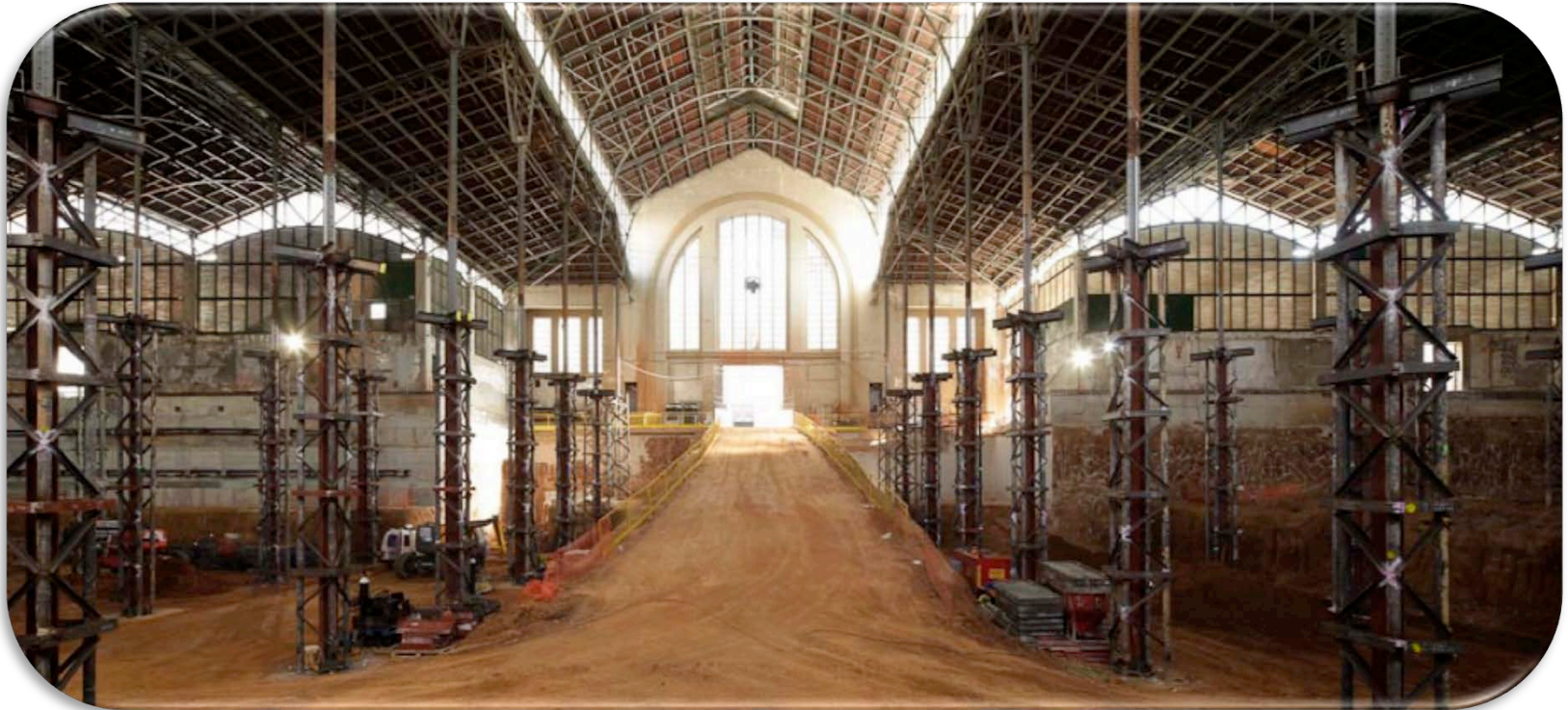


URBACT MARKETS

Thematic Guidelines:

Town Centre Regeneration



URBACT MARKETS

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URBACT MARKETS

Introduction to this document

The Urbact Markets Project

Urbact markets is a project on how the city retail markets can become drivers of social, environmental and economic change of our neighbourhoods.

Markets generate footfall, economic activity, trade increase in surrounding areas, attract tourism and reinforce local cohesion.

The project focuses on sharing the best practices for creating and managing both street and covered market, either food, non-food or mixed markets.

Urbact Markets main objective is to help partner cities to establish a local action plan for their markets development.

This plan should needs to be agreed with public and private market's stakeholders, in order to support its feasibility and assure its maximum consensus.

Urbact Markets is structured in 3 main dimensions:

- Town Centre Regeneration
- Low Carbon Economy
- Employment and Entrepreneurship

Each of the dimensions is developed in the Local Action Plan (LAP) according to the needs and capacities of each city.

The Thematic Guidelines

The experiences and best practices identified by the Thematic Experts for each of the Urbact Markets' dimensions will be considered as potential examples for the development of each LAP, and will provide success cases to follow by cities with a similar situation.

This document gives examples and good practices from our city partners and from other sources also.



**Town
Centre
Regeneration**

URBACT MARKETS

Introduction to Urbact Markets and the thematic guidelines

Town centre regeneration:

This thematic guideline is focused on the market's role in the town centre regenerations. Two other thematic guidelines has been developed to cover the axis of "Low carbon economy" and "Employment and entrepreneurship".

Town centre regeneration should be understood not only related to the city centre but also to the a specific neighbourhood in those cases where the demand is high enough.

From all the previous work of the partners of Urbact Markets we defined 5 areas of study for the "town centre regeneration":

1. Urban planning efficiency
2. Direct and indirect impacts of a market on their neighbourhood
3. How to identify and engage the services and areas involved in a market regeneration
4. Financing a Market regeneration
5. Social impact of the markets

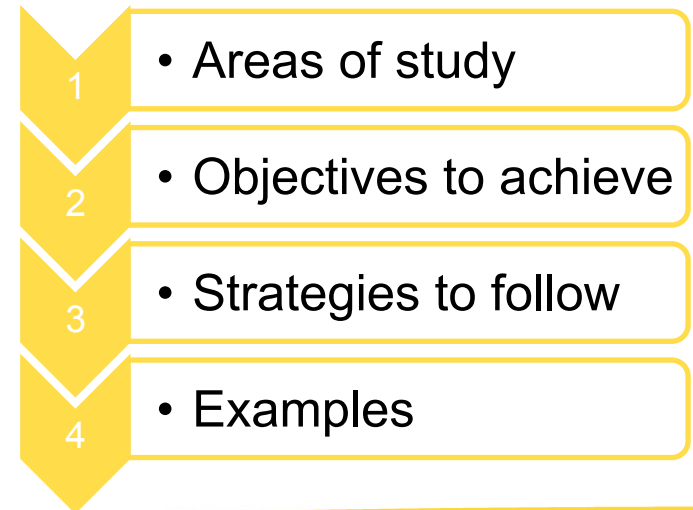
For each of the 6 areas of study, some specific objectives have been suggested to be achieved.

In addition, for each of this objectives, some strategies have been proposed.

Finally, a set of detailed examples have been chosen among those from the city partners of the Urbact Markets.

During the first phase of the project, each city defined its priorities explaining what knowledge they can share on the topic and what they want to learn.

Thanks to this information we have designed a matrix of interests that can be found in the following page.



Matrix of interests

This matrix shows that Barcelona, Wroclaw and Pecs are those better positioned to share knowledge on this specific topic of Town Centre Regeneration.

It can also be found that Dublin and Attica are those partners with a higher demand of knowledge on this topic.

Town Centre Regeneration take also into account a transversal topic which is Management, Financing and Communication.

- Want to LEARN in more than 50 % of the topics
- Want to LEARN in less than 50 % of the topics
- Can SHARE skills in more than 50 % of the topics
- Can SHARE skills in less than 50 % of the topics

	DUBLIN	BARCELONA	PECS	LONDON	TORINO	SUCEAVA	TOULOUSE	WROCLAW	ATTICA
Urban Planning:									
Drafting an integrated Action Plan									
Management of city markets									
The remodeling of a market:									
Architecture									
Improving the market area									
Services									
Attractiveness									
Co-financing mechanisms									
Management of the process									

URBAN PLANNING EFFICIENCY

1. Urban planning efficiency

Market regeneration can't be afforded without considering its whole neighborhood and it has a very significant impact on the urban planning of its surroundings.

For this very reason, many times market's renewals are done as a part of a whole action to a certain area of the city. However, looking them just as ordinary "municipal equipment" implies losing a unique opportunity to act on the economic and social wellbeing of a whole neighborhood.

Therefore, urban planning and market renewal should be coordinated independently from whom starts the regeneration.

Objective: Get the «markets department»* involved in the Urban Planning

Strategies:

1. **Organization:** To have a clearly identified "Market department/unit"
2. **Leadership:** To provide leadership when markets are involved in a quartier or town center regeneration
3. **Coordination:** To coordinate renewal actions with the urban planning department and other involved areas.
4. **Community:** To Build on community existing assets



1. Urban planning efficiency

Strategies	Actions
1. Organization	<p>1.1 Some cities don't have an area in charge of the markets, being its responsibilities distributed across several departments. In this cases, we suggest:</p> <ul style="list-style-type: none"> • To identify the departments and technical areas involved. • To create a single body or the necessary bridges to its correct joint and coordinated action for markets.
2. Leadership	<p>2.1 To anticipate problems and opportunities on the urban development for markets.</p> <p>2.2 Market team has to define the multiple objectives, set up a accurate diagnosis of the project and its development phases.</p> <p>2.3 Market team must canalize all the knowhow of the team, and partners in the project and can define its own model of markets or follow an existing one.</p>
3. Coordination	<p>3.1 To monitor by teamwork.</p> <p>3.2 To define deadlines for every step and phases of the project according to every stakeholder and to the different services involved.</p> <p>3.3 To organize formal and informal meetings with all the stakeholders.</p>
4. Community	<p>4.1 To identify and listen to stakeholders.</p> <p>4.2 To use neighborhood knowledge and getting all the feedback of the field actors.</p> <p>4.3 To use this information and taking it into account for the whole organization.</p>

Urban planning efficiency – Example 1

Barcelona: Integrated Action Plan of Santa Caterina Market. The market remodelling process was for Barcelona an opportunity to “rethink” and upgrade the services and urban planning of the neighbouring area: it involved green areas, establishing links with the district commercial axis, pedestrianization of streets...

- **An opportunity to “rethink” and upgrade the services and urban planning of the neighbouring area.**



1. Leadership: The project was defined by a strong leadership of IMMB and the wish to create an integrated action plan. A market remodelling co-financed between the city and the market operators, is the opportunity that the IMMB took to:

- Change the statutory relationship with the stallholders.
- Improve the commercial mix.
- Adapt the new facilities to the current challenges and needs.
- Coordinate this effort with the surroundings remodelling.

IMMB designed a powerful market model recognized nationally and internationally. The main task was to modernize and remodel the market to adapt the offer and the infrastructure to a changing demand of the citizens.

2. Coordination: The remodelling of Santa Caterina market, placed in a previously marginalized neighbourhood is a good example of coordination with the urban planning department. More than a simple renewing, the project included a global renewing of the neighbourhood: street improvements, 40 new apartments for elderly people and a new pneumatic waste management system were set up. Now the Santa Caterina area is an important touristic pole with a lot of activities inside and around the market.

3. Community: The Institute of Markets of Barcelona leded the communication of the process to the community and kept them informed about the remodelling.

4. Organization: The IMMB has been able to create all the necessary connections with others services of the city (such as Traffic, Sustainable development and waste management) through a strong internal organization.

Urban planning efficiency – Example 2

Torino: Urban Barriera di Torino: European program for the redevelopment of the area around a market which has become the core activity of the entire district. It is an Integrated Local Development Plan. The program operated on the physical, economic and social. Its action in the area was focused on encouraging collaboration and proactive interaction between all those stakeholders and beneficiaries of the renewal (Sector of the Public Administration, the reality of the territory, associations, institutions, citizens, business, etc..).



➤ **A complex Integrated Local Development Plan**

- 1. Leadership:** In the case of Torino the regeneration of Foroni market outstands within the overall project.
- 2. Coordination:**
 - The Urban Committee was made of the City of Turin, ATC and Turin International to carry out the activities of management and support of the program as a whole, ensuring the proper completion of all implemented procedures. The Committee plays the role of coordinator of the community of Barriera, in response to requests of developing actions and services and activating synergies and partnerships with all the stakeholders of the neighbourhood.
 - The organization of the work was done for different phases, in order to ensure always physical accesses and to allow the operation, with portions of the Scarlatti and Creswel street, a "provisional market" of about 60 stalls.
- 3. Community:** The project was based on a close collaboration of different organism: City, EU, metropolitan, International Turin, business partners and other stakeholders.
- 4. Organization:** Financed by the City of Turin, the Piedmont Region and the European Community, the program operated by encouraging collaboration and proactive interaction between Sectors of the Public Administration, the reality of the territory, local associations, institutions, citizens, business, etc... In this way the path of the project was led by a powerful organization where everyone had a clear idea of its role.

Documentation: *Comitato Urban Barriera* - <http://www.comune.torino.it/urbanbarriera/>

Urban planning efficiency – Example 3 (outside the partnership)

Genoa: The urban requalification programme of Carmine : The city developed an integral remodelling of “Mercato del Carmine” to revitalize an historic district, including:

- The market was entrusted to a new Consortium through a Municipal tender,
- A new “regional winery” and stalls with local products,
- The organization of new activities to attract citizens (products demonstrations) aimed at revitalizing the “social atmosphere” of the neighbourhood.



➤ How an historic heritage was the seed for a valorisation process of a market system

1. Leadership :

- To start a valorisation process of the market system means to recover the market role in the urban context, giving again an old and new functions to the market, but above all a central role in the citizen life.
- Its pilot project financed the studies for the remodelling of an old market placed in historical centre (il mercato delle carmine), together with the planning of a new internal conception to ensure its success.

2. **Coordination:** the market requalification process has been articulated in several stages:

- Creation of the city market net, that determine the beginning of an integration with the local producers.
- Creation of a national market net which genoa could be the lead partner, in order to define, in a wider context, rules, production agreements, methods to guarantee food security and quality.
- Individualization of innovative functions for the excellence markets, that characterize the traditional aspect of the commercial activity of genoa.
- Actions of governance, in accordance with the arranged planning model, with the aim to create a public/private partnership for the market system management.

3. Community: A big challenge of the project has been to create new relational nets that allow to start fruitful exchanges with the hinterland producers, but also with the goods coming from overseas.

4. Organization: The Regional Winery is established on a proposal of the Municipal Administration of Castelnuovo Magra, Ortovero, Genoa and Dolceacqua, hereinafter referred to as "founding members."

DIRECT AND INDIRECT IMPACTS OF A MARKET ON THEIR NEIGHBOURHOOD

2. Direct and indirect impacts of a market on their neighbourhood

Markets generate an important economic impact on the city. Some of this impact is direct, due to the income generated on the markets, the jobs created to sustain the market activity, etc.

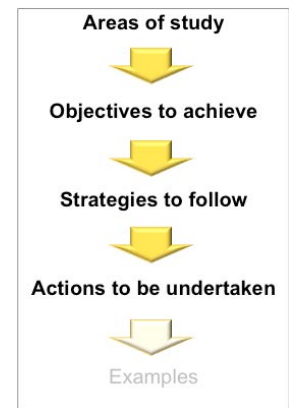
Some are indirect such as the impact on the creation and sustainability of the commerce around the market, the real estate costs, the companies that live from the services provided to the market (logistics, distribution, cleaning, security, delivery, packaging, producers...).

The impact may also be focused from the social point of view, since the job and wealth creation on a neighborhood prevents its degradation. In addition, markets are a place for intercultural exchange, where different cultures meet to normalize their coexistence in the same territory, helping for instance, the integration of immigrants to the city.

Objective: To capitalize the actual impact of the Markets

Strategies:

1. **Evaluation:** To carry out impact assessment studies
2. **Communication:** To develop a message about the relevance of the market on the town from perspective – social, economic, employment...



2. Direct and indirect impacts of a market on their neighbourhood

Strategies	Actions
1. Evaluation	<p>1.1 To define key indicators with economic and non economic data.</p> <p>1.2 To look for the data within the City statistic data or to carry out field work. In this case:</p> <ul style="list-style-type: none">• To supervise survey and research or to find existing ones.• To get quantitative and qualitative valid and exploitable information to be communicated. <p>1.3 To analyze the specific interest of other city areas on the results for their strategic and operational plan development (e.g. mobility, environmental, urban planning, waste management...)</p>
2. Communication	<p>2.1 To transform survey and technical data into accessible reports for the public.</p> <p>2.2 To spread this data to other services and department of the local administrations.</p> <p>2.3 To integrate this key figures and conclusions into the communication plan of the project (guides, leaflet, website, blogs, press, event...).</p> <p>2.4 To communicate and promote markets through those key figures.</p>

Direct and indirect impacts of a market on their neighbourhood

Example 1

Torino: Light on Porta Palazzo: The market that never turns off . This research on the market of Porta Palazzo is the result of a long preparation activity. This research tackles all the elements that are connected to Porta Palazzo, Europe's biggest open market on a permanent site and is composed by a quantitative and a qualitative part. Porta Palazzo is a very important institution that influences the urban environment, and it represents an important cultural element and a piece of collective memory.



➤ **A research on a market: The biggest open market still local.**

1. Evaluation:

• Quantitative techniques:

This part of the research involved the food productions of the market, with the aim of identifying typologies, varieties and the percentage of local origin's products.

• Qualitative techniques:

- The adequacy of the opening and closing hours to the needs of vendors and to the new needs of context and customer base.
- The products sold: attention paid by vendors to seasonality and traceability and customer's perception about them.
- The relationship with the customers: the perception of the customers priorities in buying, customers' composition and system to create a loyal customer base.
- The relationship between Public Administration and Institutions.
- Individualism, collaborator and competition: the relationship with other stallholders (also the foreign ones).
- The garbage disposal system.
- The economic trend.
- The main problems of the market.

2. Communication:

The Food Market Festival, organized by The City of Turin and the Conservatoria delle Cucine Mediterranee del Nord Ovest, returns to Turin having the Mediterranean markets as it's protagonists.

Documentation: "Light on Porta Palazzo. The market that never turns off" - <http://goo.gl/AE3Ulv>

Direct and indirect impacts of a market on their neighbourhood

Example 2

Barcelona: The objective of the study was to analyze the direct economic impact of the municipal market network in Barcelona in 2011 and compared with the data obtained in a similar study carried out in 2009.

➤ Research of the direct and indirect impact of markets through a survey

1. Evaluation

To know the volume of economic activity of the local markets, based on the following aspects:

- Economic indicators: Turnover, number of employees.
- Characteristics of establishments: Product category, size, type of tenancy.
- Profile of operators / traders: socioeconomic, time with a stall in the market, number of establishments.
- To analyse the cost of purchasing in the municipal markets, according to the following aspects:
 - ✓ Purchase: Amount and composition by product category
 - ✓ Buyer profile: Buying habits and demographic characteristics.

2. Communication of results:

- **Most of the clients** are women, 50 years old, living in the neighbourhood, coming to the market by foot with a middle bill of 14,69€ and with a high loyalty to their usual stalls. 68% of the clients purchase at the supermarket located inside the market and 38% purchase also in shops around the markets.
- **The operators of the market** have mainly only 1 stall and sell around 11000€ per month. The stallers who sell in a market with a supermarket inside have a bigger turnover.
- **The total economic impact of the network of the Barcelona Municipal Markets** for 2011 was 990.347.000€ and 76% was dedicated to fresh food.

In terms of employment, the Barcelona municipal markets directly occupy more than 7,500 people, representing 8% of the 92.000 workers in the retail trade in the city.

The 43 markets of the city attracted more than 63 millions visitors.

73% of retailers has their stalls for more than 10 years (a figure almost identical to 2009) and 70% of the operators considered minimal the risk of closure, when in 2009 was only 43% which shows that market is a stable format that stallers can trust even in a deep economic crisis situation.

Direct and indirect impacts of a market on their neighbourhood

Example 3 (outside the partnership)

The MedEmporion Project is an initiative promoted and led by the cities of Torino, Barcelona and Genova, together with Conservatoria del Piemonte and the Conservatoire des Cuisines de la Méditerranée of Marseille. The general goal of the project was to study the importance of food markets in the Mediterranean area as a tool of urban development and economic promotion and to undertake a research about the importance of the product of proximity and the role of the market as a tool for social cohesion.



➤ **A research about the importance of the product of proximity and the role of the market as a tool for social cohesion.**

1. Evaluation:

- Two academic studies were produced in the frame of the Med EMPORION Project, an initiative in the frame of the MED Programme of the European Union.
- One about the presence of the product of proximity in the markets and another on the challenges and the opportunities of Mediterranean markets.

2. Communication:

- Organization of four food festivals in Marseille, Torino, Barcelona and Genova to spread the reality of the Mediterranean markets, their values and their characteristic products among the general public and to allow a contact between market traders and operators from east-west and north-south of the Mediterranean zone.
- Creation of a web page of the markets of the Mediterranean zone, with useful information that will remain after the end of the project.
- Publication of a Guide of standards of quality and a collection of standards of good practice to improve the daily management of the markets.
- Edition of a policy recommendations document addressed to the European and local authorities in charge of markets.

Direct and indirect impacts of a market on their neighbourhood

Example 4 (outside the partnership)

Project for Public Spaces (PPS) is a non-profit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities.

Public Markets & Community-Based Food Systems in USA: This report summarizes the results of research conducted to determine how markets undertaken by local food systems advocates can more effectively participate as a part of community-based food systems and address food security in lower-income communities. The main conclusion is that successful Public market must:

- Succeed in addressing food security issues and building local food systems.
- Provide a space for people to come together.
- Be economically sustainable over the long term.

➤ **Matrix to help enhance both new and existing markets.**

1. Evaluation:

The core of this research was based on an analysis of three existing farmers markets conducted with the goal of understanding the roles they play in building local food systems and in addressing food security issues.

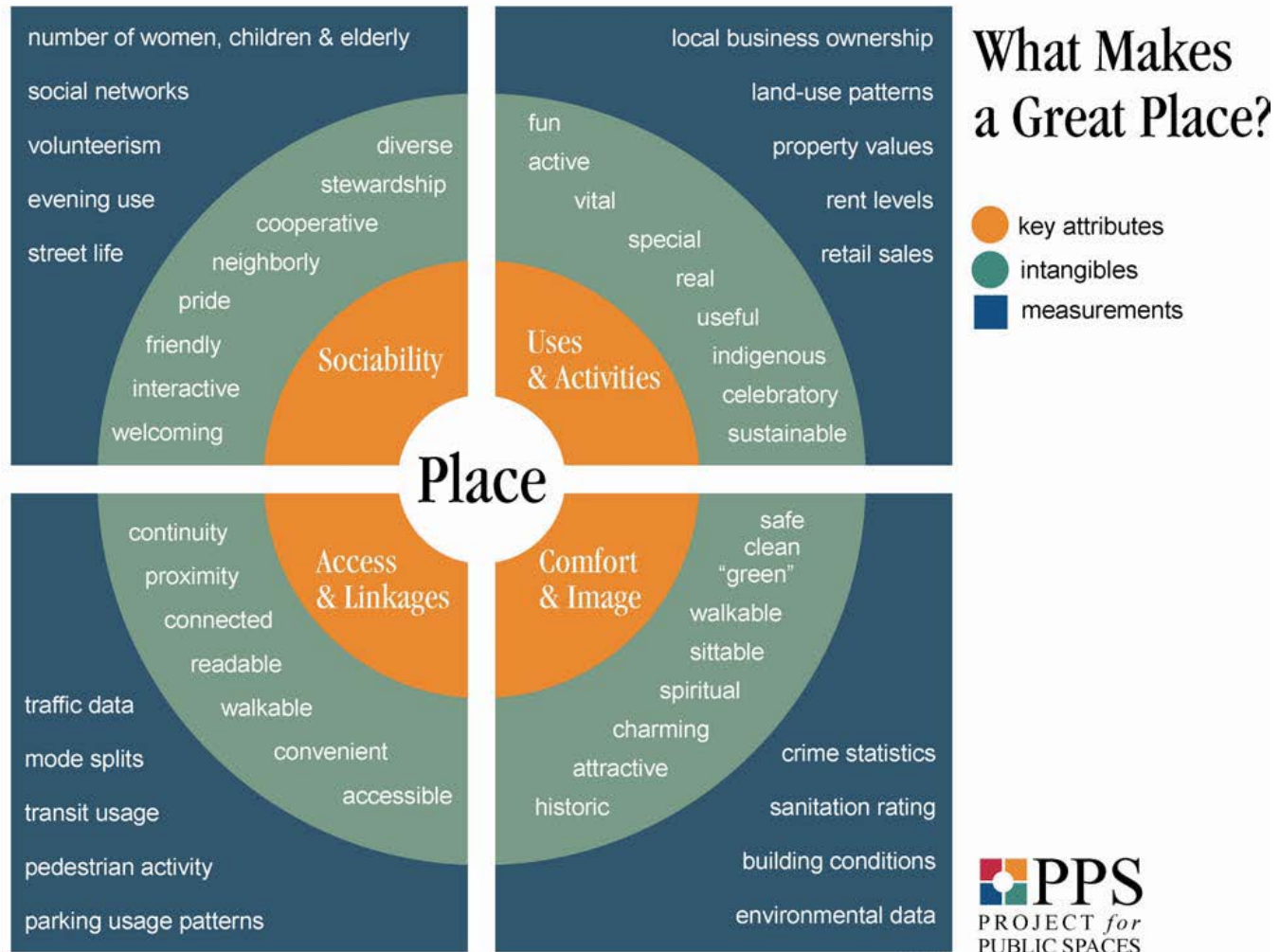
- Interviews with market management and sponsors.
- Collecting market background and budget information.
- Surveys of customers, with a goal of 100 per market (in all, 229 surveys were completed).
- Surveys and interviews with market vendors.

2. Communication:

- The markets are particularly strong in their ability to improve access to fresh food for customers who otherwise have few options in their neighbourhoods and limited resources. For vendors, especially new immigrants with agricultural backgrounds, the markets provide opportunities to create a new business and supplement their income, while increasing demand for locally grown products. The markets are also positive economic and social forces for their surrounding urban and rural communities, although more can be done to realize their full potential. Finally, the case studies offer lessons in how sponsors can balance their social agendas and the practicalities of sustaining a complex business enterprise.
- This research helped to create a matrix of which help organizers to enhance both new and existing markets by looking at the four key elements of a great place that PPS uses in helping communities create vibrant public spaces.



Annex of example 4: Project for Public Spaces (PPS)



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➤ Improving these 4 elements can help a market broaden its appeal and forge a strong identity – giving it a greater chance to remain competitive and grow in the future.

HOW TO IDENTIFY AND ENGAGE THE SERVICES AND AREAS INVOLVED IN A MARKET REGENERATION

3. How to identify and engage the services and areas involved in a market regeneration

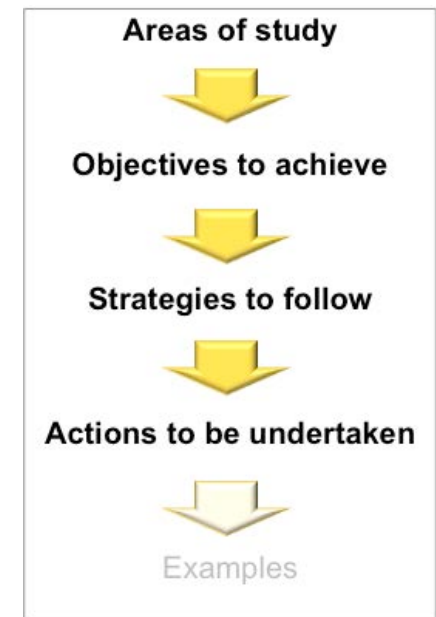
Markets are a very complex ecosystem. Different interests are involved on their success and development: political and commercial, economic and social, private and public...

It implies that there is a long list of stakeholders, directly or indirectly related to the markets and that any activity that may alter its normal functioning is able to impact their businesses or interests.

Objective: Get a shared vision and maximum involvement in the future development of the market.

Strategies:

1. **Organization:** To have a clearly identified “Market department/unit”
2. **Interaction:** To create a space for discussion about markets.
3. **Socialization:** To involve the individual markets in their immediate environment (association, neighborhood...)



3. How to identify and engage the services and areas involved in a market regeneration

Strategies	Actions
1. Organization	<ul style="list-style-type: none"> 1.1 To Identify the departments and technical areas involved . 1.2 To create a single body or the necessary bridges to its correct joint action for markets. 1.3 To draft a convention or an agreement with the area of responsibility of every stakeholders.
2. Interaction	<ul style="list-style-type: none"> 2.1 To use the LSG as a long term strategic tool. 2.2 To create technical committees. 2.3 To organize periodical meetings. 2.4 To create an annual conference for the city markets where different experts can review and provide their vision on markets. 2.5 To make the project accepted by every stakeholders, politics and economic agent.
3. Socialization	<ul style="list-style-type: none"> 3.1 To foster partnership and joint actions between markets and local retail or social associations, schools, and /or other local stakeholders. 3.2 To delegate responsibilities in order to involve some stakeholders into a real partnership.

How to identify and engage the services and areas involved in a market regeneration – Example 1 (outside the partnership)

Project for Public Spaces (PPS) is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. For more details see P18.



➤ **Engagement of parent organizations to support a project.**

1. Organization:

Organizers can improve the viability of their proposed market by doing things right from the start – determining trade area and product mix; recruiting farmers and planning to minimize attrition; securing community buy-in and participation; and building strong partnerships all around. This level of planning requires significant amounts of time and money and capacity to organize it, but it pays off by enabling the market to become self-sustaining earlier, and improving the market's long-term chances of success.

2. Interaction: Connection with Stable Parent Organization/Sponsor.

All of our case study markets had the advantage of a well-established parent organization to help it get off the ground. Make Connections: As with any good partnership, all parties benefit: the sponsor furthers its social agenda, and the market is able to move towards greater sustainability.

3. Socialization: Connection to Community-Based Institutions:

This organization may or may not be the same as the primary sponsor. Such as: Churches(California), Rhode Island Indian Council. Another model can be found in Washington D.C., where a series of small markets is collectively sponsored and supported by an established food security group, but managed individually by community-based organizations.

How to identify and engage the services and areas involved in a market regeneration – Example 2 (outside the partnership)

Marseille: “Good practice guide for the implementation of farmers markets” by the Association for the Development of Agricultural and Rural Employment (ADEAR13) .

The guide propose a methodology for the creation, management and sustainability of farmers' markets.

This guide has been edited for development officers, politics or farmers who wish to set up farmers markets modelled on those created by ADEAR131 since 2001. This practical guide aims to identify good practices and lessons learned for the implementation of farmers' markets.

➤ **A methodology for the creation, management and sustainability of farmers' markets.**



1. Organization: Creation of a departmental structure and drafting of a convention defining the areas of responsibility of every stakeholders.

2. Interaction: The guide defines the best way to interact with the stakeholders:

- To find the political willingness and the support of the municipality.
- To set up a consultation meeting and a presentation of the project conducted with the municipality to the local population, in particular traders.
- To reach a partnership with the neighbourhood associations, and trade associations to promote and make them accept the project.
- To organize an annual meeting to get the feedback on how the organization of the market is perceived by every stakeholders. It's also an opportunity to readjust the production to a changing demand and to anticipate the next events.

3. Socialization:

Farmers markets that work best are those where there are 3 parties:

- The City Council which approves and supports the market.
- An association in town that takes care of the daily management, events and communication with the clients.
- An agricultural association that deals with the relationship with the producers and the application of the rules.

FINANCING A MARKET REGENERATION

4. Financing a Market regeneration

Different and creative examples can be found among the participant cities on how to finance market regeneration, particularly from the perspective of public-private investments.

Objective: Ensure the financial sustainability of market

Strategies:

1. **Model:** To define the private public mix model that applies to each city and to every different action.
2. **Engagement:** To involve stakeholders in the prioritization of actions.
3. **Urban Coordination:** To coordinate investment actions with other actions of the city.



4. Financing a Market regeneration

Strategies	Actions
1. Model	<p>1.1 To review current legislation to identify barriers and accelerators for different financing models and propose potential changes to improve them.</p> <p>1.2 To find out the most appropriate model for each action explored since not all actions have to be financed in the same way.</p>
2. Engagement	<p>2.1 To evaluate the potential private interest in the market renewal, even traders or supermarkets or other distributors.</p> <p>2.2 To create a stakeholder's space for discussion about investment prioritization and participation interest.</p> <p>2.3 To prioritize and organize investment by a formal report.</p>
3. Coordination	<p>3.1 To organize formal and informal meetings with all the stakeholders and other services of the city.</p> <p>3.2 To plan investments of the projects within all the projects of local administrations.</p> <p>3.3 To set up a special coordination unit.</p>



Mercats de Barcelona

Barcelona: The Institut Municipal de Mercats (Immb): the Council has undertaken or promoted the modernization of over half of the 43 municipal markets included in the network.

In the framework of this process, the municipal public initiative carried out restructuring works that affect several aspects of the markets, such as modernization of infrastructures, improvement of the product mix, introduction of supermarkets inside the markets, launch of new services and the reinterpretation of the social function and environmental commitment.

- **The management model of Barcelona: Traders and operators of the market also participate in the financing.**

1. Model:

To define the private public mix model that applies to each action.

The markets of the city are managed by the Council through its own institute, the Institut Municipal de Mercats de Barcelona (IMMB).

Based on a public management model but with a significant involvement of private operators, the markets promote values linked to food consumption such as:

- The marketing of fresh and quality local products.
- The immediate relation between food and health.
- The promotion of responsible consumption.

2. Engagement:

- The traders are organised in each market into associations which, among other activities, are responsible for the relationship with the IMMB, joint management of the cleaning and security of the markets, as well as actively participating in the promotional activities undertaken.
- The traders are also in charge of a percentage of the investment such as remodelling of the market.

3. Urban Coordination:

The IMMB and every stakeholders of the market regeneration developed a strong culture of joint responsibility both technical and financial which helps to coordinate investments.

Wrocław : The 'Nadodrze Shop Windows' project " is part of the revitalisation programme of Nadodrze. The district of Nadodrze, one of the most deprived urban areas in the city. Through the ERDF, Nadodrze has benefited from an integrated revitalisation programme. Public participation and local NGO involvement is a major feature of this programme, which represented one of the first attempts in Poland to launch a multi-stakeholder area-based process.

The 'Nadodrze Shop Windows' project aimed to update the district's image and to attract customers establishing an artistic district friendly for handcrafts and art nearby the green market of Ptasia street.

➤ **An ambitious revitalization program with a strong public-private financing mix and local NGOs involvement.**

1. Model:

This project is part of the Nadodrze revitalisation programme and its financing model is a mix of public and private funds:

- The main contributor was the city in the social economic activity.
- The main contributor was the ERDF for buildings and public space renovation.
- Regional Operational Programme of Dolnośląskie Region 2007-2013 (RPO WD).
- Private contributions of owners and tenants have also been spent in the renovation.

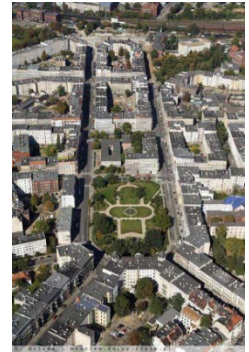
2. Engagement:

The city organized formal and informal partnership to engage the different stakeholders. However, it appears that the social programs focused too intensely on employment, for instance by introducing residents to traditional handicrafts which are nowadays in demand from visitors to the town.

This meant that issues regarding access to housing, regeneration and maintenance of blighted apartment buildings could not be tackled.

3. Urban Coordination:

A key problem was the co-ordination of various operations driven by fragmented bodies, and their comprehensive programming and planning. At the beginning of the implementation of the revitalisation programme, Wrocław municipality set up a special coordinating unit. It is called the Presidential Department ('president' is the title of the city's mayor) whose tasks include synchronising different sectorial units within the framework of the Nadodrze revitalisation programme. These works were supervised by the Deputy City Mayor.



SOCIAL IMPACT OF THE MARKETS

5. Social impact of the markets

Markets have a very deep impact on the social fabric of the town or neighbourhood around them. Markets adapt the offer of products and their processes to the needs of their clients. Markets create jobs and provide business opportunities to their neighbours and other stakeholders, and are definitely a place for people to gather and interact.

To communicate these benefits while finding the way to further boost them is key to find the right supports to improve the markets.

Objective: To communicate and boost the social benefits of the markets

Strategies:

- 1. Key drivers:** To identify the main indicators about the social impact of the markets in the city
- 2. Communication:** To integrate the social benefits in the market's communication strategy.
- 3. Synergies:** To look for communication synergies with other social institutions



5. Social impact of the markets

Strategies	Actions
1. Key drivers	<p>1.1 To review the actual impacts of the markets In the city.</p> <p>1.2 To identify potential benefits generated by the market in the social fabric of their quarters.</p> <p>1.3 To use all the data of previous survey and researches or to organize a new one.</p>
2. Communication	<p>2.1 To design a new communication axis from the social perspective.</p> <p>2.2 To integrate this new axis into the communication related to markets.</p> <p>2.3 To assess the opportunity to use this axis within the global communication plan of the city.</p>
3. Synergies	<p>3.1 To identify which stakeholders has a special interest on the social benefits of the market.</p> <p>3.2 To generate joint communication actions with those stakeholders.</p> <p>3.3 To find responsible of communication of all the social actors of the project.</p>

Social impact of the markets – Example 1

Toulouse: The Inquet Market .The Saint–Sernin square in Toulouse has always been the place of a informal second-hand market.

The Inquet Market is a public project reserved for sellers with minimum income. It has been normalized and legalized with a local association (CERPI 31) and this action shows that markets can help insertion. The Inquet sales area has a real social character and help those with minimum income.

In order to ensure the efficiency of authorizations to trade, CERPI 31, an association specialized in insertion was tasked with carrying out customized the organization and the personalized following-up of each person authorized.

➤ **A social market of second hand products can help insertion of people in social marginalization.**



1. Key drivers:

- The market is a way to integrate people in positions of social marginalization. Thanks to the registration, CERPI can develop a personal following up and most of the stall holder are informed on socio-professional integration.(employment, housing demand, access to rights...)
- The Inquet market is defined as a social market so for the clients of the market it's an opportunity to get products at a very low prices and it's also a social act to buy something from the market.
- From the moment the market has been regulated, the stalls are well dispatched on the square and the traffic or the other shop holder and stakeholders of the neighbourhood are very pleased. It gave a cohesion, more commercial activity and a strong identity to the neighbourhood.

2. Communication: On June 2012 ,the association Ainda shoot a documentary film on the Inquet market reflecting all the social aspect of the project, and giving faces and names to all the stakeholders of the project. The communication of the project is not very strong but the word of mouth has made this market a new appointment for social sale and purchase.

3. Synergies: The market has a very positive image. The association CERPI 31 and the city can enjoy the media impacts(such as the documentary of Ainda)

Barcelona: IMMB educational Programme: An initiative from the IMMB and the Barcelona Provincial Council's Department of Commerce. Its aim is to educate young people regarding the healthy lifestyle that can be found at municipal markets. It is a project that starts in the classroom, continues in the market environment and ends with a specifically-designed website.

➤ **An educational programme to educate young people regarding the healthy lifestyle that can be found at municipal markets.**

- 1. Key drivers:** A pilot project developed within the framework of the European Med Emporion project and financed through EU Med programmes, experts in teaching and nutrition were consulted for its content.
 - For the primary school children, the programme deals with aspects related to the value of the market as a quality resource for good health, a sense of community and personal service.
 - To identify the type of products that can be found at the market, recognising and positively valuing the fresh produce on offer.
 - To see first-hand exactly what it is to shop at a market: personal service, product volumes adjusted to the individual customer, advice on the product.
 - To recognize the importance of a balanced and healthy diet.
 - To appreciate the importance of buying locally as a key factor in achieving sustainable food supplies.
- 2. Communication:** The IMMB developed a communication plan for this project with a dedicated website www.menjodemercat.cat, a high amount of documentation for the schools and many videos of the classrooms experience.
 - The communication of this project is part of the integrated dissemination strategy of the IMMB. It has been presented in several social events.
 - The IMMB also launched a social media workshop for traders .
- 3. Synergies:** The IMMB generates an integrate communication for all the markets of the town and the communication department maintains the coordination of the communication actions.
The IMMB also encourages the traders associations to have a responsible of communication.

Social impact of the markets

– Example 3 (outside the partnership)

GOOD PRACTICE GUIDE FOR THE IMPLEMENTATION OF FARMERS MARKETS by the ADEAR13 – Marseille. (for more details see P24)

- **The guide delivers several ways to unify the group of peasants around a common project of farmer's market.**

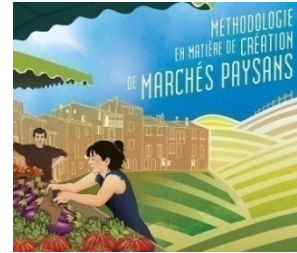
1. Key drivers:

- This farmers market boost the rural-urban links. The farmer's market are a real tool for rural development by contributing to the installation and sustainability of farms adapted to this method of distribution.
- The market is a tool of transmission and exchange between farmers too.
- The market has a key role of food education for consumers.
- The direct communication between farmers and customers allow s the farmers to get a direct feedback on the production quality and the client expectations.
- Revitalization of the neighbourhood: The Farmers markets attract new clients for the to the many local shops. So it's good for all traders of the neighbourhood.

2. Communication:

- A. The guide delivers several ways to unify the group of peasants around a common project several ways exist:
- To emphasize the common values. The drafting of a charter referring to this values is an effective way to make them emerge and to unify this group of farmers.
Thereafter, it firstly improves the readability of the project and also transmit s these values to newcomers.
 - To share these values with the customers through the presentation of the farm, of the production method, of pictures.
- B. The drafting and distribution of this guide allows to increase the culture of farmers markets.
- C. ADEAR also advised to create regular events in the markets, to communicate through local press and to have a clear visual identity.

- 3. Synergies:** The first axis of the guide is to find local political supports (from the city council and neighbourhood associations) to foster the acceptance and sustainability of the market.

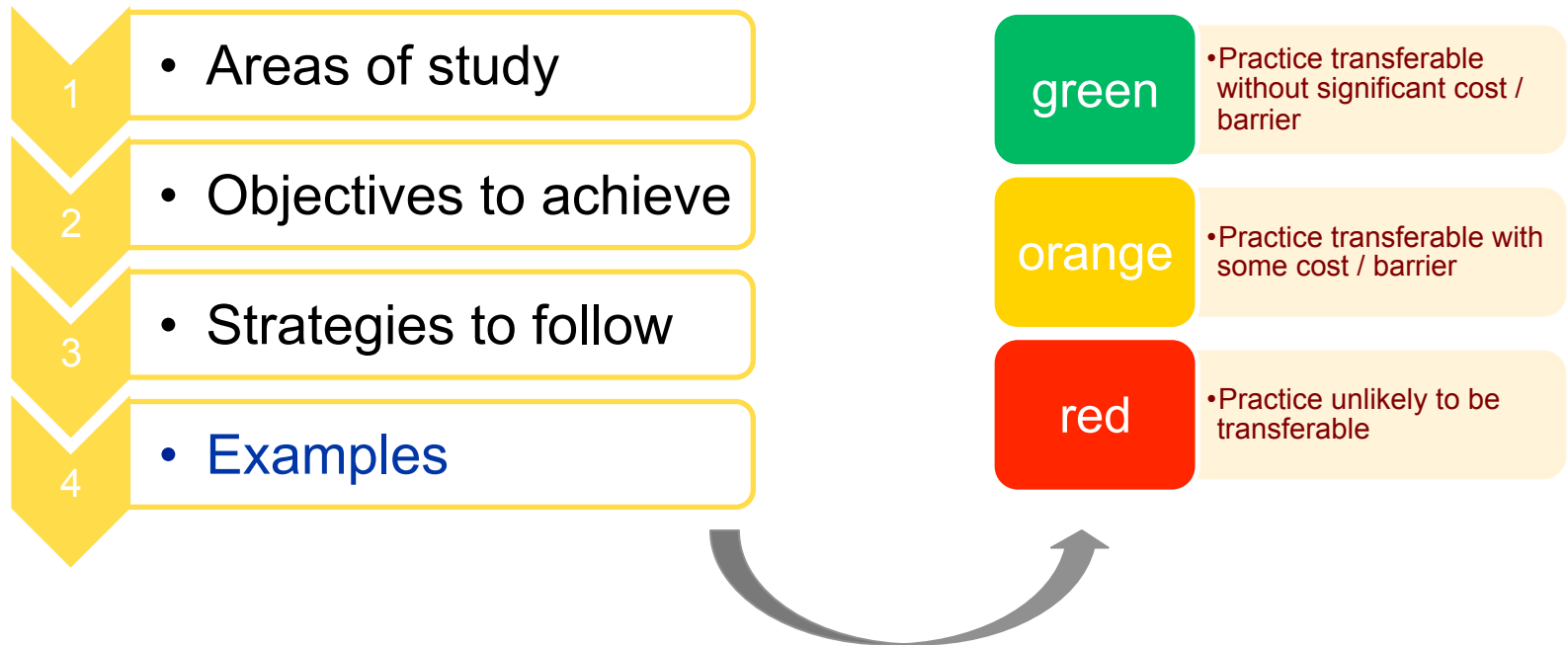


MATRIX OF APPROACHES

Matrix of Approaches – By Cities

This thematic guidelines has shown several example of good practices. The goal of the matrix is to extract the skills and knowledge from this examples, to name who has this skills and knowledge and to point which cities can be interested.

For a non partner city, this matrix of approaches is also an opportunity to get a summary of the existing knowledge of the partner cities on concrete situation of a town centre regeneration.



Matrix of Approaches – By Cities

Host Partner	Host partner examples of experience	Attica	Barcelona	Dublin	London	Pecs	Suceava	Torino	Toulouse	Wroclaw
Barcelona	Leadership of a dedicated structure to the markets.	Orange	Grey	Green	Orange	Green	Green	Green	Green	Green
	Public-Private managing model of Barcelona.	Red	Grey	Orange	Red	Orange	Orange	Red	White	Red
	Coordination with the urban planning area and the district.	Green	Grey	Green	Orange	Green	Green	Green	White	White
	To identify and listen to stakeholders and the community.	Green	Grey	Green	Green	Green	Green	Green	White	White
	To upgrade the services and urban planning of the neighbouring area of the market.	Orange	Grey	Orange	Green	Orange	White	White	Orange	Orange
	Participation of traders in financing.	White	Grey	Orange	Orange	White	White	Orange	White	White
	Introduction of supermarket in markets.	Orange	Grey	Orange	Orange	Orange	White	Orange	Orange	Orange
	To transform survey and technical data of the markets into accessible reports for the public.	Green	Grey	Green	Green	Green	Green	Green	Green	Green
	Integrate communication plan for all the markets of the town.	Orange	Grey	Red	Red	Green	White	Orange	Green	White
	An educational programme to educate young people regarding the healthy lifestyle that can be found at municipal markets.	Green	Grey	Orange	Orange	Green	Green	Green	White	White

Matrix of Approaches – By Cities

Host Partner	Host partner examples of experience	Attica	Barcelona	Dublin	London	Pecs	Suceava	Torino	Toulouse	Wroclaw
Wrocław	Participation of NGOs in revitalisation programme.	Orange	Green	Orange	Orange	Orange	Orange	Orange	Orange	Grey
	Creation of formal and informal partnership to engage the different stakeholders in the financing.	Green	White	Orange	Orange	White	Orange	Orange	White	Grey
	Introduction in a neighbourhood of a new activity and identity like handcraft.	White	Red	Red	Red	White	Orange	Red	Red	Grey
	Coordination and synchronising of different sectorial units within the framework of the regeneration programme.	Green	White	Green	Green	White	White	Green	White	Grey
Torino	To define deadlines for every step and phases of the project according to every stakeholders and different services involved.	Green	White	Green	Green	White	White	Green	White	White
	Collaboration and proactive interaction between all the stakeholders and beneficiaries of redevelopment.	Orange	White	Green	Green	White	Green	Green	White	White

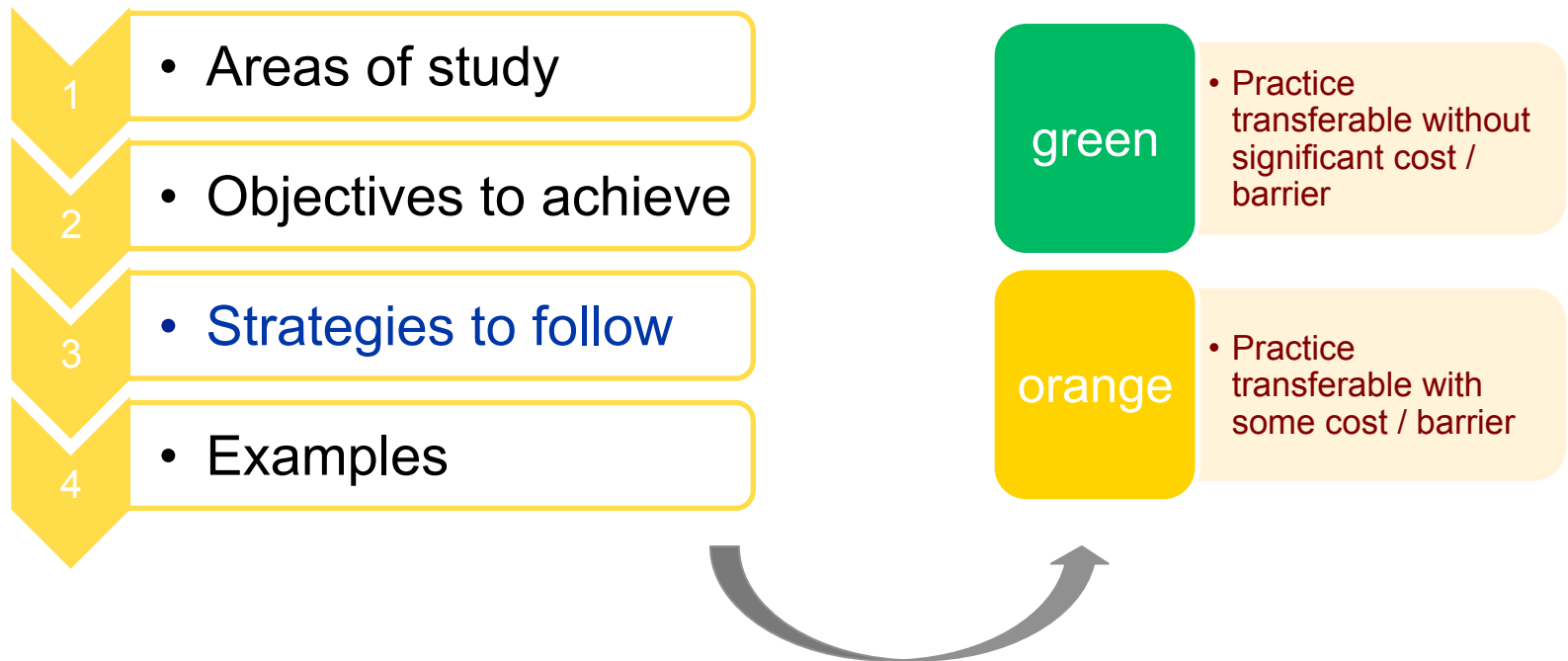
Matrix of Approaches – By Cities

Host Partner	Host partner examples of experience	Attica	Barcelona	Dublin	London	Pecs	Suceava	Torino	Toulouse	Wroclaw
Attica	Projects, providing young people the opportunity to train and to start new businesses related to the market.									
Dublin	Management of a wholesale market by the city council.									
Toulouse	Legalization and normalization of an existing illegal second hand market.									
	Management of registration of stalls and social work of insertion of a market through a local social association.									
Suceava	To contract an external consultant in order to mediate and organise meetings and agenda with all the stakeholders.									

Matrix of Approaches – By strategies

This second matrix will help interested cities to find information and good practices among the strategies defined before.

For instance a person interested in organization of the urban planning efficiency will have a look to the examples of Barcelona (Integrated Action Plan of Santa Caterina Market) and Torino (Urban Barriera di Torino) and maybe get in contact with them.



Matrix of Approaches – By strategies

Examples of Strategies	Host partners									Non Host partners			
	Attica	Barcelona	Dublin	London	Pecs	Suceava	Torino	Toulouse	Wroclaw	Genoa	Medemporion cities cisteses	PPS	Marseille
URBAN PLANNING EFFICIENCY													
Organization: To have a clearly identified “Market department/unit”		Green	Orange		Orange	Orange	Green	Orange	Orange				
Leadership: To provide leadership when markets are involved in a quartier or town centre regeneration	Orange	Green	Orange			Green	Green	Green		Green			
Coordination: To coordinate renewal actions with the urban planning department and other involved areas.		Green	Green	Orange	Orange	Green	Green	Green	Orange	Green			
Community: To Build on community existing assets	Orange	Orange	Green	Orange				Orange					
DIRECT AND INDIRECT IMPACTS OF A MARKET ON THEIR NEIGHBOURHOOD													
Evaluation: To carry out impact assessment studies		Green					Green				Green	Green	
Communication: To develop a message about the relevance of the market on the town from perspective – social, economic, employment		Green				Green	Orange				Green	Orange	

Matrix of Approaches – By strategies

Examples of Strategies	Host partners									Non Host partners			
	Attica	Barcelona	Dublin	London	Pecs	Suceava	Torino	Toulouse	Wroclaw	Genoa	Medemporion cities cisteses	PPS	Marseille
HOW TO IDENTIFY AND ENGAGE THE SERVICES AND AREAS INVOLVED IN A MARKET REGENERATION													
Organization: To have a clearly identified “Market department/unit”		Green	Orange			Orange	Green	Orange	Orange			Orange	Green
Interaction: To create a space for discussion about markets.	Green	Orange	Green	Orange			Orange	Orange	Orange			Green	Green
Socialization: To involve the individual markets in their immediate environment (association, neighborhood...)	Green	Orange	Green	Orange			Orange	Orange				Green	Green
FINANCING A MARKET REGENERATION													
Model: To define the private public mix model that applies to each city and to every different action.		Green	Green	Orange		Orange	Green	Green	Orange				
Engagement: To involve stakeholders in the prioritization of actions	Orange	Orange	Orange	Orange			Orange	Orange					
Urban Coordination: To coordinate investment actions with other actions of the city.	Orange	Orange	Green	Orange		Orange	Orange	Green	Orange				

Matrix of Approaches – By strategies

	Host partners									Non Host partners			
Examples of Strategies	Attica	Barcelona	Dublin	London	Pecs	Suceava	Torino	Toulouse	Wroclaw	Genoa	Medemporion cities citreises	PPS	Marseille
SOCIAL IMPACT OF THE MARKETS													
Key drivers: To identify the main indicators about the social impact of the markets in the city		Green		Orange		Green		Green	Orange				Green
Communication: To integrate the social benefits in the market’s communication strategy.		Green		Orange		Orange		Orange	Orange				Green
Synergies: To look for communication synergies with other social institutions		Orange						Orange					

Grazie Thanks
Danke **Merci** Gracias
Ευχαριστώ multumesc
Takk dziękuję dakujem hvala
Obrigado dziękować
tänan kiitos köszönöm aciu
Tack děkuji paldies
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