

CAMDEN MARKETS VISION & RECOMMENDATIONS 2019

**The brief: a street market vision
and delivery approaches for
Inverness Street market with
development links to Camden's
wider street markets portfolio**

PROJECT SPECIFICATION:

To Develop a Street Market Vision and Delivery Approaches for Inverness Street Market with development links to Camden's wider Street Markets Portfolio [commencing Sep 2018]

1. INTRODUCTION

'We want to make Camden a better borough, a place where everyone has a chance to succeed and nobody gets left behind. Together, we will create a place that works for everyone, and where everybody has a voice.' As Camden works to meet its future challenges, we seek to work with residents, businesses and community partners to build the relationships required to deliver the changes people want.

Camden sits at the heart of the world's most vibrant city. This gives us a rare advantage in challenging economic times and we need to capitalise on that by creating the conditions for and harnessing the benefits of economic growth.

The borough is seen as a progressive place, characterised by neighbourliness and a sense of shared community where diversity is valued. We know that to achieve real and enduring impact we will need to ensure that every organisation focused on improving the borough is pulling in the same direction and working with local people in a spirit of shared endeavour.

Camden's street markets are an important part of the borough's cultural, social and economic fabric. We want to ensure that these assets develop to their full potential, benefitting from the most current and sustainable retail trends. The London Borough of Camden wishes to appoint a consultant to curate a co-designed vision for Inverness Street market, with definite synergistic links to a variety of other street markets across the borough, including Queen's Crescent Market and Chalton Street Market.

2. BACKGROUND

Camden uses the London Local Authorities Act 1990 (as amended) to regulate, enforce and licence street markets and street trading. Camden Street Markets service currently operate from 8 market sites plus some isolated trading positions across the borough.

This legislation allows Local Authorities to designate streets or part of streets as licensed streets for the purpose of street trading. This Act also allows Camden to issue temporary licences in areas that are not designated as licensed trading streets. The Act requires Camden to set their fees and charges to remain self-financing, covering costs of administration, cleansing and enforcement. It does not allow a profit to be made, but a surplus can be raised which can either be used for some benefit to the traders or can be carried over into the next year to cover any future deficit.

The locations of Camden's 8 street markets are:

- Leather Lane
- Inverness Street
- Queens Crescent
- Eton Avenue
- Goodge Place
- Chalton Street
- Earlham Street
- Plender Street

Camden street markets and street trading generates around £964,000 per annum (2016/17). Most this income is derived from Leather Lane Market (38%), 42 miscellaneous sites (27%) and Inverness Street Market (16%). Appendix 1 below provides the full income table for 2016/17.

2.2 INVERNESS STREET MARKET – FOCUS MARKET

Inverness Street Market operates 7 days a week from 7am to 7pm, with around 60 designated pitches. Permanent or temporary traders occupy 45 of these pitches. The focus of the market is tourist memorabilia, clothes and food. The Market is located directly off Camden High Street and benefits from a high level of tourist and visitor footfall. The income generated from Inverness Street Market is around £155,000 per annum, which represents 16% of the Street Markets portfolio.

2.3 QUEEN'S CRESCENT MARKET – INTEGRATE

Queen's Crescent Market is a Thursday and Saturday market located in the Gospel Oak ward. There are currently around 77 designated pitches, with a low level of occupancy. The focus of the market is a local community market.

Previous Gospel Oak regeneration consultation highlighted that Queen's Crescent is a key area of concern for the local community and that the market is seen as integral to the area.

The income generated from Queen's Crescent Market is around £19,000 per annum, which represents 2% of the Street Markets portfolio.

2.4 CHALTON STREET MARKET – INTEGRATE

Chalton Street is a Wednesday to Friday market with 42 designated pitches. Market activity is concentrated on a Friday with a few hot food traders operating on Wednesday and Thursday. The focus of the market is two-fold; the local community and local office worker trade. The income generated from Chalton Street Market is around £10,000 per annum, which represents 1% of the Street Markets portfolio.

3. THIS COMMISSION

Camden recognises the role that Street Markets play in developing the vitality and viability of our local economy and making sure that enterprise benefits local communities. This means moving beyond our traditional regulatory role to actively supporting the development and growth of markets for their contribution to the local economy and their wider benefits to our communities by establishing a variety of partnerships.

Therefore, this commission needs to be considered within a broad context of partnership working and co-design to ensure that future street markets are sustainable both as community assets and commercial assets. Future street markets in Camden will contribute to the regeneration of the borough, sustain and grow independent small business while adding value to public realm in areas where our markets operate.

We recognise that Camden Street Markets operate within a broad portfolio of 8 markets, all with distinct local characteristics. In order for these street markets to flourish specific visions and delivery models are required to enable all users to understand what the market offers and to help attract new traders and customers.

Inverness Street Market, Camden Town, is located within an area of significant growth and development. The retail sector in Camden Town is developing, which provides a broad range of opportunities for Inverness Street Market to develop to the benefit of the whole community.

This commission requires delivery of all project objectives, with clear, practical methods to link the development and operation of Inverness Street Market with improvements to other markets within Camden's portfolio. This networked approach intends to ensure the Council can develop the street markets portfolio rather than singular markets in isolation.

As highlighted in section 2 above, Camden's street markets portfolio operates within a licensing regime under the London Local Authority Act 1990 (as amended). All proposals must include clear market management principles, including; setting up and setting down; management of unlicensed traders; trader parking, and; promotion / communications.

All proposals must be set in the context of practical delivery within an open public street environment, proposing a financially and operationally sustainable solution for the daily delivery of a vibrant street market. The commission must bear these issues in mind when presenting any future proposals.

PROJECT OBJECTIVES

1. Engage: Develop and deliver a co-designed model ensuring broad engagement across the market's local community, traders and customers culminating in a bespoke, sustainable vision for the Inverness Street market area;

2. Innovate: Explore opportunities and clearly set out new street market opportunities and potential new management, delivery and partnership models, which will enhance and expand Camden's street market portfolio, with the primary focus on Inverness Street market. These aspects should be relevant to the market area's demographic, geography, footfall and level of crime / antisocial behaviour;

3. Integrate: Explore and clearly demonstrate practical approaches for the vision and development opportunities for Inverness Street market to mutually benefit other markets within Camden's portfolio. The approach will focus on Queens Crescent and Chalton Street markets using the knowledge gained from researching the other markets (highlighted above) and identifying synergies that could be applied.

4. Invest: Explore opportunities and clearly set out the potential for increased revenues and funding streams for the street markets highlighted, resulting in an enhanced Camden markets portfolio, and;

5. Plan: Set out an individual vision, alongside proposed delivery models and sustainable investment plan for Inverness Street market and with clear links to mutually benefit other markets within Camden's portfolio – particular links to Queen's Crescent Market and Chalton Street Market.

Key demonstrable success factors for this proposal should include:

- Increased market revenue;
- Increased market footfall;
- Improvements in the market retail environment, and;
- Increased trader and product diversity.

4. PROJECT OUTPUTS

- Design and delivery of a co-designed engagement process for the future development of Inverness Street Market
- A final project report that delivers objectives 2, 3, 4 and 5 (as listed above)

The HemingwayDesign Team were inspired by the words in the brief:

'Future Street Markets in Camden will contribute to the regeneration of the borough, sustain and grow independent small businesses while adding value to public realm in areas where markets operate'

This project put our multi-disciplinary skills to wide use. We started our business almost 4 decades ago on a market stall facing Inverness Street and spent almost 10 years in Camden developing an understanding of what makes it tick. Since then we have gone on to become urban designers and event producers (with a focus on markets and independent traders) and with the philosophy that 'design is about improving things that matter in life'

The future of community markets certainly matters. Our vision is presented here in two stages, explaining how we engaged with the community, our consequent vision and our recommendations for deliverability.

'I went to nursery school in Inverness Street, worked at Camden Market while at secondary school, then eventually set up a fashion studio in Jamestown Road before joining the Hemingway's at Red or Dead in the 1980s.

Because we started out in the market, we do know what we are talking about. We know what it's like to stand in the cold all day, setting up and down, not making money some days and doing well on others - basically experiencing the rough and the smooth and learning along the way what works. The market was a fantastic learning tool and we eventually succeeded and moved on and up and have been able to give employment to lots of Londoners.

We know the Queen's Crescent area well. I went to Haverstock School so we are fully aware of the area and its challenges. I also brought my kids up here - they went to the local school and so have lots of connections with young people. My parents have lived in Camden all their life, as did my grandparents, so we are connected to all generations.'

- Kate Cullinan, HemingwayDesign

STAGE 01 ENGAGEMENT

**STAGE 02 VISION &
DELIVERABILITY**

01 ENGAGEMENT

1.1 Online Survey - 536 Results

1.2 Face-to-face Engagement 400 plus

1.1 ONLINE SURVEY

We conducted a survey between November 2018 and February 2019 that allowed the local and wider community to contribute their thoughts and insights, primarily about Inverness Street Market (with a view that some of the findings will be transferable to other Camden Council owned street markets). The survey was designed to tease out ideas that will ensure that the markets truly belong to the community and have positive commercial attributes. It was tailored in the knowledge that Camden Council recognises the role that street markets play in developing the vitality and viability of the local economy and making sure that enterprise benefits local communities. The survey was designed to illustrate to the community that Camden wish the future of the markets to be a result of partnership working and co-design, in order to ensure that future street markets are sustainable both as community and commercial assets.

We discovered that there is an overwhelming passion for street markets.

We have collated hundreds of quotes and ideas from the community through the open questions

We have collated a meaningful amount of data through the multiple choice questions

142 respondents from the community want to subscribe to a markets newsletter

65 respondents showed an interest in the possibility of starting a market stall in the future

Respondents were 64.9% female, 31.7% male & 3.4% identified differently.

Q.1A WHERE DO YOU SHOP?

We know that the decline of street markets has come about due to the growth of supermarkets. Supermarkets provide parking, shelter and a vast choice of product, allowing consumers to buy everything in one place. Mass production and shipping from overseas has also brought down prices so a diverse range of food is affordable to all. However, research reveals that people are now ready to go back to shopping in street markets for a number of factors, but the main driver is their desire to buy fresh, healthy fruit and vegetables at reasonable prices. They want to buy 'in season' loose produce, thus reducing waste and helping to become a more sustainable society.

HemingwayDesign's Response:
The markets can win the thrifty customers away from packaging-heavy supermarkets by offering fresh fruit and vegetables for all tastes and wallet depths including wonky, eat today, fresh out of the ground and organic produce. This could also include a dry fruit, nut & pulse stall selling healthy fare by weight. Camden's Council-owned street markets should champion better environmental health too; improved re-cycling, re-use, less waste, thriftiness, travelling by bike, home cooking etc.. and support independent traders for local community benefit. They should also think about parking and or a delivery solution.

SUPERMARKETS	44.7%
INDEPENDENTS	21.5%
ONLINE	17.2%
STREET MARKETS	16.6%

'Follow the £1 a basket for most fruit. Veg can be bought in smaller quantities which I find useful when living alone. Nags Head, Islington is very popular for supplies. It would be great if Camden had similar facilities and prices. Plender Street is more expensive. Otherwise can buy in Lidl'

'Markets are much more interesting than supermarkets and are usually affordable and much more sociable.'

'[We want] 'fish markets, fruit & vegetable markets because fresh produce and no plastic packaging and human interaction'

'The old Inverness street market was so good - 1960s until around 1990s. Difficulty parking for customers took away so much of their trade as did large nearby good supermarkets- Sainsbury's etc.. The increase in popularity of the Lock finally finished off their trade. Horrible merchandise replaced them and also unhealthy food stalls'

'Bring more fresh fruit & veg, cheese, olives, bread, street food'

Q.1B COMPARING LONDON MARKETS VISITED BY RESPONDENTS

The fact that the farmer’s market is the most popular choice clearly indicates an appreciation for fresh & healthy produce. Camden’s LabTech markets buck the trend, but respondents generally insist they only go there to entertain visitors. Out of the 45 respondents who said they shop in Queen’s Crescent, ten volunteered (without prompt) that they have stopped shopping there because it has gone downhill, while most of the rest said that they shop there because it is close to home but it could be improved. Out of the seven respondents who shopped in Inverness Street, five commented, that they had stopped because it no longer sold fresh produce. The overwhelming favourite was the farmers market on Parliament Hill where respondents had mainly positive things to say, although a few commented that it was too expensive. Generally respondents said they visited Borough Market only as a ‘treat’ and for the ‘spectacle’ but it was too expensive for normal shopping.

FARMERS MARKET (PARLIAMENT HILL)	49	<i>‘Farmer’s Market Parliament Hill. I go for good quality produce and nice atmosphere’</i>
QUEEN’S CRESCENT (10 ‘USED TO’)	45	
CAMDEN LOCK/STABLES/BUCK STREET	32	<i>‘I like The Stables for nice old vintage’</i>
BOROUGH MARKET	26	
PORTOBELLO MARKET	13	<i>‘Whitechapel because you get Asian food there’</i>
CHAPEL STREET	9	
COLUMBIA ROAD	9	<i>‘Somersetown, Chalton St. Close to home. I have a cup of tea with mates in a cafe, and then decide what to get for dinner’</i>
MARYLEBONE FARMERS MARKET	8	
PRIMROSE HILL	8	<i>‘Borough Market and Alexandra Palace. I like street food, so go to taste quality stuff. Organic vegetables, fruit’</i>
BROADWAY	7	
INVERNESS STREET MARKET (5 ‘USED TO’)	7	<i>‘Chapel St. Used to love it. Had everything there. Long row of stalls. Things you couldn’t get here’</i>
WALTHAMSTOW MARKET	6	
RIDLEY ROAD MARKET	9	
BRICK LANE	5	
BRIXTON	5	
LEATHER LANE	5	
CHALTON STREET	4	

Q.1B COMPARING MARKETS FURTHER AFIELD

Interestingly, respondents had visited markets around the world while on their travels and had much to say about reasonably priced, great quality, seasonal food and craft produced locally. The most talked about markets away from home were the markets of France.

These markets were popular because of the good quality merchandise, produced locally and in season so prices were affordable. Because of their popularity they were busy and vibrantly coloured by the people and the products. This made them look good and have a great atmosphere

'Markets in Le Touquet and Etaples, in France. Wide availability of good quality local produce at reasonable prices'

'Town and village food markets anywhere in France. They have such high quality produce, mainly locally produced. Amazing atmosphere and street scene too'

'Was in Toulouse in October and Lucca, Italy in September. Both had vibrant street markets with lovely produce'

However. .. *'In the UK so-called farmers markets are expensive & niche'*

FRENCH MARKETS	15
MOROCCO	4
GERMANY	3
ST ALBANS	2
ITALY	3
SPAIN	3
STOCKHOLM	3
MALAYSIA	2
THAILAND	2
AMSTERDAM	1
BRIDPORT	1
BUXTON	1
BUDAPEST	1

Markets further afield

'Time Out market in Lisbon, its welcoming and well organised and there is tons of food. Everyone sits together and eats on long connected tables'

'Tourist markets arts & crafts made by local people to the area'

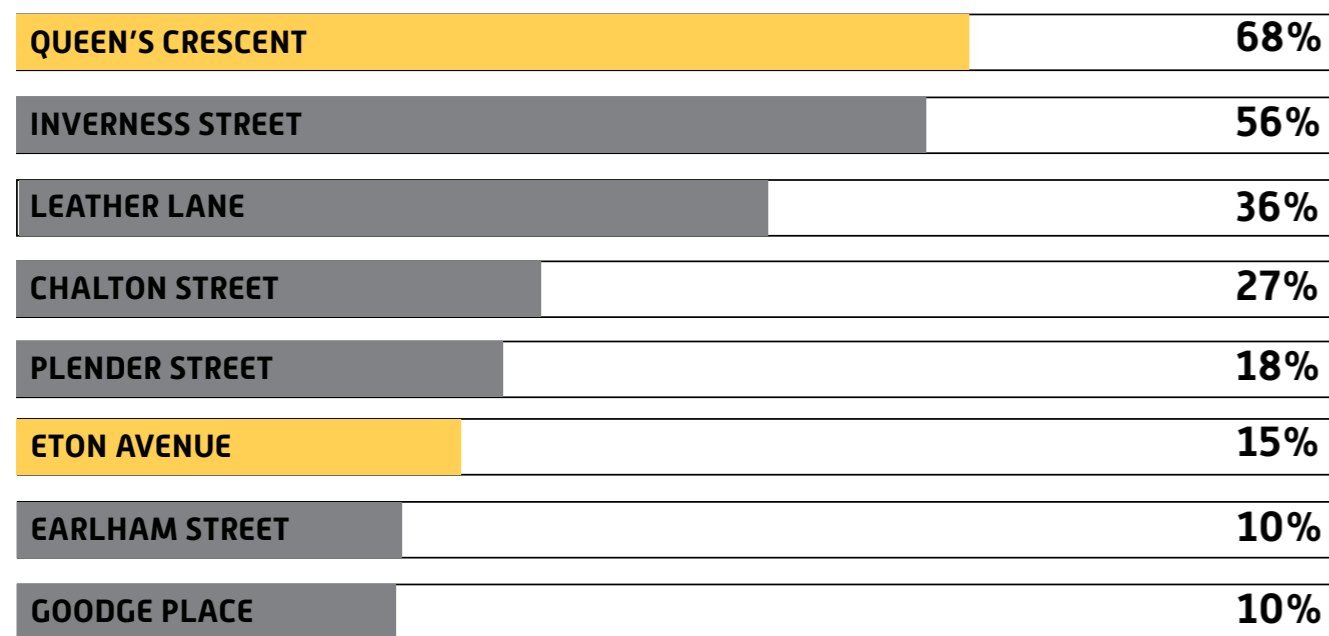
'Lawrence Market in Old Toronto a perfect balance of food, clothing & art'

'Granville Island Market in Vancouver- locally sourced, artisan food at reasonable prices. Unique clothing, and something just a little bit different'

'Bangkok night markets! Creative fun & good food. Bargains & stuff you can't find elsewhere'

Q.2 HAVE YOU EVER SHOPPED IN ANY OF THE FOLLOWING CAMDEN STREET MARKETS?

Queen’s Crescent and Inverness Street markets come out far ahead of the others, ultimately because these are the two markets ‘closest to home.’ Residents are nostalgic for their local markets which bring back many happy memories. They remember the markets as places that brought their communities together, where one could meet friends and neighbours and enjoy the hustle and bustle. They could swap stories, get the local gossip and mingle with people from all walks of life. They had favourite traders who would do them deals on fresh fruit and vegetables and are sad that the markets have lost their way. They are passionate about wanting to shop there again and look forward to them becoming bustling local markets once more.



HemingwayDesign’s Response:

The market should be a place where people from different backgrounds, generations and cultures can come together on a regular basis, swap ideas & swap stories and ideas. These opportunities for social interaction can help to bridge differences. The focus should be on the social value that Camden’s Council owned street markets will bring to its communities, because this is what will ultimately deliver the sense of belonging. Camden’s council owned street markets should also widen the offer of stall options for traders, offering different rent brackets which provide low-risk entrepreneurial opportunities and initial steps into employment and future livelihoods for the community.

‘Queen’s Crescent Market used to be a brilliant market and I would shop there every week. It has really gone down over the past years, which is really sad’

‘I go to street markets in neighbouring boroughs because they have a range of produce at good prices and Inverness Street, which was my local street market, is no longer a proper market, but is just an adjunct to Camden Lock markets’

‘I worked at Camden Lock for 10 years when it first opened, the goods were great as were the people who came to buy, the goods now are overrun by cheap same imports, the place has become a boring drug infested blight on what used to be a beautiful and interesting site’

Q.2 HAVE YOU EVER SHOPPED IN ANY OF THE FOLLOWING CAMDEN STREET MARKETS?

The passion for Queen's Crescent Market is overwhelming. These are a few of the large number of quotes received. Please refer to the end of our report for the full account.

'Queen's Crescent because I and have fond memories and also you can get nice things sometimes much cheaper than high street stores. I like the buzz of street markets and the communities coming together in one place, its lovely'

'I have been using Queen's Crescent market for 40 years and it is a tragedy it's been left to die. With all the new development of Gospel Oak this is the perfect chance for the market to thrive.'

'Queen's Crescent because it's close'.

'I live on Queen's Crescent Market. I am shocked at the way the council have neglected the market'.

'Really hope to see Queen's Crescent get some love and attention. It has the potential to be like Broadway Market, especially if access across Regis Rd opens up. Many NW5 residents don't know its even there, and if they do, are currently disappointed by a visit, but this CAN change'

'Queen's Crescent Market. It's my local market and I want it to survive!'

'Queen's Crescent market is in desperate need of rejuvenation...It's almost dead and so sad to see. Perhaps the farmers market group could look at establishing a really good and comprehensive selection of food and produce stalls, and promote it heavily. Poor quality, cheap clothing stalls do not attract people to our market..'

'It used to be Queen Crescent Market. Close by and used to have lots of choice'

'Bought occasionally from Queen's Crescent, but it is v depressing place. Not good choice...run down. It was better when run independently. Are you involving people who ran it before council took it back?'

'Queen's Crescent, it was getting much more interesting about a year ago ...but mostly, I believe, because of rising rents, The antique shop and the stalls around it were closed down, and the flower and plant stall and an excellent fruit and veg stall have disappeared'

'Queen's Crescent because it is the hub of our community although sadly in decline'

'I just love markets but hope Queen's Crescent revives'.

Q.2 HAVE YOU EVER SHOPPED IN ANY OF THE FOLLOWING CAMDEN STREET MARKETS?

'Queen's Crescent Market for local convenience in the past but the reduced number of stalls makes this less viable.'

'Queen's Crescent but not so much now as there are hardly any stalls'

'I used to shop regularly at QCM. I particularly liked the fact that it was local, had trade stalls selling trade veg & fruit run by local people - often as a family business. The flower stall was fantastic- I miss it so much'.

'Queen's Crescent Market. I sometimes buy bread there and recently bought trousers for my son. I used to buy fruit plants and lovely homemade Algerian pancakes olives but the stalls closed.'

'Queen's Crescent ! When it was more thriving and still occasionally.'

'We founded the Friends of Queen's Crescent partly because the tone of the debate on the market had become so negative and there needed to be a positive conduit for debate and ideas. You may be interested to know that our Youth club is about to start trading in Camden Market so that teams of kids can earn a bit of legitimate cash and learn all the things you did!! We would have liked to do it in Queen's Crescent but the footfall is insufficient.....at the moment.'

Q.2 HAVE YOU EVER SHOPPED IN ANY OF THE FOLLOWING CAMDEN STREET MARKETS? – INVERNESS STREET

When conducting face to face consultations with younger Camden residents, it became clear that on the whole they do not know of Inverness Street's existence. However, it is remembered fondly by residents who are 50 plus and they would like it re-established and its identity given back. Our engagement sessions included talking to many 'old' families who lived around Inverness Street in the 1970s and 1980s. It became clear that, generations still live in the area and know each other. Many remember it as a "village" with a community market, Inverness Street, at its heart. Local residents from the west end of Inverness Street, (beyond Arlington Road) and Gloucester Crescent have formed a residents group. They don't like the noisy end of Inverness Street and say that they don't feel safe going out at night. They would like a parade of shops that sells a variety of fresh, healthy and sustainable product. Independent shops like Bread by Bike, Bumblebee (health food shop), a fish monger and hardware store.

'We don't like the bars because they are open until 2am and there is a lot of noise. Customers come out drunk and get in their cars and circle the neighbourhood' **Suzie Lee (43 Inverness Street)**

'It would be great to have a good food market on Inverness St!
Emily King (Editor Frieze- design historian, curator and writer)

'In the end the modern improvements have closed down the cosy market as we knew it. The modern world trading has replaced the Camden Market and Inverness street has been changed beyond recognition as a local market and local trade has been demolished'

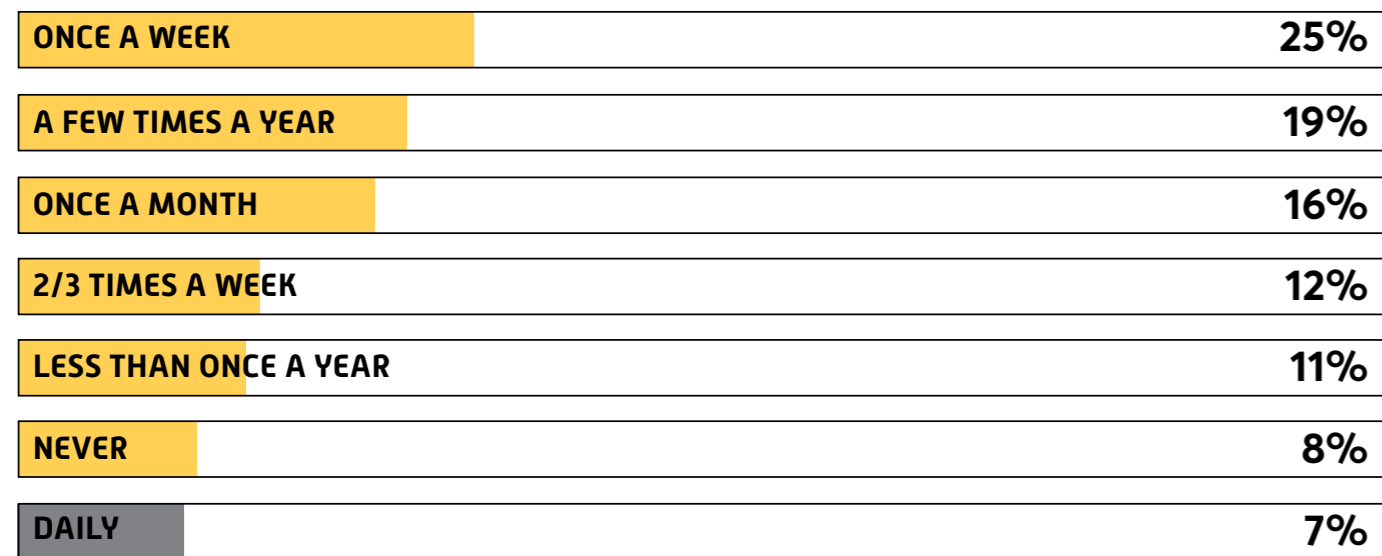
Max Fordham (Engineer OBE RDI FREng MA FCIBSE Hon FRIBA)

HemingwayDesign's Response:

Every community is different, its character is shaped by its own diversity and history. Markets can re-establish an area's energy and build a strong sense of local identity. William Miller wrote a book 'Gloucester Crescent' about growing up in the area and resident Suzie Lee says that all the residents bought it for each other for Christmas. Camden's Council owned street markets should help traders meet the requirements of their customers. Give them mentoring support for visual merchandising and promotions. .If the people of Camden can be directed to autonomously make Camden's council owned street markets inviting spaces and spread the word that the markets are community focused, it should have a galvanising effect. Seating areas, landscaping, different zones, clear signage and careful curating as well as working closely with all the local businesses can help the street become a vibrant & welcoming.

Q.3 HOW FREQUENTLY DO YOU USE CAMDEN STREET MARKETS?

The majority of respondents use Camden markets once a week, followed by a few times a year then once a month. Very few use them daily or never use them.



'Inverness market should be for residents and not a tourist extension of Camden Market'

'Central Camden needs a genuine market, not a part time, hidden out of the way market. One for residents, so no tourist tat, somewhere reliable, dog friendly. Somewhere I can stop and pick up my veggies without suffocating in cigarettes from the pub right next to it!'

Q.4 WHAT WOULD ENTICE YOU TO SHOP IN A STREET MARKET?

The results of this particular question are very encouraging. They reveal that people are keen to live well and support the economics and well-being of their local communities. They indicate that the surrounding area provides more than enough fashion and what people are hankering after is the provision of product for everyday healthy, close to home living with a space that can be used for locals to meet, shop, interact and belong. There is also an indication that people want to shop close to home and also have an opportunity to purchase produce without packaging.

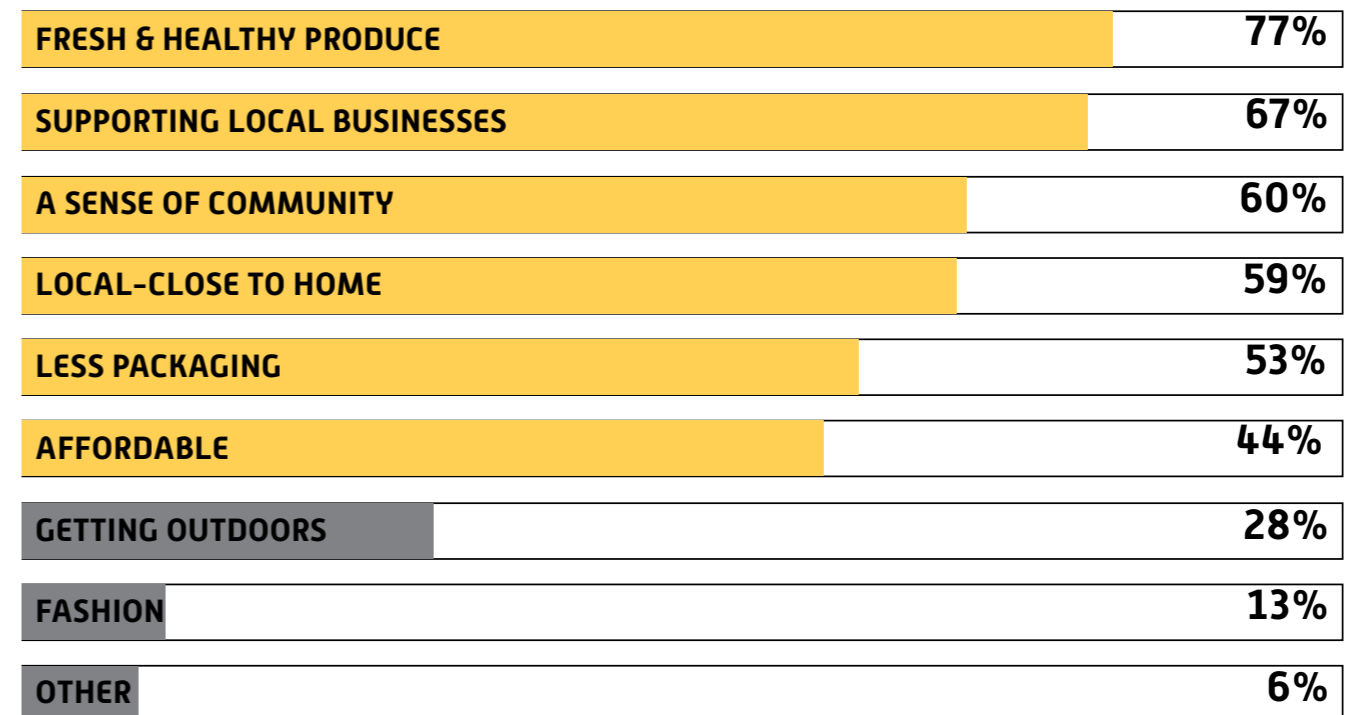
'There should be a waste food stall that is ultra cheap, like 20p for bread & a market cafe that serves meals made from waste food'

'Good street food, dance displays, local musicians... Maybe an annual event?'

'Inverness St should have been kept as a fruit and veg market for local people. It was a bad decision by Camden Council to change it's use.'

'There should be a mixed offer. You should be able to buy all sorts of things in the market, like in a supermarket.'

'I worked on the market when I was at school, on the hamburger stall. Then when I left school, I had a stall of my own, selling stuff that I made. Working on the market from a young age gave me the confidence to do that, and having an affordable outlet helped me to launch my brand.'



HemingwayDesign's Response:

As well as promoting a source of fresh and healthy food, Camden council markets should promote well-being; including rehabilitation, employment & educational opportunities. A "people's stall" to teach new traders the market vision and give them tips on trading. A stall for the community to share and to actually sell from i.e. for homeless, mental health groups etc.. as well as schools and other educational institutions to gain work experience. Successful Camden council-owned street markets will lure customers to surrounding shops, restaurants & businesses and so benefit the entire locality.

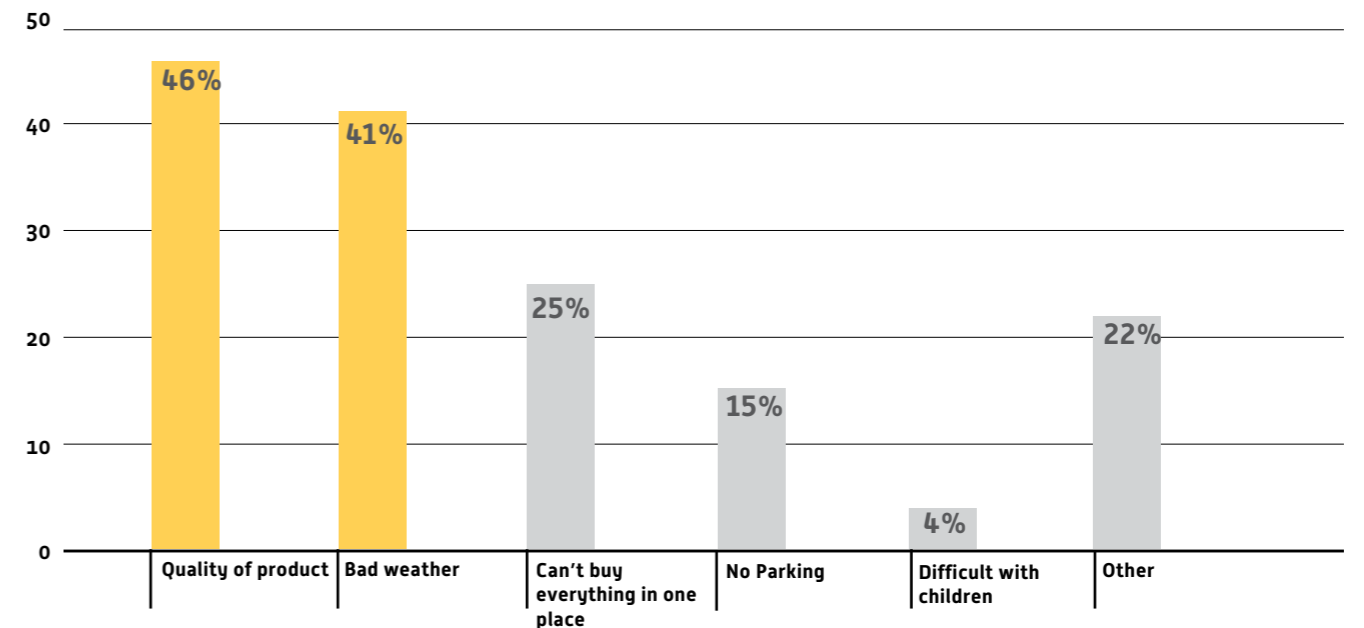
Q.5 WHAT PUTS YOU OFF SHOPPING IN A STREET MARKET?

These results indicate that people’s greatest anxiety when street market shopping is whether the quality of the produce can be guaranteed. Bad weather is a close contender and engagement sessions reveal that carrying heavy shopping home is a ‘turn off’. There are many disadvantages of trading outdoors so it is important to compensate and offer alternative dynamic aspects to lure visitors, that cannot be found elsewhere.

‘Seating areas to sit with all your heavy shopping. Delivery service would be great, taxi pickup area or bus stop nearby. ‘Borrow a trolley for the day/week service’ if you’ve bought more than expected. Leave and collect’

‘The market has to offer a unique shopping experience. Not just stalls, informed trader who can provide specialist knowledge about the products. Be able to eat locally made quality products whilst you shop, maybe have a local band playing. Make it more of an experience (night events or festival themed ones)’

‘I think Queen’s Crescent Market has died because of all the messy and cheap stalls. It drove out the artisan food stalls, and the antiques dealers. It killed it. I would like to see a bit better set design there. Christmas lights, more street art and graffiti (as graffiti artists are brilliant and doing a lot for places like Brixton and Brick Lane) I would like to see more opportunities for the local young people with perhaps access to making music or finding the education that gives them a way out of the estates. They are surrounded by wealth and have no way of getting any access to a future. I think that’s priority one.’

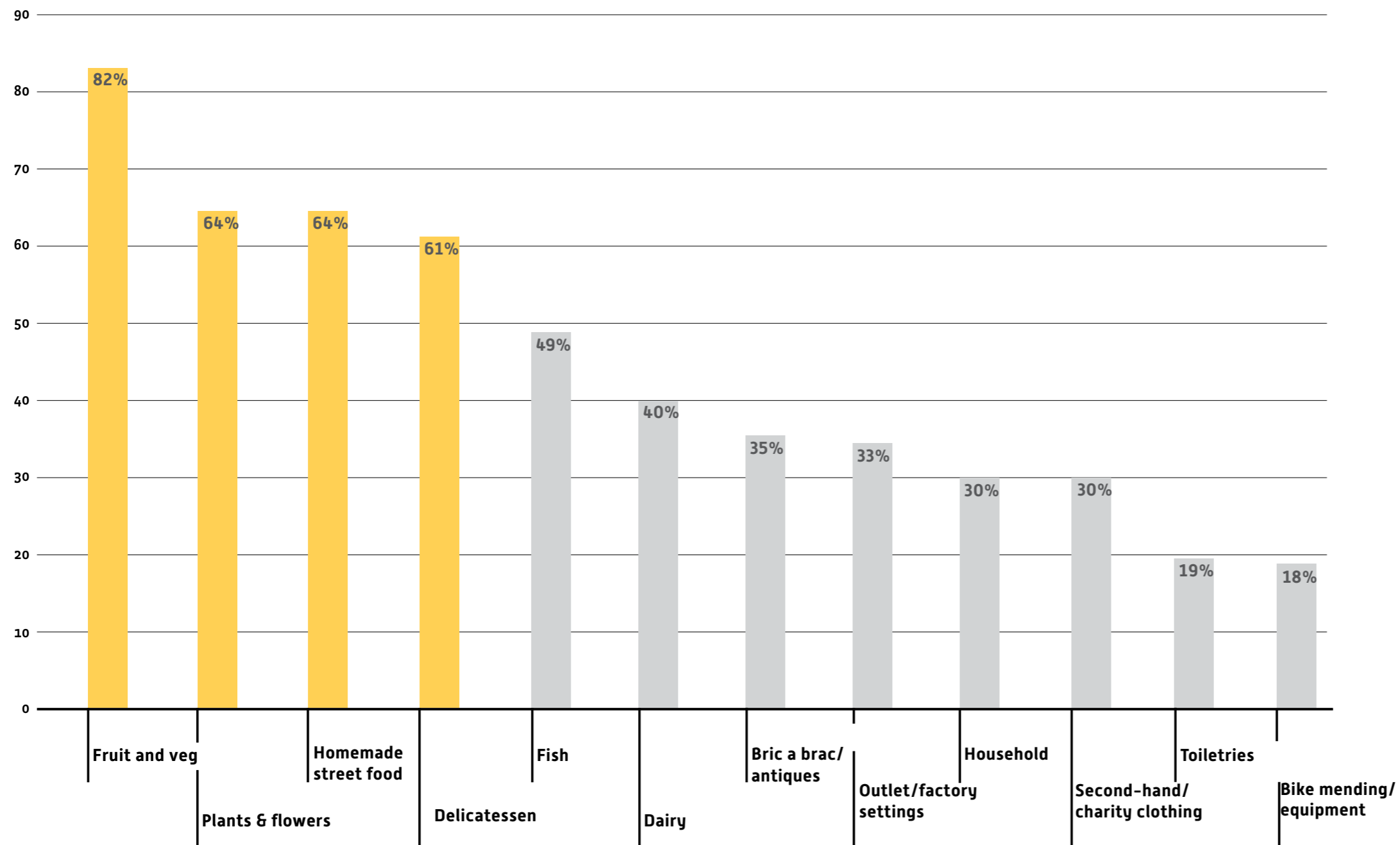


HemingwayDesign’s Response:
Camden’s council owned street markets need to be curated to ensure their product offer is of good quality, is varied and satisfies and excites both its community and the outside world.
Camden’s council owned street markets need communal spaces, to sit, eat, rest, chat, play and be entertained. Customers want play areas to keep the kids happy while the grown ups shop. Visitors would welcome a delivery service of some kind like Peddle Me or a local version, or a click-and-collect scheme. They would like a free water source to drink from and to wash fruit & vegetables, and also bike parking and charging points. They would like the market to be cleaner and to look good in order to make it more inviting with better lighting and shelter through the winter.

Q.6 WHAT CONTENT WOULD ENCOURAGE YOU TO VISIT?

Fruit and veg along with plants and flowers was a clear winner when it came to ranking 'what types of content' respondents would like to see in their street markets. However, it is clear that consumers are seeking a rich diversity of edible farm fresh product and are showing a keen interest in living a more sustainable lifestyle.

'I am a member of a Gardening club on Bassett Street. The market & store holders are supportive of the club. I often buy things I can use for gardening at Queen's Crescent market'



HemingwayDesign's Response:
 The Camden council owned street markets should guide traders to sell locally-grown 'in season' produce. Give some green space over to a project like Elm Street to plant a herb garden for community use. The community want to help preserve the planet at every level. Reduce urban 'runoff' (which causes water pollution) by making sedum roofs and planting stuff wherever possible including on walls & fences, around the street lamps and encourage 'grow your own' by selling plants. There are lots of people in the community who are makers and growers and they are very keen to have an outlet to sell their wares.

Q.7 WHICH OF THE FOLLOWING BEST DESCRIBES YOU?

Q.8 WHERE IN CAMDEN DO YOU LIVE / WORK OR ASSOCIATE MOST WITH?

Time and again, when in conversation with residents, they stress that they are tired of the private markets monopolising Camden, selling tat and counterfeit goods along with the drug dealing and non-consideration for the locals.

'As Camden market becomes increasingly more commercialised and pushes out local traders who have been in the borough for many years like the orange juice stall on the corner of the lock who were served notice after 30+ years, its more important than ever for Camden to invest in its markets and ensure they are affordable for local people to have stalls and independent crafts, art and music stalls as well as farmers markets for fresh but affordable produce. Camden residents should be able to get a grant to start a stall and The Apprentice style activities set up with local secondary schools/ LaSwap to help create markets and products that appeal to the young demographic and tourism in the borough'.

CAMDEN RESIDENT	73%
I GO TO WORK IN CAMDEN	10%
REGULAR VISITOR TO CAMDEN	8%
MARKET TRADER	2%
NONE OF THE ABOVE	2%
BUSINESS OWNER IN CAMDEN	1%
STAKEHOLDER/PUBLIC SECTOR	1%

Residents want a market that will benefit the economic, social and environmental well being of 'Camdenites'
There is a need for a 'by the community, for the community' approach. This way the people of Camden will start to own their place. Entertainment and event spaces for community gatherings such as screenings, concerts, catwalk shows, yoga or exercise classes and auctions...in and around the market and there should be ambitions to have an art wall and sculpture by local artists. Camden's council owned street markets should be a place where the community can promote campaigns & issues that matter locally.

NORTH CENTRAL	38.5%
NORTH EAST	24.8%
CENTRAL	23.9%
NORTH WEST	6.4%
SOUTH	6.4%

Q.9 HOW OLD ARE YOU?

Elderly residents were poorly represented on the online survey so we organised Wednesday evening suppers for this demographic, where we discussed the markets, amongst many other local topics. This has taken place every Wednesday since our project began, so far involving over 30 pensioners in groups of 3-4 and we learnt a great deal about the history of Camden from them.

Older residents were concerned by access, crime, bad weather and carrying heavy shopping. They remembered Inverness Street fondly, when it was a bustling market, but the closest they get to Inverness Street these days is when visiting Parkway and Jamestown Road for favourite restaurants. They said there used to be a nursery school and a small Indian restaurant at the Gloucester Road end and then a variety of shops and stalls where you could buy everything all the way up the street. 'It was a real community market, a place to bump into friends and neighbours'. Elderly residents feel very unwelcome now. They don't feel it is for them anymore. If there was a delivery service and it offered a variety of merchandise like before, they would consider shopping there again. They would like a mixture of all sorts of different stalls and to have the shops in the street the kind of shops that everyone can use instead of mostly bars.

50-59 YEARS OLD	32%
40-49 YEARS OLD	24%
30-39 YEARS OLD	13%
60-69 YEARS OLD	10%
70-79 YEARS OLD	10%
20-29 YEARS OLD	5%
80 AND OVER	4%
UNDER 19 YEARS OLD	2%

HemingwayDesign's Response:

Inverness street could turn around and face west to look at its local audience. It should link (via Arlington road) to Parkway and Jamestown Road, both bustling streets that err towards wholesomeness more than other streets in the area.

Jamestown road has healthy options like Wagamama and Mildred's. Parkway has Wholefoods, Gail's bakery and Parkway Grocers. Residents could be encouraged to help their elderly neighbours to carry shopping home.

1.2 FACE-TO-FACE ENGAGEMENT

We know that the key to a successful outcome is to strip back the layers and get to the heart of an issue, and that means getting out from behind our desks and heading into the community to gather the detail and stories that can inspire the narrative and help with the development of solutions. With community and stakeholder help, we actively engaged with the people of the locale and environs – from business owners to families and students – to hear about how they really want Inverness Street to develop.

We spent time in and around Inverness Street, people watching, talking to traders, residents, passers-by, tourists, workers, homeless people, unemployed people, landlords, stakeholders and business owners [p21]

We walked & talked our way around the 8 Camden Council-owned Markets (Eton Avenue Market, Chalton Street, Inverness Street Market, Plender Street Market, Queen's Crescent Market, Earlham Street Market, Goodge Place Market, Leather Lane Market) and spoke to stall holders, customers, residents and shop owners [p27 - 29]

We invited small groups of elderly residents and small groups of younger residents [p19] for face-to-face engagement.

We worked with University Arts London 'The Narrative Environment' students [MA] on an 8 week 'Inverness St' project [A1]

We took part in a formal discussion with 3 successful businesses who had started trading in markets [p32]

We visited community centres, universities, schools, street parties, pubs, community events, talks, charitable organisations & initiated open discussions on all aspects of the markets [p30]

We visited many other markets around London, UK towns & European cities, indoor and out.

We consulted market experts and stakeholders [p31]

We read Camden New Journal, The Camden Magazine, Then; Now; Next and Retail Gazette

We took on board many reports (see bibliography p63)

TALKING TO TRADERS

The majority of respondents to the online survey were residents, so HemingwayDesign hit the streets to seek out traders to engage with on a face-to-face basis.

'Market managers are never around.' *Health and safety is not being adhered to, there is no one to greet traders so sometimes people turn up and there is often no one to take their rent money (so they get it for free which annoys the regulars who pay).'*

'Set up a Traders' community.' *Traders feel unsupported so it would be good to encourage and help each other. It takes a lot of effort to have a stall, with little return in Inverness Street.'*

'Storage is a problem' *so traders have to erect and dismantle their stalls every trading day. In the private markets, traders just turn up and set up on a stall that is already there so they don't need 'muscle' and large vehicles'. Speaking to a private market trader who brings her knitwear in suitcases, on a bus every Sunday morning, Norma is a single mother who supports her and her daughter through trading at the weekend and knitting during the week.*

'Hot food and souvenirs' *are the only things our customers want to buy. Sales are low.'*

Traders want their market to be promoted. One trader suggested 'chipping in to pay for promotion and better management'. The private markets have good, strong marketing campaigns. LabTech's markets have a monthly newsletter (Then, Now, Next) that gets leafleted to all the local residents, with events, news and PR. They also advertise in the in-flight magazines etc.. and benefit from lots of editorial, home and away. Camden should focus on the kinds of tourists who are looking for an **authentic local market** and direct the editorial to their own markets.

HemingwayDesign's Response:

Inverness Street needs a dedicated full time, on site manager to meet and greet traders every morning. The manager should employ a support structure and mentor traders in every which way, from ensuring their stalls have weights on windy days and checking that food stalls have access to hot water to allocating space (promotion to better sites for the most regular traders) and assisting with marketing, e-commerce and display.

The market manager should be responsible for curating and recruiting new stall holders and helping them with the application process as well as giving work experience to local people to help set up, set down and keep the market clean, tidy and running like a well oiled machine. There are a huge amount of stories to be told about the surrounding area and of past local users of Inverness Street Market (when it was a proper local market) and plenty of untold material that Camden's own press office can use about local business start ups. Camden has launched a thousand ships... Let's make Inverness Street a successful port.

TALKING TO TRADERS

'If you are not at the High Street end, you don't get passing trade. There is a rotation system, where traders take it in turns to be at the front, but Camden don't police this, so the same guy is there at the front all the time'

'I'm a market trader. I think we should have a market trader's meeting once a month with the market inspectors as to how we could improve Inverness Street and make it one of the best places in the world. Some market traders have media experience and PR (I do) I feel if we all got together and discussed it's a way forward. I also think as a market trader if we made a contribution of 10 each per person. That would cover costs. Just my thought.'

'Cheaper rents for stall holders (also to incentivise any new stall holders to come)'

'Letting people (Kentish Towners) know about the market/what it offers (Facebook Kentish Towner/Ham and High, local flyers, posters locally)'

If you make things difficult for market traders, you drive them away... and when they find alternative sites they do not return!'

As Camden Market becomes increasingly more commercialised and pushes out local traders who have been in the borough for many years like the orange juices stall on the corner of the lock who were served notice after 30 years, its more important than ever for Camden to invest in its markets and ensure they are affordable to local people to have stalls and independent crafts, art and music stalls as well as farmers markets for fresh but affordable produce'

'Will it probably be too late for me but the facility to hire a stall for a one-off occasionally to sell unwanted things would be great in local markets'

'There is a popular feeling that Camden's apparent neglect and lack of support for street markets is culpable and malign. You have an 'image' problem'

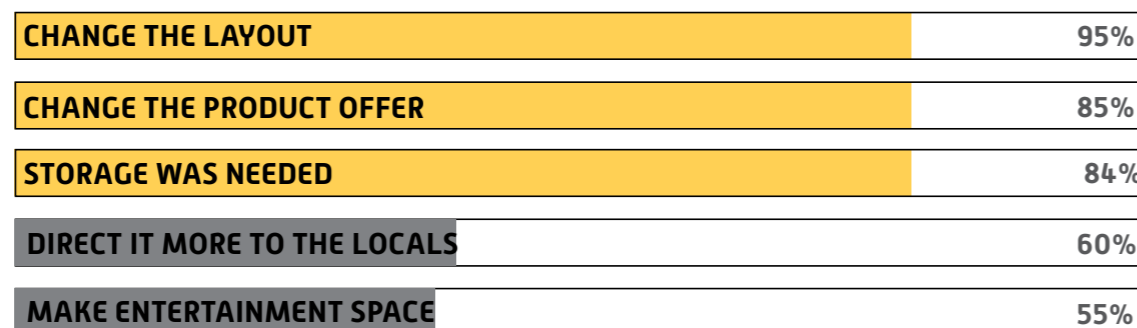
'You can't rely on market forces to create successful markets. People need a leg up to get started'

BUSINESS OWNERS & STAKEHOLDERS

Shop owners and food and drink outlets, particularly those in Inverness Street and Leather Lane (and a potential problem in other markets if they get busier), are very keen for the layout to change. They feel that the stalls block them out of view. They complain of only having decent trade in the evenings, when their businesses are revealed. They would like to be part of a traders community, where the stalls and shops consider each other. They want the layout of stalls to be changed so that the shops become more a part of the market and they would like to enjoy more trade during the day. Suggestions for different size stalls from small carts to large, semi-permanent lock ups, that were insulated and could hold stock overnight as well as regular and vehicle stalls, with a solid layout plan. There is a fundamental need for the layout plan to consider the needs of the entire street and all who reside and trade there.

Most local businesses were keen that the product offer should change to be more diverse in order to attract a more diverse clientele (not simply tourists). Businesses also agreed that storage would help, so that dismantled stalls and graffiti vans didn't clutter the streets (and provide obstacles and hiding places).

Although some traders at the high street end are convinced that the tourists are the best customers, the traders at the quiet end of the market and local businesses that are blocked away agree that it would be much better to attract local people back. The fear of turning away from the high street and facing Gloucester Crescent is understandable, but we have confidence from residents that if the market becomes a busy community market again providing healthy fresh produce, they will shop there. Local stakeholders liked the idea of setting up a Community Interest Company, perhaps in conjunction with Castlehaven Community Association or another local organisation that has experience working with the community.



I am the owner and operator of almost all the bars and restaurants on Inverness street in Camden. I have been in Camden for some 25 years now and on Inverness street for a good 20 of those years. I also have residential accommodation on the street and in Camden. Hence, I have a fairly good perspective of both sides of the coin.

Over the past 15 years, I have campaigned endlessly for something to be done to Inverness street market as in my humble opinion, it is a wasted opportunity. It has a prime location on a cobblestone pedestrianised street and everything else that could otherwise make it a 'Camden landmark'. The streetscape at present is rather unflattering and in itself has set the stage for vagrants, drug dealers and other negative influences - but in all honesty - we set the stage for the encroachment of these influences. The market on Inverness street also does not live in a symbiotic relationship with the businesses and residents and is somewhat an anomaly.
 - Chris Singam

LAYOUT, ACCESS, AESTHETICS, HEALTH AND SAFETY & SIGNAGE

'There should be places/stalls specific to what they are selling. We have barbecues next to delicatessen and hair salon and the smell just rubs off on everything. The rubbish is everywhere. Nothing is hygienic and healthy here. The food stalls are never controlled and everything is just sold filthy and disgusting. Gangs stealing from stalls because the items are put on the floor with no surrounding protections at all' (Queen's Crescent)

'I shop in Inverness Street and work in the area. Unfortunately the image of Inverness Street market conveys compared with other local offerings is very poor. The market stalls could do with a much slicker, professional and unified look to be more enticing. I feel the market also needs to work more closely with specialist shops in the street, most of whom have been there far longer, and have a far greater draw and reputation than the transient market stalls.'

'Please bring the markets back to life. Inverness Street is too narrow. Please widen it by placing stalls against the wall, it also needs more light. Leather Lane has too much food. Queen's Crescent needs cheap but good stuff that will meet the needs of the population around the market. Eton Avenue needs more traders.'

'The demise of Inverness Street was due to the removal of the bus stop and traffic measures. I've been shopping for 34 years in Queen's Crescent and I'm angry that successive Camden Councils officers and councillors have allowed the neglect over the decades'

'When shopping at a street market with small children or as I am elderly or simply disabled person it is very difficult to buy and transport purchases home'

'I have owned a restaurant on Leather Lane for 10 years and the buffet food has got so far out of control that my restaurant have been completely blocked off so customers can no longer get through the stalls into my restaurant'

'Clean these markets. Make them to represent all culture'

HemingwayDesign's Response:

Change the layout of stalls. Have different zones that categorise different types of merchandise...and different sizes of stalls and consider their positioning. i.e. lower stalls set out in circles in front of shops and larger stalls up against the bingo/Odeon wall where they are not blocking light or anyone's view. Make an entertainment space. Facilitate the setting up of a trader community. Business owners could have reduced business rates for supplying seating outside their shops for the use of the market customers for instance, or for providing storage. Collaborate with as many local organisations as possible. The more people involved, the more their friends, families and neighbours will use the market. Keep the markets clean, tidy and safe.

TOURISTS AND THE PRIVATE CAMDEN MARKETS

[Ref A 8] Camden became increasingly fashionable throughout the Punk era, in the mid-1970s. Bands for instance; the Clash, the Sex Pistols and Madness, often performed in Dingwalls or the Roundhouse, using Camden as the theme within their music. Camden Market was known as the breeding ground for counter-culture. However, it had transformed into a popular 'tourist location' by the turn of the century and eventually 'Disney-fied' [Relph 1976 in Schofield, 2014 p.58]. attracting over 28 million tourists a year [Watts, 2016]. Teddy Saggi of Market Tech predicts that this will increase to 50 million by 2025 once his Hawley Wharf development is complete. Although the Mayor claimed that any local plan should respect and preserve an area's 'heritage, character and contemporary culture' [GLA, 2015], local residents and long-term-traders have seen its rich cultural heritage be dismissed.

The charm and 'vener of cool' deteriorated 'as the high street succumbed to commercialisation [Watts, 2016]. People now are unable to identify with Camden in the same way. Tourists, like young people, couldn't differentiate Inverness Street market from the rest of the Markets in Camden, so found it difficult to comment on Inverness Street specifically 'because it looks the same as the rest'. Tourist's requirements are different from the locals. According to those interviewed tourist mostly want hot food, pubs and street performance. [Ref A1] Interestingly we found that the younger tourists thought of Camden Market [as a whole] as 'cool' while the older tourists felt more that 'it is a typical tourist destination, with extremely high prices for cheap goods that can be found anywhere else'.

TABLE TAKEN FROM JULIET 'S ESSAY 'THE CONTEMPORARY IDENTITY OF CAMDEN MARKET'

QUESTIONS TO TOURISTS	SAM - SPAIN-AGE 17	MARTINA - ITALY - AGE 31	GABRIEL ITALY-AGE 25	PAUL - MANCHESTER - 76	JULIA - ITALY - AGE 19
HAVE YOU VISITED CAMDEN BEFORE?	NO, WE COME ON A SCHOOL TRIP. WE ALL LOVE IT, IT'S SO COOL AND THE FOOD IS SO TASTY!	YES, I HAVE BEEN BEFORE. BUT IT WAS WHEN I CAME BEFORE, ABOUT 10 YEARS AGO, THERE WERE NOT SO MANY PEOPLE. E SPEAKS ABOUT IT BEING CREATIVE AND ARTISTIC BUT I DON'T SEE IT!	NO, EVERYONE SPEAKS ABOUT IT BEING CREATIVE AND ARTISTIC BUT I DON'T SEE IT! NO, EVERYONE SPEAKS ABOUT IT BEING CREATIVE AND ARTISTIC BUT I DON'T SEE IT!	YES, BUT NOW I AM COMING BACK AS I AM MEETING A FRIEND.	NO. I HAD LOOKED UP PHOTOS AND IT IS EXACTLY AS I EXPECTED, THERE IS SO MUCH TO SEE AND DO, ESPECIALLY TO BUY THINGS.. NO, EVERYONE SPEAKS ABOUT IT BEING CREATIVE AND ARTISTIC BUT I DON'T SEE IT!
DO YOU THINK CAMDEN HAS A UNIQUE CHARM?	YES, BECAUSE THERE IS SOMETHING FOR EVERYONE, IT IS SO BRIGHT AND COLOURFUL TOO.	NOT ANYMORE, THERE ARE LOTS OF SHOPS BUT THEY ARE ALL THE SAME. WHEN I CAME BEFORE I HAD READ ABOUT THE MARKET AND KNEW THE HISTORY NOW IT HAS CHANGED	NO, BECAUSE IT IS LIKE BRICK LANE MARKET WHICH I VISITED YESTERDAY. THE ATMOSPHERE IS THE SAME	NOT ANY MORE EVERYTHING SEEMS TO BE FOOD AND EXPENSIVE CRAP! WE HAVE SIMILAR MARKET IN MANCHESTER BUT MILLIONS OF PEOPLE DON'T TREK THERE, THANK-GOD!	YES, BECAUSE THERE IS SOMETHING FOR EVERYONE, IT IS SO BRIGHT AND COLOURFUL TOO.
ONE WORD TO DESCRIBE CAMDEN	TRENDY	EXPENSIVE	UNORIGINAL	HECTIC	FUNKY

YOUNGER RESIDENTS

Young residents were also poorly represented on the online survey so we set a project for students at Central St Martins/University of the Arts London [The Narrative Environment Course] (A1) as well as talking to 22 Camden School for Girls and Le Swap students on a one to one basis as well as 4 groups of 5/6, 20-25 year olds who were bought up in Camden. One of the students had done a dissertation entitled 'The Contemporary Identity of Camden Market', which she shared with us. None of the young people we interviewed knew the difference between Inverness Street and the rest of the Camden markets. They were encouraged that there was a potential outlet for them and many of them said they would love to have a go at working in the market or having a stall. Some were inspired by our story [page 67]. How we started out in the market and grew into a successful business.

When they were younger, they all thought that Camden Market was cool, but since growing older, they realise that the market has become a tourist trap and sells expensive rubbish. They used to meet up with friends in Camden but now they head to south (Brixton & Peckham) and east London for night's out. Young Camdenites, like the rest of the community, want to be proud of Camden again and would love a market that they feel belongs to them. Some suggested including vegan food, an open mic venue, second hand clothing and job opportunities.

'I avoid going to Camden at all costs. I used to shop in Inverness Street when I could buy fresh fruit and vegetables cheaply but now it [Inverness Street] is full of young [Spanish] tourists who get sick too early in the day!'

'Maybe have a cheap coffee stall so if you grind your own by hand and/or bring your own drinking vessel, you get a reduced price and -sell coffee beans by the weight. Sell old coffee beans for compost or fuel. Maybe I could set up a stall'

'Would be nice to have different levels. We love the 'beach' at the Roundhouse'

'I would really like to have a stall. Maybe to sell jewellery that I make'

'I would like to have the opportunity to get work experience at the market, selling stuff or maybe setting up the market and assisting the traders'

'Everything at that end is all the same stuff that people are selling. It's stuff that we don't want to buy. When we were younger we used to like the market. It was a place to meet friends, but we don't go there any more'

HemingwayDesign's Response: markets can provide work experience. Young people can be employed to help set up the markets and assist on stalls and generally 'learn 'the ropes'. Many young people report feeling unsafe and are concerned about the issue of knife crime in and around Inverness Street, Queen's Crescent, Chalton Street and Leather Lane (The Bourne Estate). There is a link between youth violence and the drugs trade. Janet Richardson, resident of Malden Road thinks 'it is a good idea to involve young people in the market either to help build it or by employing them to help set up stalls and assist traders.

VISITING THE 8 CAMDEN COUNCIL OWNED MARKETS

We undertook a top-line analysis of Camden's 8 council owned street markets with a view to looking at synergies and the possibilities of creating links and an inclusive narrative that is diverse but cohesive with a view in future to possibly create a brand along the lines of 'Camden's Community Markets'.

- Leather Lane
- Inverness Street
- Queen's Crescent
- Eton Avenue
- Goodge Place
- Chalton Street
- Earlham Street
- Plender Street



Queen's Crescent



Leather Lane



Chalton Street



Eton Avenue



Plender Street



Goodge Place



Inverness Street



Earlham Street

VISITING THE 8 CAMDEN COUNCIL OWNED MARKETS

CHALTON STREET

We spoke to the waitress at Somerstown Coffee House who believed that the market is in decline – there are a few street food stalls ‘for office workers and tourists’ at Euston Road end but nothing for the locals. She also said that there is an ‘us and them’ relationship or no relationship at all between those working in the shop and market traders. The staff of Coffee House don’t tend to shop in the market and vice versa. There is a disconnection but she claimed many would love to have a bustling, vibrant market again.

A suggestion: Engage with successful businesses like the Somerstown Coffee House and encourage them to extend their business into the market and be part of a group where stall holders and businesses can meet and work together for mutual benefit. Also, involve the community. When UAL students spoke to the residents (p 34), they expressed a wish to be able to share a community stall where they could take it in turns to sell unwanted belongings.

EARLHAM STREET

When we arrived at 11ish there was only one stall at each end of the street. Traders selling hats and ties at Shaftesbury Avenue side and a lunch food stall at 7 Dials side. A market stall holder selling ties said she has had been trading there for years but she felt the market had declined because many thought that it was too hard work. They have to pack up their stall every evening, drive it all home and re build it again every day. Another van arrived while we were there who sold food. He said his takings had declined when the office building in Shaftesbury Avenue had closed down. They said that a few more traders may arrive, but stallholders were unreliable and they never knew who was going to be there. The market was relatively empty of stalls and, again, there is nowhere to sit and eat.

A Suggestion: Consumers visit Covent Garden for predominately design, contemporary led shopping. Embrace the design-led move to ethical and sustainable products by working with traders to have an ethical /sustainable focus less impact. Consider links ups / sponsorship from local brands such as Neal’s Yard.

ETON AVENUE

We visited twice at lunchtime. There were just 6 food stalls.. The stalls were dotted around separate from each other and most of them had their large “unwelcoming backs “ turned to anyone walking through the middle of the market. There were few customers and it was lacking in atmosphere.

The stalls would do much better if they were lined up in a bank on the north side of the market, all facing the theatre in a row and presenting themselves to the people coming out of the subway. The Farmers Market that is held on a Wednesday is much busier and more popular.

VISITING THE 8 CAMDEN COUNCIL OWNED MARKETS

GOODGE STREET

Goodge Street market is primarily a hot food market for the lunchtime trade. It was difficult for the HemingwayDesign team to find. There was a larger private street food market on Tottenham Court Road just as you come out of the station which was busy, visual and happening. The council market is some way down Goodge Street, tucked away in a side road (Goodge Place). There were four pitches pushed down to the 'mouth' of the street which faced the shops rather than the road, making them anonymous and cramped. There was no seating close by. Stall holders said that all the pitches were taken/booked up.

A suggestion: Goodge Street provides lunch for office workers in the middle of the day so there is free space early in the morning and late afternoon. Camden could think about filling the space from 8.30am to 11am with smaller coffee/ breakfast/ fruit/juice carts or bike stalls (who can deliver lunch to offices later) and then from 3pm-6pm with tea and cake carts along with fruit and veg and stuff that consumers may want to purchase to take home for their supper. There are different trading times for different product.

INVERNESS STREET

Stalls were mostly selling tourist memorabilia and knock-off clothing, with one juice stall. Most are located towards the Chalk Farm Road end of the street, leaving the Arlington Road end empty. The council team said that the traders 'rotate' their stalls and take it in turns to use the 'top slot'. However, when speaking to the traders, they admitted that one man 'owns' the top slots and there is no rotation. We crossed Chalk Farm Road and walked around the private market opposite (Buck Street) which was full of small stalls selling counterfeit clothes, bags and watches to tourists. They pay £150 a day for a small pitch. We headed for Camden Lock, which is much more 'honest' and then The Stables where there are hints of cool vintage and environmentally-aware traders.

Inverness Street needs to become a destination market. Refer to Vision and Deliverability on P37.

LEATHER LANE

A busy weekday market only and caters for office workers. We interviewed a resident, Alistair, who lives on the adjacent Bourne Estate that the traders at Leather Lane give discounts to the locals. Alistair said there was one local trader that he knew of, from the estate, but he reckoned most of the others are not local. We felt that the layout of the market didn't help the shops on the lane.

It is great that the traders are giving a few residents some discount on food, but it would be better still if the council could encourage more local traders so they could benefit from their local market financially. Perhaps the market could be used as a flea market / community market at the weekends, bringing life to the street when the area is quiet.

VISITING THE 8 CAMDEN COUNCIL OWNED MARKETS

PLENDER STREET

There were very few traders at the Plender Street market. The first pitch (a fruit and veg stall) has been there 'forever' (hence prime position) and the next three were owned by a trader who has been there for 18 years. He said the market used to go all the way to the end of the road but the reason for the decline was because many felt it was too hard work since traders have to pack up every night and take everything away (note: they do get allocated a close by parking spot for the van which costs £370 a year). He also said the application process put lots of people off, particularly for those who couldn't provide an NI number, passport etc.. **He was a lovely, generous, traditional market man who knew how to play the game and accepted all the rules. A type like him would be perfect to be a 'market inspector'.**

QUEEN'S CRESCENT

Queen's Crescent is very much a locals market that runs on a Thursday and a Saturday, but there are very few stall holders now. It neither benefits from passing tourist or office worker trade (like other council owned markets). However, it is situated in one of the most densely populated areas of Camden (although it is one of the most deprived). The market has been in decline ever since the council took back the running of Queen's Crescent market in October 2015, which is affecting local businesses as well as traders. The barren environment is encouraging anti social behaviour, fly tipping and illegal forecourt trading.

We met up with the Friends of Queen's Crescent, Dinah Gallop, Alice Brown and Jill Fraser in Andalouse Cafe. They are all local champions and have a vast knowledge of everything to do with the locale. They explained that the Friends of Queen's Crescent was set up as a charity to support and encourage the development of Queen's Crescent and the market in it and spelled out how successful the market had been under the control of Queen's Crescent Community Association.

ORGANISATIONS

CROCUS

HemingwayDesign visited Crocus, a café in Nottingham that employs staff with mental health issues to help rehabilitation. Crocus' menu is made from waste food that is donated by local businesses. The chef creates dishes from the varied donations, so they have to be imaginative. *'All the food is vegan because it got difficult to teach the staff not to use the same utensils to chop raw meat and vegetables. By making it a vegan menu, the staff can help in all areas of preparing and serving food. A vegan diet is very popular now so it has in fact increased our customer base too'* - Head Chef of Crocus.

UAL

HemingwayDesign visited University of the Arts London and interviewed Tyler (MA Industrial Design) at The Lethaby Gallery. She was working on a project to Co-Design Chalton Street Market (www.chaltonstreetproje.wixsite.com/blog) The students had done research with the residents and stall holders of Chalton Street with the following findings:

RESIDENTS

It was difficult to get them engaged when they conducted a workshop in the Living Centre. They found it much more effective to have a pop up stall in the market with questions and games designed to get people to talk.

STALLHOLDERS

Again, they went to the actual market and talked to stall holders face to face and showed them models of the type of 'pack away' stalls they were designing, to get feedback. This worked well and they got useful comments for the stall design.

APPLYING FOR A STALL

They suggested that there should be a community stall, where you don't need a licence and anyone can 'trial' what it is like to have a stall.

THE REPAIR CAFE

HemingwayDesign visited The Repair Cafe in Queen's Crescent Community Centre, which is run by North London Waste Authority. We spoke to the head of NLWA and Maria Kortbech (PR) and both of the Camden Councillors who attended as well as James, the repair specialist from Cycle Confident. When we told them about the market project, everyone agreed that it would be great to have repair cafés in the markets. We also visited the NLWA Second Time Around Shop, King's Road Reuse and Recycling Centre, where they sell off all the items that people have thrown away in various re-cycling centres. There is some great stuff.



This is a raised bed built on the side of the road near Crocus in Nottingham. It's for locals to pick and use herbs. There are lots more interesting, small 'start up' business ideas in Nottingham because it is affordable



Come along and learn repair skills to give new life to items that you would normally throw away and make them useable again.

Do you have a bike sitting in your garage that you've been meaning to get repaired? Perhaps your favourite trousers are in need of a new waistband? Want to give that blouse you love a new lease of life? Or maybe you have an old item of furniture that you can't bear to part with but is in need of a spruce up?

North London Waste Authority is excited to be delivering some more Repair Café events in early 2019, to help you repair your damaged belongings and fix your broken household items for FREE. Take a look at our [Events Pages](#) for more details of the event that is nearest to you.

The information below provides further details about what to expect and how to book, or take a look at the [video from our launch](#) in Camden.

By repairing items we already own, it stops us having to buy new stuff. This has a positive impact on the environment (and our wallets) as raw materials can be preserved and items are prevented from becoming waste.

MARKET EXPERTS

JOHN BURTON works with Eric Reynolds who started Camden Lock Market:

'Interestingly Eric is back in Camden after almost 20 years of not being around there. He is building the new market container scheme at Buck Street Market for Market Tech who own all the private markets in Camden Town. Inverness Street has been struggling to find a proper role for years. A big part of the problem is that it has to be run along the lines of the London Local Authority Act 1990 which hinders councils a lot in what they can and cannot do – it deadens flexibility. - John Burton (Urban Space)

ELLIE GILL runs Marketti, a website that:

- helps traders to get online
- provides each market and trader with their own app
- the platform helps customers find your stall, browse your products and takes payment through the app
- in exchange for taking money through the app, the trader benefits from digital marketing and your own page on the Marketti website where customers can browse, find you, order your product on line, visit you at the market or click and collect.

Marketti also provides traders with a business tool kit and social media advice. Even when tourists have flown home they can still shop with you.

Ellie said: *'Camden are signed up for Marketti but they are not using the service which is a shame because without mobile payments, you lose sales'*

LOUISE KAMARA manages markets for The London Farmers Market Organisation. She is also the 'Sustainable Curator' for many HemingwayDesign festivals including King's Cross Car Boot; The Urban Village Fete; Sample; Vintage Festival

Louise says:

'It is important to have a manager on site at all times. They should be there first, to meet and greet traders in the morning and make sure everything is set up for them. The manager should ensure their stalls have weights on windy days and check that food stalls have access to hot water as well as allocating space and assisting the traders to have a successful trading day. The traders are our customers. They are very important to our business and we are nothing without them'

STARTING OUT IN THE MARKET

1st December 2018: Wayne and Gerardine Hemingway in conversation with Rose and Harriet from Tatty Devine and shoe designer Tracey Neuls at the Now Gallery. The designers talked over a lunch to an audience of 30 young people who were there to find out what advice the design entrepreneurs had for young people starting in business today and how they built their companies, all starting out with market stalls. The young audience were invited to ask questions to spark further discussion.

Wayne Hemingway

'When we started trading at the market in the early 1980's, the cost of a stall was £6. This meant that everyone had an opportunity to trade. It was democratic. Nowadays it is only middle class kids who can afford to start up businesses, because they get financial help from their parents'
You do have to have a unique selling point, a raison d'être" says Wayne, "When you look at [the design of] Tracey Neuls' shoes, you know immediately that she stands for crafts'

Gerardine Hemingway

'We learnt so much from our customers. That is why face to face trading is important. It is difficult to 'read' your customers preferences with online trading. Having a proper conversation is so valuable'

Harriet and Rosie (Tatty Devine)

embarked on their business starting with a market stall. Pre-internet, it was through face to face interactions with customers, stylists, and other businesses at the market that they learnt what products people wanted to buy. "The market was a 360 degree crash course learning about business" says Harriet, with Rosie adding that "it's about making things that people want.

'We started our business when we were 21. We were not looking to become rich and famous. We just wanted to be creative and pay our way. That wouldn't be possible now'

Harriet Vine

'We took risks at our own pace and didn't have to wait for permission from anyone to do stuff. We had so much fun and we learnt invaluable lessons along the way. It is great that the business has evolved into a successful company.

Tracey Neuls (shoe designer)

'I started making shoes when I was ten. My mother let me go out wearing a pair of shoes that I made out of toilet rolls'

When Tracey opened her first shop in London, she wanted customers to feel as if they had come home and would bake bread at the back of the shop, explaining that "when you feel something, it makes a longer lasting purchase". It is down to this meeting of creativity and customer connection that Tracey has grown her business to encompass four boutiques in London, and has been described as "one of the top ten creatives and fashion influencers living in London" (TimeOut Magazine).

'A little passion goes a long way'

02. VISION & DELIVERABILITY

2.1 CONCEPT

2.2 CONTENT

2.3 AMBIANCE AND INTERACTION

2.4 PRINCIPLES

INITIAL THOUGHTS ON INVERNESS STREET- OUR MIND MAPS

The following thoughts and ideas came from the extensive consultation and need to be discussed and debated, initially with Camden Council.



INITIAL THOUGHTS ON MANAGING INVERNESS STREET

A. There is a repeated need for storage to be found through local businesses, schools, organisations, shops, garages.

B. The markets could link up with The Roundhouse for spoken word, music & performance artists.

C. Traders are asking for mentoring. Make a manager's hut with shelves labelled with questions. Anything from display and promotion tips to tax returns, stall and license applications to food recipes, growing schedules and instructions on how to build your own stall with design code. Information about the area's history, the reality of recycling, health and safety rules, costing, opening hours, books etc.. The questions and answers are endless.

D. Invite local organisations like 'Manshed' and 'Rochester Square Potters' to have pop up stalls to promote their workshops and sell their products.

E. Explore co-operation with LabTech who own all the private markets in Camden. They are building Hawley Wharf. They are also building a container market opposite Inverness Street. Can we use their toilet facilities? Is there anything else that can be shared?

F. Give Inverness Street its own entrance off the canal. Use signage to point people in the right direction from Oval Road. (Get them before they reach Camden Lock).

G. Link up with the more 'wholesome' businesses of Parkway (Gail's, Wholefoods, Parkway Grocers) and Jamestown Road (Mildred's, Wagamama, Tri Yoga). The market could supply them and vice versa. The market could advertise on their notice boards.

H. Link up with local organisations such as Castlehaven Community Association, City Farm, Arlington House, Camley Street etc..

I. Link up with local (famous) residents to use and help promote the street market.

J. Set up a CIC with local Stakeholders.

K. Organise special events.

L. Use in-house PR to promote the markets. They should write up market news every month in the Camden magazine as well as producing press releases for home and abroad to promote our authentic 'community' markets.

M. Organise a community art project like the Portobello Wall public art project that links Golborne Road to Portobello market. Could we link our markets with art? Pavement art? Cycling route?

INITIAL THOUGHTS ON INVERNESS STREET INVESTMENT COSTS

- A.** Signage and way-finding will need significant thought.
- B.** There would be major benefits in terms of user experience, visual amenity and “brand” from having purpose built, recognisable market stall infrastructure.
- C.** Entertainment space to be built into the landscape/ masterplan.
- D.** Seating
- E.** “Welcome” signage/ gate at Chalk Farm Road end
- F.** Disabled toilet

2.1 CONCEPT

INVERNESS STREET AND ALL OF CAMDEN'S COUNCIL-OWNED MARKETS NEED A NEW NARRATIVE, VALUES AND MANIFESTO AND WOULD ALSO BENEFIT FROM A COHESIVE BRAND BEING DEVELOPED FOR THEM. THE FOLLOWING ARE SIGNIFICANT ELEMENTS AND PRINCIPLES THAT CAN BE TRANSFERRED ACROSS ALL CAMDEN COUNCIL MARKETS.

- **SOCIAL VALUE**
- **REGENERATION**
- **GOOD HEALTH**
- **A SENSE OF BELONGING**
- **COMMUNITY**
- **CHARACTER**
- **AFFORDABILITY**
- **EASE OF ACCESS**
- **SUSTAINABILITY**

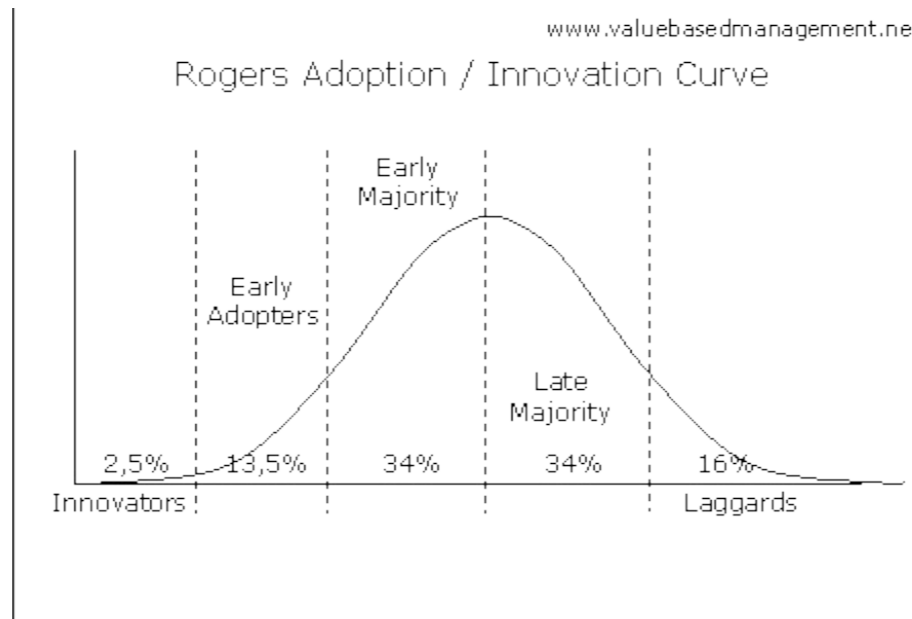
SOCIAL VALUE

Sadiq Khan talks about 'good growth'. By this he means an all-inclusive growth that will benefit the economic, social, physical and environmental well-being of Londoners.



REGENERATION

Camden's council owned markets should be made to look good by their content. A busy buzzy market, a test-bed for the newest thinking, a place known to be ahead of the curve, welcoming innovators with targets for the community that impact more than just the markets themselves. Successful street markets will lure customers to surrounding shops, restaurants and businesses and so benefit the wider locality.



GOOD HEALTH

As well as promoting a source of fresh and healthy food, Camden's council owned markets should promote well-being including rehabilitation, employment and educational opportunities. Camden's council owned markets should champion better environmental & physical health; improved re-cycling, re-use, less waste, thriftiness, traveling by bike, getting out and about, home cooking etc..



BELONGING

The focus should be on the social value that Camden's council owned markets will bring to its communities, because this is what will ultimately deliver the sense of belonging.

If the people of London can be directed to autonomously make London street markets inviting, exciting spaces and spread the word that the markets are community focused, it should have a galvanising effect.

We believe that there is a need for a 'by the community, for the community' approach.

COMMUNITY

The market should be a place where people from different backgrounds, different generations and different cultures can come together on a regular basis, swap ideas, swap stories and so become more open-minded. These opportunities for social interaction can help to bridge differences.



CHARACTER

Every community is different, its character is shaped by its own diversity and history. By reaching back into the heritage of individual neighbourhoods, markets can re-establish an area's energy so that the market becomes an expression of that particular community, building a strong sense of local identity.

Camden's council owned markets need to be consistent and each carry their own brand. They should be independent, dynamic and entertaining places in the heart of the local community where people can be heard, seen and supported.

Camden's council owned markets should be a place where the community can promote campaigns and issues that matter locally.

GOOD CHARACTER ENSURES LONGEVITY

EASE OF ACCESS

TRADERS ARE CUSTOMERS SO THEY NEED CUSTOMER SERVICE.

Camden's council owned markets should help traders meet the requirements of their customers. Give them mentoring support for visual merchandising and promotions. Provide training for young or new traders and make it easy for them to get up and running by making application quick, easy and removing red tape.



AFFORDABILITY

Sustainability doesn't need to be just for the well-off; the affordability of produce on offer just needs to be widened and council owned Markets could make this possible.

Camden's council owned markets should also widen the offer of stall options for traders, offering different rent brackets which provide low-risk entrepreneurial opportunities and initial steps into employment and future livelihoods for members of the community.

The markets need to win the thrifty customers away from plastic-heavy discount retailers and focus on 'less is more' when it comes to waste management

SUSTAINABILITY

Inverness Street market should employ new ways to make trading more sustainable through the appropriate infrastructure, encouraging environmental awareness in traders and helping those shopping at the market to do the same.

- A.** All products to be sourced from within the M25
- B.** Work with local suppliers, local businesses, local organisations, local workers, local artists, local growers, local builders, local schools etc.. All collaborators & traders should live or work in Camden. The more locals involved, the more friends, family and neighbours will visit and use the market.
- C.** Product types for every wallet. Wonky, bulk, eat today, fresh in season, organic, pre-prepared.
- D.** Provide clear pricing and signage.
- F.** Product offer should be widened to be more like supermarket shopping.
- G.** Provide traders with signage that tells their story, where they are from and how they came to be trading in the market, in order to inspire others.

SUSTAINABILITY CONT.

H. Encourage traders to engage with customers and connect them to each other to help build a community. Tell stories, spread gossip.

I. Have a council run stall run by volunteers who are assisted by adults with learning difficulties.

J. Introduce a plastic free policy. Improve re-cycling, re-use, less waste.

K. Supply good quality paper bags that traders charge for.

L. Ensure that traders who sell food and drink have a deposit policy and also stock re-usable drinking vessels and bowls etc.. that customers can purchase.

M. Have different rent brackets.

N. Improve the environmental health of Inverness Street by giving projects to local growing charities and schools to plant the street.

O. Hot food should be home cooked by independent suppliers (not chains or franchises).

P. Introduce an 80/20 vegan versus meat & fish policy.

Q. Provide a notice board for traders and customers to communicate.

R. Encourage traders to be generous and create initiatives for supplying food to homeless people or those facing food poverty.

S. Employ young local people to assist the market manager in setting up and taking down the market infrastructure.

2.2 CONTENT

THE FOLLOWING PRESENTS IDEAS FOR POSSIBLE CONTENT AT INVERNESS STREET MARKET WHICH CAN ALSO BE TRANSFERRED ACROSS ALL CAMDEN COUNCIL MARKETS.

- FRUIT AND VEG
- BAKERY
- DELICATESSEN
- FISH
- DAIRY
- HOMEMADE
- STREET FOOD
- CYCLING
- PLANTS
- TOILETRIES
- HOUSEHOLD
- OUTLET
- SECOND HAND/ CHARITY

WE NEED THE RIGHT PRODUCT:

CAMDEN COUNCIL OWNED MARKETS NEED TO BE DILIGENTLY, PASSIONATELY AND FEARLESSLY CURATED TO ENSURE THEIR OFFER SATISFIES AND EXCITES BOTH ITS COMMUNITY AND THE OUTSIDE WORLD.

FRUIT AND VEG



Lots of fresh fruit and vegetables for all tastes and wallet depths including wonky, eat today, fresh out of the ground, farmers & organic as well as a dry fruit, nut & pulse stall selling by weight.

Camden's council owned markets should guide customers to buy locally grown 'in season' produce.



BAKERY

Nothing is more enticing than the smell of freshly baked bread, along with the site of delicious cakes and sandwiches made on the premises.



DELICATESSEN

A delicatessen or 'meal club' where you can buy all the ingredients to make DIY sandwiches or salads as well as healthy ready meals to take home and heat up.



FISH

A fishmonger. Fresh, sustainability-caught fish. They could sell books on how to fish and how to cook fish and could have a bespoke stall made from a fishing boat or similar relevant reclaimed materials.



DAIRY

A dairy or 'milk bar' to sell milk in returnable bottles with every type of milk under the sun as well as cream, cheese and ice cream. A local dairy could deliver milk in returnable bottles to grow their business.



HOMEMADE

Haberdashery and textiles, second hand patterns and everything you need for needlework, dress making and upholstery. You will find plenty of chit chat here as people share tips on making and mending.

A home brew stall; all the equipment you need to make gin/beer/wine at home for those inspired by London breweries & English wine making.



STREET FOOD

Hot nutritious takeaway comfort food, encouraging those who make food from waste.

Include vegan, gluten free and other special dietary requirements. Fill the air with delicious aromas to entice customers into the area.



CYCLING

A bike stall where you can get your bike fixed up and buy or hire accessories to include trailers, bike baskets and panniers so cyclists can carry their purchases home, or make a bit of extra money by offering a delivery service. This could even have retro or vintage bikes to hire to encourage younger generations and subcultures to get involved.



PLANTS

To buy plants and flowers, grow your own seedlings, buy seeds, compost, garden tools. Selling cut flowers and plants.



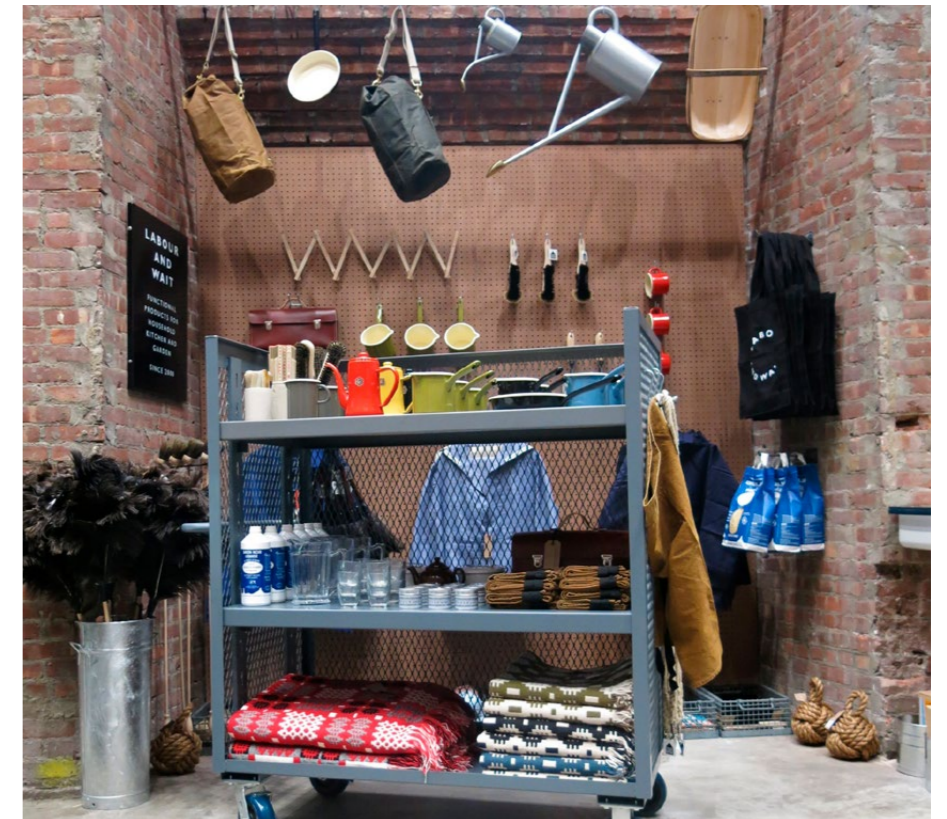
TOILETRIES

Toiletries made from natural and organic ingredients with toiletry workshops and recipes so customers can make their own at home.



HOUSEHOLD

A non-plastic hardware stall selling baskets, shopping trolleys, bags, reusable cups etc.. Everything that customers might need to carry home their purchases guilt free.



OUTLET

Outlet stall with factory rejects and surplus.
Affordable clothing - people love a bargain!



SECOND HAND

Clothing re-claim with volunteers. Volunteering is important to many people's well-being. If they don't have the confidence to take on a full time job, voluntary work can help them to contribute and keep busy and happy.



JUNK

Junk, bric a brac, re-use, vintage, second time around, whatever you want to call it, for the thrifty as well as the bounty hunters and for those who believe in sustainable living - one man's trash is another man's treasure!



2.3 AMBIANCE & INTERACTION

PEOPLE'S STALL

GUERRILLA GARDENING

HERB GARDEN

INFRASTRUCTURE

ENTERTAINMENT

BUSKING

PEOPLE'S STALL

A peoples stall to teach new traders the market vision and give them tips on trading. A stall for the community to share and to actually sell from i.e. for homeless, mental health groups etc.. as well as schools and other educational institutions to gain work experience.



GUERILLA GARDENING

Consider what the community needs at every level, reduce urban 'runoff' (which causes water pollution) by making sedum roofs and planting stuff wherever possible including on walls and fences, around the street lamps and encourage 'guerilla gardening' and 'grow your own'. This way people will start to own a place.



HERB GARDEN

Give some green space over to a project like Elm Street to plant a herb garden for community use. Camden's council owned street markets should make people feel good about planting and they should be thanked for adding more oxygen into our city.



INFRASTRUCTURE

Camden's council owned markets need communal spaces, to sit, eat, rest, chat, play and be entertained. There should be play to keep the kids happy while the grown ups shop. Use voids to make tunnels, bridges, walls and steps. Use gaps in pre-existing structures so as not to take up extra space. Add a free water source to drink from and wash fruit and vegetables, use solar power and provide bike parking and charging points.



ENTERTAINMENT

An entertainment and event space free for community gatherings such as screenings, concerts, catwalk shows, busking, yoga or exercise classes, auctions - there should be ambitions to have an art wall and an interactive sculpture space.



2.4 PRINCIPLES

- GIVE SHOPS/ CAFÉS ALONG INVERNESS STREET ROOM TO BREATHE
- PROVIDE SPACE FOR SOCIALISING FOR ALL AGES AND ABILITIES
- ENCOURAGE PEOPLE TO SPEND MORE TIME
- OPEN UP THE STREET FOR EVENING USE
- MAKE THE MARKET VISIBLE WITH STRONGER BRANDING
- PROVIDE SHELTERED SPACES FOR USABILITY IN ALL WEATHER
- CREATE SPACES AND OPPORTUNITIES FOR PERFORMANCE, FILM PROJECTION ETC..

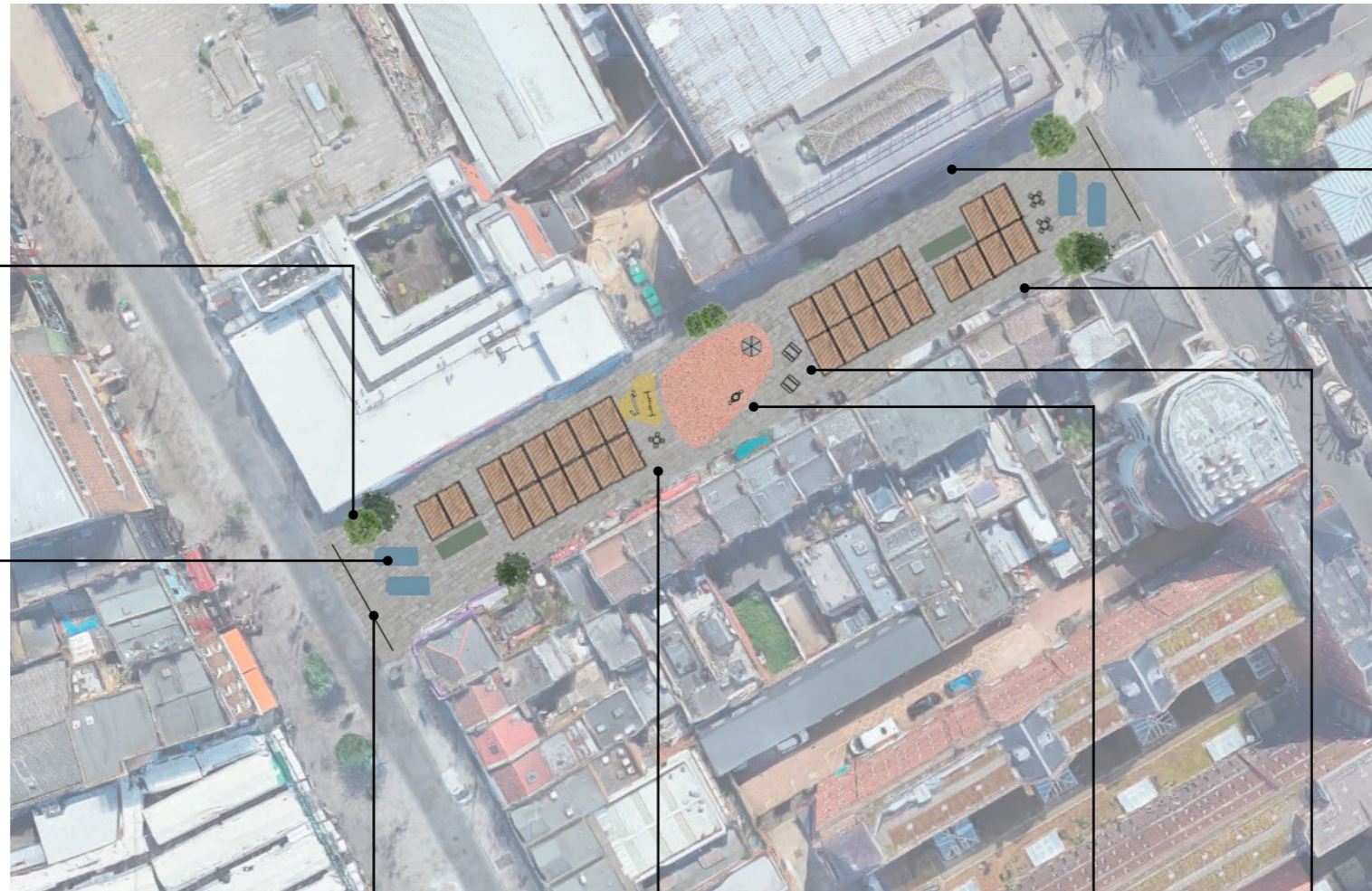
INVERNESS STREET MARKET LAYOUT - OPTION 1



INVERNESS STREET MARKET LAYOUT - OPTION 1



Planting



Projector wall



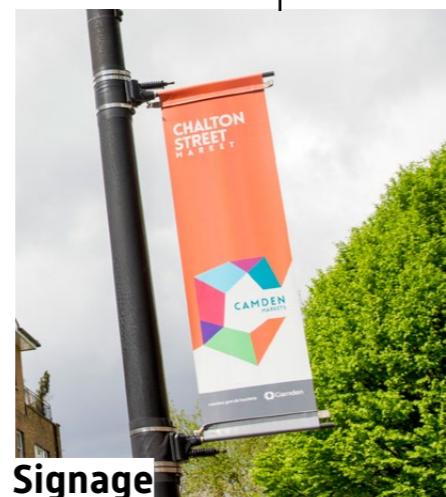
Street food traders



Space for cafe spill 1.5-2m



Flexible events space



Signage



Packable Seating



Kids play



Communal Tables

INVERNESS STREET MARKET LAYOUT - OPTION 2



INVERNESS STREET MARKET LAYOUT - OPTION 2



Lower stalls to expose shops



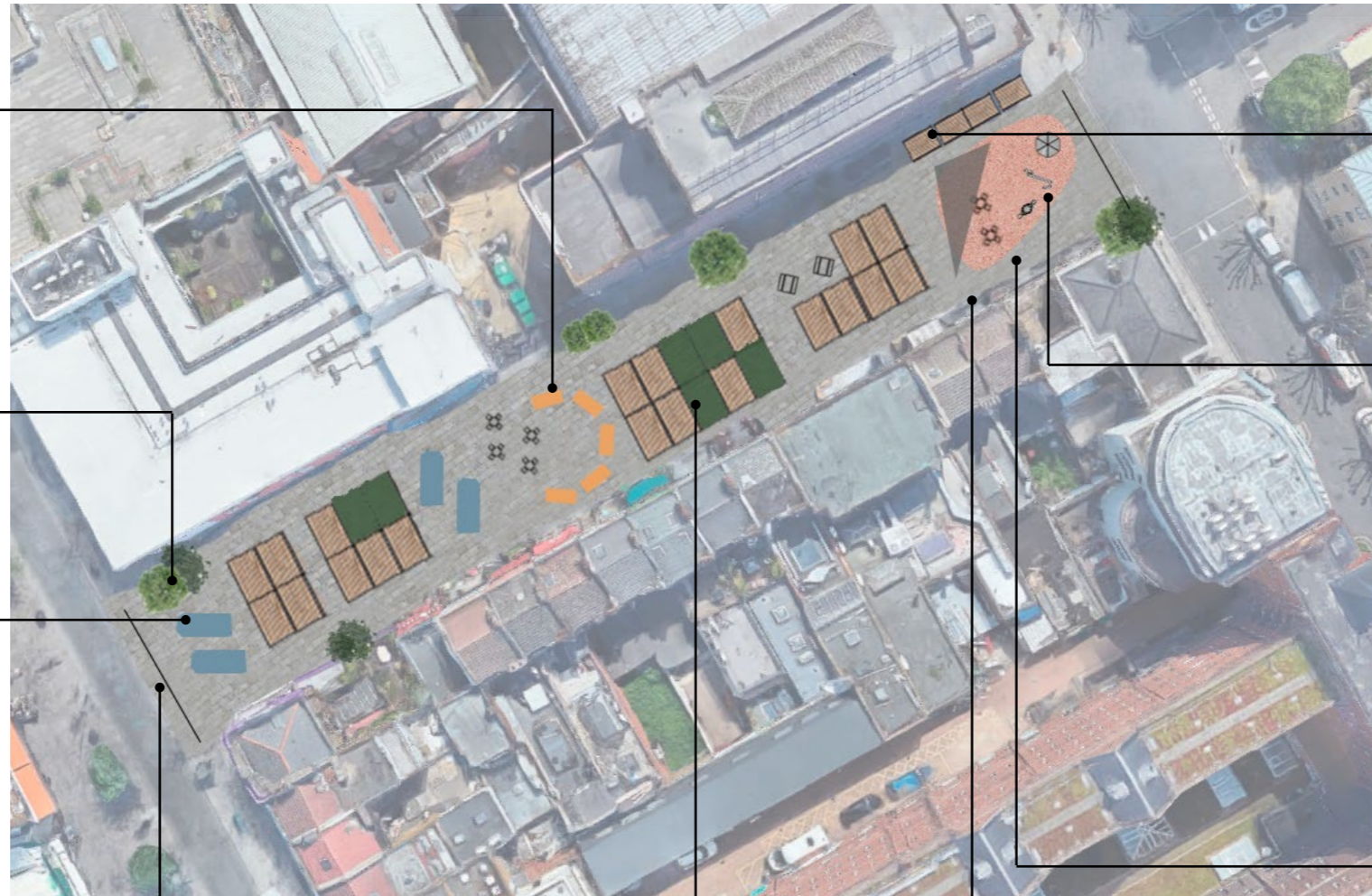
Planting



Street food traders



Bike parking



Semi permanent stalls-widening the street



Kids play



Space for cafe spill 1.5-2m



Signage



Green Roofs



Sheltered events space

MANAGING INVERNESS STREET

Intelligent, community minded and creative leadership will be needed to re-establish the markets as vibrant, “must go” places.

The idea of “market champions” for each individual market should be explored. “Market champions” could specifically focus on curation and everything that goes with building a successful business/ brand. The managers of all the individual markets should work together to ensure that each have a balanced product offer that suits their area.

Other ideas of managing Camden’s Council-owned markets include:

- A.** Ensuring that traders are greeted every morning and that they are adhering to health and safety regulations such as hot water supply for food stalls and weights for stalls on windy days etc..
- B.** Make a lay plan to accommodate the different size and shapes of stalls, considering the site, shops and surrounding environment.
- C.** Dynamically manage curation & recruitment.
- D.** Waste advice- work with the NLWA and be creative. Bring them in for repair cafés and set up for them to educate traders about reducing waste so we can reduce our costs. Traders should pay extra for waste removal unless they go plastic free and follow the ‘no single use product’ or deposit scheme policy.
- E.** Setting up a busking program.
- F.** Policing stall holders and giving warnings and eviction to those who don’t adhere to market policy in terms of littering, pollution, waste and generosity to fellow traders.
- G.** Helping stall holders through business/trading mentoring.
- H.** Organise a carry home/delivery program where fit, strong residents can help their disabled and elderly neighbours.
- I.** Ensure full access for disabled traders and customers.
- J.** Source solar powered electricity.
- K.** Bring in a water source.
- L.** Set up monthly face to face meetings with the trader, shop and local organisation community and organise AGMs with local residents.
- M.** Apprenticeships in market management.
- N.** Run a ‘peoples stall’.
- O.** Help to build a sense of trader and adjacent retailer community and common sense of purpose.

INVERNESS STREET INCOME POTENTIAL IN ADDITION TO RENTAL INCOME

- A.** Access wider funding streams like The Community Infrastructure Levy.
- B.** By collaborating with LabTech could there be funding via their CSR.
- C.** By mentoring of the former homeless, refugees, adults with learning difficulties and people in rehab to start market businesses could grants be available.
- D.** Arts council for community art project.
- E.** Barter with Marketti who will provide a selling platform on their website, promotion and marketing and a tool kit in exchange for traders who sign up.
- F.** Investigate the possibility of certain days per week rented out to likes of London Farmers Market and Auction houses.
- G.** Rent days to events such as weddings, funerals, catwalk shows and other special private events.

SUGGESTED IMMEDIATE NEXT STEPS

CHALTON ST

Chalton St could embrace the successful elements of the Inverness St recommendations on the previous pages. We recommend starting to test the ideas in this report at Inverness St, carefully monitor progress and involve stakeholders from Chalton St in analysing the successes and failures with a view to building a plan for Chalton St during the Inverness St testing period.

QUEEN'S CRESCENT

Queen's Crescent could embrace the successful elements of the Inverness St recommendations on the previous pages. We recommend starting to test the ideas in this report at Inverness St, carefully monitor progress and involve stakeholders from Queen's Crescent in analysing the successes and failures with a view to building a plan for Queen's Crescent during the Inverness St testing period. In addition The Decorators Queen's Crescent Public Realm Project should clearly help to inform the future of the market and vice versa. There have been some previous initiatives that could be seen as "false starts" and the next stages at Queen's Crescent are based on responses from the community having seen the new Inverness St market in action.

SUGGESTED IMMEDIATE NEXT STEPS

HemingwayDesign believes that the principles and ideas in this report should first be tested in Inverness St before the appropriate elements are considered for rolling out across other Camden Council owned markets. We propose a simple three step process to start with:

1] Test the idea of a proposed Community Interest Company (CIC) management structure with key stakeholders (retail/food and beverage retailers on Inverness St, targeted traders, community organisations and interested residents). We believe that this will be enthusiastically received.

2] Investigate how a CIC can be supported and mentored.

There are a number of precedents nationwide that could be contacted. The following would give a broad set of "learnings" for starters.

Buxton Market www.buxtonmarkets.co.uk

Broadway Market www.broadwaymarket.co.uk

Truro www.ccmarkets.co.uk

Lewes www.lewesfoodmarket.co.uk

We would recommend that all (and possibly more) are contacted by the members of any proposed CIC's that may come forward to run Inverness St Market.

3] Establish a support structure and mentors to work with the CIC on a business plan, content plan and layout/urban design plan, marketing plan (to include street improvements).

This process will need a champion within Camden Council and, we believe, outside support. Once the process is in testing mode and there are learnings then the successful elements can be transferred to other Camden Council owned markets. The idea of running the CIC process in parallel at Queen's Crescent could be an idea, however we understand that Queen's Crescent Market is undergoing a separate process under the guidance of The Decorators Queen's Crescent Public Realm Project. With this in mind it is important that results of The Decorators Queen's Crescent Public Realm Project dovetails with this report and that the findings from both processes are considered "in the whole".

CAMDEN COUNCIL MARKETS - A BRAND ?

Once the learnings from the testing start to become clear then we feel it would be prudent to work with the stakeholders involved to develop/co-create the narrative and values to develop an overall 'brand' along the lines of "Camden's Street Markets/ The Street Markets of Camden/Camden's Peoples Markets".

A distinct set of values, a narrative and brand collateral such as an illustrated map to guide people around all 8 markets could be a powerful tool and statement for the traders, adjacent businesses, residents and the council.



Market Map from Seattle
Neighbourhood Farmers Markets

APPENDIX: OUR BACKGROUND CREDENTIALS

WHO ARE HEMINGWAYDESIGN?

Overview

HemingwayDesign is a multi-disciplinary design agency led by two generations of the Hemingway family and a wider team of talented designers. We create, we transform and we care about the detail as much as the big stuff, cutting through the ordinary and the expected with powerful, visionary design. Our work takes us across culture-led regeneration, affordable housing, urban design, landscape planning, interiors, large-scale design-led events, exhibitions, products and fashion – and we do it all with a community-focused and ethical conscience.

Our Mission

At HemingwayDesign, our firm philosophy is that “design is about improving things that matter in life”. This mantra continually ensures our brave creative thinking and method for delivering positive, socially-responsible place branding and place making. We believe in the power of culture-led regeneration and achieve this with an inclusive process that we call like to call ‘co-design’.

The Team

Our team is a unique blend of old and new, so to speak. Founders Wayne and Gerardine Hemingway bring four decades’ worth of award-winning design and entrepreneurial experience to the table, which works in harmony with the bounty of fresh, invigorating ideas from the next generation of HemingwayDesign partners, who all innately understand the desires and needs of ‘millennials’. Together, we’re a highly motivated, responsive and creative team, and are never afraid to challenge and collaborate with the client and end users – or to have fun whilst doing so.

[CLICK HERE](#) for our website.

Wayne and Gerardine Hemingway, Camden Market 1981:



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ENGAGEMENT / RESEARCH FOR CAMDEN MARKETS PROJECT

13th June	HemingwayDesign met with Richard, Deborah & Jenny in council office
14th June	Researched Camden New Journals & Camden Magazines
15th June	In conversation at Lord Stanley Pub. Adam Brown, Polly Farquarson, Lori, Vanora Bennet, Jane Dilworth, Maggie o'Kane
19th June	Visited Chalton Street-interviewed stall holder and waiter in Somerstown coffee shop
19th June	Visited Goodge Street Market-interviewed 2 stall holders
19th June	Visited Earlham Street Market-interviewed 2 stall holders
19th June	Visited Plender Street- interviewed one stall holder with 2 pitches
19th June	Visited Inverness Street- interviewed passers by
19th June	Visited Queen's Crescent- interviewed shop owner 7 residents
22th June	Attended summer fair at Camden School for Girl. In conversation with students and parents
23rd June	Visited Berwick Street Market- interviewed shop assistant
24th June	Visited the market in Whitstable- interviewed busker
25th June	Sent stage 1 report to the Council Market's Team
26th June	Visited King's Cross and Euston-took pictures
29th June	Visited Crocus, a café that employs staff with mental health issues. Make food from waste. Interviewed owner
3rd July	Reply from council team quoting rules and putting fences in front of us
5th July	Visited The Lethaby Gallery at UAL - Interviewed Industrial Design student working on Chalton Street project
13th July	In Conversation at Lord Stanley Pub- Ted Jones ex Haverstock) and Emile Maguire (ex Sir Richard of Chichester)
21st July	Visited Bourne Estate Fun Day (Local to Leather Lane) and Leather Lane Market-interviewed resident and Prufrock coffee shop waiter
26th July	Presented 'Vision'
2nd August	Research-further reading re:-idea to have memorials to locals
4th August	Visited Mersea (Essex)-local fish merchant who supply to top London restaurants every day- interviewed server
18th August	King's Cross car boot. Engagement with multiple traders
22nd August	Wednesday supper for elderly residents. In conversation with-Max Fordham retired Engineer
30th August	In conversation with Judy Baumgarten- Groundworks
11th Sept	In conversation with Christina Weir, Nicki Gordon, Arden, John Morris, Bertie, James Roeber, Bruno Roeber, Sarah Withers, Katie Cane (Portobello stall-holder for 30 years)
13th Sept	In conversation with Alex Turnball, Kier Fraser (and parents), Bob Wilson's son!
18th Sept	Engagement with Athena, Rory and Stevie-18-19 year olds CSG
19th Sept	History event at Irish Centre- In conversation with 20-25 residents
19th Sept	Wednesday supper for elderly residents- Jill Shepherd & Norman, Ted and Roz Cullinan
27th Sept	Modern House Party-In conversation with architect designing new 'Hawley Wharf' building for Teddy Sagi
3rd Oct	Visited King's Cross canopy Market and new shopping centre-engaged with stall holder, customers & 'window shoppers'

ENGAGEMENT / RESEARCH FOR CAMDEN MARKETS PROJECT cont.

5th Oct	Engagement with 18 year olds from Le SWAP- Ana, Cam & Louka
7th Oct	Visited Repair Café at Queen's Crescent Community Centre. In conversation with NLWA, Camden councillors & residents
17th Oct	Engagement session with ex CSG & Channing students 20-21 year olds- Elsa, ETTY, Ella, Issy, Toby, Skye
17th Oct	Wednesday supper for elderly residents-In conversation with Elaine Ellis, Paul, Narna (wheelchair user)
18th Oct	Engagement sessions with ex CSG students 23-24 year olds - Ella, Ellie, Nell, Sophie, Joe & Tim
21st Oct	Visited Spitalfields interviewed stall-holder
24th Oct	Kentish Town Veg Box trial
26th Oct	Visited NLWA recycling centre in Chingford - Sky News filmed- In conversation with repair champions, councillor and recycling centre staff
27th Oct	Interviewed Mo Langmuir age 24 Camden resident
31st Oct	Wednesday supper for elderly residents- Ilsa, Adam and Poppy)
5th Nov	Put survey link on 'Next Door' site
5th Nov	Emailed survey link to friends and neighbours
5th Nov	Email engagement with Andy Stevens
5th Nov	Email engagement with Max Fordham
5th Nov	Email engagement with Ellie Pole
5th Nov	Email engagement with Emily King
6th Nov	Email engagement with Ms Kitcat (Head CSG)
6th Nov	Email engagement with John Burton
9th Nov	Visited Chesterfield Market
10th Nov	Visited Venice Biennial Freedom of Space-research and pictures
14th Nov	Visited Narrative Environment MA students at CSM to listen in on critique
19th Nov	Councillor Abdul Hai in CNJ-works for Teddy Sagi in professional life
21st Nov	Wednesday supper for elderly residents-In conversation with Janet Richardson (Neave Brown) & Robert McGibbon retired GP
28th Nov	Tutorial at CSM (Narrative Environment) for further engagement
30th Nov	In Conversation at Lord Stanley pub. Toby Baker plus 3 musicians.
01st Dec	Visited Borough Market. Eaves dropped conversation about 'not how it used to be'(ex stall holder)
01st Dec	Visited Greenwich Peninsular-'Sample' Market-Wayne in conversation with Tatty Devine who started out on market
02nd Dec	Neighbourhood party- Heather and Jamie Cantelowes ward residents
04th Dec	In Conversation with Chris Singam- Inverness Street Landlord
05th Dec	Wednesday supper for elderly residents-In conversation with Ann Windsor
11th Dec	Visited The Good Mixer
13th Dec	Lord Stanley in conversation with a homeless woman and others

ENGAGEMENT / RESEARCH FOR CAMDEN MARKETS PROJECT cont.

19th Dec	Murray Mews neighbours drinks-3 generations of neighbours
20th Dec	Matthew & Marnis party. Chatted about markets with guests (CSG, La SWAP and Ackland Burleigh parents)
21st Dec	Suzie's party (Patshull Rd) chatted to guests about Camden Markets (CSG, La SWAP and Ackland Burleigh parents and students)
22nd Dec	Polly's party (Hungerford Road) chatted to guests about Camden Markets (CSG, La SWAP and Ackland Burleigh parents and students)
16th Jan	Wednesday supper for elderly residents-In conversation with Wendy Garret
17th Jan	Alan Davidson memorial RIBA-chatted to architects about market places
22nd Jan	Out with Jane(film maker), Sue(Swanky Modes) Ann(married to Suggs), Clare Muller (photographer)- chatted about starting out in Camden
26th Jan	Interviewed Llvvia (tourist)
28th Jan	Conversed with Isadora (ex CSG)
30th Jan	Conference call with The Decorators
31st Jan	Hub King's Cross and Wayne meeting with Chris Singam
02nd Feb	Interviewed Yan (tourist)
04th Feb	Interviewed Finn Orme architect student UAL
07th Feb	Met with Alice, Dinah and Jill (Friends of QCCC)
09th Feb	Conversation with Jaymal Nathwani (banker/photographer raising money to give cameras to people living in war-zones)
09th Feb	Interviewed Jasmine (UK visitor)
14th Feb	Attended residents meeting the Decorators in Queen's Crescent library
15th Feb	Interviewed Aude (tourist)
16th Feb	Interviewed Justin Dubon (Haverstock but now lives in France)
20th Feb	Wednesday supper for elderly residents-In conversation with Kate Young (Woman Kind)
25th Feb	Conversation with Josh O conner (moving back to Camden from Wapping)
28th Feb	Interviewed Susan Smith who works with adults with learning difficulties
01st Mar	Civic Trust Awards-Chatted with Architect from Kinnear Landscaping (who work with Decorators)
12th Mar	Fashion Museum interviewed Louise Kamara (LFM) & Ellie Arnold (artist and curator)
15th Mar	Glastonbury-Interviewed Sarah, Emily & Andrew. (Farmers/locals employed by council to clear ditches/snow/drainage etc.)
15th Mar	In conversation with Anne McElvoy (economist), Anne Marie(logistics), Martina Klett Davies (academic)
19th Mar	Isabel Slattery. PHD student from Warwick doing PHD on King's Cross public space
19th Mar	Suzie Lee (43 Inverness Street-used to have her art gallery there but now lives there)
20th Mar	Bought and read Gloucester Crescent by William Miller
27th Mar	Wednesday supper for elderly residents-In conversation with Charlie, Julyan and Tess Wickham

SWOT Analysis: Camden Markets 2018

The tables below set out an overview of Strengths / Weaknesses / Opportunities / Threats with relation to all eight markets in Camden. The provided information can feed into and help structure the future development work for the markets.

Queens Crescent Market SWOT Analysis
<p>Strengths:</p> <ul style="list-style-type: none"> - Market has multiple supporters, some of which are active members of Market Improvement Group. - Diverse local community both culturally and socio-economically. - Recent consultation work as part of the wider Gospel Oak regeneration scheme has indicated that a successful street market is a top priority. - Strong and active community work. <p>Weaknesses:</p> <ul style="list-style-type: none"> - Low pitch occupancy rate (Saturdays particularly poor). - Market area is situated in an area with significant anti-social behaviour and crime, creating negative public image. - The public realm is in urgent need of regeneration work. Market Area in particular suffers from neglected street scene and premises. - Limited footfall data available for local area. - No retail survey data available to establish consumer demand. - Limited retail offering from the market. - No Council owned storage available for market traders. - Lack of directional signage or promotional materials in nearby area. - Limited social media presence (Reclaim Queens Crescent). - Limited parking availability. - Queens Crescent is situated away from main transport links and stations, limiting likelihood of passing consumer trade. - Cultural division and economic isolation of various groups in community. - Lack of dedicated development funding or defined budget prevents effective medium to long term business planning. <p>Opportunities:</p> <ul style="list-style-type: none"> - Political support to deliver local market improvement. - Queens Crescent is an isolated retail space with a high number of local residences to capitalise on. Potential customer base should focus primarily on residents in immediate area. - Strong local support can be utilised to expand on Market Services limited resource, provided willing candidates can be identified. - Limited trader numbers present opportunity to install a positive attitude / culture amongst traders. - Defined street market area to host future events or speciality markets. <p>Threats:</p>

1

- Lack of shared vision on the future of Queens Crescent presents major challenge in regard to stakeholder management and working relationships.
- External influences from individuals with differing agendas hinder any efforts to regenerate market.
- Lack of decision-making framework for market development.

Chalton Street Market SWOT Analysis
<p>Strengths:</p> <ul style="list-style-type: none"> - Market is situated in an area with a large residential population. - Recent successful Spacehive campaign headed by the Somers Town Community Association, is indicative of strong local support for market. - Situated in area with vibrant history and a once thriving market. - Somers Town Community Investment Programme in place, improving local infrastructure, amenities and homes. <p>Weaknesses:</p> <ul style="list-style-type: none"> - Low pitch occupancy rate. - Unattractive to new traders at present. - Market area is a relatively unknown thoroughfare to those outside of local community. - Limited retail offering from market. - No Council owned storage available for market traders. - Lack of directional signage or promotional materials in nearby area. - No social media presence. - Lack of dedicated development funding or defined budget prevents effective medium to long term business planning. - Limited footfall data available for local area. - No retail survey data available to establish consumer demand. - Local groups have limited experience in the operation of street markets. <p>Opportunities:</p> <ul style="list-style-type: none"> - Political support to deliver local market improvement. - Market in close proximity to high number of commuters and transport links. - Local reinvestment programme underway, increasing the number of homes and improving infrastructure. - HS2 project has increased investment in local area, improving the potential for a thriving retail space. - High number of offices and workspaces nearby. Great potential for street food area, capitalising on the lunch hour. - Limited produce offering in nearby retail areas, creating opportunity for more traditional market goods (fruit and veg, household items etc). - Successful Spacehive campaign has provided an investment fund.

2

- Somers Town Community Association are active in their support for the market, providing much need additional resource.
 - LBC have established a good relationship with the STCA, and have formed a working group.
 - Significant businesses and organisations in the locality, including, hotels, British Library, Crick Institute.
 - Defined street market area to host future events or speciality markets.
- Threats:**
- HS2 developments and preparatory works impacting on locality and market area.
 - Spacehive funding has been pre-allocated to various workstreams as part of bid. None has been allocated for marketing and promotion, which can be a key element to successful regeneration and sustainability of markets.
 - Local anti-social behaviour and rough-sleeping issues negatively impacting on the look and feel of the locality.

Leather Lane SWOT Analysis

Strengths:

- This is our most requested market to trade in and is well established with a variety of good quality food traders.
- Self-sustaining market, located at busy location.
- Popular lunch-time market; brings local business and residents together
- Brings the majority of the income and attracts most of the traders
- Market has a car park and a water supply

Weaknesses:

- We receive a number of complains about the disposal of waste and noise levels that the traders produce.
- We currently only get a very small number of non-food applications.
- Only effective at lunch-time (11am-2pm)
- Vehicles braking the traffic management order – car driving through the market without authority
- Unauthorised parking
- Because of the high level of food traders there is a high level of food waste and oil staining on the road, pavements etc.
- It does not get enough attention from officers due to lack of staff resources
- Not much investment
- No electricity available on site so business use gas or borrow electricity from nearby shops

Opportunities:

- We still have a lot of vacant pitches and need to manage the expression of interest forms or decide to promote on external platforms to attract more non-food traders.
 - To create product/services-based areas, i.e. food area, cloths area, sitting area; promote it better and work with local traders towards standardising outlook.
 - Improving working standards with partners to ensure better maintenance of the area.
- Threats:**
- Privatisise
 - It could turn only to be a food market – lack of diversity

Inverness Street SWOT Analysis

Strengths:

- This market receives a lot of interest due to its prime location in the heart of Camden town, and we have seen more food applications within the last year. This is positive as before we would mostly have traders selling similar clothing commodities to each other.
- High footfall and busy location

Weaknesses:

- Although we have many new both non-food as well as food traders licenced here, the retention of the traders could be improved. We are unable to correctly forecast the ticket sales, as there is a higher turn around with our new traders.
- It lacks presentation which makes it less attractive
- Doesn't maximise custom from footfall
- Only caters for tourists
- Not a good retention rate of food traders
- Lack of parking spaces
- Power isn't maintained properly and keeps going down

Opportunities:

- We still have a lot of available pitches at this market, and need to work as a collective to ensure that any new traders that we licence, receive extra support and feel empowered to trade from any location within the market, and not just to all expect to trade from the front.
- Needs working with different local groups to make the space more inviting
- Integrate better with well-known bars/shops on market.

Threats:

- Could be privatised if not managed properly

Eton Avenue SWOT Analysis
<p>Strengths:</p> <ul style="list-style-type: none"> - This market has a very good location as it has a theatre, a health centre, an underground station as well as a local community at its fingertips. Many traders that come there, tend to want to stay. - Good average spent per head - Popular farmers market which attracts local residents and businesses . - Has a storage unit and water on site <p>Weaknesses:</p> <ul style="list-style-type: none"> - Not enough electrical power to be used by the stall holders - Trading is affected by the local schools schedules and the visits to the market decrease, especially during the school summer holidays because some of the traders that trade in the markets are not available. - Not much promotion and people don't tend to stay longer; most traders come on Wednesday which is the most popular day for this market. - No parking at the market <p>Opportunities:</p> <ul style="list-style-type: none"> - There is a scope to improve diversity of trades - Relocate the market to a better area - Improve communication and marketing - Organise tailored events <p>Threats:</p> <ul style="list-style-type: none"> - This market will eventually need to be re-located due to the building works that are due to be carried out. We don't have control over this and to my knowledge, do not have any definite dates for the works to commence.

Goodge Place SWOT Analysis
<p>Strengths:</p> <ul style="list-style-type: none"> - This is a market that does not require a lot of management as it has well established traders that in most cases, tend to work as a collective. <p>Weaknesses:</p> <ul style="list-style-type: none"> - Only a few spaces and there is not parking permits available - No electricity <p>Opportunities:</p> <ul style="list-style-type: none"> - If extra space could be designated at this market, it would be easy to fill, as traders that come to Goodge, tend to stay trading there for a long time. - To create more space to by changing the pitch sizes

<p>Threats:</p> <ul style="list-style-type: none"> - No current Threats

5

Earlham Street SWOT Analysis
<p>Strengths:</p> <ul style="list-style-type: none"> - This market is located in the heart of the West end, and has recently had works carries out there thus improving the overall appearance. <p>Weaknesses:</p> <ul style="list-style-type: none"> - Not a busy market - Problems with the road layout from the redesign of the street – lost market space hence revenue often gets complains regarding smell from food traders so food stalls need to be kept at minimum. - Historical issues with Seven Dials partnership <p>Opportunities:</p> <ul style="list-style-type: none"> - Add more traders to increase footfall and popularity - Provide waste, electricity on site to attract more traders <p>Threats:</p> <ul style="list-style-type: none"> - Seven Dials have their own brand and hence people don't buy from the market.

Plender Street SWOT Analysis
<p>Strengths:</p> <ul style="list-style-type: none"> - This market has a handful of established traders who serve a local community - Good and busy location <p>Weaknesses:</p> <ul style="list-style-type: none"> - We can be doing more to attract new traders to this market, as most new applicants, tend to dismiss Plender Street. <p>Opportunities:</p> <ul style="list-style-type: none"> - We have a lot of available pitches there and could benefit with more traders serving the local community. - We could ask existing traders to refer any trader that they know to this market. Perhaps an incentive could help with this. <p>Threats:</p>

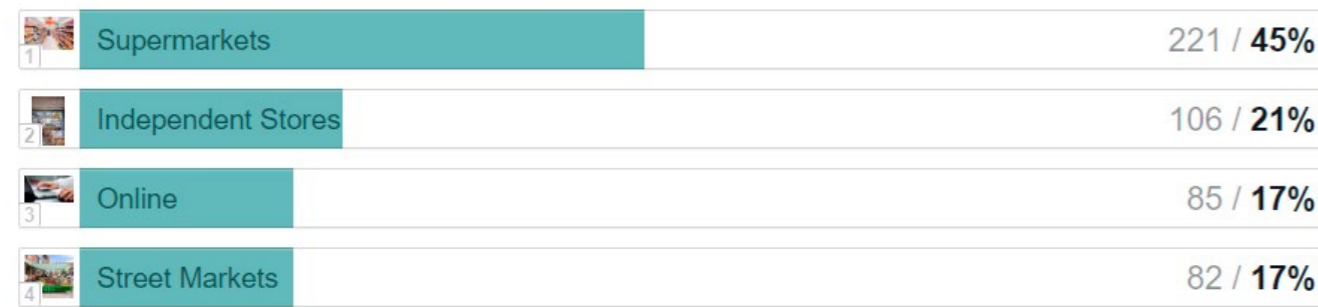
<ul style="list-style-type: none"> - As the traders who currently trade there are more established, if any choose to retire, we could be left with an empty market as we are not attracting anyone new.
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6

Q.1

Where do you shop? Please select your first choice.

494 out of 537 people answered this question



Q.3

How frequently do you use Camden street markets?

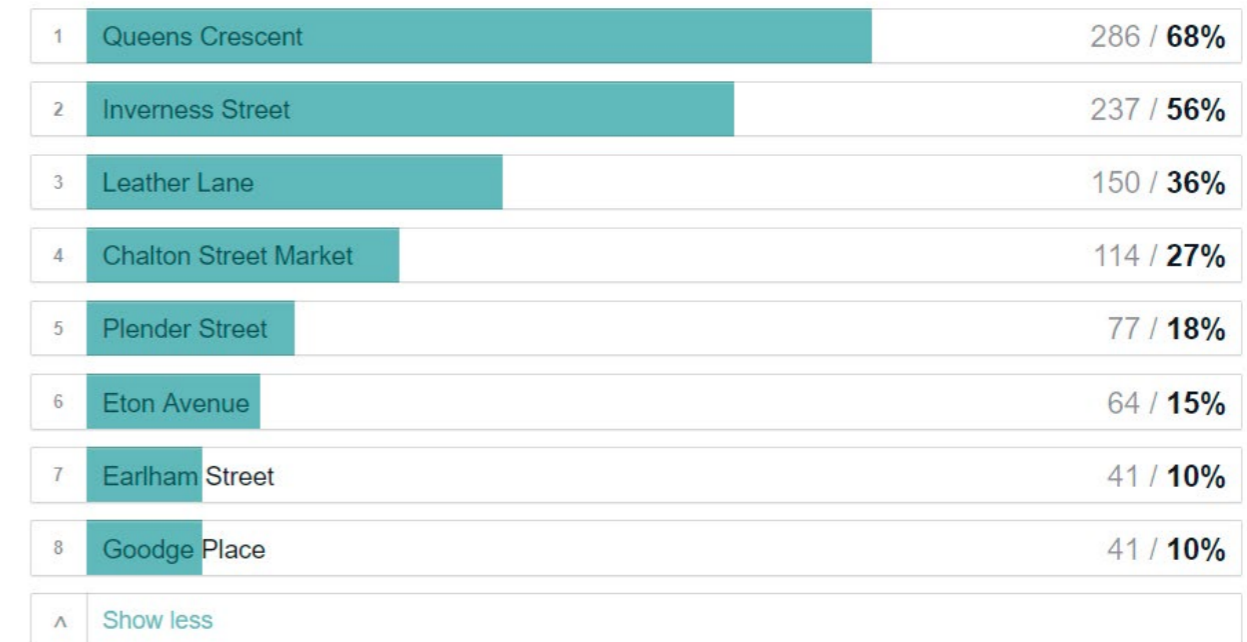
447 out of 537 people answered this question



Q.2

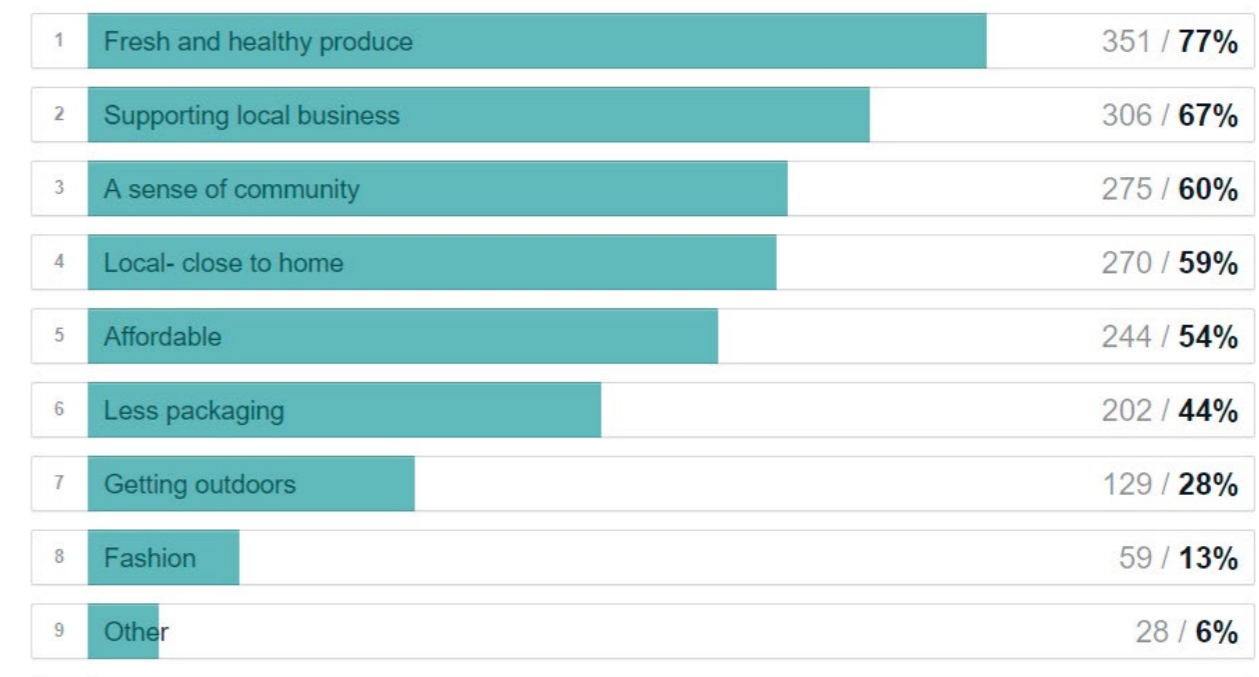
Have you ever shopped in any of the following Camden street markets?

422 out of 537 people answered this question



Q.4

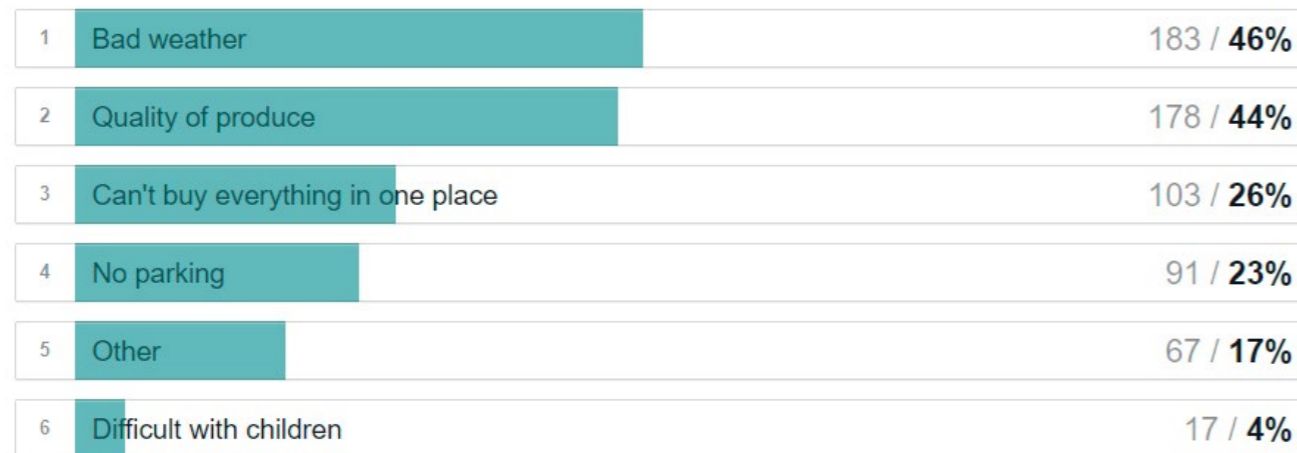
456 out of 537 people answered this question



Q.5

What puts you off shopping in a street market?

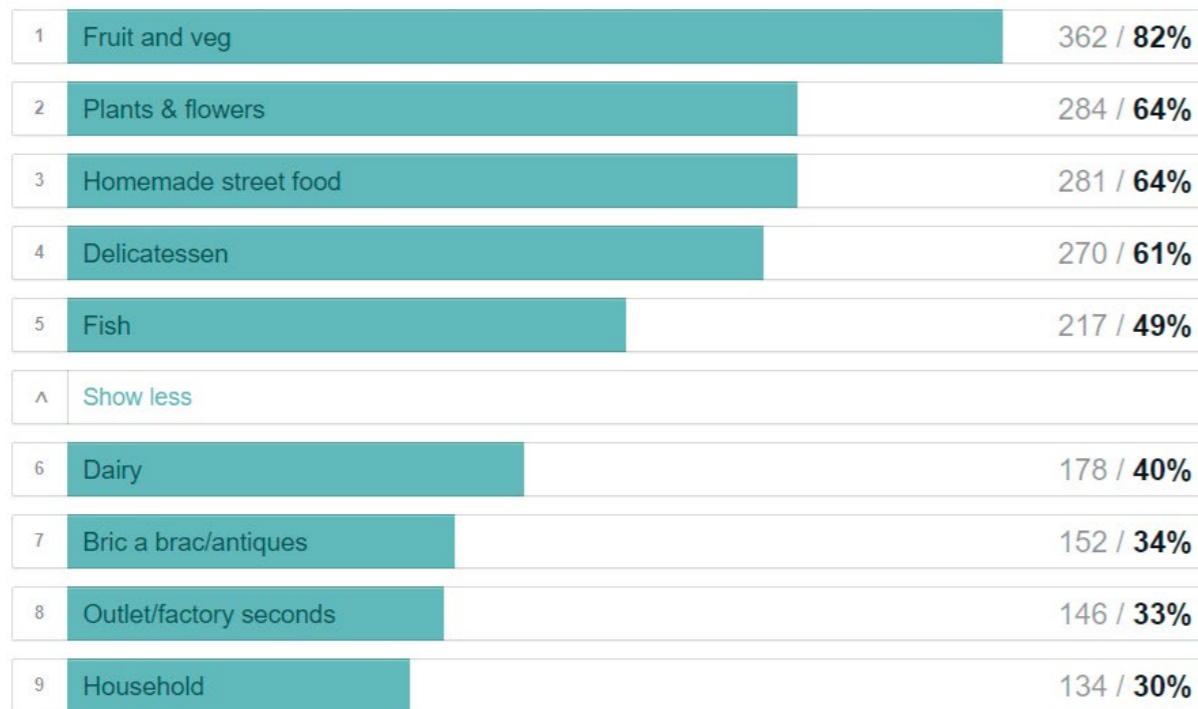
401 out of 537 people answered this question



Q.6

What type of content would encourage you to visit our markets?

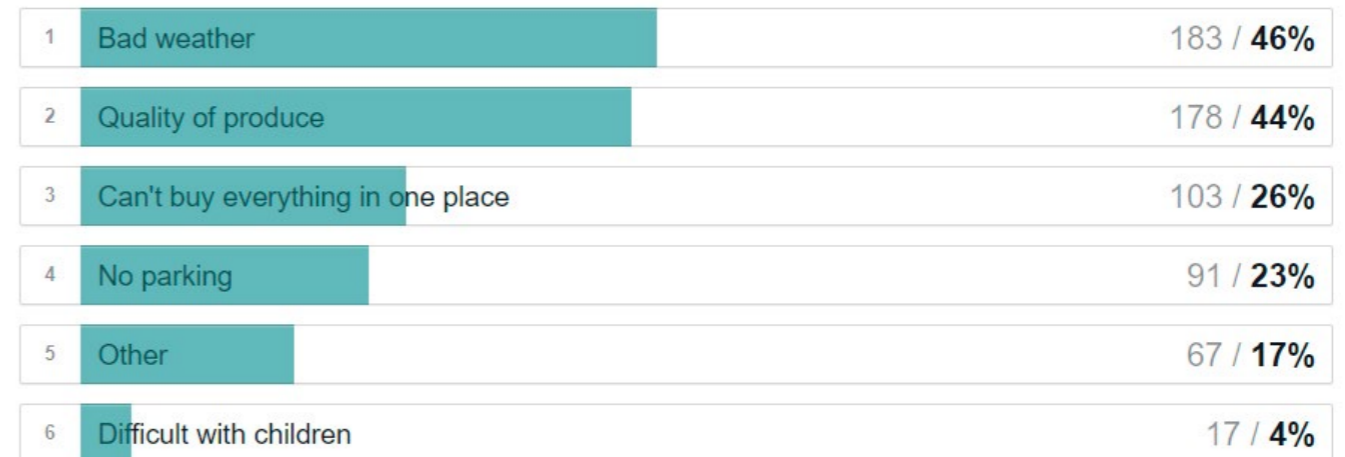
441 out of 537 people answered this question



Q.7

What puts you off shopping in a street market?

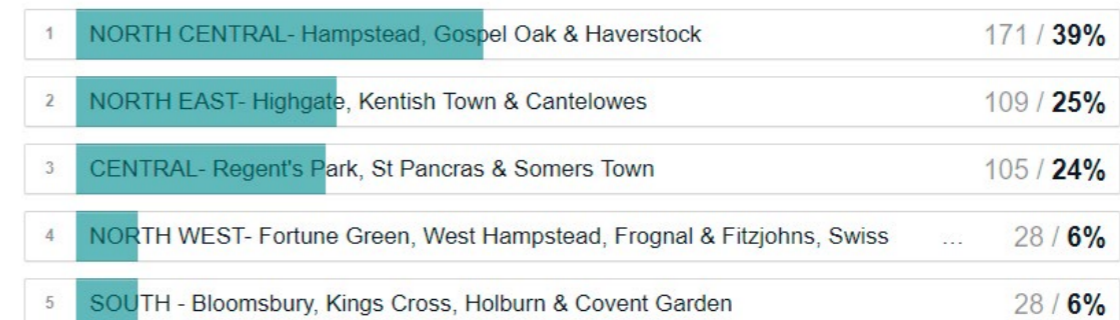
401 out of 537 people answered this question



Q.8

Where in Camden do you live / work or associate most with?

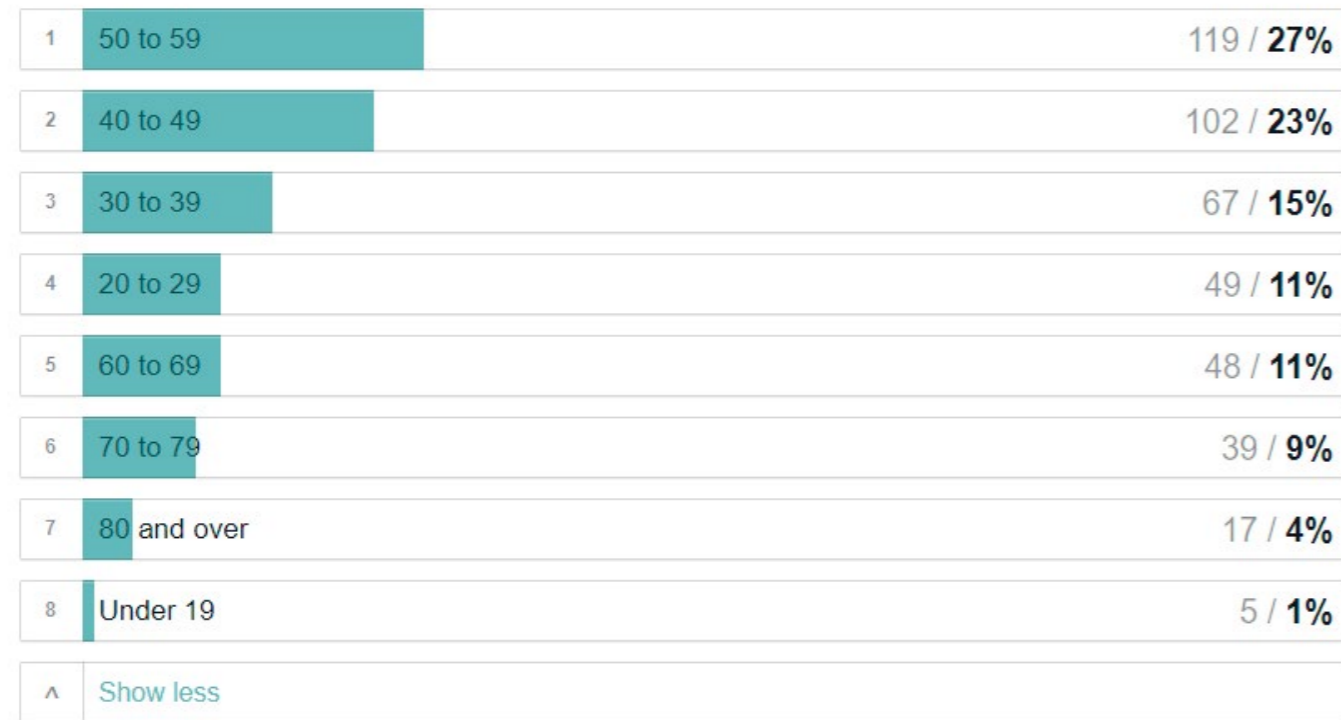
441 out of 537 people answered this question



Q.9

How old are you?

446 out of 537 people answered this question



Q.10

What is your gender?

444 out of 537 people answered this question



Q.11

I may be interested in applying for a market stall in the future

380 out of 537 people answered this question



Q.12

I would like to subscribe to your newsletter

387 out of 537 people answered this question

