation responsible for all markets at city level with a more general promotion of markets. This could e.g. highlight the positive values of markets: the provision of fresh, local, healthy food, the contribution of markets to boost the economy, the creation of jobs and the contribution to social cohesion and the welfare of the citizens.

Recently, some European cities and markets have introduced branding, a logo, publications and newsletters, loyalty cards, campaigns, events at markets (like "Love your local market"; (cf. Case box 9, p. 42), educational programmes for schools, press strategies, digital strategies with websites and social media, etc.

### Upkeep and renewal of the building / street

Customers like to shop in attractive and well maintained facilities, where they feel comfortable and also value the strong social roots most markets offer. However, many traditional markets have weaknesses in terms of their physical structures. At a structural level, interventions in markets entail anything from minor maintenance to major physical transformation. The physical space is without a doubt the first thing customers notice, and is also important to enable traders to carry out their professional activity in optimal conditions, both in business and logistical terms, and with prospects of a secure future.

The main issue is always the financing of the works. There are many options but, as with a residents' community, responsibility of all members must be taken into account. Private companies managing the market can invest in the facilities then pass on the costs indirectly to the stallholders. Public administrations can decide to invest on a public market as this is a tool to renew a neighbourhood, however, even a small contribution from traders to the investment should be considered as their businesses will benefit.

# Market communication strategies

Barcelona has developed a Communication plan for its markets network to raise awareness of the benefits of markets and attract consumers in a competitive world. This Plan is implemented at three levels: from each vendor, from the market as a whole in its proximity area through its Association of traders, and from the City Council promoting the network of 40 markets.

The main values used in the campaigns are: fresh quality products, the best professionals taking care of their customers, and updated services. The strategy is organised in three main “chapters”: communication as a whole, offline tools and on-line communication. In the first one we can find the events and the educational programmes for schools [www.menjodemercat.cat](http://www.menjodemercat.cat). The second includes town and neighbourhood campaigns, public relation activities, publications, shopping bags and other products and sponsoring.

Online communication is assured by a website [www.bcn.cat/mercatsmunicipals](http://www.bcn.cat/mercatsmunicipals), a blog [www.somdemercat.cat](http://www.somdemercat.cat), a newsletter (sent to more than 2000 followers), a special application for smart-phones and presence on social networks. Through them the IMMB introduce youngsters to the secrets of food products, easy recipes, offers, activities and they have turned out to be one of the best promotional tools: Facebook (7,000 friends), Twitter (10,000 followers), Youtube (75,000 views), Instagram (7,000 followers), Flickr and Pinterest, are the most important social networks used by the market system in Barcelona.

Torino also decided to use the web to communicate, especially to young-adults (18-25 years old) and adults (< 25-50 years old). A new website has been created [www.torinomercati.it](http://www.torinomercati.it) which includes news, events, interesting facts about local products and markets, interactive maps and information about markets and traders.

This website was developed with the contribution of Torino’s chamber of commerce and the European project *Central Markets* and *URBACT Markets*. The website was launched in October so it’s too early to say if it is a great success. It is already possible to note that the majority of users are from the original target groups, especially young adults and 25-to-35-years-old people. The City of Torino is now considering the idea of promoting markets to overseas visitors and encouraging traders to promote their business.

Borough Market in London has one of the best websites dedicated to a market: [www.boroughmarket.org.uk](http://www.boroughmarket.org.uk). In addition to the practical information and short texts about the history of markets, the website contains different sections. Every trader has his or her own page containing a description of the stall and the goods that are sold, trading days and the trading area where the stall is located. Links to the website and the Facebook page are provided.

You can also find a selection of recipes (more than 500!), using the produce from the Market. Each recipe includes a tailored shopping guide to show you where to get the best ingredients. Special events, stories from traders, articles and products of the week all enrich the website, which also includes an interactive map. ✕



The use of mobile phones applications, websites ready to be viewed on mobile devices and QR codes are some of the technological tools to improve communication and online sales.  
◊ IMMB

**Cities**  
Barcelona  
Torino  
London

**Communication and promotion activities in markets help to raise awareness on their benefits**

## Love Your Local Market, NABMA



➤ **Love Your Local Market** (LYLM) is an initiative led by NABMA (the National Association of British Market Authorities) and consists of a celebration of the market culture over a fortnight in May each year.

It all started in 2012, when the idea of a National Market Day was proposed. *Love Your Local Market* has been devised to herald the changes and to make consumers aware of what is on offer on their doorstep. The National Association of British Market Authorities (NABMA) bring nearly 100 years of experience to the campaign and are keen that this knowledge is shared with as many markets as possible. The organisation runs roadshows across the country in the lead up to the campaign each year, to give market organisers ideas towards their events, and to arm them with social media advice so they can reach a new generation of shoppers.

In 2014, for the first time, LYLM became a European

initiative. As the organisers say on the website “You have all demonstrated such a thirst for Love Your Local Market here in the UK that it has made the European Markets industry sit up and take a look, and it seems they like what they see.

On April 30th 2014 in the House of Commons a group of market organisations including NABMA and the World Union of Wholesale Markets signed a Memorandum of Understanding, committing cities in France, Italy, Spain and Holland to participating in Love Your Local Market 2014 with Ireland, Poland, Hungary, Greece, Cyprus, the Lebanon, Slovenia and Slovakia planning to join the movement in 2015.

A phenomenal amount of activity took place during the celebrations in Europe”. The LYLM initiative has been presented at meetings of both the Central Markets EU project and the URBACT Markets project and several partner cities decided to participate in the 2014 LYLM. ✖

LOVE YOUR LOCAL MARKET consists of a celebration of the market culture over a fortnight in May each year. Borough Market, Southwark, London. ◊ BOROUGH MARKET

**Cities**  
All cities

**Over 900 markets** took part in 2014, putting on over 7,000 events

## Barcelona’s market remodelling process



➤ The redevelopment process, started in the 90’s, is carried out between city council (IMMB) and traders of each one of the markets. At the base of the intervention there is an agreement including a plan of action, a time scale, management during the transition period, new services to be introduced, new licences and budget.

Prior to its implementation an in-depth study is carried out and different variables are analysed: history, socio-economics, culture, demographics and commerce. To secure the funds needed and the viability of carrying out the remodelling depends on private public partnership.

Funding comes from:

1. **Public investment**
2. **Market traders’ contribution: price per square metre or linear metre stall as a result of an agreement signed by the city council and traders**
3. **New activities and complementary services: Business mix (new operators: supermarkets)**

New operators have to apply to a public bid. If they meet the conditions they will be appointed for 25 years as a new operator and will have to pay part of its remodelling total cost which is usually a percent-

age that varies depending on the scale and shape of the market remodelling, the location and the surface area to be occupied by the new operator. In addition, both traders and new operators (supermarkets & restaurants) will have to pay for:

- ◆ **Occupancy of Public Space tax according to the square metres of their commercial stall, area, warehouse, etc. ;**
- ◆ **Markets stallholders Association membership fee.**

New traders are obliged to become members of the Market stallholders Association. Since the membership fee is based according to surface area (m<sup>2</sup>) occupied within the market, new operators like supermarkets increase association incomes considerably..

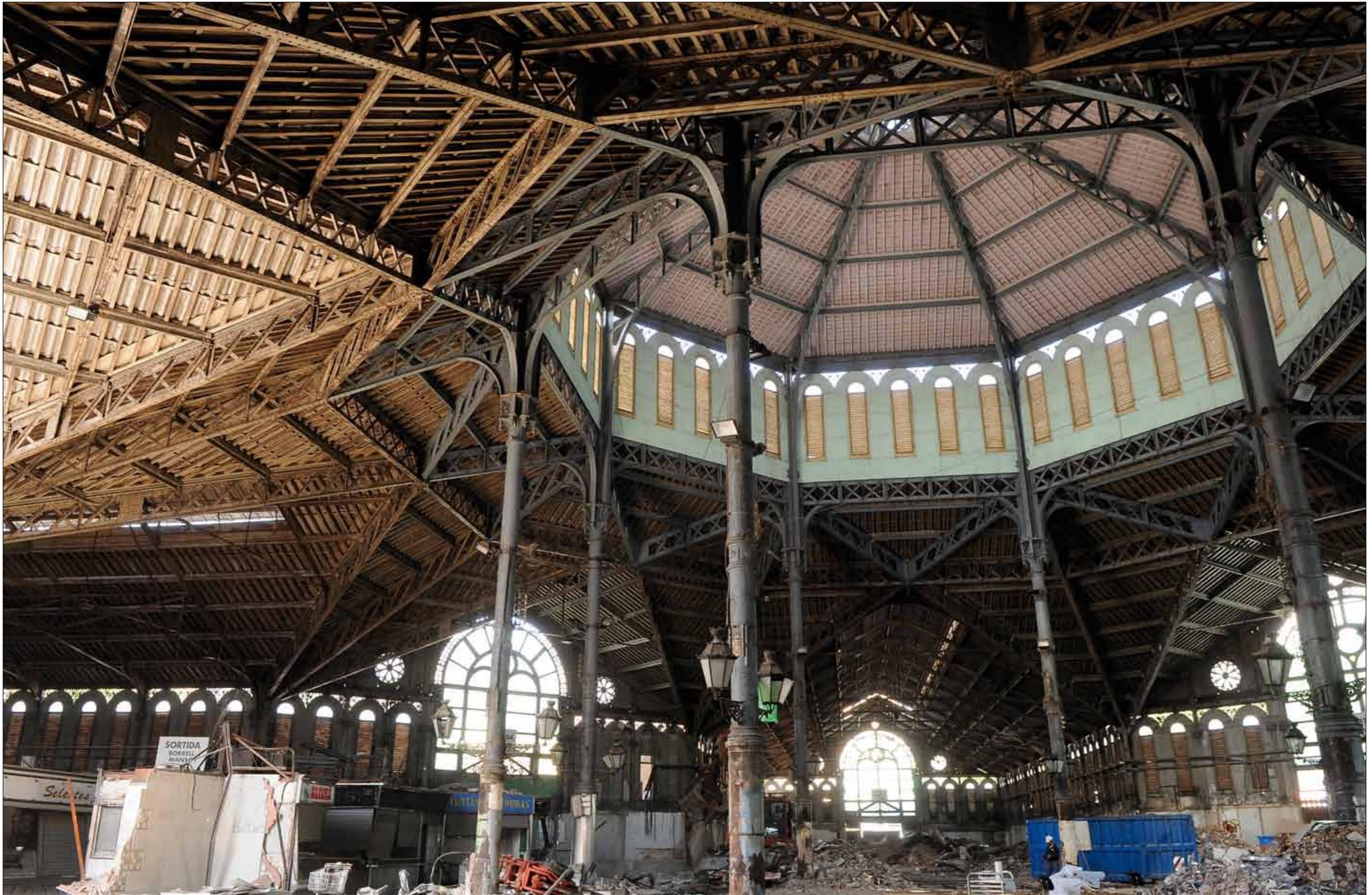
New operators mean more incomes, global and better management and common new market services. Supermarkets installed inside the markets offer one-stop-shopping for the citizens and the benefits have been acknowledged by them with an increase in the number of visitors.

Since the remodelling process began, the markets’ annual turnover has increased and its efficiency system guarantees its financial sustainability. ✖

On the left, image of the remodeling works in Sant Antoni market. On the right, Sants Market, when the stalls were built. ◊ JORDI CASANAS / IMMB.

**City**  
Barcelona

**24 markets** have been renewed since 1992



Refurbishment  
works in  
Sant Antoni  
market.  
◇ JORDI CASANAS  
/ IMMB

## Management systems

Among the variety of options in market management, we shall focus particularly on those in which a public body or government entity participates, at least by owning the facilities or claiming another legal title over them, thus assuming a public responsibility. Wholly private markets may benefit from several of the contents from this document, but, as far as management is concerned, they usually fall within the legal and regulatory framework of private activities, more flexible in many aspects.

In the public sphere, local councils are those that are usually assigned the responsibility and ownership of the markets, and therefore they are the ones that have the powers to develop rules and regulations in that regard.

Generally speaking, there are two main operating or management models:

### 1. Private management with public ownership

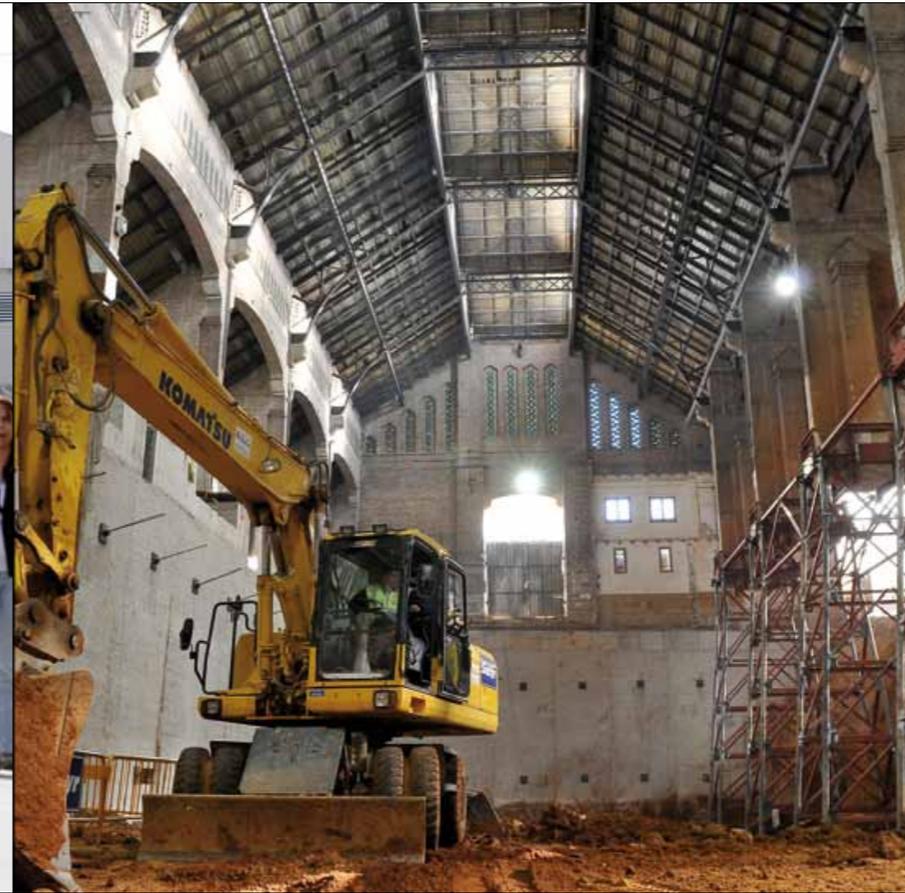
Within this option a wide scope of possibilities may be found regarding public involvement, ranging from the council acting as a mere landlord, without further involvement, to a minimal participation in its management.

Very often, the local councils adopt any, or all, of the following approaches:

- ◆ Adopting rules and regulations of varying levels of detail regarding the management.
- ◆ Appointing a public official and/or a technical civil servant to manage the market.
- ◆ Control and management of an administrative procedure to assign or allocate the sales space.

As we said, not every case is the same, thus there are local councils that do not participate in the selection of the traders working in the markets.

However, the daily management of the market by one or several private operators is a common characteristic. It may be achieved by means of concession and management to a single private company, which subsequently leases the spaces and assumes the management and its costs. Alternatively, and frequently, the traders form together a legal entity, usually an associ-



ation, with which the local council signs an agreement or covenant to entrust them with the management.

### 2. Mixed, public-private management

In this case we also find different varieties. The difference is that there is always a degree of involvement including at least the three practices mentioned in the case of private management: regulation, political and technical officials, and control of the allocation of the spaces.

We also often find the direct collection of public fees or rates in order to operate in the markets, in exchange for several benefits and services.

And it is here where we find the different options and ways to define the role in the management that the concerned parties -the government and the private stakeholders- can assume, each corresponding to one of the different models of commerce in the market.

→ While markets remain closed due to renovations, temporary spaces are opened to maintain economic activity. In the picture, the provisional market of Sants, housed in a huge tent.

→ Above, initial construction works of underground floors in Sants market.

→ Down, the new market, already in operation, with new stalls.  
◇ JORDI CASANAS / IMMB

Regardless of the specific management structure adopted by each market or city (public, private etc) an efficient markets management structure should take into account the issues covered in the chapters of this book.

1. Commercial aspects: commercial mix, selection of traders, provision of services, professionalization...
2. Enhancing its social role and designing a sustainable integration with the neighborhood.
3. Integrating the market's strategy into the cities' urban planning policy (generation of public spaces, preserving public heritage...)

Clear definition of roles: Whatever the model of management, it is important to clearly establish who the interlocutors are which will discuss management issues, both on behalf of the traders and on behalf of the owner of the facilities. Traders' associations and the local government administrators usually fulfil this role, but it is still common to find markets lacking such a definition of roles.

In this particular area it is essential to involve the traders as much as possible, since this will determine many of the factors that will make the market attractive and competitive. Assuming an individual and collective awareness and responsibility of its relevance may make the difference between a market with a promising future and one that merely survives.

Finally, with a broader vision, those cities with more than one market are the ones that will have to consider a system of management, necessarily with more governmental involvement and orientation, bringing together the facilities as a network.

## Business improvement districts

Another tool to address some issues linked with markets management can be setting up Business Improvement districts. If properly implemented, they can be an excellent way to promote their commercial appeal through a harmonic, coordinated strategy involving closer cooperation between public and private stakeholders and a greater role for local businesses.

# Barcelona's public-private management system

Barcelona promotes a balanced distribution network of markets throughout the city that have real influence on the everyday lives of the city's residents. **The markets are also used as a centre for commerce and services, and as a catalyst for the economic revitalisation of their surroundings.** They are consequently an essential part of the Municipal Action Plan, which is the route map for strategic planning in the city, reviewed every four years.

One of the cornerstones of the Barcelona markets model is its management system. It is ruled by a public but autonomous body called Barcelona Institute of Markets (IMMB) having broad competences on markets. The long term political consensus around the markets and the IMMB management body system has enabled the city to conserve, consolidate, improve and enhance the network of markets. It has been done with the involvement of the public sector and wide public acceptance. 24 markets have been renovated and 7 are currently under a renovation procedure. This is known as *Barcelona's model of market remodelling*.

The IMMB's management system could be summarised as follows:

- 1. Publicly led management system.** The IMMB is the owner of the buildings, promotes the modernisation of markets (infrastructures, services, commercial and promotion areas) and approves regulations and bylaws. Thus, the city of Barcelona, by means of the IMMB retains a vital management space for the city to promote public policies on trade, social cohesion, sustainability and healthy alimentary habits. Barcelona city council retains control over the IMMB in matters such as opening and closing markets or approving market regulations.
- 2. Wide autonomy, stability and professionalization.** IMMB is composed of a team of professionals highly specialized in markets. It's stability over the



years and its necessary administrative powers has favoured the development a critical know-how in markets management and operation. It also has provided a large number of benefits (more strength in negotiations with private investors, generation of confidence with retailers, economies of scale in the management of single markets and in markets remodelling...).

Stalls in Llibertat market.  
 ◊ JORDI CASAÑAS / IMMB

City  
Barcelona

The City Council with the traders manage the markets

- 3. The traders in each market are organized into associations,** which, among other activities are managing the cleaning and security of the markets, and participate actively in the promotional activities undertaken. No market remodelling is promoted without the approval of the retailers. IMMB appoints a director in each market (some of them share the same director), whose roles are coordinating with the trader's association, supervising the functioning of the market on a daily basis, and channelling the most relevant stallholder demands to Institut Municipal de Mercats de Barcelona.
- 4. Involvement of the private sector to help financing the operational aspects the markets** - with two different dimensions: Traders and new operators. The involvement of private investors and new operators (supermarkets, restaurants, other shops...) in the financing of new markets is essential to the process: the rental of spaces paid by them, and the system of long-term public concessions that are obtained from sellers through private competition, ensures the profitability of their investment in the remodelling process and less reliance on public funds. This system allows them to finance between 40-50% of the overall cost which ensures greater commercial viability of its operations after the works.
- 5. Citizens' involvement in the markets daily life,** through their involvement in the organization of cultural activities, use of meeting rooms inside the markets, and who are also heard in specific consultations during the process of new market builds / remodelling, ensure strong public acceptance and cohesion in the neighbourhood.
- 6. Public control over compliance with regulations,** services, new schedules giving greater prestige to market retailers ✕



Case box 12

## Torino's public management system

**↑** Torino's open markets are directly managed by the City Hall, with the exception of some covered markets which are coordinated by cooperatives of vendors.

It is in fact true that, within Italian law, the legislative role in the field of trade and competition is with the central State and Regions, while cities have the task of enforcing the regulation through the elaboration of administrative acts issued by the city councils.

It is therefore the City Hall that issues the call for the assignation of the stalls within the 38 urban open markets and it is the same entity that grants licences for commercial activities. In the same way the cost of the occupation of public spaces is defined and collected by City Hall, and it covers part of the management costs. Also garbage collection is managed by the public body and it is implemented by a public corpora-

tion (AMIAT) that operates in the urban area. Despite the centralised management system, vendors have the possibility to influence management decisions through a specific body called in *market commission*. It is an advisory body that is present in each market and it is made up of a variable number of components (3 to 9, according to the markets' dimension). The issues on which the commissions are competent are: markets or parking lots renewals; promotional activities; changes to opening hours; definition of mobility measures within the spaces around the market and its adjacent areas; changing proposals related to the structures, facilities or services.

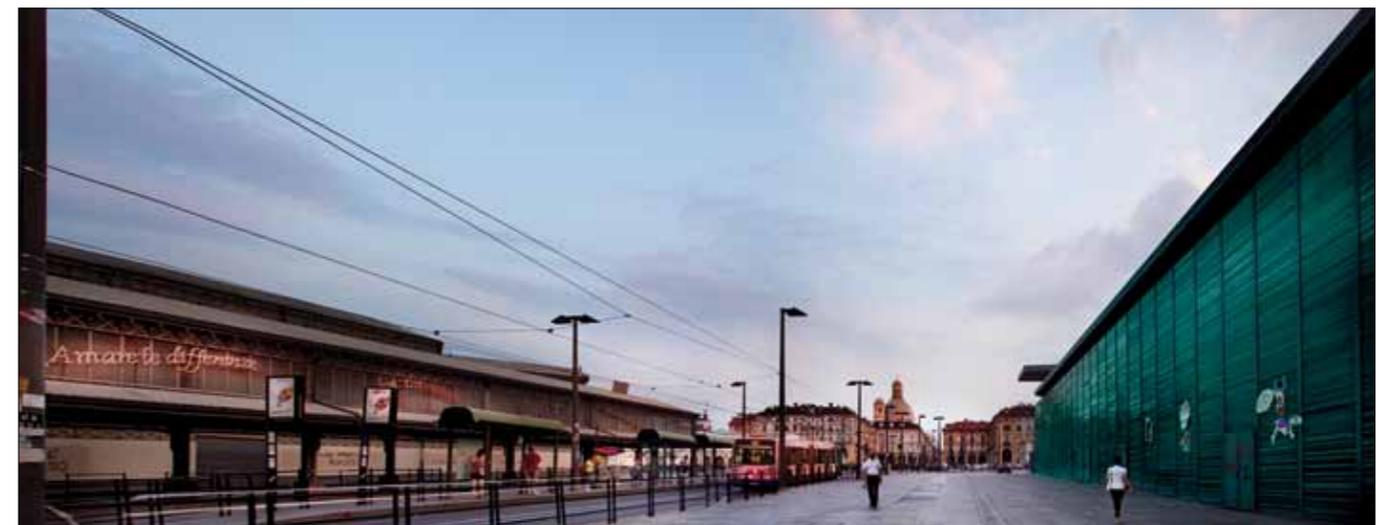
Opening hours are disciplined by a municipal regulation and are regulated case by case by a Mayor's order, after a consultation with the Technical Advisory Commission, trade associations, consumer associations and Markets' Commissions. ❖

Porta Palazzo Market.  
 ◊ COURTESY OF  
 COMUNE DI TORINO

City  
 Torino



Porta Palazzo, photo courtesy of Conservatoria delle Cucine Mediterranee. ◊ LAURA FORMICOLA



Torino, panoramica Porta Palazzo, courtesy of Comune di Torino  
 ◊ PIERO OTTAVIANO

## London's public - private management system

Unlike many European cities London's retail markets are licensed at district (local authority) rather than city level. There are 33 local authorities across Greater London and over 200 markets.

The Strategic Authority for London, the Greater London Authority, led by the Mayor of London has no role in the licensing, management or operation of London's retail markets. The Mayor's role extends to setting the strategic spatial development plan for Greater London, which authorities must have regard to. This contains 'guidance' about their responsibilities in respect of markets.

The power to license markets at local authority (district) level is provided for by national and regional (London) level legislation. Licensing is determined locally irrespective of whether markets are publicly or privately managed and operated. This devolution of power respects local priorities, resources and decision making within the control of locally elected politicians within each authority.

**In central and inner London (the historic, commercial and cultural heart of London) 54% of markets are directly managed and operated by local authorities. A further 39% are managed and operated commercially by private providers; and the remaining 7% are operated by a mixture of Trusts, Community Interest Companies and other forms of management.** The management split across Greater London likely varies, albeit not dramatically.

More than 80% of central and inner London's publicly managed and operated markets are licensed to operate under the London Local Authorities Act 1990. The legislation is rigorous and prescriptive conditioning significant elements of a markets operation, including pitch sizes, fees, hours of operation, etc. For many the legislation is outdated, stifling investment and entrepreneurialism.



Many of the 39% of central and inner London's markets that are privately operated are not 'licensed' under the London Local Authorities Act, but permitted to trade under charter rights, planning regulations or other agreements. These arrangements generally confer greater freedoms on private operators, which support more commercial operations, and, therefore, job creation, investment and development.

Brixton Village,  
Lambeth, London.  
◊ DAVID SAMPSON

City  
London

The London Local Authorities Act 1990 provides that any surpluses (profits) generated by a market must be reinvested in the market or redistributed to traders. Surpluses may not be exploited by a local authority and diverted to support other priorities. This arrangement appears self-sustaining and virtuous.

However, in practice, as markets' share of the retail sector has dwindled, so have their profits. Local authorities struggling to accommodate centrally imposed funding cuts find it hard to justify investment in assets from which they cannot reap a financial return.

Conversely, the managers and operators of privately operated markets are freer to organize their markets along commercial lines, including the layout, product selection, operating hours and fees for trading. Although private operators face many of the same challenges as public market managers, the greater freedoms they enjoy has tended to underpin relatively greater commercial success.

Local authorities are legally bound to produce a Local Development Framework or Unitary Plan, which sets out how they will manage the authority area, covering everything from housing, workspace provision, school places and transportation to markets, whether publicly or privately managed and operated. This must be written within the framework of the guidance provide by the Mayor in the spatial development plan for London – the London Plan. Authorities are at liberty to provide a detailed or less then detailed focus on their markets within their local plans. Oversight and/or accountability for implementation is effectively provided for by voters through the ballot box. Most authorities also produce markets specific strategies, either individually or across a portfolio of markets. There is no statutory responsibility to do so, however, and the content and quality varies considerably. ❖

# The Business Improvement Districts (BIDs)

**↑** A Business Improvement District is an area within a city in which the local private actors (businesses, especially) agree to pay an additional tax in order to pay for certain improvements or additional services and activities aimed at building a more favourable commercial environment. The size of the area may vary considerably, from just a section of one single street to whole neighbourhoods. Each BID organises itself in the way that best suits the area's needs, but it will generally involve some or all of the following:

- ◆ Additional cleaning of the streets
- ◆ Embellishing the area and local businesses,
- ◆ Private security, organisation of street fairs and markets,
- ◆ Publicity campaigns
- ◆ Common marketing services
- ◆ Creation of access services (e.g. free parking or shuttles)
- ◆ Uniform business hours
- ◆ Shared commercial services (e.g. home delivery shopping)
- ◆ Development of common strategies.

The popularity of BIDs has grown since the first one was created in Toronto, and the system is currently being used in many districts all over Europe and the Americas. Although it was initially designed to improve declining or rundown areas, it has broadened its scope and BIDs have been created in flourishing commercial areas (or even industrial zones) **in order to fund additional services, promote local businesses or develop common strategies to further increase their prosperity and appeal.**

BIDs are generally created by the initiative of local stakeholders (businesses, generally), who propose the creation of the district to the public authority. A vote is then normally held among the concerned businesses and neighbours. If the proposition receives majority support, the city council passes the appropriate legislation and the BID is thus created.

The guiding principle of BIDs is public-private cooperation. It is important to underscore the fact that BIDs seek to provide typically public services by private actors under private management. This requires setting up some sort of body responsible for the management of the BID, involving both local authorities and private stakeholders. Several organisational structures are possible, although, depending on the applicable legal framework, these will generally take the form of associations and consortiums, including representatives of both private stakeholders and public authorities, under the management of an especially appointed individual. As explained above, the funds will generally be collected by an additional contribution. A popular alternative is keeping the existing tax burden, while devoting part of the tax revenue to the BID budget.



Additional sources of funding may include:

- ◆ Public contributions:
  - Loans from public authorities.
  - Additional public funds for the most efficient and well-managed BIDs, according to criteria defined by the public authorities.
  - Loans or contributions from the local chamber of commerce or similar bodies.
- ◆ Private contributions:
  - Bank loans.
- ◆ Self-financing:
  - Fundraising through sponsors, publicity or events.

Although BIDs can boast an overall successful record in turning rundown neighbourhoods into prosperous commercial districts or increasing the attractiveness of already popular shopping areas, they may also raise legitimate concerns. First and foremost, BIDs may take their toll on small, independently-owned businesses, since the increased popularity of the district often leads to higher leasing rents they may not be able to afford, thus leaving only large commercial chain stores in the area.

This would be a lesser concern for markets under public management, since the rent is not set by market forces, but rather by the public authority. Another problematic issue is how BIDs are set up, since they may be created under the pressure of the more powerful and influential stakeholders against the interests of the smaller ones. The same might apply to their management, which could fall under the control of only the more relevant local businesses. ❖

Brixton High Street, Lambeth, London.  
 ◊ OWAIN JONES

City  
 London



← from page 47

## ➤ Integrated strategy for action

Markets bring many stakeholders together, in particular traders and stall holders, operators and owners of markets and customers. All of them have particular interests and demands towards markets development<sup>2</sup>. In addition, markets can be a driver for the sustainable development of a city and its neighbourhoods, opening up a variety of opportunities for the benefit of both the success of the market and the sustainable development of the city.

In order to make use of these market opportunities for sustainable urban development and to ensure the economic success of markets, the mix of interests and activities of the stakeholders has to be coordinated and directed forwards a common goal. This demands a shared commitment, in particular between traders, market owners and public administration.

One way of doing this is the joint development and implementation of an integrated strategy for action that contains a common vision, coordinated objectives and implementable actions for market development (cf. chapter 2.1) and its integration into the neighbourhood (cf. chapter 2.6).

### How can we produce a joint strategy for action?

To develop a joint strategy for action, requires direct dialogue with and among the stakeholders – as local experts and as parties concerned – to coordinate their demands and link them with the development opportunities of the market for the city. So, relevant stakeholders have to be involved in the development and implementation of the integrated strategy for action.

For this, **four main steps** have to be planned, prepared and implemented:

1. Build up a local support group and involve them in the preparation process
2. Analyse the current situation
3. Develop a vision, objectives and actions
4. Develop structures and procedures

An integrated strategy for action that contains a common vision, coordinated objectives and implementable actions for the market's development

### Building up a local support group and involving them in the preparation process

A Local Support Group (LSG) brings the relevant stakeholders together for the joint development of a strategy for action allowing them

- ◆ to recognise and understand each others' interests and demands
- ◆ to develop sustainable solutions closer to these interests and demands
- ◆ to balance and coordinate these interests and demands among the stakeholders and combine them with the opportunities markets can provide for sustainable urban development

<sup>2</sup> Demands might be:

- Product and services can be sold at the market with a sufficient profit margin to stay in business and stall operating costs are feasible in relation to the profit margin.
- Availability of needed technical infrastructure at the market to be able to sell products.
- Operating costs and reserves for remodelling the market are proportionate in relation to the revenues gained through the traders fee / rental of space, allowing for the creation of a profitable market.
- Mix of products, services and activities meet the customers' need.
- Friendly and informative traders (customer relation).
- Attractive market place that invites one to spend time, shop and socialise.
- Good accessibility.
- Opening hours according to the needs of the customers.
- Information about the market and its products.

➔ On top, Institut Municipal de Mercats de Barcelona staff in Barceloneta market.  
◊ IMMB

➔ Down, performance of the Castellers de Sants forming human tower in opening of the new Sants market.  
◊ JORDI CASAÑAS / IMMB

Joint development also increases the stakeholders' understanding of how to run a market successfully and how to integrate it into neighbourhood development. The co creation of a strategy for action will also lead to a stronger identification with the vision, objectives and actions it contains and lead to stronger support for their implementation ("feeling of ownership": a person is more willing to support something when being involved in its development). To a certain extent this can help to generate further (private) resources for the implementation of actions (labour, knowledge and finances).

## Identifying the participants of the LSG

Answering the following questions can be helpful to identify the stakeholders involved in the LSG and to motivate them to participate:

1. Who might be interested in or affected by the 'results' of the strategy for action? Who might be needed and responsible for the implementation and compliance with it?
2. What might make them participate and co-operate?
3. What are their needs and interests?

To be able to answer question 1, identifying the participants of the LSG, different methods can be applied. One method is stakeholder analysis<sup>3</sup>. It helps to identify people and representatives of institutions that are highly concerned (interest) and in a strong position (power, influence) to support (or to block) the development of markets and to link it with neighbourhood development.

Typical stakeholders to be included in a LSG could be:

- ♦ trader representatives
- ♦ stallholder organisations
- ♦ public and private market operators
- ♦ suppliers and local producers selling products in the market
- ♦ municipal departments (in particular economic development, urban planning and development, waste management)
- ♦ local council members and mayor's office
- ♦ chamber of commerce and crafts;  
Trade and Services Association

- ♦ private organisations responsible for the business improvement of neighbourhoods
- ♦ NGOs and citizens' associations

It is important for the composition of the LSG to bring people together from different (professional) backgrounds in an interdisciplinary team. Another important aspect is that the representatives of the institutions have statutory power to take decisions, so that solutions can directly be discussed and decisions taken. The continuous participation of the same people is also important to build up trust between the participants.

Benefits of participation at the LSG are:

- ♦ The opportunity to incorporate their professional interests and concerns (of the institution the person represented)
- ♦ Consideration of their interests and concerns in the framework for action;
- ♦ The informal space within the LSG to exchange and discuss in an interdisciplinary group about needs, policies and actions with other stakeholders to find better solutions
- ♦ The opportunity to tap into funding for their own activities.

Also it can be a convenient opportunity to

- ♦ present further information about the idea to develop a strategy for action and to implement the LSG.
- ♦ inquire about the demands and interests within the market and neighbourhood development and their motivation and expectations in taking part in the LSG and the development of a strategy for action (question 3).

<sup>3</sup>For further reference on "stakeholder analysis" check [www.mindtools.com/pages/article/newPPM\\_07.htm](http://www.mindtools.com/pages/article/newPPM_07.htm)

## Involving local support groups helps to provide an overview and raise awareness about the current situation and enables the development of a tailor-made and targeted and action orientated strategy for action

### Involving the LSG

Answering the following two questions can be helpful in order to organise the involvement of the LSG and further stakeholders in the development of the strategy:

1. Which parts of the strategy for action can be influenced or defined by the LSG and further stakeholders?
2. How are the LSG and other stakeholders to be involved in the development of these contents?

The LSG can use a range of participative methodologies such as thematic working groups working on specific field of actions, practitioner and stakeholder workshops, common study visits, presentation of good-practice examples, open discussions and brainstorming as well as common surveys and group interviews.

### Analysing the current situation of the market and the neighbourhood

To ensure the economic success of the market and make it a driver of sustainable urban development, an analysis of the current situation of the market and the neighbourhood is of particular importance. It helps to provide an overview and raise awareness about the current situation. It assists the institution in charge of producing the strategy for action and the

LSG members in disclosing (possible) conflicts and the 'real' need for actions, improvement and adaptation. This enables the development of a *tailor-made* and targeted and oriented strategy for action, based on the identified challenges, opportunities and needs for the market and the neighbourhood.

Answering the following questions can be helpful for a thorough analysis to make the market more attractive and successful:

- ♦ What are the demands of the customers with regards to the market (site), i.e. commercial offer, services, infrastructure? How can the market contribute to satisfying them? Cf. chapter 2.1 and 2.3.2, Markets meet the demands and needs of its neighbourhood customers.
- ♦ How to attract new customers, for example, tourists? Cf. chapter 2.5.
- ♦ What are the demands of the stallholders, i.e. concerning market management, organisation, services and infrastructure? How can the market management satisfy them?
- ♦ What are the professionalisation needs of stallholders, i.e. in terms of customer relations and PR? Cf. chapter 2.1, Professionalisation of stallholders - customer relations.
- ♦ What are the upkeep and renewal needs of the market building / street? Cf. chapter 2.1, Upkeep and renewal of the building / street.
- ♦ What are the needs and challenges of the market and the neighbourhood? Are there common issues?
- ♦ How can the market improve of the social and economic situation of the neighbourhood, i.e. in terms of job opportunities and social services; cooperation with surrounding high streets, shops and restaurants; offer of new social and cultural activities on the premises of the market? Cf. chapter 2.3.
- ♦ How can energy consumption and waste production be reduced? What is the potential? How can CO2-emissions be reduced, i.e. through shortening the supply chain by sourcing and selling local food, recycling, etc. Cf. chapter 2.4.

Comparing the answers with the current situation can give crucial hints for action and coordination needs e.g. for adapting the commercial mix, the customer and stallholders related facilities and services, the opening hours; the improvement of the common management services for example in the field of communication and promotion of the market and

its commercial offer; the adaptation of the maintenance and improvement plan of the market building / street, training for stallholders or actions to reduce environmental impact through market activities.

The analysis also needs to account for existing policies, guidelines, actions, instruments, by-laws, etc. for market and neighbourhood development. It needs to check if they are adequate, or have to be adapted or supplemented.

The main sources for the analysis of the current situation can be

- ♦ existing documents and publications from public and private institutions (studies, reports, secondary data, literature),
- ♦ interviews and questioning of stakeholders,
- ♦ the commissioning of studies to gain missing information,
- ♦ PESTEL [http://en.wikipedia.org/wiki/PEST\\_analysis](http://en.wikipedia.org/wiki/PEST_analysis) and SWOT analysis ([http://en.wikipedia.org/wiki/SWOT\\_analysis](http://en.wikipedia.org/wiki/SWOT_analysis)).

LSG members can also be engaged in conducting the analysis of the current situation. They can provide relevant documents and act as interview partners. In addition the LSG can be a very constructive 'place' to discuss (intermediate) results of the analysis. This encourages a shared diagnosis and a common understanding about the current situation and existing needs, challenges and conflicts by the members of the LSG. This facilitates the joint development of the strategy for action, defining the content and common objectives and actions.

## Developing the vision, objectives and actions

The development of a shared vision, objectives and actions for the market development and its integration into the neighbourhood – based on the results of the analysis of the current situation – is a crucial element of the strategy.

The shared vision presents the aspired future of the market and its interaction with the neighbourhood. It reflects how the municipality, the market manager and the stakeholders involved would like to “see” the market and its relation with the neighbourhood in the long-term. It is the guiding framework for the deduction of objectives and actions in the further process toward which the municipality, the market managers and the stakeholders will orient their future activities (cf. Case box 12, p. 50).

One method to develop the vision is to turn all challenges, opportunities and needs identified during the analysis of the current situation into positive messages. From these the vision can be derived. Discussions and public debates are also of help in defining the vision for the market. The vision can be very general. It should provide positive statements that everyone can agree on. This will make it more likely to gain broad approval and support for the vision.

Coherent **objectives** in support of the vision can be derived from the shared vision. In addition, this shared definition of objectives allows coordination and exposure of conflicts, which in turn could be discussed in the LSG in order to find viable solutions and to minimise conflicts during the implementation of the strategy. Thus, the objectives serve to operationalise the vision with regard to the development of the market and its integration in the neighbourhood. One popular method is analysing existing documents for relevant objectives to start the discussion. This approach also has the advantage of avoiding “reinventing the wheel” and building upon existing *ideas*. Including such objectives into the strategy demonstrates its consistency with other documents.

### Case box 15

## Examples of visions for the development of markets

**ATTICA:** In 2020, Varvakeios Market will have established itself as a sustainable, multi-level governed market with a distinct quality footprint and a leading role in the Greek agro-food chain and economy.

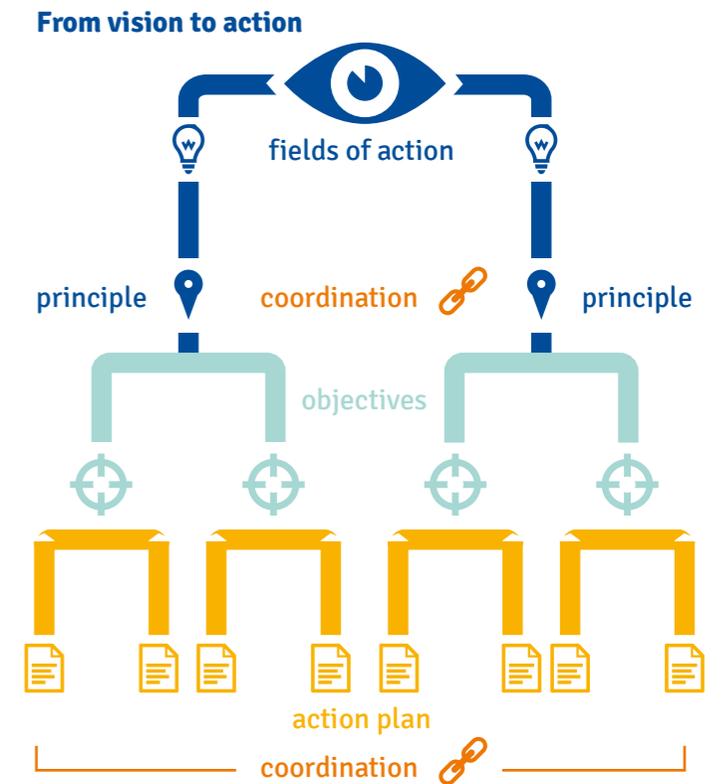
**SUCEAVA:** In 2025, the markets in Suceava Municipality will become an authentic and friendly space, providing diversified local products, with modern and salubrious facilities, representing a social place for locals and for tourists! The model for markets in the future is based on the premise that markets should play a major role in the community's life within the local commercial activities and local urban development.

**BARCELONA:** Barcelona's city markets will be the soul of the city, the driver and leader of the city's locally-oriented retail and commerce, and benchmarks in terms of health and sustainability. Barcelona's markets supply quality produce to citizens, promote a healthy style of life, ensuring social cohesion and the joining together of neighbourhoods, whilst developing the economy and providing employment as part of a locally-orientated commerce model that contributes to making Barcelona a city that brings wellbeing to its citizens. ❖

Based on the objectives, a set of coherent and concrete actions can be defined - in direct support of the achievement of the objectives. This ensures the development of actions directly targeted at the improvement of the market and neighbourhood area to reach its desired future. In addition, the co-development of actions allows the coordination of actions between the stallholders, capitalising on synergy effects.

One popular method is analysing existing documents (policies, concepts, plans, etc.) for relevant actions to start off the discussion –as done for the development of the objectives. LSG members can be asked to provide such information (i.e. by sending a questionnaire or during a LSG meeting). Results can be discussed concerning the relevance of the actions. Also *missing* actions can be brainstormed and discussed within the LSG.

For examples of objectives and actions see the Local Action Plans of the URBACT markets network partners: <http://urbact.eu/en/projects/urban-renewal/urbact-markets/our-outputs/>.





Brixton Night Market,  
Lambeth, London.  
◊ OWAIN JONES

## The development of a shared vision, objectives and actions for a markets development and its integration into the neighbourhood is a crucial element of the strategy

While developing a vision, objectives and actions, it is of particular importance that

- ◆ the vision, objectives and actions deal with the challenges, opportunities and needs identified during the analysis of the current situation and the issues determined to be addressed in the strategy for action;
- ◆ they are agreed on by the stakeholders involved;
- ◆ the objectives help to meet the vision, and the actions help to reach the objectives in a stringent and coherent progression from vision to actions;
- ◆ inconsistencies between objectives and between actions are checked and discussed to find solutions.

It is important to involve the LSG when defining and coordinating the vision, objectives and actions and finding solutions for identified conflicts. A good method for this is holding workshops and public debates. This encourages the support of the content of the strategy, its implementation and compliance.

Another technique is to list objectives and actions which are written in a more general way to encourage more precise formulations and at the same time to avoid a “defensive” attitude by the stakeholders. That makes the stakeholders feel themselves to be the “owners” of the objectives and actions and this strengthens their identification with the strategy.

A further approach to developing objectives and actions is involving external experts, as they have the experience and expertise to transform challenges and opportunities into feasible objectives and actions.

Also it is recommended to define key actions, that are highly relevant for the achievement of the objectives and on which the available resources / funds should be concentrated. These key actions should be summarised in a Local Action Plan (LAP), providing further information about them in preparation for their implementation. Thereby it is helpful to define:

- ◆ **Responsibility:** Naming the institution/ person responsible for the implementation of the action that will be the contact person and coordinator for the action. In addition the stakeholders to be involved in the development and implementation of the action are named.

Field of action	Principle							
	Objective	#	Project title + description	Responsibility (stakeholders to involve)	Financial Resources	Funding by	Financing secured	Time schedule
Objective 1 <i>Brief explanation</i>	1.1	Title of 'Action 1' Brief descriptions stating requirements	Planning Department, Mr. A (Tourism Office)	50.000 €	Municipal budget	Yes	2012	3.1
	1.2	Title of 'Action 2' Brief descriptions stating requirements	Tourism Office, Ms. B (Preservation authority)	10.000 €	Municipal budget +ERDF	Yes	2012	–
Objective 2 <i>Brief explanation</i>	2.1	Title of 'Action 1' Brief descriptions stating requirements	Economic Department, Ms. C (City Marketing)	250.000 €	Urban Development programm	No	2013	1.1
	2.2	Title of 'Action 2' Brief descriptions stating requirements	City Marketing, Mr. D (Tourism Office)	5.000 €	Municipal budget	Yes	2011	–

- ◆ **Resources:** Estimation of the financial and human resources needed for implementing the action.
- ◆ **Funding by/ Funding programme:** Information on where the financial resources will come from (i.e. from municipal budget, regional, national or EU programme, private institution, etc.).
- ◆ **Financial resources secured:** Stating “yes” or “no” depending on whether the financial resources are secured or not. In case they are not, the next step will be to acquire further resources or to adapt the action to financial constraints.
- ◆ **Time schedule:** Stating in which year the action ought to be implemented. By that time the necessary resources should be available.
- ◆ **Links to other projects:** Stating links to other projects which are directly related to the action.

It is important to involve the LSG in the definition of the key actions. One way of doing it could be, after having discussed the list of actions and their importance, that each LSG member gets a certain number of points he/she can allocate to his/her preferred actions (i.e. 10 points for 10 actions). Through the allocation of the points by all LSG-members the key actions will be defined.

## Developing structures and procedures

Not only do actions assist market development and its integration into the neighbourhood, structures and procedures for daily work routines are also important and will need to be defined so as to allow the coordination of (new) demands, actions and conflicts as well decision making which considers and complies with the strategy for action.

Thus, corresponding structures show people which organisation is responsible and who is the contact person for specific situations and the decision-making with regards to the market development and its integration into the neighbourhood. The procedures demonstrate the sequence of ‘actions’ to follow to be able to coordinate different demands and to come to sustainable solutions for specific situations.

In addition, structures and procedures which bring the relevant stakeholders together are very helpful in improving the working relationship between them. They also help to reduce conflicts and frictions in the management of markets as well as in the implementation and development of actions, concepts and plans.

▶▶ on next page 66



The new Flea  
Market *Encants*  
Barcelona.  
◆ PAU FABREGAT  
/ IMMB

← from page 63

So, structures and procedures define mechanisms of interaction among governmental departments, non-governmental institutions, private actors, etc. to effectively manage the market and its neighbourhood integration.

Answering the following three questions supports the identification and development of relevant structures and procedures for market development and its integration into the neighbourhood.

1. What are the typical situations relevant to ensuring successful management of the market and its integration into the neighbourhood?
2. Which institutions are/ should be responsible for making decisions and being the contact person for the identified situations?
3. Which procedures exist/ are needed to ensure that decisions taken are in line with the market development?

As for the development of the objectives and actions for the strategy of action, it is important to involve the LSG in the review and definition of structures and procedures. The discussion assists the improvement, understanding, support and compliance of the defined structures and procedures.

## Markets can contribute significantly to the economic and social development of a neighbourhood



↔ Designer Mart at Cow's Lane  
◇ TEMPLA BAR CULTURAL TRUST

↔ Next page Torino City Centre.  
◇ PIERO OTTAVIANO

↔ Down, the refurbishment an historic markets, such as Sants in the picture, has helped to create pedestrian spaces.  
◇ JORDI CASANAS / IMMB



## ➤ Neighbourhood integration

Markets are important places for business and commerce, but also they are places of exchange, a physical space where people gather to exchange goods and have a chat. And most of these people belong to the area of the city where the market is located. Thus, markets can contribute significantly to the economic and social development of a neighbourhood.

For some segments of the residents, in particular the elderly and groups that sometimes have weak social relationships, the market and local commerce represent a crucial way to get daily access to essential goods, but also to maintain friendly and human relations. For all those people, having a place where they can meet other people and communicate is of vital importance, far beyond the simple commercial function that the market carries out.

### Economic

Markets are important places for business and commerce where people gather to buy and sell, thus contributing to the economic development of the city and its neighbourhood. They provide job opportunities for the local workforce; complement the existing commercial offer, make the neighbourhood commercially more attractive and through this attract more customers, not only to the market but also the surrounding commercial areas and shops, supporting the economic development of the neighbourhood. Traders and market owners pay taxes. Local markets represent local added-value, etc.

### Complementing a neighbourhood's commercial offer

A market is able to complement the commercial offer of a specific neighbourhood or of an entire city, because it is able to compete with other forms of business that are present in the area. It can increase the overall offer of services and goods, guaranteeing more earnings for traders and offering a useful service to the citizens.

In the last few decades we have witnessed an increase in the evolution of the commercial offer and of consumer habits. Buying methods have also changed and the possibility to get access to goods and services has increased. Alongside traditional distribution channels, a lot of new possibilities have emerged which have radically changed the world of commerce (large-scale retail trade, online commerce, franchising brands, outlets and commercial thematic parks, etc.).

Facing these major changes, markets have remained almost static as have local shops. According to the points stated before, it is important to understand that the concept of competition among similar activities located nearby has to be considered partly as “obsolete”. The level of competition is growing and competition comes also “out of the area”. Market operators, in particular in traditional commerce, must realise that the stallholder next door is not their “only” competitor, but there are a lot of other elements of competition.

In order to face this challenge and gain competitiveness regarding the new kind of commerce, it is essential to build integrated commercial systems, considering the markets, the local shops and the specialised point of sales, as a unique commercial offer able to attract consumers.

In order to do so, markets and other retailers, represented in the same neighbourhood, have to complement their commercial offer and to cooperate. This means that the selection of goods, products and services has to be done carefully, in terms of price and quality differentiation, but also the diversity of the offer. As far as food products are concerned, markets are a unique place, where you can find an unbeatable choice of fresh products.

In order to achieve a good complementary level between the different forms of commercial distribution, the managing authority of the market must be able to: analyse the existing overall offer; bring out the potential demand that is not yet fully satisfied; be able to integrate and/or modify the commercial offer of the market, according to the results.

All these aspects apply to markets that already exist and operate, but are even more important if the opening of a new market is planned. In this case



there is more freedom in the definition of the overall number of food and non-food stalls, and it is possible to set out in detail the two macro-categories. When the managing authority is a private entity, and the stallholders' selection criteria are not overly rigid, the goods selection can be defined with great care, paying particular attention in the inclusion, within the market, of what is lacking in the area of influence of the market itself.

↔ Left, the Gourmet Kitchen Dublin  
 ◊ IRISH VILLAGE MARKETS  
 ↳ Down, children in a *show cooking* on the street in Wrocław  
 ◊ CITY OF WROCLAW

↳ Above: Children's workshop dedicated to preparing dishes with seasonal products, organized by "Espai Cuina'm" in Vall d'Hebron Market.  
 ◊ JORDI CASAÑAS / IMMB

## Linking food services operating in the neighbourhood with the market stall

Another focal point is the relation with food services operating in the neighbourhood of the market. Bars, street food kiosks and restaurants nearby can use products from the market to prepare their dishes. This leads to the following positive aspects:

1. Restaurant chefs can buy the products they need daily, being able to inform the customers where the “raw materials” come from, guaranteeing the full traceability of the ingredients they use in their dishes.
2. The stallholders can inform their clients that the goods they are selling are used by local food services, as a sign of good quality, and invite customers to try them and experiment with new recipes, stimulating their curiosity.
3. The presence of restaurants in the area can make customers stay for a longer time in the market area, transforming the simple shopping activity into a more complete experience. By doing so, the market becomes more attractive not only for the locals, but also for tourists or people that live further away from the neighbourhood, offering them a tailor-made solution for their needs.

Beside these aspects there is more, that can enrich the market offer. For example:

- ◆ The presence of cooking labs where stallholders can show to the customers how some products are prepared, or using schools for activities connected to food education (cf. Case box 21, p.49).
- ◆ Food training classes organised and promoted in the framework of the market communication activities.
- ◆ Extra services such as Wi-Fi and home delivery.

▶▶ on next page 73

## Specialised markets: Balon Market in Torino, Camden Lock in London, Encants in Barcelona

**B**alon is the name of Torino's historical flea market. Today, we can say that this definition is incomplete, because visitors can find, in addition to second-hand goods, also antiques, local and ethnic handcraft, vintage, creativity. Around 250 stalls are open every Saturday together with 50 shops that are open seven days a week. *Balon* is situated within the streets of a neighbourhood called *Borgo Dora*, pretty close to the city centre, and few steps away from Piazza della Repubblica, which plays host to Porta Palazzo market (the biggest European open air market). *Balon* started in 1857 and it has become a landmark in the city. In addition to the regular opening on Saturday, every second Sunday of each month the market becomes the "Gran Balon", from 8 am to 7 pm, which offers a wider selection of stalls and the possibility to find objects of great value. In the days when *Balon* or the *Grand Balon* take place, the neighbourhood, usually not so populated by locals and tourists, becomes animated by the presence of thousands and thousands of visitors.

Camden Market is one of the most famous markets in London and also in Europe. Every weekend it attracts more than 100,000 visitors and it represents the fourth-most popular attraction in London.

Founded in the mid-seventies of the last century, it is characterised by the presence of crafts, clothing, bric-a-brac and, especially in the last 15 years, food stalls and fast-food.

Over all these years, Camden Market has grown and now there is a system of six different markets in the same area: the "original" Camden Lock Market, Stable Market, Camden Lock Village, Buck Street Market, the Electric Ballroom and the Inverness Street Market.



In each of these markets you can find a specific category of products so that loyal customers and visitors can segment themselves according to their interests or types of goods they need.

It is interesting to underline that this market, managed by a private authority, is continuously transforming, as is the urban area in which it is located. New and ambitious projects are planned for the time ahead, and they will probably substantially modify

Porta Palazzo, Tettoia dei Contadini (Farmers Roof Market)  
 ◊ PIERO OTTAVIANO  
 Camden Lock Market, Camden, London. Image:  
 ◊ URBAN MARKET COMPANY

Top right, Flea Market Encants in Barcelona, specialised in second hand products.  
 ◊ JORDI CASAÑAS / IMMB

the current situation, with the creation of new residential areas and public spaces.

The only thing that has never changed is the atmosphere of this area, filled with the sense of freedom and business vitality, that is seen by the stalls turnover and by the presence of new designer maker stalls' that are developing in the surrounding areas, and then moving to other neighbourhoods of London and beyond.

### Specialised markets have grown and attracts more visitors

The Encants Flea Market is one of the oldest second-hand markets in Europe. It has recently been moved to a new building, as part of an extensive urban renovation process that involved plaça Les Glories and the surrounding area. The most essential aspects of this new urban project were, among others: the complete elimination of the ring road; the creation of a flat park model, the elimination of traffic with the maximisation of public areas, the building of the Gran Via underground, an integrated and shared model of mobility and construction. Encants Barcelona, the old flea market, was part of this new public space. It has been the first structure to be moved to a spectacular new building with a cover that makes it a icon in the urban fabric, and also protects commercial activities.

Now the market in this new place attracts a lot more visitors: the number of people has increased from 90,000 a week, in the original site, to around 150,000, and it is expected to reach 7.5 million customers and visitors a year. Most people visit the market on foot and around 5,000 people use the car parks, which are completely full on Saturdays. Most of the new people come from Barcelona and its metropolitan area, but there has also been an increase in the number of tourists.

There has also been an increase in the number of jobs offered by the market. Initially, there were 700 people working in the 283 establishments. The extension of opening hours and the wider range of goods on offer has led to the creation of 73 new onsite jobs.

Another demonstration of the success of Encants Barcelona's new location is that, on average, the Municipal Institute of Barcelona Markets (IMMB) receives around twenty enquiries a week from people interested in acquiring a sales outlet in the market. ❖



Social integration of a market means that it contributes to the fulfilment of the population's expectations of the neighbourhood and creates a space for social and cultural interaction and exchange

« from page 69

### Specialised markets

Markets are well known for their offer of food products, but the non food sector is also relevant. This is particularly demonstrated by specialised markets for instance for high quality clothes or local handcraft or flea markets. In these cases, having some designer maker stalls or temporary stores, where goods can be displayed by the artisans, is the perfect way to reinforce and characterise the local offer (cf. Case box 16, p. 70). Thus, in neighbourhoods where for example "specialised" groups like artists produce their handcrafts, specialised markets can provide a good opportunity to present and sell their products.

In specialised markets, the offer of specific products that are also particularly valued by people, is capable of generating an increase in visitors and consumers that otherwise would not go to the neighbourhood where the market is located. That means that long tradition markets or the ones with particular good reputation are able to ensure a constant flow of people to the area where they are located. And sometimes these people just discover that specific neighbourhood for the first time thanks to the market itself.

Specialised markets are also characterised by a strong connection between sellers and consumers. Often they are both fans of a specific kind of good (it can be crafts, antiques, second-handed clothes, etc.), or they both identify themselves as members of a community and they are united by common interests and passions.

Finally, because we are mostly talking about weekly or monthly markets, they become an opportunity to liven up their neighbourhood or their city. By doing so, they produce positive economic effects also on other businesses in the area.

### Providing job opportunities for the local working force, enhancing entrepreneurship and SMEs

A well functioning market is capable of guaranteeing reasonable profits to the stallholders. Also it produces positive spin-offs for other businesses in the area. In addition, it can create (new) job opportunities within satellite activities. For example an outdoor market may need staff that each day assemble and disassemble the stalls. It is necessary to ensure an on-going cleaning service and waste collection. Market goods will be bought from wholesalers or producers who then derive part of their profits from the market itself. Home delivery service needs to be done by additional staff, which may not be the one that normally serve customers at the stall.

It is not a complete list, but it gives an idea of what is going on around a market. In many cases the jobs do not require special skills. Therefore the market may be an opportunity for people looking for jobs without specific expertise.

Thanks to these satellite activities and to the low costs needed to buy a stall, the investment to enter a market tends to be quite small. Therefore, markets are also a good way to start a new business.



↔ Above, Movies at the Market - Porta Palazzo - Tettoia dei Contadini (Farmers Roof Market)  
 ♦ CONSERVATORIA DELLE CUCINE MEDITERRANEE DEL PIEMONTE

↔ Outdoor lunch market along the Grand canal.  
 ♦ IRISH VILLAGE MARKETS

↔ Down left, collecting food in a Barcelona market. In the picture, the Mayor of Barcelona, Xavier Trias, greets volunteers of the Food Bank initiative.  
 ♦ JORDI CASANAS / IMMB



Case box 17

## An affordable offer for tourists and citizens alike, Santa Caterina market

➤ Santa Caterina market was the first covered market in Barcelona, located today in a socially deprived neighbourhood near the Picasso museum in El Born within the district of *Ciutat Vella*. The renovation of the attractive market building and the commercial mix of food and non-food products, at prices adapted to the budgets of the residents, has been one of the main methods used to boost local commerce and to meet the needs of consumers and the neighbourhood. In addition to the 100 stalls dedicated to food and fresh produce, new operators such as tapas bars and restaurants at the entrance and even a supermarket have been

introduced in the supply of services in the new market. Also one of the best restaurants in Barcelona, Cuines Santa-Caterina, is located in the market as well as a small museum showing the history of the market and the archaeological remains of the church and convent of Santa Caterina. The combination of traditional market and commercial mix of food products for everyday consumers together with an architectural and spectacular renovated building is undoubtedly one of the main key factors to achieve a proper balance between local visitors and tourists. The market is frequented by residents and tourists, meeting both their needs. ❖

Santa Caterina market in Barcelona.  
 ◊ JORDI CASAÑAS  
 / IMMB

City  
 Barcelona

## If the market meets local needs, residents will come to the market, integrating it into the neighbourhood

### Social

Markets can contribute to the social cohesion of a neighbourhood – an important goal in itself. But this social integration can also enhance political and popular support for the market and lead to increased market trade, thereby adding to this economic success of the market.

*So what does social integration of a market mean?*

Social integration of a market means that it:

- ◆ contributes to the fulfilment of the population's expectations of the neighbourhood
- ◆ creates a space for social and cultural interaction and exchange.

Both contribute to the social cohesion of a neighbourhood by improving livelihood and dynamism, promoting community cohesion, enhancing the way that people identify with the neighbourhood and the market and live together, and contributing to the overall sense of well-being of residents.

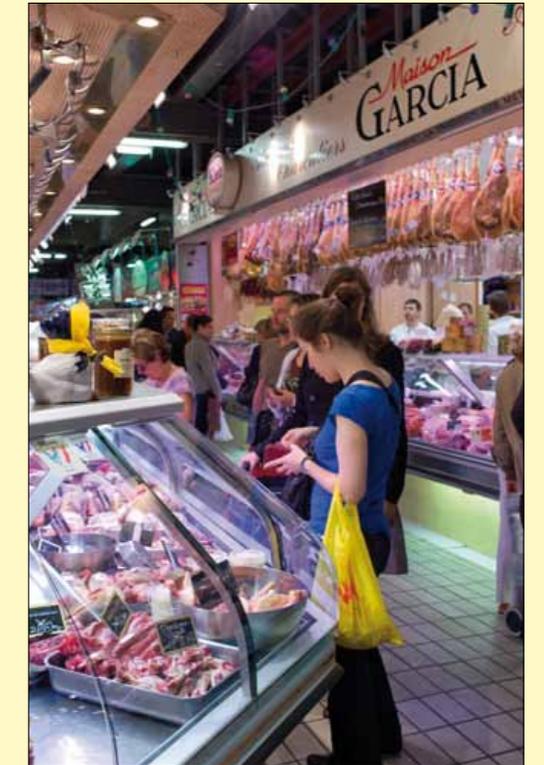
*What can be done to integrate a market socially into a neighbourhood?*

### 1. Markets meet the demands and needs of its neighbourhood customers

In order to contribute to the social development of the neighbourhood a market has first to meet the demand and needs of the residents, improving their personal “well being” and living conditions. For example, in socially deprived neighbourhoods, food and non-food products should be offered at prices which fit with what residents can afford. A market in general, regardless of being a tourist market or a market aiming at customers city wide, should have a section, which provides products and services for local residents (cf. Case box 17, p. 74).

Case box 18

## Selection process of stallholders, Toulouse



Toulouse market. ◊ CITY OF TOULOUSE

➤ Toulouse has established an advisory committee, consisting of elected representatives of the city council, members of the city administration, market trader representatives and members of chambers of commerce, trades and agriculture. They meet every three months. The main mission of the committee is to select new stallholders for vacant stalls. The candidates have to fill out an application form providing information about the products to be offered and their professional skills (titles, diplomas, trainings, work experiences). Based on the information, the committee decides which new stallholder should be selected for the vacant stall in line with the merchandising plan of the market. ❖

## Integration of local Chinese farmers in markets, Torino



Porta Palazzo – Tettoia dei Contadini (Farmers Roof Market)  
 ◊ PIERO OTTAVIANO

**↑** Torino is one of the most multi ethnic cities in Italy and is home to immigrants from all over the world. The city has introduced a scheme to use food and cooking in markets to integrate immigrants better and to contribute to local job creation and community cohesion. Chinese farmers are encouraged to sell typical Chinese fruit and vegetables grown in the city's surrounds inside the Porta Palazza "Tettoia dei Contadini". The project is popular with the community and farmers alike and has helped people to share different experiences of food and cooking by generating curiosity to try something new. ✖

➔ Further information: [www.torino.coldiretti.it](http://www.torino.coldiretti.it)

This requires knowledge of what neighbourhood residents want. One way of finding out about local consumer demand is to research it.

Once you understand demand, this has to be communicated to stallholders and / or new stallholders - who can provide products and services which are in demand - will need to be introduced. Here the careful selection of stallholders is crucial (cf. Case box 18, p. 75).

Quite simply, if the market meets local needs, residents will come to the market, integrating the market into the neighbourhood!

### 2. Markets support sales of local neighbourhood products and the integration of migrants

To integrate the market into the neighbourhood it should offer products to satisfy the demand of local residents. On the other hand, markets can also provide the opportunity to buy local, neighbourhood products from local traders.

To achieve this, a certain number of market stalls can be reserved for traders that sell local, neighbourhood products. A certain number of market stalls could be offered for stallholders that come from the neighbourhood and would like to sell their products or service, too. This starts to develop a direct link between the traders and the community. It also contributes to the economic subsistence of local producers and traders.

If the market is within a migrant neighbourhood (and also in non-migrant neighbourhoods), stalls could be offered to migrant traders to sell their "traditional" products. As well as supporting their economic subsistence, their products can be introduced to non-migrant buyers, supporting an "exchange of culture" through interaction between stallholder and buyer. It also enables migrants from the neighbourhood to buy known and loved products close by (cf. case box 19, p.76).

### 3. Markets provide space for social and cultural activities and interactions

In order for a market to promote social and cultural exchange and interaction, the market space has to be appealing for residents to come, to stay, to spend time, to shop and to socialise, even after the market itself is closed! The design of market space and premises should allow for flexible use, so that it can also be used for community purposes, i.e. for concerts or meetings. For instance a left-luggage or information room during the market hours could be used afterwards as a meeting room for neighbourhood organisations and social events. At Torino's market Porta Palazzo, a film festival was organised inside the market building. The idea was to bring the cinema inside the market during evening hours, when the market is closed, completing the offer with the involvement of street food kiosks and other culinary specialties.

So, market space has to be designed to provide amenity values and opportunities to "hang out", come together, to watch the market interaction. For this, seating is crucial, as it allows people to sit together in small and large groups and invites them to have a "chat" or follow the market happening. Substantial amounts of seating also can be used for social and cultural events on market premises.

In addition the availability of food and drink, to consume at the market, contributes to amenity value and extends the time people might spend at a market (cf. Case box 17, p. 74). In particular cultural activities i.e. (smaller) concerts, art exhibitions, theatre plays can promote the market as a place to go to and as a meeting point. At Belfast's St George's Retail Market the introduction of musicians and entertainers attracted more people to come and to experience the market in a different way. Where cultural activities are based on local community initiatives, this bonds the market with the neighbourhood even more strongly. At the Borough Market in London, community-focussed, seasonal events take place in the market space, organised together with community groups (apple day, celebrating the harvest, Pancake Race and Bastille Day celebrations).

➔ on next page 84

## A mixed food offer to attract customers and promote market products, Barcelona



"Bar Boqueria" in Boqueria Market, Barcelona.  
 ◊ JORDI CASAÑAS / IMMB

**↑** It is quite common in Barcelona to have breakfast or lunch at bars or restaurants in markets since it is a synonym for quality and good cuisine. Bars and restaurants use the quality produce from the market. This shows the advantage of purchasing and cooking quality food from the market. At the same time, the bars and restaurants attract tourists to come to the markets, for example *La Boqueria* has some of the most famous bars in Barcelona.

Bars and restaurants are placed within the market, so that they are easily accessible even after the market itself is closed. The number of bars and restaurants are determined through a feasibility study to secure a good balance between bars and restaurants and stalls selling food; ensuring that markets are attractive and useful for local people and not just as a place to eat out for tourists. ✖



Case box 21

## Improving social facilities for the neighbourhood, Mercat de Fort Pienc, Barcelona

➤ The neighbourhood Fort Pienc had no public and social amenities. In 2003 a new market was introduced to the neighbourhood, which also provided a set of public and social facilities, which had been unavailable in the area.

A participative public consultation process was implemented to define the facilities and services needed in the neighbourhood. It involved key associations of the community.

The result of this process was the building of a new market with a surface area of 4,262 m<sup>2</sup>. It houses

two underground floors for a supermarket and the market's technical infrastructure. At the street level there is a fresh produce market. The new municipal market area includes a range of community focused facilities such as an old people's home with 150 places and a day centre, a student residence with a 200-bed capacity, as well as a kindergarten, a library and the extension of the Civic Centre Ateneu de Fort Pienc.

Today the market area has become a new centre of public and social life which offers services for the community. The market itself presents an important commercial and economic location for the neighbourhood. ❖

Markets promote cultural and festive events. In the picture, children's activity in Fort Pienc Market outside. ◊ JORDI CASAÑAS / IMMB

City  
Barcelona

Case box 22

## Providing unsold food for the community: fa bene, Torino



➤ The project *fa bene* in Torino recovers food surpluses and spontaneous donations from buyers from the local markets of Foroni and Chieti and provides them to low-income households in the neighbourhood.

Customers can purchase *a bit more* of the product which they buy at the participating stalls in the market. This *a bit more* is given to the *fa bene* project. At the end of the day unsold products which are not taken back by the stallholders, are also offered to the *fa bene* project. The initiative is actively supported by a

range of stakeholders from local associations to public authorities, market retailers to consumers.

After 1 year, the project has brought together 60 market retailers, 15 volunteers, 2,000 kg of unsold products and 800 kg of food offered by customers.

In return beneficiary households are invited to support the project (food distribution) and engage with voluntary services and activities in the neighbourhood. ❖

➔ Further information: [www.fabene.org](http://www.fabene.org)

Fa bene project in Torino.  
◊ FA BENE

City  
Torino

## Social market project, Barcelona



➤ A number of projects are developed at Barcelona's markets to help with everyday household tasks. Amongst others, projects include childcare provision for parents who can't leave their children at home alone and can't afford a babysitter or work-life balance workshops that involve cooking classes. Other programmes help to combat social exclusion and reduce the risk of isolation that specific groups are prone to. At markets stallholders are asked to inform social services in the neighbourhood when they detect for example that an elderly person has a problem to do his/her regular shopping, i.e. due to financial or mobility problems. Thus, the stallholders help public social services to identify vulnerable people that might need their attention. The social service will offer them support, for example through the following programmes:

### Radars Project

This initiative began in 2008 with the purpose of helping elderly people, living either alone or with other elderly people, stay in their own homes with the active support of those around them. This pro-

ject provides a network of community action and prevention and involves the participation of neighbours, shopkeepers, volunteers and professionals from organizations and services linked to each of Barcelona's different neighbourhoods. All those involved work together to build communities that are more human and caring.

### Targeta Barcelona Solidària (Solidarity Barcelona Card)

The card is a new tool to support the programme of food benefits awarded by municipal social services (and other social services organisations) to vulnerable city residents without adequate resources.

### Targeta Rosa (Pink Card Programme)

This card programme allows elderly or registered disabled persons without adequate resources to use the city's public transport network and to use Barcelona's public facilities at discount rates. Authorised establishments, shops and facilities taking part in the programme display a Pink Card sticker. ✕

➤ Avobe, a fruit seller serving a grandmother  
◊ JORDI CASAÑAS  
| IMMB

➤ Next page the new Provençals market in Barcelona.  
◊ PAU FABREGAT  
| IMMB

### City Barcelona



## Promoting healthy eating habits at markets, Wroclaw and Barcelona

➤ The city of Wroclaw in cooperation with the market operator and an NGO is organising several activities at the Nowy Targ to strengthen awareness about healthy eating.

During the International Day of Markets the winner of the popular TV show MasterChef was invited to do a cooking demonstration showing how to cook healthily and improve the taste of food with fresh ingredients.

Another activity, which is free of charge, are dietary consultations once a month at the market, run by nutritionists: *How to eat healthily and properly*. Market visitors get dietary advice i.e. how to lose weight with a proper diet or how to eat properly even with a food allergy. These topics are particularly successful in attracting younger people to the market and making them more interested in healthy diets.

Each week there is a live radio broadcast from the market (*Thursdays at the Market*). Local producers and their products, the unique qualities of regional food and its impact on health are presented. Each broadcast is dedicated to a new topic, for example: fish and essential fatty acids, detox cocktail-making, or the benefit of free range chickens whose eggs contain half the cholesterol of other eggs.

Finally, publications about healthy life-styles are distributed at the market, public talks take place and there is a website and facebook group promoting healthy life-styles in Wroclaw. ✘



A cooking activity on the street with child in Wroclaw  
◊ CITY OF WROCLAW

Image of the campaign *Eat healthy, eat food market*, promoted by Mercats de Barcelona and Barcelona Football Club. ◊ IMMB / FC BARCELONA

Cities  
Wroclaw  
Barcelona

Markets can be vital players providing consumers with fresh and healthy produce and healthy eating habits



➤ The city council in Barcelona in cooperation with the market associations of traders and with individual stallholders organises several activities to promote healthy food habits in particular for children and young people (future customers) based on the communication plan for markets.

Events with cooking demonstrations take place, for example at the big annual Festival *Mercat de Mercats*. An educational programme for school children from 6-16 years introduces healthy food habits and brings the children into the world of Barcelona's markets ([www.menjodemercat.cat](http://www.menjodemercat.cat)).

Neighbourhood campaigns are implemented to promote the healthy food of markets (*menja de mercat* = eat from the market, or *Practica el mercating* = Go marketing). Regularly, recipes or food tips related to specific stalls and markets are published in the media, interviews with well-known chefs and public figures, such as football players and sports idols, take place, letting them explain, why you should buy fresh and seasonal products at markets. The website, newsletter, an app and social media are all used to promote information about recipes and healthy food provided at markets.

The stallholders and traders provide culinary and professional cooking advice and hand out easy-to-do recipes with their products.

As a result the number of citizens buying at municipal markets has increased exponentially in the last few years, boosting the consumption of more fresh and local products. Surveys indicate that markets are the main place to buy fresh and local produce. ✘

## Certification for farmers' markets, UK



*"We grow it, we sell it.  
No wholesalers, no resellers"*

That is the short definition of a farmers' market according to FARMA (National Farmers' Retail and Markets Association) which is a co-operative of UK farmers, small scale local producers and farmers' market organisers and the largest grouping of individual retailers in Europe.

To protect the credibility of farmer's markets, FARMA has introduced an independently assessed certification programme which assesses member markets to ensure they are the real thing.

The Core Criteria are:

- 1. Locally produced:** Only produce from the defined area shall be eligible for sale at a farmers' market. Producers from the area defined as local must be given preference. 'Local' in this case can mean either within a certain radius (normally 30 miles) or within a geographic boundary.
- 2. Principal producer:** The principal producer, a representative directly involved in the production process or a close family member must attend the stall.
- 3. Primary, own produce:** All produce sold must be grown, reared, caught by the stall holder within the defined local area.
- 4. Secondary, own produce:** All produce must be brewed, pickled, baked, smoked or processed by the stall holder using at least one ingredient grown or reared within the defined local area. The base product should be substantially altered.
- 5. Policy and information:** Information should be available to customers at each market about the rules of the market and the production methods of the goods on offer. The Market should also publicise the availability of this information. ✖

« from page 77

In addition, premises attached to the market can be used to improve the social and cultural offer to the community and to increase the footfall to the market. Premises can be utilised for example to introduce a post office as it was done at Crystal Peaks Market in Sheffield. Other community functions could be a book store, gallery, bar, restaurants, etc. Premises could also be used to provide (temporary) meeting space for neighbourhood organisations and initiatives. If buildings are in need of rehabilitation, the introduction of such functions could activate their rehabilitation. With historic buildings the revitalisation could even increase local identity and tourism (cf. chapter 2.5).

### 4. Markets provide social services for the neighbourhood

To support the social development of a neighbourhood, a market can develop social services for, improving the well being and living conditions of residents. The involvement of traders in such activities strengthens the bond between market and neighbourhood, reinforcing the identity of the neighbourhood and the economy of the market.

For example groceries can be collected at the market and distributed for free to poor residents to improve their diet. The *fa bene* project in Torino is such a project, which aims not only at improving the nutrition of poor people, but also at the same time to increase the sales of the traders and reduce the amount of food being wasted (cf. Case box 22, P. 79).

### 5. Markets promote healthy lifestyles and eating habits

A market can contribute to the social development of the neighbourhood by promoting healthy lifestyles and eating habits. Firstly, by providing fresh and healthy produce (cf. chapter 2.4 Sustainability actions) and secondly by providing information about healthy eating habits and diets.

For this, various activities at the market can be implemented: cooking shows and lessons, dietary consultations by specialists, fitness classes, public talks at the market with live radio broadcasting, publications distributed at the market, educational programmes with kindergarten and schools, fairs and festivals.

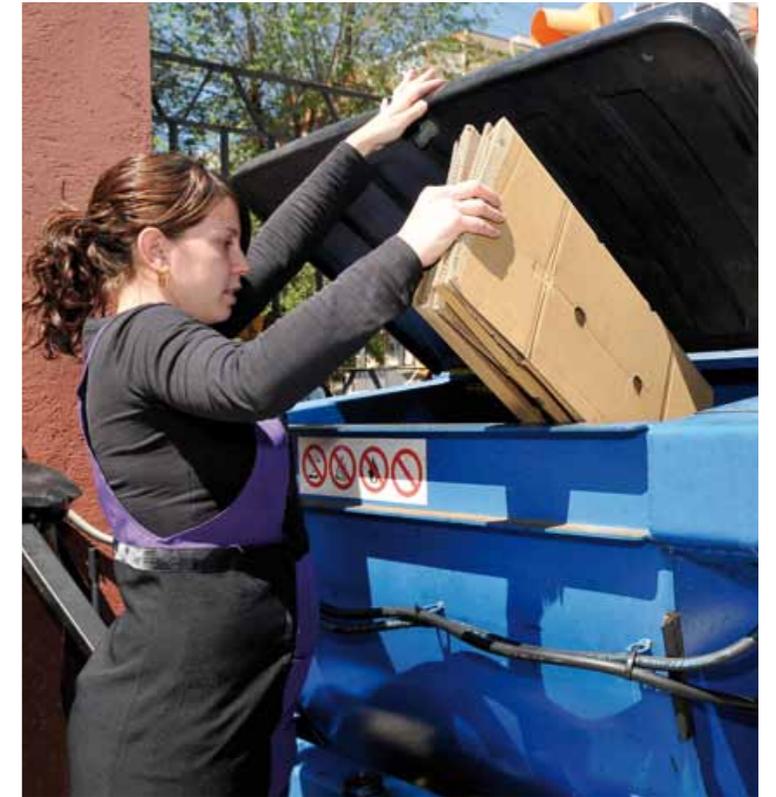
## Promote sustainable mobility for consumers and stallholders as well as efforts to minimise and manage waste and energy efficiency and the use of renewables

All these activities contribute to placing the market at the centre of a neighbourhood's social development. This increases the importance of the market and political and neighbourhood support. Politicians will be more willing to provide resources for the improvement of markets and their surrounds and residents will identify with their local market more, which increases their willingness and desire to come and shop, and support the market in general. This will contribute to a market's economic success

## Environmental sustainability

Markets can also be drivers of environmental sustainability, both in terms of their ability to source and sell fresh and local products and in their ability to promote efficient use of resources. Both of these have the potential to reduce CO2 emissions in cities and thereby to contribute to the sustainability agenda.

**Sourcing and selling local food** is generally considered to be more environmentally friendly because of minimal processing, reduced transport and the fact that produce is grown and consumed in season. The energy needed to refrigerate, store and transport perishable foods is also reduced. However the debate on the sustainability of growing local food in large cities continues - with some arguing that actually the effects on the environment are marginal or even detrimental. For example, tomatoes grown in Spain



The Institute Markets, IMMB, encourages traders recycling of waste such as cardboard containers dedicated.  
◊ JORDI CASAÑAS / IMMB

and transported to the UK may have a lower carbon footprint in terms of energy efficiency than tomatoes grown in heated greenhouses locally.

Whatever position we take on this debate, it is clear that in many cities the trend for markets selling local products is on the rise. Farmers' markets are more and more popular and typically consist of booths, tables or stands, outdoors or indoors, where farmers sell fruit vegetables, meats and sometimes prepared food and beverages. Street food is rapidly becoming a popular addition to traditional farmers markets.

But what does this mean in practice? Some of the URBACT Market cities have developed a labelling or accreditation system for local products - to attract the attention of consumers and ensure that they really are locally sourced and produced and of high quality. The FARMA certification programme in the UK is a good example of this (cf. Case box 25, p.84) and Torino has a good example of how a farmers' market can be integrated into a large existing food market (cf. Case box 26, p.86).

Case box 26

## Porto Palazzo farmers' market, Torino



Porta Palazzo – Tettoia dei Contadini (Farmers Roof Market)  
◊ PIERO OTTAVIANO

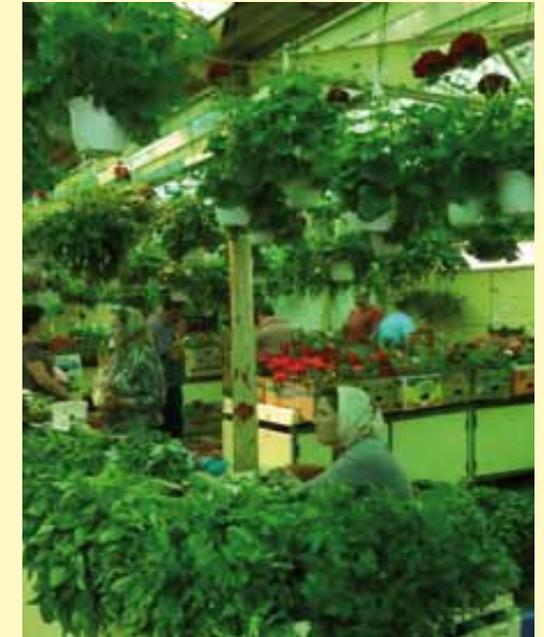
➤ As citizens pay more and more attention to what they are eating and where it comes from, the City of Torino in partnership with Coldiretti (the largest association of Italian Farmers) has allocated an area in the city's famous Porto Palazzo market specifically to local farmers wishing to sell their products directly to the public. The area has 100 stands, and is open every day except Sunday and has proved to be very popular with local people. ❖



Porta Palazzo – Tettoia dei Contadini (Farmers Roof Market) ◊ PIERO OTTAVIANO

Case box 27

## Electro mobility electric vehicles for a green city, Suceava



Market in city of Suceava ◊ CITY OF SUCEAVA

➤ As part of its efforts to develop a sustainable city, the municipality of Suceava is buying 15 electric vehicles and installing 24 recharging points. Two of the EV will be used by the city's market administration departments and six of the recharging points will be in the vicinity of the markets and in the underground parking in the pedestrian area of the city where the on street market for traditional products takes place. It is hoped that, by leading by example, the city can inspire other public and private agencies and citizens to believe in the concept of electro-mobility and the reliability of the new technology in electric vehicles. ❖

➤ Further information: [www.primariasv.ro](http://www.primariasv.ro)

# Borough Market - 360° approach to sustainability, London

**↑** Borough Market is London's most famous and renowned food market. The market is made up of stallholders from the UK and further afield. Many of Borough's traders are themselves producers. Produce sold in the market must have a distinct provenance.

Borough's management team works hard to minimise its impact on the immediate and wider environment. A similar commitment is expected of the market's traders. When sourcing suppliers traders are encouraged to deal with companies with a strong CSR agenda. Those serving food-to-go must do so using recycled packaging only. A company called Belu, which acts ethically transferring profits to Water Aid, supplies bottled water sold in the market.

Constant monitoring ensures that no waste from the market goes to landfill and 90% of all waste generated goes for recycling. To minimise water usage within the market a rainwater irrigation system is used to feed hops, trees, plants and flowers grown in the Market Hall annex that also provides a welcome space for customers to sit and dwell.

Borough also collaborates and exchanges with like-minded organisations, including Rabot 1745 – a neighbouring restaurant and bar specialising in 'cocoa cuisine' and inventive cocktails. The waste bean shells they generate are recycled as mulch and used in the market's green areas as well in the wider bank-side area.

A number of Borough Market's traders have also signed up to the FoodSave initiative. A system is now in place to collect any remaining bread, fruit and vegetables from the market at the end of Saturday trading and this is supplied to the following four local charities on a regular basis:



- ◆ Mental Fight Club, which serves over 200 people each week at its pop-up café The Dragon Café, which is open to all but aimed at those with experience of mental health difficulties
- ◆ Look Ahead, which runs Gateway Foyer: supported accommodation for 116 vulnerable young people in Southwark
- ◆ The Manna Society, which feeds over 200 homeless people a day, seven days a week
- ◆ The Abbey Community Centre, which runs various services from The Abbey Centre in Westminster, including a free meal service which provides over 115 hot meals each week (rising to 160 in the colder months) to homeless people.

FoodSave is an ERDF funded project in London which offers free support to small and medium food businesses in London to help them address the food waste issue and put surplus food to good use. It follows the Food Waste Pyramid to first



help businesses reduce their food waste. Any surplus food can go to feed people in need. Food unfit for human consumption can be used for livestock, where legally possible. Where food waste can't be avoided or redistributed, FoodSave encourages businesses to get it collected for composting or to make energy. This helps make sure the food waste doesn't go to landfill.

Keith Davis, Managing Director of Borough Market said: *Borough Market is committed to inspiring people about food, creativity and sustainability - whether it's our 100% landfill free policy or collecting coffee grounds from our restaurants to use in our Market Hall garden. Working with FoodSave, we are proud to be doing our bit to reduce as much food waste as possible, before using surplus food to feed people in need.* ❖

Dumpsters at Borough Market in London  
 ◊ URBAN MARKET COMPANY  
 Down, information desk at Borough Market in London  
 ◊ URBAN MARKET COMPANY

City London

## A suite of environmental measures, Barcelona



### Waste management

After finding that excessively high volumes of fresh food waste were going to landfill, as early as 1997 Barcelona introduced a waste separation model so that waste was split into organic material (food waste) and non-organic material.

To encourage recycling, the Council also developed complementary initiatives, such as specific regulations, an awareness-raising plan for traders and a logistical layout plan. The different markets in the municipal network have also implemented different initiatives - such as centralised collection of batteries and campaigns for the collection of used clothing in markets - to stimulate a culture of recycling and sustainability among consumers.

During 2010 and 2011 Barcelona's markets ran two campaigns to reduce plastic bag usage. 400,000 reusable bags were distributed and early estimates suggest that the reduction in plastic bag usage has been as high as 30 million.

In the period from 2001 to 2012, 28% less waste was produced in Barcelona's markets. The percentage of

recycled waste has also maintained an upward trend: from 20% in 2002 to more than 40% in 2012.

### 'Cooking by making the most of food'

'Cooking by making the most of food' uses workshops and theatrical events to highlight how food is wasted in households and the consequences of this waste. It introduces new food habits and promotes good practice in preventing the generation of waste when shopping and cooking.

### Shortening the supply chain

Barcelona has introduced local legislation and tax incentives to support local producers wishing to sell their produce at the city's markets and thereby increase the amount of zero km local quality products available.

### Energy efficiency and production

Over the last few years Barcelona has delivered a comprehensive programme of energy efficiency and energy production initiatives across the city's markets. This has included the installation of air conditioning systems using groundwater or geothermal energy as well as the development of a small solar energy plant with photovoltaic panels. ✕

Two workers of different markets in Barcelona leave organic residues (left image) and ice (right) new markets logistics areas.  
◊ JORDI CASANAS / IMMB

### City Barcelona



Solar wafers on the roof of Carmel and Barceloneta market.  
◊ PAU FABREGAT / IMMB

The other main way in which markets can contribute to the sustainability agenda in cities is through resource efficiency. This includes measures to promote sustainable mobility for consumers and stallholders alike as well as efforts to manage waste and improve energy efficiency and the use of renewables.

Sustainable mobility for consumers includes measures to encourage and facilitate the use of non-motorised forms of transport. A market, for example, may provide accessible storage facilities for bicycles or even have dedicated public transport shuttle services linked to purpose built real time information systems to help shoppers access the site easily and quickly without relying on private car use. Some markets also provide onsite refrigerated storage so that shoppers don't have to carry all their produce all day. Others have started home delivery services.

Sustainable mobility for stallholders and market managers can include use of electric vehicles for deliveries. Cities could promote this by installing charging points in the delivery areas for example. In some cases stallholders may come together to consolidate their deliveries or purchases from wholesalers. This reduces the number of trips by delivery vehicles.

London and Suceava (cf. Case box 24, p.82) for example are both working hard to introduce electric vehicle

infrastructure for both domestic and freight use including introducing electric vehicles for municipal market managers.

Waste management, minimisation and recycling is also important in terms of reducing the environmental impact of markets. Many markets have introduced waste separation systems and dedicated areas for recycling and composting. Some even manage to convert waste into a resource for future use elsewhere. Some are also endeavouring to reduce packaging and introduce recycled or biodegradable packaging and 'No bag' schemes are becoming more common in an effort to reduce waste from plastic carrier bags.

Finally cities are exploring how to be more efficient in the use of energy and whether it is possible to use more renewable sources and even to produce energy through local networks. This is more relevant to covered markets where there is scope for use of facilities such as solar panels. Use of LED lighting is a simple and cost efficient way of increasing efficiency whether in indoor or outdoor markets and in some markets smart metering has been introduced as a way of raising awareness about energy use and efficiency opportunities. There are also examples of markets using geothermal energy for both heating and cooling (cf. Case box 29, p.90).

## “Balade gourmande”: A tourist attraction providing an insight into traditional local market products



➤ To promote traditional local products the tourism office of Toulouse is offering “balade gourmande” (gourmand walking tours) to the markets of Toulouse. The tours take place the fourth Saturday of each month or can be booked on request. They present the history of the places and offer food tastings and presentations of regional products. In addition, *tailor-made* tours for food and cocktail tastings at the market in the late mornings or after a “traditional” tour can be organ-

ised. The tour is led by a guide from the tourist office, but the products are presented by the stallholder, who is often also the producer of the product. The tours are popular and were held 30 times in 2014, with an average of 16 people per tour (numbers per tour are limited due to its unique format).

The markets of Toulouse are also promoted in the Toulouse tourist guide and via travel agencies and tour operators. ✕

Victor Hugo Market in Toulouse  
◊ PATRICE NIN

City  
Toulouse

## Pressure of tourism on markets



➤ A market can be a touristic experience, more so than a visit to a monument or to another place belonging to more traditional tourism, and tourists visiting our city are part of those consumers that markets have to attract. They are people open to discover new aspects of the area they are visiting, with a high propensity to spend and, unlike mass tourism which is more standard, a market may represent an authentic place for them to be in touch with the local reality.

If it is important to value markets as a touristic experience, we also know that an excessive presence of tourists in a market can be a real problem.

For example we can think about the Grand Bazaar and the Spice Market, two attractions for anyone visiting Istanbul. This very strong pressure coming from tourists, however, has resulted in a rapidly changing commercial offer, an increase in stalls selling souvenirs, jewellery and food of poor quality and a reduction in stalls offering more traditional products.

In recent years there has been an attempt to slow down this phenomenon, in order to maintain the elements of authenticity of these places and to avoid the standardisation of products, which in the medium term would lead only to negative effects.

In Barcelona, the Boqueria market is now adopting strategies to reduce the number of tourists and to confirm the role of this market for local consumers.

Also in Florence, the city administration is now focusing on preserving the authenticity of San Lorenzo market and the Central Market, with the reopening of the first floor in the Central Market, fulfilling “an extremely relevant and necessary goal: to bring people back to a highly important and vibrant piece of Florence’s old centre, with traditional shops that give food artisans centre stage. Bread and confectionary, fresh fish, fried food and rissoles, fruit and vegetables, meats and salamis, buffalo mozzarella, cheeses, chocolate and ice cream, fresh pasta, wines, lampredotto and sandwiches: all shops are run by artisanal traders who share a passion for their craft”. ✕

Tourists in Boqueria market, Barcelona.  
◊ JORDI CASAÑAS / IMMB

City  
Istanbul  
Barcelona  
Florence

## ➤ Tourist attraction

Markets can be a place attracting tourists. In fact, many markets are already important tourist destinations. Usually, people visiting London, Barcelona or Istanbul plan a tour to one or more of the city markets. There are many reasons for this, among others a market can be an excellent showcase for the neighbourhood, a place to find local products and the authentic spirit of the city. Precisely for these reasons, markets attract tourists that do not sell just standard products and have a limited offer of souvenirs or cheap gadgets. Tourists love “authentic” markets, which have a wide-ranging offer and that are visited by locals, too.

A traditional market can become a tourist attraction if it is able to keep its soul, if it is able to represent the territory and at the same time to offer products and services that are useful to tourists and the locals. It’s a delicate balance and sometimes things can go downhill: a market is not able to meet its regular customers’ needs if it becomes too touristic or tourists find the market to be inauthentic.

For these reasons, as any other tourist destination, a market that wants to attract this kind of audience has to respond to these demands adequately. A communication strategy and also specific promotion for tourists must be planned. In this way, tourists will be able to find useful information on the web, on tourist guides or in specialised magazines. The market has to be included as a stop-over inside tourist itineraries and guided-tour packages. Therefore, it is crucial that those who manage the market see networking as a priority, working with the tourism agencies and other public institutions responsible for the promotion of the city or the region.

It might be useful to make special billboards and printed or digital material (including smartphone apps) that can give accurate information to the tourist. If we want to make sure that tourists not only

visit a market, but also buy the goods, traders will have to think of selling products that are easily transportable or, as an alternative; they have to offer shipping services whenever possible. Of course this issue is particularly delicate when it concerns food: where locals will buy mainly fresh food, tourists should be able to find long-life products. The food offer is strategic, especially nowadays: consumers (and tourists) are interested in finding local products and care about their source. They often have a good level of education and a high purchasing power.

Markets that have greater tourist attraction are often the old ones; usually the most important, oldest and better integrated into the historic surrounding. The central market of almost all major European cities reflects the local traditions and is part of the urban fabric, along with monuments, main streets and popular places. It is comparable to the main square, it is a meeting place.

Alongside traditional markets, if a city is planning to open a new market, it can be helpful to consider its touristic potential straight away. A small local market, placed in a suburban area, is not going to be able to play a central role in city tourism destinations. But a specialised market or an important new market may have a chance to become a tourist attraction. Good examples are, the Encants flea market in Barcelona or the new Rotterdam market which was designed to be a tourist destination, because they have a huge product offer and spectacular architectural design.

Today tourists want to feel an experience. Visiting a city or a region in a detached way is not enough. They need to become part of the social fabric, even for a few hours or days. From this point of view, markets have a great advantage: their richness in terms of humanity, relationships and authenticity can really make a difference and make it a favourite destination for the modern form of tourism.

- Main access to Boqueria market, in Barcelona.
- ◊ JORDI CASAÑAS / IMMB
- Camden Lock Market, Camden, London.
- ◊ URBAN MARKET COMPANY



### Case box 32

## Regeneration of the old market square, Wroclaw



Market in Wroclaw ◊ MUNICIPALITY OF WROCLAW

➤ Historically, Nowy Targ Square in the old town of Wroclaw was one of three main market places in Wroclaw. After transforming the square with modernist, mono-functional buildings it lost its original function and identity. The square became an empty and unattractive space occupied by parking places with no leisure value.

To regain its vivid function as a commercial and gathering place for citizens the car park was moved underground, access by car restricted to the square corners and the paved space received newly designed walls creating a rectangular square. The north and south frontage were designed as recreational areas and the south and north poles for commercial activities with a multifunctional pavilion. The commercial zone is used by a retail market, offering fresh produce. The regeneration of the old market square has resulted in a new modern leisure square with a commercial function and new architecture, an inviting place to relax. ✕

## ➤ Neighbourhood revitalisation through remodelling or the building of markets

A market can be a tool to physically transform a city and its neighbourhoods if taken into consideration as part of a city planning policy and strategies. As seen throughout the previous chapters, successful markets contribute to the social, environmental and economic wellbeing of the neighbourhood. Some of these values should be ideally or “naturally” offered by a healthy and well performing market, operating as a sound business entity (*adapting to customers demands, offering suitable services to customers, professionalization and product specialization, cf. chapter 2.3*) or should be the consequence well oriented dynamic involvement of the traders associations and neighbourhood platforms that will invigorate the local area (*commercial and social integration of the market into the neighbourhood, social and cultural activities, etc. as referred in chapter 2.3*).

However, using new build / remodelling initiatives as regeneration policies represents a underexploited avenue for raising the profile of our cities. A market is in its first instance, a building or an open-air place of interaction in a city that strongly interacts with the neighbourhood and its citizens.

The market permanently (in case of an indoor market) or for a large part of the day (in case of an open-air market) occupies a specific portion of urban space. Setting aside urban and architecture analyses, this means that the presence of a market influences a specific area: it changes the flow of people and goods, the traffic; it brings with it an essential set of annexed services. Any intervention via markets when considered within the city’s urban planning policy can also contribute to the generation of additional public goods: they could be an answer to the need of generation of public spaces and quality of life, preserving historic heritage or even creating new poles of tourism attraction or designing new iconic elements in the city. All these dimensions will require an integrated strategy of action and coordination among many public and private stakeholders.



Street market in Wrocław.  
◆ MUNICIPALITY OF WROCLAW

We shall now see some examples of how markets have been successfully used to revitalise neighbourhoods. They can be used as an opportunity to develop local commerce, improve the urban landscape and also to generate more sustainable local environments (*cf. Case box 29, p. 90*). They also offer an opportunity for the community to rally round a project to improve the neighbourhood.

A market remodelling, ideally co-financed between the city and the market operator, is a critical opportunity for market managers to change:

- ◆ the statutory relationship with the stallholders: changing commercial opening times, new distribution of responsibilities...
- ◆ the commercial mix, making the market more attractive, reallocating shops, usually reducing the number of stallholders.
- ◆ adapting the new facilities to the current challenges and needs: parking, cooking demonstration room, multi uses spaces, underground storage..



The Ninot market undergoing refurbishment.  
◆ JORDI CASAÑAS / IMMB

The market remodelling process is also an opportunity to “rethink” and upgrade the services and urban planning of the neighbourhood through an integrated action plan: it may involve green areas, establishing links with the district’s commercial axis, pedestrianisation of streets.

Markets can be used to bring new dynamism to a deprived neighbourhood. A very good practice of remodelling of a food retail market placed in a touristic district and that has perfectly combined its touristic and local dimension is Santa Caterina in Barcelona. The market was established in a deprived neighbourhood without a sufficient coverage of social services. The project consisted in the design of an iconic building and it also included a set of new services for neighbours (meeting room, parking area, WiFi), 40 new apartments for elderly people and a new pneumatic waste management system. Now it has become a Barcelona landmark, helped to turn the neighbourhood into a more fashionable place and has upgraded the living standards of the neighbours.

In Torino the regeneration of a disadvantaged and marginal neighbourhood took into account the market as a central point of the project. The Foroni market had been paramount for the overall project; in fact the market was the most important concentration of economic activities in the area, as well as a reference point for the inhabitants of the neighbourhood. The market is thus able to influence the local economy. In this renovation framework, the stallholders were more willing to develop an innovative management.

The recovery of old, historic and central buildings currently out of use or underused, converting them into markets is another possibility carried out by some cities. Dublin has remodelled the wholesale market (also located in the city centre) and opened a section for retail sales (operating like a food market).

## Barcelona's food markets remodelling process: using participatory partnership schemes

➤ In Barcelona the remodelling process of a market is used as an opportunity to create a sense of co-ownership, belonging and identity, generating social cohesion among citizens.

The projects form part of a political mandate that political parties put before an electorate every four years. This is then incorporated into plans developed by the city council and its local district governance bodies.

Citizens participate in the whole process. They are given space to express their concerns and ideas and are directly involved through consultation with neighbourhood associations and district council. Local neighbourhood association support is particularly important in large-scale interventions that impact on the local environment sometime requiring temporary market halls to be created whilst works are completed.

The actual traders and stall holders are also key participants in participatory processes. Their involvement is essential not only for financial contributions, but because of their experience in the food business, and their contributions enrich the process of the reform and the design of what sort of market will result from the works.

The public-private cooperation continues in the subsequent management of the market as common practice between the government, traders and customers so that any market remodelling allows the community to develop its quality of life, improve retail in and around a market, improve mobility around the market and waste management, and also the urban landscape and the design of pedestrian areas that surround markets when they are renovated.

The key factors for success in this process are:

- ◆ The compulsory membership of an Association of Traders in each market that allows the traders to organize management of the market and a unique voice to deal with the Institute of Markets.
- ◆ Permanent dialogue between the Association of Traders and the Institute of Markets.
- ◆ Cross functional council commissions to intervene in and manage any intervention involving the remodelling of markets.
- ◆ Fluid relations with local stakeholders including Neighbourhood Associations and Association of Commercial Establishments surrounding markets so that a market remodelling allows for more holistic treatment of the needs of the neighbourhood. ✖

Above: Restaurant in Boqueria Market. Outside terrace in Guineueta Market, both in Barcelona. © JORDI CASAÑAS / IMMB

### City Barcelona





## Websites

### Project Website on markets

- ◆ Central Markets: Revitalising and Promoting traditional markets in Central Europe  
[www.centralmarkets.eu/](http://www.centralmarkets.eu/)
- ◆ MARAKANDA – Mediterranean Historical Markets  
[www.marakanda.eu](http://www.marakanda.eu)
- ◆ MedEmporion: [www.medemporion.eu](http://www.medemporion.eu)
- ◆ URBACT Markets  
[www.urbact.eu/en/projects/urban-renewal/urbact-markets/homepage/](http://www.urbact.eu/en/projects/urban-renewal/urbact-markets/homepage/)
- ◆ Project for Public Spaces – Public Markets  
[www.pps.org/markets/](http://www.pps.org/markets/)
- ◆ WUWM – World Union of Wholesale Markets  
[www.wuwm.org](http://www.wuwm.org)
- ◆ Region of Attica, Greece [www.patt.gov.gr](http://www.patt.gov.gr)
- ◆ City of Barcelona [www.bcn.cat/mercats](http://www.bcn.cat/mercats)
- ◆ City of Dublin, Ireland [www.dublincity.ie](http://www.dublincity.ie)
- ◆ Westminster City Council, United Kingdom  
[www.westminster.gov.uk](http://www.westminster.gov.uk)
- ◆ City of Suceava, Romania [www.primariasv.ro](http://www.primariasv.ro)
- ◆ City of Torino, Italy [www.comune.torino.it](http://www.comune.torino.it)
- ◆ City of Toulouse, France: [www.toulouse.fr](http://www.toulouse.fr)
- ◆ City of Wroclaw, Poland [www.wroclaw.pl](http://www.wroclaw.pl)
- ◆ Urban Markets Platform  
[www.urbanmarketsplatform.wordpress.com/](http://www.urbanmarketsplatform.wordpress.com/)

### Urbact Markets Project Partners

1. Region of Attica, Greece
2. City of Barcelona,  
Institut Municipal de Mercats de Barcelona.
3. City of Dublin, Ireland
4. Westminster City Council, United Kingdom
5. City of Pecs, Hungary
6. City of Suceava, Romania
7. City of Torino, Italy
8. City of Toulouse, France
9. City of Wroclaw, Poland



C/159, Camden, London. ◊ CAMDEN TOWN  
UNLIMITED BUSINESS IMPROVEMENT



**Attica**  
**Barcelona**  
**Dublin**  
**London**  
**Pecs**  
**Suceava**  
**Torino**  
**Toulouse**  
**Wroclaw**



[www.urbact.eu/urbact-markets](http://www.urbact.eu/urbact-markets)

