

# PRESTON MARKET QUARTER

## IDENTITY STUDY



AUGUST  
2019



August 2019

Prepared by Hello City for Darebin City Council

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***The secret to understanding the identity of Preston Market Quarter is to think of it not as a single building or a large format retail offer but as a neighbourhood that is a living, breathing part of the city.***

***It's Preston's very own downtown; the market streets are where the action happens, where memories are forged, where everyone feels like they have their place.***

***The market has its own rhythms and rituals and like any good neighbourhood tells the story the character of Preston and what its community values and cares about.***

***The Market Quarter is pragmatic, welcoming, intriguing, surprising and packed full of character.***

***“This is what real markets were like decades ago”***

Market user

***“It’s a market for everyone”***

Stallholder

***“They are all good friendly people”***

Stallholder

***“Everyone mingles. Elderly people can gather and socialise, be part of the bustle of life. I can't say how much the market means to me, and to the area.”***

Market user

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# //CONTEXT

*"I PREFER JEANS TO A SUIT, SNEAKERS TO  
HIGH HEELS, MARKETS TO MALLS."*

/ TZIPI LIVNI

# BACKGROUND

Hello City was engaged by Darebin City Council to undertake an identity study of the Preston Market in order to better define the specific conditions and characteristics – both tangible and intangible – that make the market what it is.

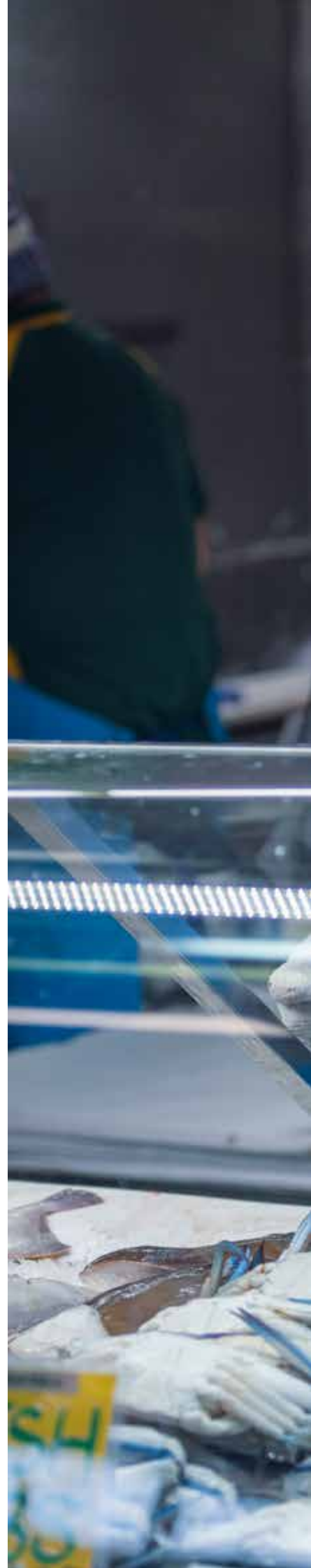
This work was commissioned as part of a larger response to development proposals currently being considered for the Preston Market site and seeks to clearly define the important intangible qualities of the market alongside tangible characteristics and conditions in order to allow both to be considered in decision making. These insights into the unique character of the market area are intended to allow Council along with the developer and government agencies to explore how these qualities and relationships can be managed, evolved and protected.

Our study focuses on the area between St Georges Road, Cramer Street, Murray Road and High Street in the context of a much larger area.

We refer to the market in this document as the Preston Market Quarter to avoid confusion. We have found that at times the term Preston Market is used to refer to the whole market and at other time to only the centrally managed buildings and traders, excluding independently managed and operated buildings, shops and stalls that also form part of the market. In this document we use the term The Preston Market Quarter to refer to all the buildings, traders and streets that make up the market, both independent and centrally managed.

We use the word quarter too to indicate that the market is a distinct neighbourhood with its own streets, corners, buildings, community, history, centre and character.

## ABOUT THE PRESTON







# MARKET QUARTER

Established in 1970 around the intersection of



Subdivision Plan submitted by the Johnson & sons Pty Ltd (Certificate of Title, Vol.8522 Fol.117) (c. 1956)

The Strand and Centreway, the Preston Market neighbourhood is a quarter of covered market streets that houses a number of market sheds, small shops, restaurants, cafes and street stalls and sells a broad range of fresh and ready to eat food, services and mixed goods.

All the other markets in Melbourne selling similar goods are centralised markets; principally housed in one main building with a single centralised market management for all tenants. In contrast the Market Quarter in Preston was designed as a precinct and consists of multiple buildings under various ownership and management around the intersections of Centreway, The Strand, Cook Street, Mary Street and Earle Streets. This layout places streets functioning as thoroughfares, delivery access ways and public space at the very centre of the Market Quarter and has significant implications on how the Market Quarter operates, is governed and is valued and experienced.

***“it feels more like a town square where people gather and come together not just buy things.”***

Market user

New streets, including the Strand and Centreway were defined when the land was subdivided after the Thos Broadhurst Tannery was closed and demolished in the 1960s.<sup>1</sup>

This subdivision showing a cruciform layout with 7 streets and 41 small titles to allow shops on either side of pedestrian streets is similar in both design and intent to Bell Street Mall built in

<sup>1</sup> Subdivision Plan submitted by the Johnson & sons Pty Ltd (Certificate of Title, Vol.8522 Fol.117) (c. 1956)



1956-57. This layout closely reflects the Market Quarter today and was in line with the 1954 planning scheme which identified Preston as one of five new central business districts alongside Dandenong, Box Hill, Footscray and Moorabbin. Responding to the steep rise in demand for fresh food markets over the previous decade, the 1954 planning scheme also earmarked the vacant tannery site as a potential location for a fresh food market.

It's easy to think of Preston Market Quarter now as an organic entity that has naturally evolved from the fabric of the community over time, and in a sense it has - but it has done so with the support of a clear strategic framework and entirely by design.

***“Preston Market is my mental health day out... it's not all closed in and plastic and false like shopping centres and supermarkets.”***

Market user

Established at a time of rapid and radical change of retail business models, possibly unmatched until the recent move to online retail, the Preston Market project was a major enterprise backed by millions of dollars in funding. Founders Leon and Lola Jolson were real estate agents and developers with a history working in markets and a long term interest in establishing a fresh food market. Preston Market wasn't conceived as a traditional or old-fashioned retail model but as an 'original approach'<sup>2</sup> which took deliberate and

bold departure from the slick new model of the 'complete air-conditioned shopping city'<sup>3</sup> which was quickly becoming the new norm and was epitomised in new developments like Northland, opening 4 years earlier. The plan for Preston Market looked to place fun before sophistication, pedestrians before cars, variety before efficiency and colour before comfort as a way to appeal to shoppers who it was believed were turning their backs on the new retail models.

***I want this Market to be a place of noise and activity and when the housewife arrives back home I want her to feel exhilarated.'***

Leon Jolson, Developer and one of the original owners

The original design of the market and surrounding fabric strongly suggests that from the outset, Preston Market was strategic in its approach to design, marketing, curating retail mix and its governance. The approach was similar in this sense to the way that Northland was designed and developed, albeit with very different formal outcomes. Like Northland, the market was launched with a wide-spread and sophisticated media campaign which positioned Preston Market as a contemporary take on the traditional market form, retaining the character, personality, authenticity, happy chaos and direct human connection of historical market places. The founders wanted to appeal to shoppers as people, they wanted to create a place that sparked an emotional response.

<sup>2</sup> Mr Tony Arnold (Arnold and Sandor Pty Ltd), Age, 8 October 1969, 30.

<sup>3</sup> 'Northland opens next Tuesday', Herald, 1 October 1966, p 10.

In direct contrast to the new model of shopping centres that catered to cars with self-contained shopping cities, the tannery site was chosen over a number of cheaper locations<sup>4</sup> because of its proximity to public transport and to the existing retail on High Street. Rather than being built in a single massive air-conditioned building insulated from the life of the surrounding neighbourhood, the market sheds were built around the existing streets and land titles, filling gaps to create a continuous retail street frontage. The Market Quarter consisted of many small land titles, and was laid out to maximise its connection and interrelationship with the surrounding community. The market sheds themselves were designed to be cheap to construct, to take advantage of the latest technology, to let in light and heat and cold, to place practicality over ornamentation and most of all to be flexible and to allow for evolution and expansion.<sup>5</sup>

***“You feel the hot  
and the cold here  
so that makes it  
alive”***

Market user

From the beginning the Preston Market Quarter has been home to new migrants and the mix of traders has evolved to reflect each new wave of arrivals. Today it's common to hear Greek and Italian with Hindi, Cantonese and many other Asian and South Asian and African languages. This diversity is also reflected in the customers and in the range of goods and services available.

The location, variety of goods, affordability and accessibility draw a particular mix of people to the Market Quarter as traders and shoppers. The combination of cheap rent, small retail footprints, relatively loose controls over visual merchandising, retail offer and trader operation when compared to shopping centres and the clustering of retail outlets has provided a foothold for new or marginalised communities to establish their own businesses. The Market Quarter plays a role as an incubator for emerging traders, providing opportunities for social and economic inclusion and in turn ensuring that the retail mix evolves to retain its interest and appeal to its core customer base, while also attracting new customers.

Over recent decades Preston has evolved from being perceived by many as an outer Melbourne suburb with its fair share of socio-economic disadvantage to becoming recognised as highly desirable location with its strong connections to the city and own unique character. The generations of post WW2 migrants and the Preston Market Quarter itself are a core part of this identity. Rising land prices, changes to housing affordability and gentrification are rapidly reshaping the local community and identity. These changing demographics are reflected in market users - both shoppers and traders which in turn will shape the function and identity of the Market Quarter over time.

<sup>4</sup> 'Site is easy to reach' [in a Preston Market special feature], Courier, 11 August 1970, p. 27

<sup>5</sup> Graham Whitford, 'Architecture's challenge: flexibility', Age 26 October 1970, p. 12

## THE SOCIOECONOMIC ROLE OF MARKETS

Markets have evolved over hundreds, if not thousands, of years into many different forms but with the same goal; to provide a place for people to trade and exchange goods, services, money, to meet their essential needs and then their wants and desires. We argue that it is not useful or possible to understand markets from a purely economic position but as inseparably intertwined with social, political and other cultural behaviors, rituals, institutions and beliefs.

***“It’s very cheap,  
cheaper than Vic  
Market or Prahran  
and I like that it’s  
more accessible for  
those with different  
income brackets.”***

Shopper

The Market Quarter demonstrates this interconnectedness and the many forms of value the market created for individuals and the groups that are growing in demand. This Study demonstrates that the Market Quarter is best thought of as an essential part of the social and economic structure of Preston and Melbourne. Any change must be cognisant of the many roles the market directly and indirectly supports.

## THE POWER OF THE MARKET EXPERIENCE

In many ways the rise of online retail today is having as dramatic an impact on the design of shopping centres and markets as the rise of the motor car did back in the 1950s. In the 50s the solution was the shopping mall, with Gruen’s sanitised, slick and idealised version of a market place and the massive range available in the modern shopping city. Now that these shopping centres can’t compete in terms of range, comfort or convenience with online retail, we are beginning to see a change in what people want from their retail centres. Increasingly they seek experiences over things, and connection and meaning over convenience.

Significant investment is being made by major developers and managers to reinvent urban malls to deliver the types of experiences that already exists in the Preston Market Quarter. This includes the broad appeal to the senses, the vibrant mix of cultures and the intense sense of pride of place, ownership and connection in traders and shoppers alike. This shift should be seen as a golden opportunity to grow the Market Quarter while having a ready-made experience with meaning and authenticity to attract new residents and build on the loyalty of locals.

## HOW THE IDENTITY OF PLACES CAN BE UNDERSTOOD

Defining the identity of a person or place can be difficult as they are ever changing and often multiple, depending on individual viewpoints. Identity is an essential part of what it means to be human. Without identity people have no source of meaning and experience. Similarly, the identity and meaning of a place is created and given meaning, purpose and legitimacy by the people who use and visit it. Because of this, the identity of people and places is intimately connected, personal and political. Attempts to change the identity of one or the other will almost always be challenged. Who brings about the change is as important as the nature and extent of change. The consequences for places can be extreme as people reject the new identity and what it means.

We have based this study on the following principles of identity:

- **Identity is a cocktail.** The Preston Market Quarter is best understood as providing an interconnected mix of social, emotional, economic, psychological and political outcomes for individuals and the community.
- **Identity builds up, is erased, hacked and is rebuilt over time.** The identity of the Market Quarter is the accumulated meaning given to it by multiple generations of customers and traders, while constantly changing and contested.
- **Identity exists in the space between people and place.** The identity of the Market Quarter is inseparable from the identity of individuals, groups and the community. One shapes the other.
- **To measure the value of places look at what they give to our own identity.** The Market Quarter's value should be measured in terms of the social, cultural, historical, economic and political contributions to individual, family and community identities.

## THE ROLE OF MARKETS IN CREATING AND RE-CREATING IDENTITY

Markets give a sense of place to the community through their presence and what they enable in social, cultural, political and economic terms. Here we are referencing markets that sell goods and services to the public that meet day-to-day needs including produce, homewares, clothing, etc. Markets often become a physical and psychological focal point for how a community thinks about itself; they give purpose, meaning and value across a wide range of measures. Markets, like other attractions, become a reason to visit or live. They provide colour and richness to people's lives in ways that today's malls have failed to do.

### ***“You just know everybody”***

Market user

Markets and market towns generally have different rituals, status, experiences and overall feel that differentiate them from each other. They attract people because of what they offer and the experiences the market enables. People choose their market based on how it aligns with their self perception and the identity they want to create and tell others about. Markets are one place where individual and group identities are created, performed, shared and changed.

Markets contribute to the identity of place and meaning for individuals and groups in the following ways:

- They are places of trade and exchange of specific types of goods and services, affection, status, individual and group identities, ideas, values, etc



- Meaning is created and comes from human activity. Meaning is given more than it is created. It changes over time based on who is there, what they do and the experiences created that are tied to specific places
- Markets become significant over time as people become attached through activities, memories, relationships and emotions
- Unlike more highly controlled and curated shopping environments, people are able to shape markets to make them their own
- Every market is different and directly reflects the community in which it sits and its core purpose. What a market means differs for each person and groups of people who use it

An example of how markets create identity can be seen in the Preston Market Quarter's fresh food offer. The types of foods available and the price point is a direct reflection of the community and their needs, wants and desires. For example, the pigs heads tell us about what people eat and who is in the community. For the people who buy this type of product, it enables them to continue cultural practices that can form an essential role in maintaining their identity and giving meaning to their daily lives.

***“... it helps me  
connect to my  
heritage and roots”***

Market user

# POSITIONING THE TYPOLOGY OF THE MARKET QUARTER

## BUILT FORM TYPOLOGY

Preston Market is a neighbourhood made up of covered streets, shops and market sheds which together form the Preston Market Quarter.

Unlike Queen Victoria Market or South Melbourne market, the quarter is not a centralised covered market, but instead takes its form from a variant of the earlier market street typology. Examples surviving today of permanent market streets include Petticoat Lane Market, based around London's Middlesex Street, Nishiki Market that occupies part of Kyotos's Nishshikikoji-dori Street and Brixton Market on South London's Electric Lane and Electric Ave.

Historically as cities became more congested markets began to be centralised into single large building with their own governance, often laid out to resemble a neighborhood in miniature, as seen in Oxford Covered Market. It is the British form of this covered centralised market form that has most significantly influenced Australia's approach to markets, with the vast majority of our markets fitting into this category. Over the last century this form has evolved and expanded into a new and even more ubiquitous typology - the shopping mall.

However the typology of Preston Market Quarter should not be confused with the centralised market typology as it takes a quite different form.

Preston Market Quarter is made up of the following market typology elements:

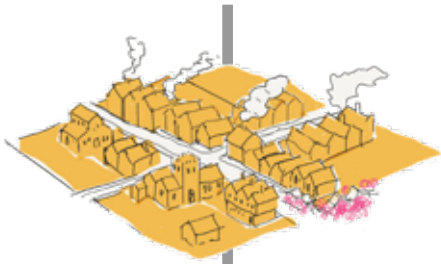
**Covered Market Streets:** usually pedestrianised and relatively narrow streets with very small grain shop fronts creating a continuous retail facade. Activity and goods spill out onto the street with displays, small stalls and chairs and tables on the street. The street itself is covered with

a light-weight awning or structure to provide protection from the elements while still allowing sunlight and air. Examples: Nishiki Market (Kyoto) or parts of Greenwich Market (London).

**Market Halls:** similar to a centralised covered market the market hall is a single building or shed containing many small stalls, the difference is that market halls generally focus on one key type of offer such as food. Some market halls can be very large and grand, the Preston Market sheds are a smaller more humble version of the market hall. Examples: Rákóczi téri Vásárcsarnok (Budapest) or Japanese depachikas.

**Market Quarter:** a Market Quarter is a vibrant precinct made up of multiple market streets and laneways characterised by extremely small grain retail shops and stalls which have an absolute frontage to the street with no setbacks or entrances, customers are generally served while standing on the street rather than entering the footprint of the shops or stalls. These uses are intense and while retail dominates the ground floor, this use is often knitted into other uses such as residential and commercial. The quarter may feature a centralised market to serve as an anchor which is well connected to the surrounding market streets. Examples: Nishiki Market Shotengai, and the intersecting Teramachi-dori and Shinkyogoku covered shopping streets and surrounding laneways (Kyoto), Brick Lane Precinct (London) or Dubai's Gold Souk (UAE)

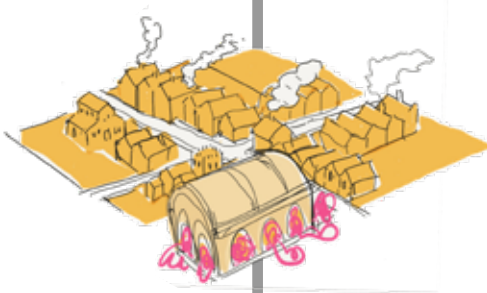
## EVOLUTION OF MARKET TYPOLOGIES



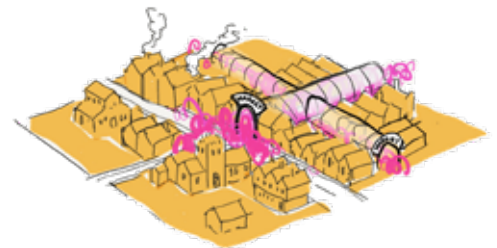
*Temporary markets form in open spaces on the outskirts of town*



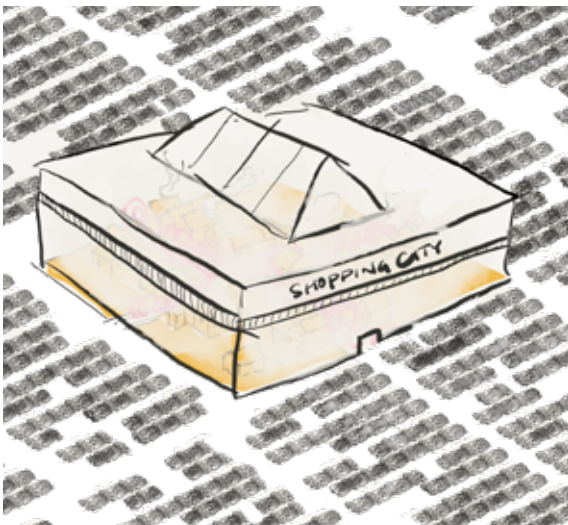
*Market activity expands to fill the streets, or the traders build shops and storage buildings along the market edges to form streets*



*The activity of the market is centralised and contained into one building, usually with its own centralised governing body which may include representatives of the city as well as traders*



*Covered street markets provide weather protection for a section of the street with intensified retail activity and smaller-grain shops and stalls*



*The shopping mall is essentially a blown out version of the centralised market with increased control of governance, leasing, display and with greatly reduced influence of the local community and individual traders*

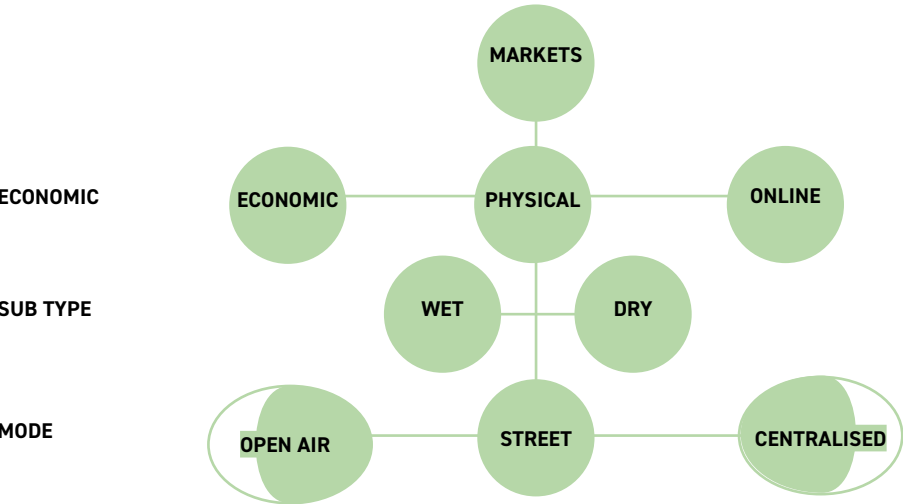
PROGRAM TYPOLOGY

Markets vary in type and function. Each has its own character that draws people to it. It is worth considering Preston Market Quarter in the context of other types of market and to then consider the elements that will ensure the market's ongoing success. As stated above, a market is more than the buildings and products and services available. It is the way in which it is structured physically, economically and socially that makes the Market Quarter what it is.

Our interest for this study is predominantly on market streets while giving consideration to elements of the Market Quarter that have similarities to the open air and closed markets. The primary and secondary research conducted by various groups about markets makes clear

one key message: the more meaningful the place, the higher the likelihood that the place will be adopted and cared for by the people who use and inhabit the space. Preston Market Quarter's flexible physical design, governance and dynamic nature means that it can quickly adapt to the needs of the people. This includes not just the products and services but the ways in which they are offered.

Places that are fixed and highly curated are less able to adapt to and adopt rapidly changing customer needs, wants and desires. Preston Market Quarter has and should maintain this capability.

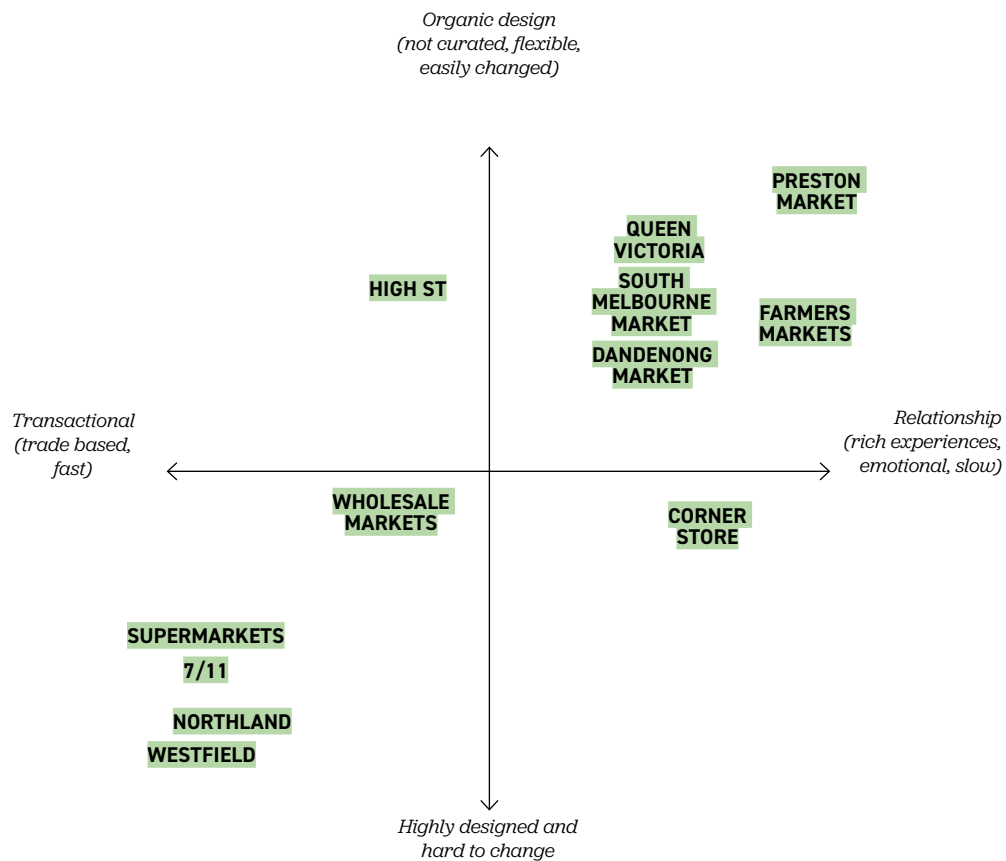


OTHER DEFINING CHARACTERISTICS

- Night or day markets
- Single product or multiple products
- Multi or single owner/trader
- Public or private
- Wholesale or retail
- Seasonal
- Floating
- Farmers



## POSITIONING THE MARKET QUARTER IN THE LOCAL CONTEXT









# // RESEARCH & ANALYSIS

*"RESEARCH IS FORMALIZED  
CURIOSITY. IT IS POKING AND  
PRYING WITH A PURPOSE."*

/ ZORA NEALE HURSTON

# RESEARCH & ENGAGEMENT

***“To generate exuberant diversity in a city's streets and districts four conditions are indispensable:***

***1. The district, and indeed as many of its internal parts as possible, must serve more than one primary function; preferably more than two...***

***2. Most blocks must be short; that is, streets and opportunities to turn corners must be frequent.***

***3. The district must mingle buildings that vary in age and condition, including a good proportion of old ones so that they vary in the economic yield they must produce. This mingling must be fairly close-grained.***

***4. There must be a sufficiently dense concentration of people, for whatever purposes they may be there...”***

Jane Jacobs, *The Death and Life of Great American Cities*

To define the identity of Preston Market Quarter we completed activities across three areas.

## ***Literature review***

We reviewed a range of literature to understand what others have said about similar types of markets, how they work and roles they perform in communities. We looked at research on the anthropology of markets and place, urban design, cultural and urban theory, place branding and economics. Our goal was to define the ways in which meaning is created by the people and the activity and the role of spaces and buildings. We used these contemporary understanding of identity and social significance to identify and define tangible and intangible qualities.

## ***Desktop research***

We reviewed existing reports provided by Darebin City Council, social media posts and other publicly available information including:

- Recent reports and studies including community engagement to inform the Heritage Study and the Preston Market Precinct review of planning controls, the Darebin City Council Plan 2017-2021 as those listed in references section at the end of this document
- Local blogs and Facebook pages
- Google maps, ABS, Street Advisor, etc
- Darebin libraries heritage section
- Local papers



### *Primary research*

The focus of our work was research and analysis, we used existing sources that were tested and ground-truthed with targeting engagement and site visits. To reinforce our research we conducted interviews with Darebin City Councillors and carried out 11 site visits on different days to observe the types of activities and to document the built form and other spatial, visual and relational elements that represent the human aspects of the Market Quarter. We completed an in-depth visual analysis and storytelling with 1 long term resident and market customer and conducted interviews with 5 other market customers and with 6 traders and representatives of local community organisations along with several informal conversations. We also reviewed outcomes from later engagement carried out by Council as this report was being finalised. Our findings were consistent with both earlier and recent engagement and primary research.

*Characteristics that the community want to retain:*

**pride** **unique** **full of character**

diverse *social connection* **accessible**

vibrant ***friendly***

**authentic** ***honest*** *Relaxing*

**multicultural** *working class* **affordable**

**fresh** *always changing* ***welcoming***

*Down to earth* **Cheap** *jobs* **Local**

## WHAT PEOPLE SAY ABOUT THE IDENTITY OF THE PRESTON MARKET QUARTER:

***“central meeting place for locals. instead of ‘meet under the clocks at Flinders Street’, we say ‘meet at the market’”***

Market user

*“There is always need for improvement – maybe we need to refurbish some parts of the building but we want to maintain the open market (which was how it was designed) and structure of the market. We don’t want it to be something fancy like South Melbourne.”*

Nalliah Suriyan, Darebin Ethnic Community Council

***“There are a lot of young families in the area now so Preston Market needs space for children and more play areas, indoor playgrounds or something for those young families.”***

Adrian, Lui Boss Korean Eatery

***“People from everywhere...it’s like traveling.”***

Market user

***“Preston is a weird place with Greek and Macedonians and people been pushing out further out from the city who can’t afford to live in Thornbury and Northcote and been pushed away and now Preston is the second biggest city in Melbourne, it is growing ”***

Adrian, Lui Boss, Korean Eatery

*"People come to the market to support family businesses and contribute to something that is different from mainstream shopping centres. Part of the charm of the market is so many small or large family owned businesses that are supporting the community and aren't just contributing to the concentration of wealth of big corporates."*

Sue, Rhubarb Rhubarb Organics

***"It's loud, it smells terrible in certain sections"***

Market user

***"The working/middle class aesthetic, with a sprinkle of hipster"***

Market user

***You can buy things that you can't get at shopping centres. Cheaper and more friendly. All the fresh food and shops are in together in one space so you get a variety of things versus in a shopping centre where you have to move around a lot to get to different things."***

Adrian, Lui Boss, Korean Eatery

*Environmental performance needs improvement – people expect it. Council should be involved to assist."*

Sue, Rhubarb Rhubarb Organics

***"...there is a shared history here in which a lot of pride and personal histories are embedded."***

Market user

*"I love the cultural days. They have attracted a lot of customers. All those things that engage the community and make people aware of what's at the market and what makes it different to a shopping centre. And things like, more engagement with original plan when going to expand – connect to High Street more. "*

Sue, Rhubarb Rhubarb Organics

***"You're lucky if you get to live near Preston Market"***

Emma Gustafsson, long term resident

## SEMIOTIC ANALYSIS

### *Faces of the Market Quarter*

Preston Market Quarter has many faces it presents to visitors. Some are welcoming, others less so. They tell a story of evolution, love and diversity as well as practical and pragmatic. Some will be turned off by these faces, others will see it as unique, inclusive and welcoming. To these people the Market Quarter is exactly what they are looking for. A place that affirms their sense of self.



### *Memories*

The signs within the Market Quarter remind visitors of the history and providence of the foods and the market. Many are original never being updated to reflect advertising trends. They state all that you need to know. The cobwebs, faded paint and unfashionable typefaces matter less than the quality of products. Being off-trend is a key visual signifier of the authenticity of the produce and the identity of the Market Quarter. This is what people are reading into the identity of the market.



### *Experiences*

The streets of the quarter and their retail and food and beverage mix has been co-opted over many years to provide the perfect meeting place. The sights, sounds and smells of the Market Quarter are addictive, seductive and unique to the market. An intense cocktail of fresh fish, green produce and pizza.







# SPATIAL ANALYSIS

## *The key spatial elements of the Preston Market Quarter*

**4** intersections: The intersection of Centreway and The Strand is the heart of the Market Quarter

**7** streets: 4 covered market streets - The Strand, Centreway, Earle Street and part of Mary Street; 1 uncovered market street - Cook Street; 2 access lanes - Mary Lane and Clinch Avenue

**8** small neighbourhood blocks, formed by the market streets

**6** market sheds with a footprint of approximately 1000 - 2000m<sup>2</sup> each. Market sheds are lightweight buildings that function like market halls to house a total of 108 individual businesses

**12** shop-buildings with footprints of approximately 100-150m<sup>2</sup> for the single shop buildings to 800 - 1000m<sup>2</sup> for the larger buildings that include multiple street-facing shops. Shop buildings are one or two storey individual buildings containing one or more small shops on the ground floor with absolute street frontages much like those on nearby High Street. 25 individual shops are housed these buildings.<sup>6</sup>

**41** separate land parcels: Some structures are built over multiple land titles but in the shop-buildings the land parcels are reflected in the footprint of the individuals shops

<sup>6</sup> For the purposes of this study only buildings that address market streets have been included in the Market Quarter. Aldi and the Centrelink building are not included but the buildings facing Cook Street including the Aro Asian Grocers are included. The number of shop-buildings has been calculated by analysis of aerial photographs and visual inspection from street level.

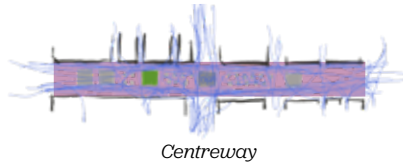
## *Key spatial and program elements of the market streets*

- **Centreway** is the main thoroughfare of the market linking the quarter to the station and High Street. The eastern end features both fruit and vegetable sheds while the western end features the meat and fish shed, small shops and cafes housed in shop buildings and the bakeries, coffee bars and food stalls housed in the PAM market shed. Ditzzy Danni's, Panetteria #4, Organic Grocery and Publique Bakery are key traders here.
- **The Strand** is the key internal market street, bookended by Earle and Cook streets it caters for market traffic only which creates a sense of enclosure conducive to social gathering places. The southern end of this street has the meat and fish shed on one side and small food stalls and the main entrance to deli shed on the other and provides the key gathering space for larger groups in the quarter. The northern end is sunnier and features a play space and small shops contained in shop-buildings on either side. Drums Rhythm Of Curries, T's Vietnamese Classics and Ishtar Borek are key traders on The Strand.
- **The intersection of The Strand and Centreway** is sunlit and features a performance space and several informal seating areas. There are multiple places to buy ready to eat food, two corners feature food stalls, one is a small cafe and the other is the meat shed. South Melbourne Dim Sims, Peter's Pizza and Calavera are key traders here.
- **Earle Street** defines the southern boundary of the site with interface with the retail market shed and spill over from the social uses on the southern end of The Strand. Being on the southern side of the quarter it is darker than the other streets, an effect which is emphasised by permanent stalls blocking visual connection to Mary Street. Vinnie's Pizza and the Preston Market Health Foods and Preston Kitchen and Gifts are key traders here, and it is the main address of the mixed good shed which also provides access to Aldi.

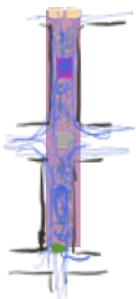




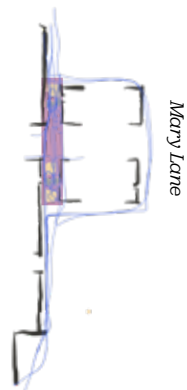
Cook Street



Centreway



The Strand



Mary Lane

Mary Street



Earle Street

- **Mary Street** is the secondary north-south axis of the quarter primarily used for access and connects the market to the surrounding precinct. Currently only area around the intersection of Mary Street and Centreway is part of the covered Market Quarter activity area. MnM Fruit, Tagamuglia and Son's fruit and veg and Hot Jam Donuts are key traders here.
- **Cook Street** defines the northern boundary of the Market Quarter and serves as a bookend to north-south market axis. This street is not covered, the south-facing side of the street is dominated by a large asian grocery stall while the north facing side features small restaurants and shops which catch the sun. None of the market sheds face this building and it functions as an interface between the surrounding neighbourhood and the active interior of the Market Quarter. Sweet Party Supplies, Korean Eatery and Cornutopia Food Truck are key traders on Cook Street.
- **Clinch Avenue** provides access to the western end of the site and connects Cramer Street and Murray Road, this access way has no curb and channel in this section and is visually part the carpark.
- **Mary Lane** is the eastern boundary of the site and is primarily used for access with a laneway interface to both the Market Quarter and High Street.

*(Note: In this document Mary Street refers to the historical location which forms part of the market, Mary Lane refers to the altered route around the carpark)*



Street configuration

## SIZES AND CONFIGURATIONS OF MARKET STALLS AND MARKET SHOPS

Over time the footprint sizes of stalls in the market sheds have grown as multiple small stalls have been consolidated to form larger stalls. There is a sweet spot between the variety, intensity, affordable rents and critical mass created by smaller footprints and commercial viability and efficiency of leasing of larger footprints. When the market opened on August 11, 1970 there were 250 stalls<sup>7</sup> with 46 greengrocers, 19 butchers, 15 delicatessens, 8 refreshments and food stalls and 130 stalls *'that stock every darn thing you want'*.<sup>8</sup> In 2017 the Market Quarter had 170 individual stalls<sup>9</sup> and shops including stalls in the market sheds, and in the streets and shops of the market. Currently the market sheds<sup>10</sup> accommodate 108 individual stalls with some of the larger stall footprints consolidating up to 6 smaller stalls into a single large stall. Any further increase of stall footprint size and frontage width or reduction of stall numbers can be expected to negatively impact the variety of the market offer and the identity of the Market Quarter overall.

The nature of the internal layout of the market is that it is flexible and can change quickly. The figures in this document indicating number of traders, numbers of individual businesses, size of retail footprints, width of frontages and numbers of stalls and shops represent an average of the varying conditions during the research period of April to August 2019.

## SCALE OF STALL AND SHOP FOOTPRINTS IN THE MARKET QUARTER



### Micro

These stalls are 10m2 or less

Overall 6% of the 108 Market Shed stalls are this size

Examples of micro Market Shed stalls are Rock, Paper, Scissors or El Alamo in the PAM Lane Shed

Some of the stalls, vans and kiosks located in the market streets are this size, examples include Hot Jam Donuts and I Love Churros



### Tiny

These stalls are 11-20m2

Overall 17% of the 108 Market Shed stalls are this size

Examples of tiny Market Shed stalls are Shen Chinese Medicine Centre on the smaller side, and Publique Bakery, South Melbourne Dim Sims, Nicks Proud Chicks and Vinnies Half Price Pizza at the larger end of the scale

Some of the stalls, vans and kiosks located in the market streets are this size, examples include Fresh Daily Gozleme and Cornutopia

<sup>7</sup> The Market Quarter overall may have had more stalls and shops in 1970 as it is not clear whether this number includes centrally managed vendors only.



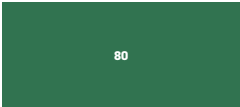
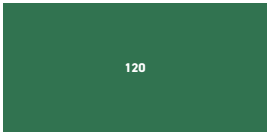
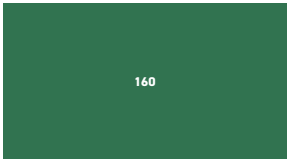
<sup>8</sup> Context. (2017). Preston Market Heritage Study (Volume 1 History and Community Connections). City of Darebin: Context, p 24 quoting Mr Tony Arnold (Arnold and Sandor Pty Ltd) in the Age, 8 October 1968, 30.

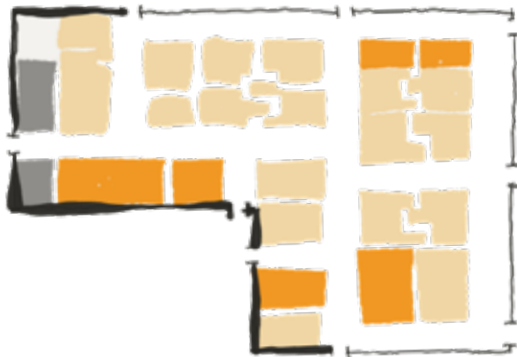
<sup>9</sup> These numbers are based on figures in the Context. (2017). Preston Market Heritage Study (Volume 1 History and Community Connections). City of Darebin: Context, p 24 and on information provided by Salta Properties, <<http://www.salta.com.au>>, accessed July-September 2017 of 146 retail tenancies and 10 kiosks. Again it is not clear if these numbers include stalls and vendors not managed by Salta at the time. Current information provided by Preston Market Management in July 2019 indicate that there are 126 retail tenancies (not including Aldi or coin operated amusement rides).

<sup>10</sup> Based on information provided by Preston Market Management in July 2019

## FRONTAGE OF STALLS AND SHOPS

Narrow: 3.5 m  
Medium: 4.5 m  
Wide: 7  
Very wide: 10  
Super wide: 15

|   |  |  |  |   |
|---|--|--|--|---|
|   |   |   |    |    |
| <b>Small</b>  | <b>Medium</b>  | <b>Large</b>   | <b>Extra Large</b>   | <b>XXL Large</b>  |
| These stalls are 21-30m2  | These stalls are 31-40m2   | These stalls are 41-80m2   | The footprints of these stalls and shops are 80-110m2  | The footprints of these stalls are 111-160m2  |
| Overall 23% of the 108 Market Shed stalls are this size   | Overall 18% of the 108 Market Shed stalls are this size  | Overall 30% of the 108 Market Shed stalls are this size  | Overall 3% of the 108 Market Shed stalls are this size   | Overall 4% of the 108 Market Shed stalls are this size  |
| Examples of small Market Shed stalls are Gringo Paella on the smaller end of the scale, Preston Seafoods in the middle and the Pop Up Wine Shop on the larger end | Examples of medium Market Shed stalls are Oz Fresh Poultry on the smaller end of the scale, JSP UGG in the middle and Slavonija Deli on the larger end of the spectrum | Examples of large Market Shed stalls are Mariluci Fine Food & Specialties and The Mattress Outlet on the smaller end of the scale, Farinacci Deli and George's Meats in the middle and Gencarelli Fruit Supplies on the larger end | Examples of extra large Market Shed stalls are C & H Fresh Fruit and Vegetables on the smaller end of the scale and Sam & Sons Fruit and Vegetables on the larger end of the scale | Examples of XXL Market Shed stalls are J & T Vasilevski Fruit and Vegetable and the new location for Rhubarb Rhubarb Organics in the PAM Lane shed. |
| Some of the stalls, vans and kiosks located in the market streets are this size, examples include Green and Gold Flowers and Soxeen Sox                           | Market shops this size include Ishtar Borek & Falafel  | Market shops this size include Hair in Preston   | Market shops this size include Rhubarb Rhubarb Organics and Sweet Party Supplies. This is a typical size for a market shop   |   |



### Key spatial elements of market sheds

**1. The meat and fish shed** layout is designed for a capacity of 45 individual stalls at approx 25m<sup>2</sup> with 3.5m frontages (small-medium size). Currently the combined floor area of the stalls not counting walkways, but including small storage areas totals approximately 1000m<sup>2</sup> and accommodates 24 stalls.

- The interior walkways are 3.5m to 4.7m wide
- The shed has a glazed facade which allows visual connection to the street while controlling the smell/climate conditions inside the shed
- The stalls face The Strand or Centreway through the glazed facade and are set back to allow space for internal walkways
- The shed holds a central position on the intersection of The Strand and Centreway

Nearly all shops serve customers directly onto the internal walkways but 2 or 3 allow customers to enter the retail footprint itself

Retail footprint breakdown: 4% micro, 19% small, 19% medium and 59% large

Frontages range from 3.5 to 15m but are typically 7 to 8m wide



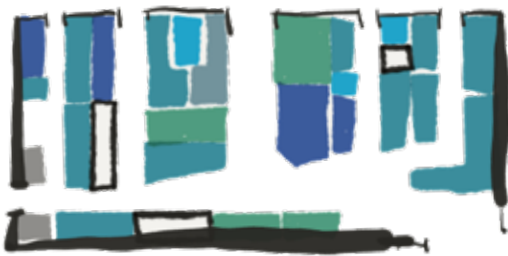
**2. The deli shed** layout is designed for a capacity of 40 individual stalls at approx 18m<sup>2</sup> with 3.5m frontages (tiny - small size). Currently the combined floor area of the stalls not counting walkways, but including small storage areas totals approximately 690m<sup>2</sup> and accommodates 19 stalls.

- The deli shed has two different areas, the deli stalls on the interior of the shed and the food stands stalls which face Centreway and The Strand
- Some stalls (4) sell pre-cooked food and only face the external streets making this shed more enclosed and less strongly connected to the market streets
- All deli stalls are configured to face internal passageways and/or market streets

The main access to the deli area is from the southern end of The Strand and minor access from Earle Street and Mary Street

Retail footprint breakdown: 21% small, 16% medium and 32% large and 5% extra large

Frontages range from 3.5 to the very wide Farinacci Deli which is over 15m, but they are typically 4 to 8m wide



*Market shed sketches show indicative retail footprints and mix*

**3. The fruit and vegetable sheds** layout is designed for a capacity of 43 individual stalls at approx 22m<sup>2</sup> with 3.5m frontages (small-medium size). Currently the combined floor area of the stalls not counting walkways, but including small storage areas totals approximately 950m<sup>2</sup> and accommodates 12 stalls.

- The stalls are configured to address Centreway or internal passageways. They lie on both sides of the eastern end of Centreway

Retail footprint breakdown: 17% small, 42% large, 17% extra large and 25% XXL

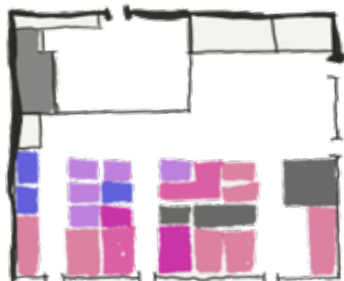
Frontages range from 3.5m to 15m but are typically 4.8 to 7.5m wide

**4. The mixed goods shed** layout is designed for a capacity of 76 individual stalls at approx 12m<sup>2</sup> with 3m frontages (tiny size). Currently the combined floor area of the stalls not counting walkways, but including small storage areas totals approximately 920m<sup>2</sup> and accommodates 28 stalls.

- Today most of the stalls have consolidated into larger footprints, many of the stalls have wider and shallower footprints than those in the food-oriented sheds, some of which allow customers access to the stall footprint itself
- Stalls on the northern side of the shed address Earle Street
- The larger stalls inside the shed address internal walkways and feel more cramped and less appealing than the interiors of the food-oriented sheds

Retail footprint breakdown: 25% tiny, 25% small, 32% medium and 18% large

Frontages range from 3m to 12m



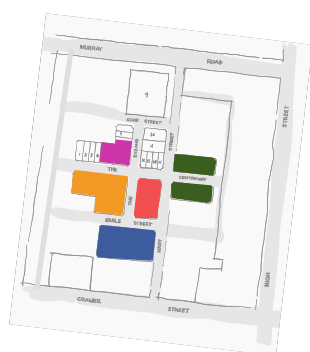
*Market shed sketches show indicative retail footprints and mix*

**5. The PAM Lane shed** layout is designed for a capacity of 55 individual stalls at approx 10m<sup>2</sup> with 3m frontages (micro size). Currently the combined floor area of the stalls not counting walkways, but including small storage areas totals approximately 560m<sup>2</sup> and accommodates 22 stalls.

- Like the mixed good shed and the deli shed PAM Lane has two different areas, the stalls on the interior of the shed and the stalls which face Centreway
- There are 8 stalls facing Centreway and The Strand while the remainder are interior stalls. The original shed footprint has been extended to the north which provides a link to The Strand and some open-plan interior space
- The stalls facing Centreway are primarily food stalls with a higher-end offer than some of the other outlets and include Publique Bakery, Gringo Paella and Contraband Coffee Traders, these stalls also face interior passageways with polished concrete flooring and seating that have a laneway feel in places
- The interior stalls share the mixed retail section's less appealing darker cramped feeling in the walkways

Retail footprint breakdown: 32% micro, 23% little, 32% small, 9% medium and 5% XXL (the new Rhubarb Rhubarb Organics)

Frontages range from 3.5m to 7m



- Meat and Fish shed*
- Deli shed*
- Fruit and vegetable shed*
- Mixed goods shed*
- The PAM shed*









- Shop Buildings
- Chinese Grocery
- Aldi



- Approximately 3.6 ha of historical road reserve, used for parking
- High St shops
- Streets

### Key elements of shop-building shops

- Roller doors instead of glass facades to allow shops to fully open out onto the market streets
- Displays that spill out into the street and some have taken over the opposite footpath
- Goods fill every possible space, stacked on top of each other, on the walls
- New shops using new versions of older styles, recycled timber, breeze blocks
- Front counters on wheels extending the size of the shops but staying within the white lines
- Makeshift counters to display foods when they run out of space
- Traders decorate the outside of their shops (lanterns, displays of goods)
- Cafes and restaurants in shop buildings spill out onto the streets or are visually linked to the street
- 25 individual shopsfronts

### Key elements of stalls

- Fresh food displays stay outside the stalls after close but covered with tarpaulins
- Displays on wheels using all the available space
- Produce displayed in the boxes it arrived in
- Fruit and vegetable displays have three and sometimes four layers. Some are original and purpose built others pieced together with recycled materials. Simple and functional
- Fresh produce stalls place their shop signs over the roller door



The layout and fitout of each shed varies to reflect the key retail offer



The Strand and Centreway is the key focal point in the centre of the quarter



All sheds have high ceilings with space frame trusses, ceiling liners have been installed in the meat and deli area ceiling liners which have lowered ceiling heights

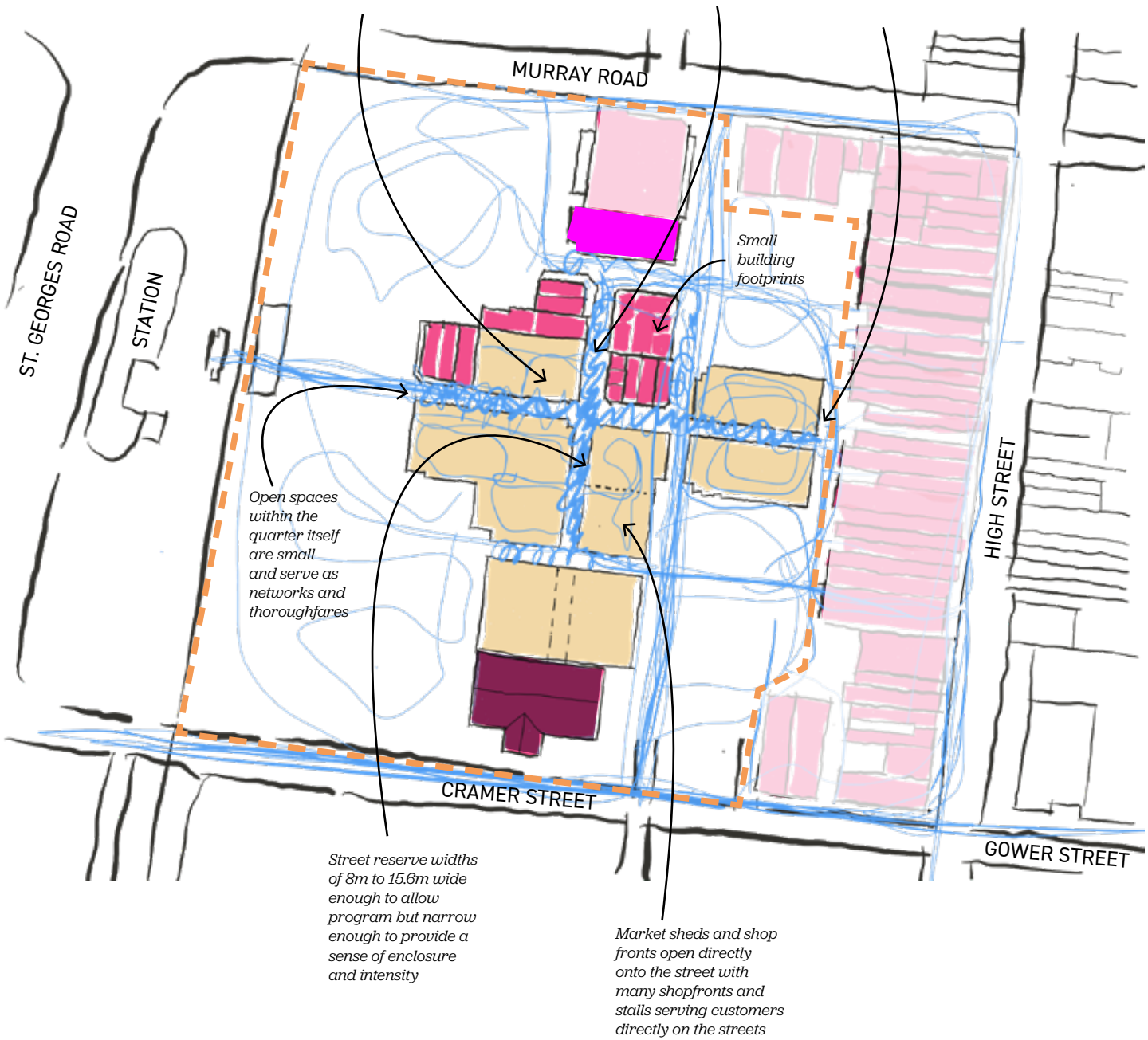


Most stalls within market sheds serve customers on the street or in internal walkways and do not allow customers into the actual stall footprint

The blocks of the quarter are small with strong visual link between intersections

The canopies of walkways vary from 4.2 to 6.5m high

A number of the shops on High Street encourage people to walk through their shops to the Market Quarter, but none actually address Mary Lane



- Market sheds
- Shop buildings
- High St shops, Murray Rd building
- Pedestrian movement
- Site boundary
- Aldi
- Chinese grocery



There are a number of mature trees around the market









# // IDENTITY

*"THE MORE PEOPLE VISIT A PLACE,  
USE IT AND BECOME A PART OF IT,  
THE MORE IT IS THEIRS."*

/ RAY OLDENBERG



# IDENTITY SNAPSHOT

Preston Market Quarter's identity and its significance cannot be easily separated into neat compartments or a list of things to keep or discard without reverting to inaccurate stereotypes. As stated above, identity is a cocktail, constantly changing in the space between people and place. Preston Market Quarter is significant because of what it is and for what it does for people. To change the Market Quarter is to change the identity of the people and the community. However, this also works in reverse; commercial success is tied to social and cultural relevance.

Because of this it is easier to think about Preston Market Quarter in terms of what it isn't than what it is. It isn't a major suburban shopping mall, neither is it a tourist attraction or a fashion statement. It's about originality, honesty and being pragmatic about what you need and how you want to live. It gives the community permission and a place to be who they want to be, who they are. It is a market that performs the essential jobs of trade and exchange in goods in a way that also makes a significant contribution to the identity and wellbeing of individuals, groups and the wider community. It is a mirror to the community.

To describe the identity of the Market Quarter, and to deal with its complexity, we have captured a snapshot of the identity of the market as it is today. This snapshot attempts to capture the core qualities of the complex and fluid identity of the Market Quarter by defining 3 jobs, 5 archetypes and 6 characteristics.





### ***How to use the jobs, archetypes and characteristics***

Consider the full range of **jobs** the market does for traders and for the community both tangible and intangible and primary and secondary to assess how changes to these might affect how local community and vendors use the Market Quarter.

Use the **archetypes** to think through and evaluate planning and decisions and how each of the archetypes might respond to the ideas and concepts. Use the archetypes as a way to consider your key users in the decision making process when they can't be there in person. They will help keep a focus on people and core needs, wants and desires.

Use the core **characteristics** as a touchstone to guide decisions about what changes might enhance or erode the identity of the Market Quarter.

# 3 CORE JOBS

**It is useful to think of market as having jobs to do. If these jobs are not done or done well people will stop 'hiring' the market.** The Jobs to Be Done (JTBD) model is a simple way to think about the market.

If we think of the Market Quarter as a service, the consumer (shopper) hires the quarter to achieve definable outcomes. Often the outcomes the market is hired to do are hidden (intangible). The JTBD approach can help make clear the tangible and intangible jobs of the Market Quarter. **We suggest using this metaphor as a way to think about the people who hire the market and what they need it to do over a three time frame; now, in the next three to five years and beyond.**

***Note:** More detail about the JTBD model is included in the next section:*  
***Economic Roles of the Market***



Preston Market Quarter has three primary jobs to do:

## #01

// ECONOMIC INCLUSION AND SUSTAINABILITY



The Preston Market Quarter is the place for the trade and exchange of goods that meets the economic needs of traders. It provides opportunities for economic inclusion with affordable spaces for traders who in turn provide very affordable produce for customers. Our research strongly suggests that the Market Quarter has far reaching links into the community providing access and supporting many people with work and opportunities that may not be available elsewhere.

### *Primary job to be done:*

**Functional** - provides an organised and managed place for trade and exchange of goods and services and the facilities to do this safely. Provides employment and income

**Emotional** - enables customers and traders to exchange social and cultural values through goods, services and personal interactions

**Personal** - financial security, sense of self and identity and associated benefits

**Social** - a place where difference is desired and accepted, meeting the economic needs of diverse groups

## #02

// CIVIC ENGAGEMENT



The diversity of people, events and goods at the Market Quarter challenge and affirm the beliefs and values of the local community. It also offers a place for the sharing and exchange of civic and political ideas. Like the Roman forum or the Greek agora, the market trades and exchanges (and challenges) the social and cultural values of the community.

### *Related job to be done:*

**Functional** - provides a place for people and organisations to share ideas, points of view, see and experience cultural and political differences

**Emotional** - community differences and values are visible seen through personal interactions

**Personal** - difference is accepted, respected and included in decision making.

**Social** - community values are clearly expressed through throughout the Market Quarter. For example the variety of shops express different values towards sustainability and ecology

## #03

// SOCIAL INCLUSION AND CULTURAL REPRODUCTION AND CONTINUITY



The Market Quarter provides the space and opportunities for people to express their cultural heritage, meet their social and emotional needs, obligations and come together as a community of many differences.

### *Related job to be done:*

**Functional** - provide shoppers with the goods and services they need to live their lives that are special and unique to them

**Emotional** - helps people connect with their culture and community through social interactions and the variety of goods on offer

**Personal** - For migrants and refugees, it helps them continue their rituals and other traditions across generations

**Social** - reinforces group identities and value within the community

# 5 CORE ARCHETYPES

## #01

// THE MARKET AFFICANADO



These are the people who routinely shop and visit the Market Quarter. They have their favourite traders, a routine of how and when they shop. They have a personal relationship with the people and the place. Some of these live locally others travel to shop at the market

## #02

// THE MIXERS



These people use the Market Quarter more as part of how they socialise. They shop but going to the quarter is more about who is there, being social, catching up on local news. The market is a place to discuss and debate local politics, it's the physical infrastructure for social life.

**Note:** More detail about the archetypes is included in the next section: **Economic Roles of the Market**

## #03

// THE INDISPENSABLE



It's not a market without the traders. Animated, loud, proud. These people and their businesses hold the Market Quarter's history in their names, their signs and their service. Straight up and honest is what you get.

## #04

// HISTORIANS AND CUSTODIANS



These are the original market users. They saw the Market Quarter built or were among the early users. They are clear about its value to them. They are the market and holders of its history.

## #05

// GENERATION NOW



These people are the next generation of market lovers. They are already making some changes to the place. New cafes, changes in the style of food outlets and the shoppers themselves.

# 6 CORE CHARACTERISTICS

## #01

### A QUARTER OF MARKET STREETS



The vibrant and bustling market streets of the quarter form the principal public gathering place of Preston. This urban typology of a neighbourhood made up intersecting covered market streets, although common around the world is quite unique here in Victoria and forms a key element of the character and function of the market and to the wider urban fabric of Preston and City of Darebin.

***“The community meeting place feel and the fact that it feels more like a public shared space than a place you have to buy what you need and hurry out of.”***

Market user

## #02

### MIGRANT AND WORKING CLASS



Founded by migrants the Market Quarter is and always has been a working class and migrant market. The working class and migrant character of the market is apparent in the mix of traders, the goods on display, the many languages that can be heard and seen in the signage, the daily rituals and social gatherings and in the attitudes and values of traders and customers alike. The fundamental character of the market is absolutely tied to affordability. Cheap rent and cheap goods and services provide access to both customers and business owners especially to successive waves of CALD communities (Culturally and Linguistically Diverse). The market acts as a powerful incubator for social and economic development in the region and is a significant cultural marker within Preston.

***“We don’t want a yuppy coffee place that already exists ... we want a simple, down to earth and relatable market for the working class and the poor.”***

Nalliah Suriyan, Darebin Ethnic Community Council

## #03

### TRADERS AT THE HEART



The life of the Market Quarter absolutely lies with the vendors. Compared to other retail typologies selling similar goods in Darebin, the market is highly relational rather than transactional. The vibrancy, character and cultural and economic exchange of the market is created and recreated each day with their work, behaviours, rituals and values. It shines through in multiple ways; in their personalities, in the generosity of their displays, the fact that they know their customers names, that they’ve watched generations of customers grow up, it’s in the intensity of their tiny stalls and the critical mass of them, it’s in the shouts of bargains, their handwriting on the signs their quirky decorations and memorabilia in their shops.

***“Fruit and veggie stall holders are like family”***

Market quarter user



THE RICH AND DYNAMIC IDENTITY OF THE MARKET QUARTER CAN BE EXPERIENCED IN MANY WAYS. WE HAVE SIMPLIFIED THESE COMPLEX INTANGIBLE AND TANGIBLE QUALITIES INTO THE FOLLOWING 6 CORE CHARACTERISTICS.

## #04

IS COMPLEX, EVOLVING AND VULNERABLE



The market is constantly in flux. The layout of the market streets, small land titles and flexible architectural form of the sheds and relatively loose governance<sup>11</sup> mean that flexibility and resilience was designed into the Market Quarter's DNA from the beginning. The intangible qualities and forces of the market are every bit as important to understanding its character and function as the tangible ones. The Market Quarter is a complex economic and cultural ecosystem which needs to be understood as a whole in order to intervene in it. Likewise, the Market Quarter needs to evolve and change in order to survive. Attempts to freeze how the dynamic works at any one point would lead to decline as the market falls further out of step with larger economic and cultural drivers and consumer needs and wants.

<sup>11</sup> Compared to Shopping Centre vendors, the controls in place on how vendors in markets do business are generally much more flexible. Typically there will be restrictions on opening hours and operations but elements that show personality are actively encouraged and informality in signage, operations, goods and display are embraced or tolerated. It's this relatively loose governance, for example, that allows the eclectic mix of fashionable, off-trend and hand-written signage that you can see in the Market Quarter.

## #05

NOT PRETTY BUT FABULOUS



The Market Quarter isn't pretty or slick like a photo on the cover of an architecture or design magazine, but it most certainly is fabulous. The quarter itself is sunny and light and airy. The approach to design and use of materials is raw, provisional, practical, unpretentious, honest and gritty. The street furniture and amenities are eclectic and comfortable but functional. The personality of the quarter is resourceful and welcoming, it's about revelling in colour, activity and happy chaos and being completely unashamedly itself. Architecture and design are never the focus, it's really about the people. The buildings of the quarter are only the frame, their job is to let the traders and the activity of the market shine.

***"I like the Preston Market is a bit scruffy, but friendly and with a lot of character."***

Market user

## #06

THE WHOLE ENCHILADA



The market is super diverse in multiple ways. It's diverse in terms of languages spoken, the range of goods and services on offer and the ways the smells, tastes and sensory experiences change from one street of the quarter to the next, or from winter to summer. It is a whole shopping experience from socks to pigs heads. Each element of the offer from fresh food to fashion, from plants to pizza and from public pianos to hairdressers play an essential role in the richly layered experience and identities of the market. As long as the range and diversity is maintained, individual elements of the mix may expand or disappear over time to allow new elements to emerge.

***"the world is in the market"***

Market user



# ECONOMIC ROLES OF THE MARKET

**The identity of Preston Market Quarter is also about it's economic role for individuals, the community and wider society. The Market Quarter provides employment and economic benefit to the local community upstream and downstream. Some of the people we spoke to had worked at the Market Quarter for more than 20 years.**

In a time of massive change in retail and consumption, how and what people consume is changing rapidly in response to global trends in technology and social values. Global trends show people consuming experiences more than products. Digital transformation is changing how and where we purchase from. Social values are increasingly focused on sustainability, supporting local producers notions of fairness and equity. Markets like Preston have weathered these changes. We argue that it has always had these values. The market wears these values with pride and is becoming more and more relevant.

Key points to note:

## MICRO ECONOMIC ROLE (INDIVIDUAL)

### *Customer*

At this level the Market Quarter provides a diversity of products at a price point that is affordable and high value for money. For some, the affordability of produce can be the difference between eating or not eating. One person we spoke to used to buy the cheapest food in bulk and find as many ways to make it into different meals for a week.

### *Vendor*

The key need to focus on here is affordability and economic inclusion. Preston Market Quarter like markets in general provides an opportunity for new and small traders to establish themselves and make an income. Because Preston is home to many new migrants including refugees and asylum seekers, the market is culturally familiar and understood. The cost of entry is low. It is well understood the social and psychological importance of employment but for people who are socially and economically marginalised the market can provide opportunities to change their situation for the better. Any redevelopment should consider how it can enhance this specific job of the Market Quarter.

## MESO ECONOMIC ROLE (COMMUNITY)

At the meso level our focus is on the socio-economic role the Market Quarter performs for the community. The market is a direct and indirect employer of many people. It is at this level that Preston Market Quarter and it's proposed redevelopment causes real anxiety. Shifting the retail mix to mainstream retailers will change the employment profile.

Like all markets, the Preston Market Quarter operates along the basic economic principles of trade and exchange. The products and services available are a direct reflection of demand and supply that meets the needs of the local community. As customers needs, wants and desires change so must the Market Quarter. Goods are priced at a point that is affordable to customers but also makes a profit for traders. In Preston, the price of goods and the restricted opening hours which leads to discounted fresh goods at the end of key market days ensures that all budgets are accounted for. This is a major contributor to the importance of the market.

so too will the needs, wants and desires of customers. The clear message from the research and consultations conducted is that the Market Quarter is a major asset in economic and social terms and that to change the market too significantly could put at risk the very things that make the Market Quarter a social, cultural and commercial assets.

## MACRO ECONOMIC ROLE (SOCIETY)

At the macro level the Market Quarter contributes to the local and other communities economy through three main functions, job creation across the entire supply chain, access to affordable supplies for local businesses and drawing people to the area. Other businesses in the area depend on each other for bringing customers to the area. Economic sustainability and growth is heavily driven by relevance as perceived by paying customers. As the demographics of the region changes,



# ARCHETYPES: THE PEOPLE OF PRESTON MARKET QUARTER

Who is at Preston Market Quarter? This is a primary question as it is from people that a space becomes a meaningful place. Our approach was to think of the tribes, clans and cliques of the market. At face value there is a wide diversity of people who use the Market Quarter and call it their own. In order to make sense of the groups we looked at understanding who is there from a behavioural perspective - what they think and do as opposed to belonging to demographic groups. This approach is relevant and useful as it gives us a more human understanding of the practical and emotional connections people have with the market.

We also wanted to understand the different cultural groups that are present. Based on our observations and a review of the last 2016 Census, the following cultural groups were seen at the market. This list is not definitive and is based on observational and publicly available data. People observed may not identify with these groups.

- Australian (caucasian)
- Italian
- Greek
- Chinese
- Vietnamese
- Taiwanese
- African (Sub-saharan)
- Middle East

To make it simple we've defined the archetypes.

## THE MARKET AFFICANADO

Market lovers routinely shop and visit the Market Quarter. Think of them as evangelists. They have their favorite traders, a routine of how and when they shop. They have a personal relationship with the people and the place. You will see these people walking to and from the market with their Italian grocery trolley.

**Loves:** The vibe of the market, the people and affordable food

**Frequency of visit:** Weekly

**Main purpose of visit:** Food shopping and socialising

**Transport to and from:** Walking

**Memory triggers:** Donut and Gozleme vans

***"I love everything about it. The people, the food, the bargains. My son and I come every Saturday and start with donuts and a coffee"***

Market user

## THE MIXERS

You will find them at the same cafe every week, ordering the same thing, with the same people. They do shop but going to the market is more about who is there, being social, catching up on local news. Look for the older men and women drinking coffee at Tsokolata.

**Loves:** The people. And the coffee and traditional foods

**Frequency of visit:** At least twice a week

**Main purpose of visit:** Socialising

**Transport to and from:** Car or walk

**Memory triggers:** The market street gathering spaces, especially the large tables at the southern end of The Strand

***"I come to the market to see my friends. They are like family to me"***

Market user



## THE INDISPENSABLES

The Traders; animated, loud, proud, hardworking and confident. These people and their businesses hold the market's history in their names, their signs and their service. Straight up and honest is what you get. You will hear the market sellers before you see them!

**Loves:** The familiarity of the other traders and customers

**Frequency of visit:** Wednesday to Sunday and non-opening days if there is work to be done

**Main purpose of visit:** Work

**Transport to and from:** Car

**Memory triggers:** Ornaments and memorabilia that decorate stalls such as the big bell made of cheese, the lamb ornament and the lucky Maneki-neko cats

***"We've been selling here since the market started. We were one of the first deli's to open. It's a tough business but we make it work"***

Stallholder

## HISTORIANS AND CUSTODIANS

These are the long-time market visitors. They might also be market lovers but they are better thought about as the custodians of the Market Quarter. They have an intimate relationship with the market, they are the living history and custodians of all things Preston Market. They are clear about what it is and what it isn't, what could change and what absolutely cannot.

**Loves:** Everything. Especially the long time sellers. Knowing them by name

**Frequency of visit:** Twice a week

**Main purpose of visit:** Shopping, getting out of the house, meeting up with friends

**Transport to and from:** Walk, drive, train

**Memory triggers:** The original fabric of the market buildings, the signs on the stalls, the internal layout of the sheds and the long-term stalls

***"I would hate if the market changed. There are some things that could be better but it works. People come here because of what it is now"***

Market user

## GENERATION NOW

These people are the emerging generation of market lovers, shoppers and traders. They are already making some changes to the Market Quarter; new cafe's, changes in the style of food outlets and the shoppers themselves. These people are a large part of the future of the market and Preston. Look for people coming by bicycle, especially those with a cargo bikes.

**Loves:** Having the market within walking distance of my home, affordable and diverse range of food. That you can see and talk to people from different cultural backgrounds and religions

**Frequency of visit:** One or two times a week

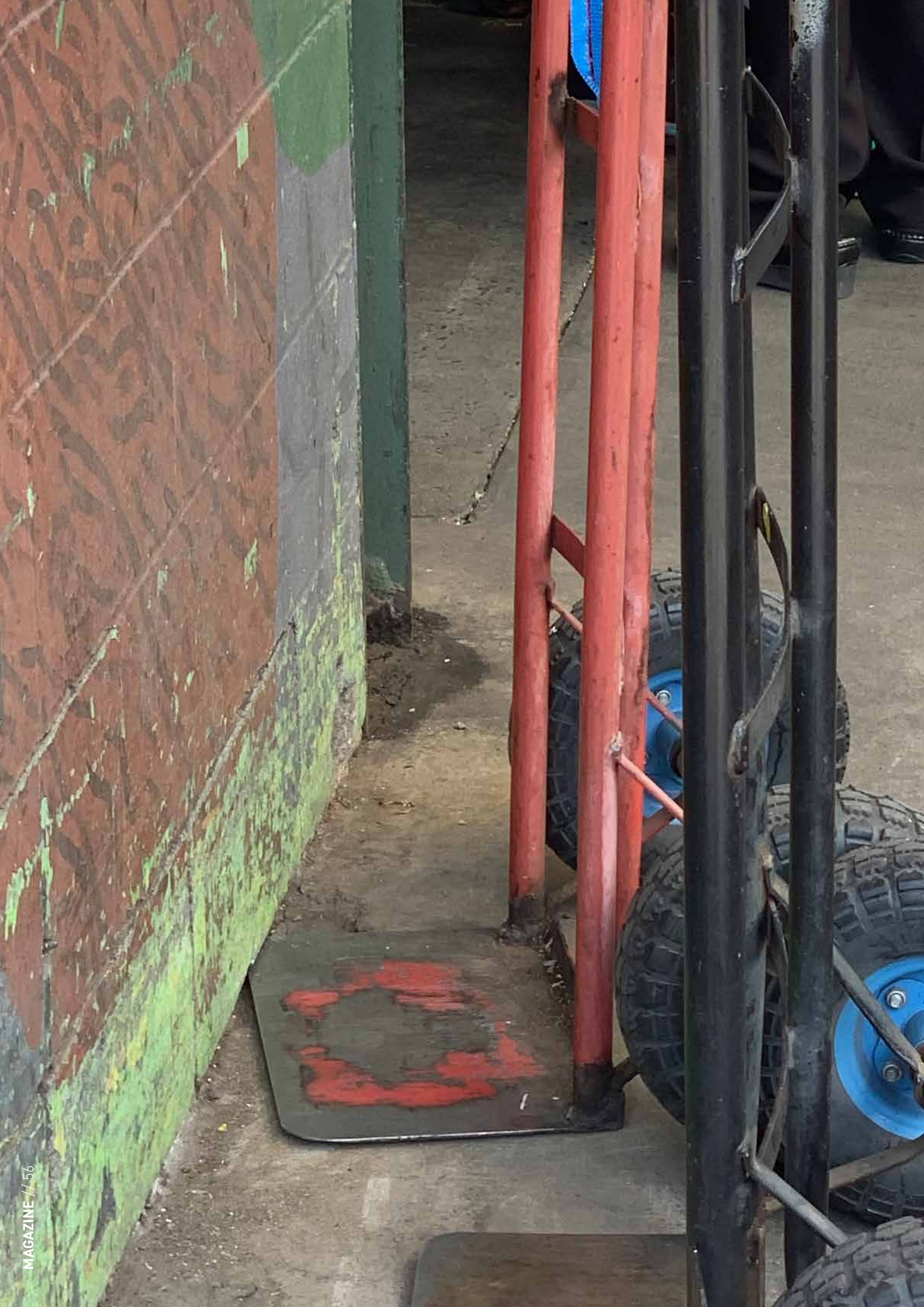
**Main purpose of visit:** Shopping and dining

**Transport to and from:** Bike, walk, share ride

**Memory triggers:** Coffee and a fancy donut from PAM alley and the piles of fresh veggies on display

***"I recently moved to the area. I love it here. the market was a deciding factor in why I moved here"***

Market user







# // FINDINGS

*"WE FACE A CHOICE ...WE MUST CHANGE  
OR BE CHANGED. IF WE FAIL TO CHANGE  
FOR THE BETTER, THEN WE WILL BE  
CHANGED FOR THE WORSE."*

/ WENDELL BERRY



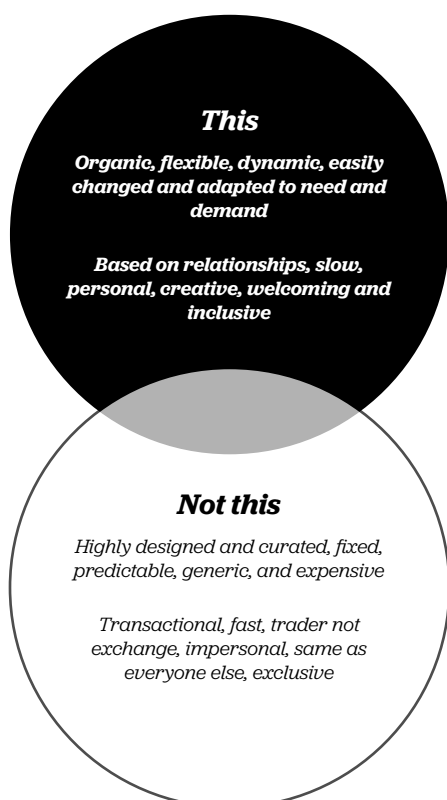


# HOW ACTIONS AND DECISIONS WOULD AFFECT THE CORE CHARACTERISTICS OF THE PRESTON MARKET QUARTER

Throughout our analysis we asked three key questions:

1. In what ways is the Preston Market Quarter different to other markets?
2. In what ways is it unique?
3. What would you need to preserve, keep, evolve, lose and avoid to retain the meaning and significance of the market and improve its place in the Preston community?

There are two essential principles or characteristics that the Market Quarter needs to meet in order to maintain its current identity. In addition, there are two opposing principles and characteristics that Market Quarter needs to avoid. The findings in the rest of this section reflect these principles.



## HOW TO USE THE FINDINGS

Elements critical to the identity of the Market Quarter have been organised into the following 5 categories representing the action most likely to support the current identity:

**Preserve** - the element or quality identified must be completely preserved and retained in its current form. Its function, and entire look and feel must not be diminished by other design decisions that might lessen its value. Ideally, the location should also be preserved or the location of the element in relation to the overall built form and/or program of the space.

**Keep** - the essential characteristics and functions of any item in this category should be kept however it may be moved, rebuilt, reinterpreted or be altered in minor ways without impacting the identity of the Market Quarter. It must continue to be available to visitors and users.

**Evolve** - items in this category should continue to exist but could be improved by taking on a new form, process etc. They remain important to the identity of the Market Quarter but may, and possibly should be updated.

**Lose** - anything in this category may be removed without any significant loss to the meaning or identity of the Market Quarter. In some cases it may improve the amenity and appeal of the market.

**Avoid** - items in this category should be considered major risks. To adopt any quality or element in this category may result in significant damage to the identity of Market Quarter or may adversely affect the way traders, visitors and/or the community find value and meaning in the market.



# #01

## ENSURE THE MARKET QUARTER REMAINS THE HEART OF ACTIVITY, USE THE MARKET STREETS TO KNIT PRESTON TOGETHER

***“It is the centre of the community. One of the few places everyone gets mixed.”***

Market user

### KEY FINDINGS

The biggest opportunity for the Market Quarter is to finish the project that was started in the 1950s and finally knit the Market Quarter into the surrounding neighbourhood. If done correctly, increasing the density of the precinct and introducing residential and other retail and commercial uses would enhance rather than detract from the character and identity of the Preston Market Quarter.

The unique neighbourhood form of the Market Quarter should be celebrated and amplified. Permanent markets in Australia have typically followed the British centralised market form so the covered market streets of Preston are very much a one-of-a-kind asset that lie right at the heart of Preston's civic and cultural life.

Key to understanding the identity of the Market Quarter is understanding that the streets of the market are the primary public space of Preston. Together these market streets are a place of exchange; social, cultural as well as economic. They are intense, busy and vibrant and feel owned and loved by the community. To protect the current identity of the Market Quarter any changes to the precinct need to build on and expand the importance of these spaces to the community and to public life.

It is possible that future development may encircle the market and make it less visible from Cramer Street or Murray Road. This is not necessarily a problem for the market's function or identity as the life of the quarter has always been hidden away in it's centre with little hint of the bustle within visible from the blank walls it's outer buildings present to the street and carparks. Setting the quarter within an urban fabric could even strengthen its identity so long as the street grid of the quarter remains clearly defined, legible and accessible and the surrounding fabric is complementary to and compatible with market function and identity.

Moving the Market Quarter will not in itself support the market's identity. In fact moving and rebuilding the market poses a number of risks to the identity of the market including possible loss of the fine grain of the built form, erasure of small land titles and the historical street grid, possibility of unsuitable development or loss of character and variety caused by demolishing and rebuilding all the buildings at once rather than allowing the built form and street character to evolve gradually over time. However these risks should be balanced against the risks associated with leaving the market where it is, which may include disruption to market function caused by construction, loss of sunlight to streets and poor connection of the Market Quarter to the newly built neighbourhood.

It is also possible for redevelopment within the market footprint to happen without loss of character if done sympathetically and strategically. In particular the Market Shed buildings could be redeveloped into multi-storey buildings without negatively impacting the identity of the market if done carefully and sympathetically, in fact such development could enhance the current identity. As the market streets are covered, the canopies block views of the upper storeys of building reducing their impact on the streetscape. In order to get positive outcomes from development of the market sheds new buildings would need to:

- be contained within existing Market Shed footprints
- maintain critical elements of the existing ground floor retail function, leasing mix and appearance including signage
- avoid basement uses or manage the significant risks around excavation, access and streetscape activation and around moving storage away from existing market stall footprints
- preserve or improve existing solar access to streets and ground floor retail uses
- provide temporary or pop-up retail spaces to existing stall holders and shops to minimise disruption of trade during construction

The fabric of the smaller grain shop buildings on Centreway, Cook Street and the northern end of The Strand are an important part of the identity of the market. In many ways these buildings are less easily replaced than the larger-format Market Shed buildings because their small size and architectural details are part of what makes the market feel like a quarter of streets, these little shops forge a visual link with the 1950s, 60s and 70s shops typical of the retail streets of Coburg and Preston.

The program, grain size, built form and function of areas on the periphery of markets is critical to a market's function and identity. The surrounding uses and activity support and extend the life of markets into the surrounding neighbourhood and should be carefully considered when designing new development adjacent to the Preston Market Quarter.

Any attempt to rebuild or extend the Market Quarter in the style of a Lifestyle Centre such as The Shoppes at Arbor Lakes would effectively erase its current identity. These types of developments create built form that look like streets and retail neighborhoods but with ownership, management and program that is identical to a mall or shopping centre. They typically also cater to upscale consumers. QV is a local example of new development that in part mimics the built form surrounding laneways but which is too centralised, homogenous and top-down in its approach to built form, land titles, separation of service and governance to authentically operate as part of the CBD laneway urban fabric. At first glance you might take it for laneway but as soon as you take a step inside you know it's really a shopping centre. The steps below outline how the current balance can be maintained authentically. Learnings from the work of lifestyle centre developers Poag and McEwen may be useful however, specifically their insights into the advantages of street-oriented development over enclosed malls including increased revenue margins, savings on heating and cooling and quicker access for customers.

## ***Preserve***

None

## ***Keep***

- The Market Quarter urban form; a dense neighbourhood of covered market streets
- The overall configuration of the network of market streets. This can evolve to reflect surrounding development but should retain:
  - An intersection of The Strand and Centreway as the key focal point in the centre of the quarter
  - 8 neighbourhood blocks of similar proportions and distance between intersections, with buildings the same or similar sized footprints (plus or minus 10%)
  - Existing street reserve widths (plus or minus 10%)
  - Size of existing building footprints, including market shed buildings (they may grow taller though without impacting character, so long as solar access is preserved) (plus or minus 10%)
  - Existing immediate street address of market sheds and shop fronts
  - One street as the main thoroughfare that connects the quarter to surrounding area (currently Centreway) and another key internalised street with (market foot traffic only), creating sheltered spaces for larger social groups to gather informally (currently The Strand)
  - 16 - 25 individual but adjoined buildings to form a unified retail facade to the streets of the quarter
- A grid of 6 - 8 market streets of similar proportions, the streets may be extended as normal streets as long as the market street portion is covered and has an extremely dense and fine grain retail facade
- Strongly defined street facades on all market streets with absolute and active frontages opening directly onto the street and encouraged to spill out into the road reserve
- Pedestrian only market streets within the boundary of the quarter to allow small stalls, seating, play equipment, piano etc to fill up the road reserve
- Strong public space functionality, open to all 24/7 a day, generous public seating (without impacting the market function of the streets)
- Secondary streets to provide structure to the Market Quarter
  - Cook St should define the northern boundary of the Market Quarter and serve as a bookend to north-south market axis
  - Earle Street should define the southern boundary of the site with interface with the retail market shed and spill over from the social uses on the southern end of The Strand
  - Mary Street as the secondary north-south axis of the quarter connecting the market to the surrounding precinct
  - Mary Lane providing a laneway interface to High Street
    - (Note: In this document Mary Street refers to the historical location which forms part of the market, Mary Lane refers to the altered route around the carpark)

- The sunny open character of the streets. The streets remain covered with elevated awnings (at double storey height) to allow in light and air while providing shade and shelter

## ***“friendly and human scale.”***

Market user

### ***Evolve***

- Intensify the quarter by making the market buildings multistorey, the buildings can be taller but not significantly wider (no more than 10% larger than existing footprints)
- Punch a link through to connect the quarter to High Street
- Link internal streets to surrounding neighbourhood, within the development, and to High Street and beyond
- Provide a range of public spaces that are small to create intimacy and the bustle of street markets.
- Ensure the market streets are public and open to all in the same way as other streets in Preston with the full range of civic rights and responsibilities
- Extend the fine grain of the quarter by at least 50m or one block (whichever is larger) outside the boundary
- Ensure the market boundary remains highly permeable:
  - Avoid buildings with large footprint or other barriers around the Market Quarter that reduce access points and/or provide inactive street frontages
  - Maximise the number of streets and lane-ways that can be used as routes to access the quarter
- If the market is relocated, the street layout and orientation should evolve to maximise sunlight at ground level. Currently the Market Quarter runs east-west, this could be flipped so that it runs north-south without significant compromise to the quarter’s movement network and connection to surrounding areas
- Provide more bicycle parking, bike lanes, end of trip facilities
- Evolve the governance model to enhance the civic use of the quarter
  - Provide spaces and program around learning, exchange of ideas and political expression but ensure any new activities complement primary market activities
  - Ensure ownership of premises is a mix of public and private, small, medium and large spaces
  - Governance arrangements for the quarter as a whole, and the streets in particular should establish a common vision for the quarter without imposing strict rules, allowing for diverse uses and forms of expression
- Preserve prioritisation of pedestrians:
  - Make using public transport the easy and best choice
  - Give the very best parking spaces to bikes over cars
  - Provide permanent bicycle lanes thought the precinct and routes through the market streets outside key trading hours
  - Ensure the links to trains and buses are safe, comfortable and accessible for everyone
  - Dedicated spaces and facilities to charge electric vehicles
- If demand for parking increases due to development prioritise car spaces for shoppers not for residents or workers. Develop car-free residential units with dedicated car-share facilities. Encourage traders to use public transport when not transporting goods by providing limited paid parking for traders 5 minutes walk away
- When designing parking for shoppers ensure that the route from their car to their destination takes them through the Market Quarter e.g rather than providing parking immediately adjacent to the station, locate parking spaces so that commuters walk past a bakery and a cafe on their way to catch the train



### Lose

- Current sea of car parking (underground car parking where-ever possible)
- Fragmentation and disconnection of the Market Quarter from the surrounding neighborhood

### Avoid

- Turning the public streets into private corridors and enclosing the Market Quarter into one big mall-like building
- Privatisation of the streets
- Large public spaces that drain or dilute the life and energy of the quarter
- Any loss of current market functionality as a flow-on effect of returning the streets to council control, e.g DDA compliance issues may negatively impact the way stall holders are able to display goods on the streets. Clever spatial or governance approaches will need to be explored
- Large areas of land under single title, further consolidation of ownership or land parcels
- Theme park approach where the quarter mimics elements of the streets or laneways of a neighbourhood but where management, leasing and retail mix is identical to a shopping mall e.g. QV Shopping Centre
- Avoid signalised pedestrian crossings in favour of a Monderman approach where a level of uncertainty is maintained. Mixed - shared zones with slow traffic and no segregation is more consistent with current identity and function. This approach has been proven to be safer than signal controlled intersections.
- Large parks or open spaces. These can drain activity from the Quarter or overwhelm the scale of the market activities.
- Uniformity in construction and design of buildings

### CASE STUDY: NISHIKI MARKET, KYOTO, JAPAN

Rich with history and tradition, the Nishiki Market is renowned as the place to obtain many of Kyoto's unique foods and goods from fresh oysters to matcha products or 100 types of salt to famous Aritsugu knives. A covered market street, the market occupies a 1.5km length of Nishiki-dori street and intersects with covered shopping streets Teramachi-dori Shotengai and Shinkyogoku Shotengai and a number of surrounding laneways. The Teramachi-dori and Shinkyogoku have a very different character to Nishiki Market, one is full of \$2 shops and cheap and colourful goods while the other is high-end fashion and restaurants. The surrounding laneways are full or character-packed small bars, cafes, restaurants and quirky and/or fashionable shops selling local designer goods. The market itself has a number of stalls and temples, with some that have been here for centuries.

**Applicability to the Preston Market Quarter:** Nishiki Market is very much a market precinct that is knitted into the surrounding neighbourhood. The intersections where Nishiki-dori intersects with surrounding streets and other covered shopping streets create little mini-precincts with their own character, for example where the high-end fashion street intersects with the food-oriented Nishiki Market Street there is a cluster of restaurants which attracts foodies and fashionistas alike including insta-worthy Koe Donuts which treats patrons to a bit of theatre as they watch chefs transform the humble donut into an elaborate but ethical delicacy.

**Type:** Covered street market.

**Prominent features:** Knitted into the neighbourhood. The whole precinct is extremely high density with narrow streets and many 3 to 6 storey buildings which add to the vibrancy of the market while still letting in sunlight. All the covered market and shopping streets are open 24 hours to pedestrians, and are open to bicycles in the evenings.

**Why they are successful:** The micro size of stalls with narrow frontages specialising in one or two items creates a sense of buzz and intensity, long term traders hold local traditions and history.

**Limitations:** Has started to cater more to tourists than locals with generic stores selling taking up multiple tenancies and reducing the authenticity and diversity of the offer.

**Benefits:** Provides a rich shopping experience and embodies Kyoto's food history and traditions.

**Jobs it's doing:** Acts as the heart and retail anchor of the precinct and provides destination experiences.

## CASE STUDY: SANJO-KAI SHOTENGAI, KYOTO, JAPAN

Away from the main tourist area of Kyoto Sanjo-kai Shotengai is a local's market. Like Nishiki it is a covered market street which occupies a portion of Sanjo-dori street and is always open to pedestrians and bicycles and open to cars for part of the day. Managed by an organisation similar to a traders association the market street includes a park with a playground, small hotels and even machiya; traditional wooden town-houses that are sometimes residential or converted for commercial uses such as cafes and hair salons. Stalls and shops include tofu sellers, shoe-repair shops, fresh produce, fish, Japanese-style confection shops and some fashionable design, clothing and beauty stores targeted at youth.

**Applicability to the Preston Market Quarter:** The park and playground is a good example of how public open space can be incorporated into a market precinct at a scale where it does not drain energy from the market streets.

**Type:** Covered street market.

**Prominent features:** Like Nishiki Market in one sense the market street has a very clear boundary, in another the boundaries are blurred - hotels, residential townhouses, bike parking areas, supermarkets exist within the market street itself.

**Why they are successful:** Sanjo-kai Shotengai appeals to locals first and its traders and goods on offer represent the personality, values and needs of its community.

**Limitations:** As bicycles are allowed to ride through the market at any time it can sometimes lead to conflict with pedestrian use.

**Benefits:** Knits together a neighbourhood of high density apartments, townhouses and a local park

**Jobs it's doing:** The strong community of traders and long-term relationships with customers builds social cohesion and inclusion.

***“The community meeting place feel and the fact that it feels more like a public shared space than a place you have to buy what you need and hurry out of.”***

Market user

# #02

## PRIORITISE ACCESS FOR MIGRANT AND WORKING CLASS VENDORS AND CUSTOMERS AND CELEBRATE THEIR STORIES

***“One of the features of this market versus the Queen Victoria Market is that this market has a legacy. A lot of migrants were arriving in Melbourne and they could all access the market, especially low income people. The people would come around half-hour before closing time to get a bargain for a few cents!”***

Nalliah Suriyan, Darebin Ethnic Community Council

### KEY FINDINGS

The absolute cornerstone of the Market Quarter's identity lies with its migrant and working class community of vendors and customers. The Market Quarter is not just multicultural, a food court or an upscale residential enclave can be multicultural; what makes the Market Quarter so special in Melbourne is connected to the breadth of its access. Successive waves of newly arrived CALD communities in particular have been made welcome in the market as shoppers, workers and business owners; the continuity of this access is entirely contingent on price. Continued low rental prices (in absolute terms rather than square metre price) is the unconditional must-have in maintaining and expanding this critical element of the market's current identity.

As Preston's demographics evolve the identity of the market will evolve with it, but the cultural history of the market and its values will live on albeit in different form, unless they are erased and overwritten by significant changes. Changes to rent prices would be the most potent, but significant turnover of current traders, or changes to the leasing, governance, ownership diversity or retail mix would all have an impact.

### **Preserve**

- Current rent per square meter (in relation to CPI) and current availability of small retail footprints
- At least 80% of current tenants

### **Keep**

- Bargains and exceptional value for customers especially around fresh food but also in the overall offer. Not every stall and every item needs to offer cheap goods, but this should remain a significant element of the mix
- 90% of the businesses that are actively managed by first generation migrants or which were established in Preston by first generation migrants and are currently managed by family or community members
- 90% of the signage in languages other than English which are owned and developed by traders (not by central management)
- Loose and flexible control and curation over the goods available and the approach to the display of these goods e.g the hand-written signs. As much as possible allow traders to make all decisions about their own business

### **Evolve**

- Explore innovative leasing structures which preserve cheap rent arrangement for Market Quarter tenants along with tested models such as percentage rent where a only a minimum rent is paid until the traders income reaches a predefined breakpoint (either real or artificial)
- Explore innovative business models that preserve current diversity representation and improve access for new CALD communities
- Explore low-cost or affordable housing above market sheds and shops. Consider potential to provide housing/stall combination rental deal so that traders live on site and strengthen their cultural contribution to the quarter and passive surveillance after hours

- Extend the market streets and use boundary streets to provide opportunities for retail and commercial offer that doesn't fit in the quarter offer e.g higher-end fashion

### **Lose**

- Current uncertainty around the future of the Market Quarter

### **Avoid**

- Increases the size of retail footprints with flow-on increase in the overall rental prices
- A theme-park or food court approach to cultural representation which is focused on providing exotic experiences or being destinational rather than servicing local CALD communities with specialist goods and services or providing economic opportunities
- Leases that seek to pass on risks of land ownership to traders e.g impacts of changes in zoning and rates, new taxes, major repairs etc
- Improvements or infrastructure that make the Market Quarter attractive to large commercial retailers
- Providing large footprint spaces with long leases to generic national and multinational retailers within the quarter boundaries



**Case Study:*****The Cretan Brotherhood of Melbourne and Victoria***

Founded in 1956 by a group of Greek migrants of Cretan descent to assist and create a support network for newly arrived compatriot migrants the club has about 600 members and runs programs and events to celebrate and share Cretean culture support its members.

**Applicability to the Preston Market Quarter:** The Cretan Brotherhood has persisted and changed to meet the needs of first, second and third generation migrants but maintained continuity with their past. The identity of the club is grounded in their cultural practices.

**Type:** Social club.

**Prominent features:** The club has remained relevant and evolved over many years by maintaining social and cultural connections among generations. Connections are strongly based on food and specific cultural events and rituals and sharing skills.

**Why they are successful:** Provides a place for people who share common backgrounds to come together and be with people like themselves. A place where your culture, traditions, rituals, are shared and meaningful. A place to meet like minded people who share similar values.

**Limitations:** Can exclude others who are not from that particular group's country.

**Benefits:** Rich and meaningful, not generic. Comforting, familiar. Based around food and dance.

**Jobs it's doing:** Providing meaningful connection among people, acting as the social glue. It gives people a reason to get together. Has many health benefits by reducing social isolation and building the social capital of the community.

**Case Study:*****The Coven Coworking Space***

The Coven is a collaborative community and co-working space focused on providing space, support and networking connections for women, non-binary and trans people. About 20% of the 500 memberships are community-funded according to the applicants economic need, the community they represent and how they will use the space.

**Applicability to the Preston Market Quarter:** The Coven members subsidise other members who represent the values and forward the objectives of the organisation.

**Type:** Coworking space and community organisation.

**Prominent features:** A community and co-working space "created by women, for women and those who identify as non-binary," built on a system that values inclusion, mentorship and abundance.

**Why they are successful:** Targets an underserved market in a way that aligns social, cultural and commercial value.

**Limitations:** None

**Benefits:** Tailored to meet the needs of specific groups of people. Offers a service that was underserved.

**Jobs it's doing:** Provides a space for minorities and people at risk of social isolation and marginalisation.

***“It’s a people’s market. The area needs this market more so than any other market simply because it is a blue collar area and a lot of people rely on the competitiveness of our market. We are competitive with our pricing and that’s why people come from all over Melbourne. I had a guy come in from Heathcote and spent \$500 with me.”***

George, George’s Meats

***“There’s a feeling that all parts of the community are there, it’s multicultural – people from Africa, the Middle East, Vietnam, China, everywhere, all there together. There’s not anywhere else that comes to mind that is like that ... most other locations you don’t get all those demographics together.”***

Market user

***“The unfortunate thing about Australia is that our migrant heritage is not acknowledged. Migrants have been coming together in the Preston Market since the 50s and 60s – we need to acknowledge these things. Migrant’s histories are not upheld – it’s our working class history.”***

Nalliah Suriyan, Darebin Ethnic Community Council

***“The market has made people from other countries feel safe because it feels like home. It’s familiar.”***

Market user

# #03

## PUT TRADERS AT THE HEART

***“People come to the market to support family businesses and contribute to something that is different from mainstream shopping centres. Part of the charm of the market is so many small or large family owned businesses that are supporting the community and aren’t just contributing to the concentration of wealth of big corporates.”***

Sue, Rhubarb Rhubarb Organics

### KEY FINDINGS

The traders are the market, without them the quarter is just a collection of streets and buildings. The traders hold the memories and the relationships of the quarter, they hold them as individual people and businesses but also as an evolving collective. These memories and relationships are a core part of the identity of the Market Quarter and are also the key to the market’s point of difference and economic success.

All the traders of the Preston Market Quarter make a significant contribution whether they are independent or managed by the Preston Market management. To maintain the identity of the Market Quarter it is essential that traders are at the centre of decisions made about the quarter and that their needs are prioritised.

The relationships between traders themselves and between traders and customers should be celebrated and supported, whether these relationships are decades long friendships or just a cheerful grin to a casual visitor.

Use design, fitout and built form to frame and the characters, personality, individuality, rituals and activities of the traders. The traders and their activities should be as visible as possible, including providing glimpses into the messy back-of-house. Think about the traders work and activity as the performance, buzz and theatre of the market e.g shouting bargains, crafting abundant displays. Protect the traders’ freedom to express themselves, and control how they select and display their goods, removing this control may dilute the unique human character of the Market Quarter

### ***Preserve***

- 100% of the independently locally managed businesses within the quarter
- The overall number of stalls and shops counted as individual businesses (no reduction in number of businesses or outlets)
- Existing size of retail tenancy footprints

- Size and functionality of display areas e.g tables on the street, glass display cabinets
- Quirky decorations and memorabilia of stalls, signage and handmade advertising e.g. the cheese bell and oversized lamb statue
- Independence of traders, the hands-off approach to the management of trader fitout, decorations and signage
- Limited operating hours of fresh food vendors i.e. meat and fish, fruit and vegetable market sheds

### **Keep**

- Overall layout and configuration of the fruit and vegetable market sheds and the meat and fish shed including:
  - Number of individual traders (or increase numbers)
  - Size and configuration of existing stalls - these may be altered slightly without loss of identity as long as the overall grain size remains the same and the functionality for traders is not affected
  - Existing traders (with a turnover of no more than 15% per annum)
  - Central Market Quarter location
- Overall layout and configuration of the following elements of the deli market shed:
  - Number of individual traders (or increase numbers)
  - Size and overall configuration of existing deli stalls - these can be altered to improve access and visual links to the surrounding market streets
  - Existing traders (with a turnover of no more than 15% per annum)
  - Central Market Quarter location

### **Evolve**

- Operational hours for the Market Quarter as a whole (excluding meat and fish and fruit and vegetable market sheds). Consider sleeving market sheds with temporary retail or allow neighbouring businesses to colonise neighbouring spaces e.g Claypots Evening Star's practice of using South Melbourne Market's walkways as restaurant seating areas
- Protect the traders by ensuring other retail activities enhance market trade and form clusters rather than draw business away, in particular ensure that the fresh food offer in the precinct is dominated by the market sheds
- Give the Deli Market Shed a better address to the covered market streets
- During any reconstruction process look for opportunities to support existing traders to experiment, expand or reimagine their operations according to their own personal values and business priorities

### **Lose**

None

### **Avoid**

- Any interruption of trade, even an interruption of one day can have a disproportionate effect on traders. Extended interruption of trade during construction would be extremely detrimental
- Consider housing the market in temporary pop-up structures and/or moving it for a short period to another location during construction
- Significant turnover of traders during redevelopment
- Sudden or significant changes to leasing mix



- Chain stores and large format big-box tenants
- Consolidation of small stalls and shops into less stalls with larger footprints, as vendors grow and need more space they should move to another section of the Market Quarter with larger retail footprints or leave the quarter for main street retail
- Overly specific trading requirements in terms of signage, aesthetics, types of products, etc
- An overly curated and planned retail mix based purely on economics

### **Case Study:**

#### ***Keep Austin Weird campaign, Austin, Texas***

A grassroots marketing campaign. Keep Austin Weird is the slogan adopted by the Austin Independent Business Alliance to promote small businesses in Austin, Texas.

#### **Applicability to the Preston Market Quarter:**

Shows how you can take what is unique and authentic to Preston and make this the central focus on the Market Quarter. Different is good.

**Type:** Trader-led protest turned marketing campaign.

**Prominent features:** Grew in response to commercialism of early 21st century.

**Why they are successful:** Billed as the 'collaborative fission of coordinated individualism' it promotes local producers, retailers, artists through the Austin Independent Business Alliance promoting pro-social businesses. It has been so successful it has been copied by other cities including Portland Oregon.

**Limitations:** May not be attractive to the mainstream but also offers choice for people tired and bored with the same old, same old.

**Benefits:** Rejects expensive marketing campaigns in favour of a grassroots marketing and promotion. Taps into the very heart of what people love about Austin. Has carefully walked the line between making the weird mainstream and staying original and unique.

***“There are a few more  
quality retailers and  
that’s really fantastic.”***

Sue, Rhubarb Rhubarb Organics

***“If you take half the shops  
away then we wouldn’t  
have the variety or  
competition.”***

Stallholder

***“The main fear of general  
customer population  
is that we don’t want it  
too gentrified or sterile  
shopping centre.”***

Sue, Rhubarb Rhubarb Organics

# #04

## USE SYSTEMS THINKING TO REMAIN COMPLEX AND LAYERED AS THE MARKET MARKET QUARTER IDENTITY AND FUNCTION EVOLVES

***'Architecture is changing in  
response to the realisation  
that ours will forever be an  
unfinished society ... The skill  
of an architect will lie not in  
creating a one-off piece of  
perfection, but in building  
a flexible system capable of  
variation to suit the changing  
needs of people'***

Peter Blake quoted in an article in The Age which points to the design of new Preston Market as an exemplar 12

12 Graham Whitford, 'Architecture's challenge: flexibility', Age 26 October 1970, p 12.

### KEY FINDINGS

To make decisions about the market or intervene in the existing dynamics it is necessary to take a systems theory approach. The market is a system of systems. Each functioning element is connected; changing one element has a flow on effect on the whole system. For example, rental costs can be relatively low for traders because the retail footprints are so small, because the rents are cheap you attract diverse traders who are not easy to find elsewhere, the small footprints increase the intensity of the market experience and allow high levels of footfall, the diversity of the offer and the intensity of the experience attracts large numbers of people to the quarter so traders are able to survive with tiny footprints. If you begin change the size of the footprints of stalls the flow-on effects will alter dynamics around diversity, intensity, footfall, turnover and lead to significant changes to the economy, viability and identity of the market.

Changes to the program, governance, leasing mix, built form or other elements of the Market Quarter absolutely can erase critical elements of the quarter's identity. These kinds of changes do pose a real risk to identity and sometimes seemingly small interventions can have disproportionately large effects. For example, seemingly straightforward improvements to the market such as increasing the efficiency of the delivery system can have a significant negative effect. Think of the Market Quarter as a coral reef in the ocean, our imaginary reef is full of little nooks and crannies that allow little fish and sea creatures to gather and thrive. Perhaps some of the spaces are a little too small and it's difficult to move around efficiently - but all those nooks and crannies are also too small to allow larger predators, like sharks, to enter. In a similar way the inefficiencies and unpleasant elements of the market, including lack of air con, delivery systems, messy waste areas and even the run-down and dirty toilets all serve to protect the Market Quarter from dealing with competition from chain stores or larger better funded operators. Obviously clean and attractive toilets should be provided and health and safety requirements should be met, but it should not be assumed that improvements

to storage, delivery and air conditioning are automatically good for the identity of the market.

The current planning mechanisms are simply too broad to protect or to manage change around an identity as specific or a system which is as complex and dynamic as the Preston Market Quarter. When making decisions consider unintended consequences, flow-on effects, connections, synergies, emergent behaviours and both tangible and intangible qualities.

Maintain the elements that make the market flexible and resilient. Being able to respond quickly and at low cost to changes in consumer demand and the wider retail context is what will ensure the market remains relevant for years to come. Besides allowing the Market Quarter to survive, this is its key competitive advantage over nearly all other forms of bricks-and-mortar retail.

A key element of this resilience is the urban form of the streets and small land titles. As is typical for a streetscape or growing neighbourhood the original market buildings - the market sheds - were built in the gaps between other land parcels and buildings. This meant that the streetscape was able to evolve over time with buildings that have different functions, ownership and look and feel. Together the buildings provide a continuous and active street frontage and to the shopper they all read as 'the market', but the underlying structure and system is decentralised.

When a neighbourhood is made up of small land titles, small buildings and multiple owners more voices are heard in decision making, more variety is visible in built form, the spaces are more adaptable and more resilient to change. Over the last two decades land ownership of the market has been consolidated, and the percentage of market traders whose leases are centrally controlled has increased. This poses an ongoing risk to the diversity and adaptability of the market, particularly if land titles are further consolidated or buildings with large footprints are constructed, which would make any future diversification more difficult.

In addition, streetscapes and neighbourhoods are able to evolve gradually over time as one

building in a street is demolished and rebuilt, allowing a rich layering of history and meaning to accumulate. Large contemporary structures on the other hand, which might take up an entire block, erase a chunk of the urban fabric entirely each time they need to be rebuilt, and the history, character and identity of the area along with it.

Small titles are important to diversity and character because they preserve the possibility of small grain and multiple ownership. Even if a single building is constructed over multiple titles, over time and land uses change the titles can be easily sold off to multiple owners, the large building can be demolished and a number of small buildings can be built without complex planning or legal processes. If smaller titles are merged into larger titles, on the other hand, it's much more difficult for small scale ownership or development to be reintroduced.

### **Preserve**

- The flexible adaptability of buildings and spaces

### **Keep**

- Diversity of ownership of buildings within the quarter and possibility of future diversification
- Independent ownership and leasing of buildings facing the main intersection and the northern part of The Strand e.g. Ditzzi Danny's etc
- Small building footprints and parcels of land to enable possible future diversification of land ownership and staged approach to future reconstruction
- Any elements of the system that are coped with well by small and independent operators but would serve as barriers to larger operators e.g lack of air conditioning, delivery systems suitable for smaller operators only
- Current trader turnover to maintain freshness of offerings and appeal
- Trader turnover is essential to enticing visitors to return however this cannot be too frequent as it traders and visitors don't have enough time to form relation-



ships and become part of the market community

- A portion of very short-term leases can be used for traders and visitors to get a taste of new things and allows the quarter to quickly adapt to the needs of consumers without making major changes to the infrastructure. These also enable existing traders to expand and contract their footprint as demand varies

### **Evolve**

- The density of the market buildings to maximise the space and enable a greater mix of uses
- Double the height ground floor of buildings to allow greater flexibility in any possible future fit out and program
- Innovate the market business model to support different types of businesses to operate from the Preston Market Quarter.
- Business model innovation is a proven way to support start-ups and attract new types of business where traditional models are outdated or underperform. For example, freemium, fee-for-service, subscription, direct sales.
- Support the ongoing evolution of Market Quarter uses by creating additional opportunities and spaces for start-ups and new types of businesses

### **Lose**

- Increasing consolidation of the ownership and governance of the quarter

### **Avoid**

- Completely centralised management
- Treating the Market Quarter like an historical artifact
- Developing infrastructure that makes the market attractive for very large commercial retailers

### **Case Study:**

#### **Re:START Christchurch Container Mall**

Container Mall (originally called Re:START) was a temporary mall built from shipping containers in Christchurch. It had been a response to the 22 February 2011 Christchurch earthquake, which destroyed most buildings in City Mall (Cashel and High Streets), and resulted in the central city being cordoned off from public access while buildings were being demolished. Initially considered a short-term response to the lack of permanent buildings, Re:START was popular with locals and tourists alike and remained open for business until January 2018.

**Applicability to the Preston Market Quarter:** Low cost, temporary, permeable, adhoc can add more than it takes away. Container market was so popular because of the energy it created that part of it has remained and is in permanent use today.

**Type:** Open air market. Prominent features: Use of shipping containers to create multi story retail quickly. An entire shopping precinct, streets, alleys, piazzas, was recreated out of temporary materials.

**Why they are successful:** Response to a natural disaster that become a permanent part of Christchurch's retail precinct.

**Limitations:** The proportions of the shipping containers limit program, maintenance may eventually become expensive.

**Benefits:** Temporary nature allowed retailers to be creative and experiment. The rules of how a shopping precinct should be designed had to be put to one side in order for retailers to survive and meet customer need.

### **Case Study:**

#### **Festival marketplaces**

Festival Marketplaces was an urban revitalisation strategy in the United States during the 1970s and 1980s. The guiding principles were to have a mix of local tenants instead of regional or national chain stores, design of shop stalls and common areas to energize the space, and uncomplicated architectural ornament in order to highlight the goods.

Applicability to the Preston Market Quarter: The Festival Marketplaces strategy focused on local people, local goods not on architecture. They provided the right mix of entertainment and retail.

**Type:** Revitalisation strategy

**Prominent features:** The guiding principles were a mix of local tenants instead of regional or national chain stores, design of shop stalls and common areas to energize the space, and uncomplicated architectural ornament in order to highlight the goods.

**Why they are successful:** Faneuil Hall Marketplace is one example of the strategy. It was a financial success, an act of historic preservation, and an anchor for urban revitalization.

**Limitations:** Can feel like a theme park, questions about authenticity

**Benefits:** The festival marketplace strategy for Faneuil Hall Marketplace was effective at getting people out of their cars and getting them to experience the city. In planning for the project, the architect imagined that people would not just shop, that they would also be entertained.

***“Developers always see the land, not the market. They don’t see the people. They don’t see the pensioners on Wednesday and Thursday who need bang for their buck.”***

George, George's Meats

***“Part of the charm of the market is so many small or large family owned businesses that are supporting the community”***

Market user

# #05

KEEP IT FABULOUS,  
DON'T MAKE IT  
PRETTY

***"Markets need a bit of mystery, quirkiness and a human face-to-face shopping experience.***

***Genuine vendors who have a connection to the goods they sell and are willing to share and bargain. Any grunge factor should be kept."***

Stallholder

***"...'lived-in' feel. A bit old-fashioned and no slickness."***

Stallholder

## KEY FINDINGS

Preserving and expanding the unselfconscious fabulousness of the market is as much an art as a science. It's keeping a light hand on controls that shape how individual traders express themselves for example while forging clear long term strategies around things like built form and solar access.

The development around the market is also critical. A rich urban fabric with laneways and nooks and crannies that invite exploration and lingering would extend and enhance the character and identity of the market, while surrounding the quarter with bland residential enclaves that turn their backs to the streets would drain the energy of the market.

Part of the charm of the Market Quarter is its naked-retail approach. There is very little hidden back of house, every element of the business is out in the open for all to see. Multiple experiences and sights in the market from the traders smiles and frowns, to the always straightforward and sometimes beautiful approach to the display of goods convey the sense that what you see is what you get. It's real and honest, it's not trying to charm or manipulate.

Following current architectural trends and aesthetics, seeking to create an iconic building or reproduce the look of other markets will significantly change the Market Quarter by removing the artefacts, signs and symbols that people draw on to retell their stories and maintain connection among people and place. Consider carefully how you might extend or improve the current architectural form while maintaining the core qualities of flexibility and practicality.

## **Preserve**

- Key visual elements of the traders identity. Keep at least 60% of trader signage and ensure that traders can relocate their signage to new locations intact
- The free piano and 20c ride-on attractions
- Parents use these to distract and occupy children, especially when children don't want to go into the meat mall. Provides a clear spot to stay where they can be observed from the traders in the front section of the meat market

## **Keep**

- Keep it light and bright, sunny, open and airy spaces throughout - especially in the eating and gathering spaces on the street
- The bump factor and intentional mixing different market users and service providers
  - Shoppers, traders and delivery people sharing the same streets
  - The human scale of the streets, shops and market sheds and the well defined street frontages. These spaces contain and intensify the energy and activity of the market to generate the sense of bustling vitality
- Fit out and built form where the focus is not on the architecture or design but is always on the traders, their displays and the activity of the quarter
- Design should be honest and straightforward - it's the people that make it shine
- Minimal design means traders don't need to spend money on expensive shop fitouts to start a business
- Public spaces for eating and gathering
  - Indoor and outdoor seating options that are practical for people who are solo, small and large groups
  - Seating and tables for people who use mobility devices
  - Food offer immediately adjacent to public seating and gathering spaces

- General seating in the street areas with chairs, benches and tables not connected to specific retailers or to market or non-market customers
- The market shed buildings should retain the following qualities:
  - Be affordable to construct - avoid high cost and high maintenance structures and materials
  - Take advantage of the latest technology
  - Let in light and heat and cold (but manage the worst weather)
  - Preference practicality over ornamentation, allow form to follow function
  - Be flexible and to allow for evolution and expansion
  - The market hall interior layout i.e many small stalls that mimic tiny shops facing a street with double height facades, tiny footprints and where the goods are displayed as if to frame the trader who stands slightly above the customer (like a bar in a pub)
- The streets of the quarter protected by light-weight covers and awnings that allow light and air into the quarter
- The performance space in the heart of the market at the intersection of The Strand and Centreway
- The glassed in meat/fish areas which presents some theatre and activity to the street while containing smell and meet health and safety regulations

## **Evolve**

- Do more to define and emphasise the individual character of the Market Quarter streets, play with the intersections where one type of street meets another. Extend this thinking to streets within the wider precinct
- Solar access to all market streets particularly the area that links ALDI with the



rest of the market

- In any new build, increase the ground floor ceiling height in market sheds and other market buildings
- Reinstate glass clerestory windows
- Improve back-of-house functionality while maintaining the combination of front and back of house uses. We found that it isn't necessary to hide or separate these functions as there is a definite appeal to seeing these elements of a working market, however there were issues of cleanliness and smell that does detract from the overall experience
- The sustainability and environmental credentials
  - Reuse and upcycle materials
  - Greenery in the roof and more use of plants outside
- Enrich program and activity with residential and other uses on the edge of the market or above the ground floor
- Evolve the artist-led imagery in the market e.g continue the murals on building exteriors to interiors
- Create exterior multi-use spaces to allow to market to expand with temporary stalls

### **Lose**

- Low ceiling of retail area near Aldi
- The leasing mix of PAM Lane shed interior can be changed if desired (operators in stalls facing Centreway are successful and should remain i.e Paella place, coffee place and bakery)
- Outdated and unhygienic public amenities. Public amenities like bathrooms, change rooms, disabled toilets and places to wash your hands need to be modern, clean, bright and absolutely pristine

### **Avoid**

- Stores without significant local connection or that can be found elsewhere. All chain stores should be avoided, both large multinational or national chain stores as well as more local businesses with more than one outlet (unless they started life in Preston Market or have a long term association e.g T2 with Brunswick Street, or Crumpler with Smith Street)
- Relocating servicing away from pedestrian movement. The hand carts and movement of goods and services is part of the hustle and bustle of the Market Quarter
- Enclosing the streets to make them interior spaces
- Turning the open street spaces into air-conditioned food courts and walkways. Not air conditioned - connection to the outdoors
- Large spaces that are not attractive to people e.g loading docks or spaces that are designed only for vehicles or utilities
- Buildings that feel overly designed and slick and where the design detracts attention from the traders and activity of the market. Avoid creating a single iconic building

***“Things that haven’t worked***

***are generic shops. I don’t think***

***anyone wants chain shops – no***

***Gloria jeans, Mcdonalds etc.***

***Amercian – no one wants that.***

***No more big supermarkets.”***

Sue, Rhubarb Rhubarb Organics

### **Case Study:**

#### **Rock Garden of Chandigarh**

The Rock Garden is one of the most famous sites in India. Nek Chand, its creator, died in 2015, but it is still visited by millions of people every year.

In his spare time, Chand began collecting materials from demolition sites around the city. He recycled these materials into his own vision of the divine kingdom of Sukrani, choosing a gorge in a forest near Sukhna Lake for his work. The gorge had been designated as a land conservancy, a forest buffer established in 1902 that nothing could be built on. Chand's work was illegal, but he was able to hide it for eighteen years before it was discovered by the authorities in 1975. By this time, it had grown into a 13-acre (5.3 ha) complex of interlinked courtyards, each filled with hundreds of pottery-covered concrete sculptures of dancers, musicians, and animals. Made from recycled materials, Chand built up the mass with a cement and sand mix before adding a final coating of smoothly burnished pure cement combined with waste materials such as broken glass, bangles, crockery, mosaic and iron-foundry slag.

#### **Applicability to the Preston Market Quarter:**

eccentricity, humble materials, upcycled, unique

**Type:** Sculpture Garden / tourist attraction

**Why they are successful:** Unique place that is a physical representation of social values: environmental awareness, recycling, upcycling. Attracts people with similar values.

**Limitations:** Requires continual maintenance and upkeep.

**Benefits:** Has social and commercial benefits to the owner and the local community.

***“Markets need a bit of mystery, quirkiness and a human face-to-face shopping experience. Genuine vendors who have a connection to the goods they sell and are willing to share and bargain. Any grunge factor should be kept.”***

Stallholder

***“Don't make something that is so nice that people don't want to go there – something too shiny that it loses its cultural and financial accessibility – something elitist or boring without the high energy feel.”***

Market user

***“It has atmosphere, vitality and humility mixed in with commerce and trading - unlike sterilized shopping malls like Northland”***

Market user

# #06

## EMBRACE THE ENTIRE ENCHILADA

***“When built 50 years ago there wasn’t Epping Plaza etc. And yet to this very day all these places have opened and people still choose to come to the Preston Market. (They come for the) variety and because it’s competitive, for the amount of shops. If you take away 10-12 shops – if you take half of those away then we wouldn’t have the variety. ”***

George, George's Meats

### KEY FINDINGS

The breadth of the offer, the promise of an exciting one-stop-shop and the broad appeal to the senses has been critically important to the market from the beginning. Before the Market Quarter opened it was promoted as providing *‘an atmosphere for shopping that is missing from the more recent centres. In addition, it will be complete.’*<sup>13</sup> Complete meant that the range of goods and experiences were broad enough to make a visit worthwhile and to compete with other retail offerings.

As noted earlier since opening in 1970 stalls have consolidated to create fewer, larger stalls decreasing the intensity and diversity of the market offer. This process of consolidation has started to impact the identity of the Market Quarter. In general any attempts to diversify, intensify, enrich and add to the offer will strengthen the identity of the market, while any movements towards consolidation, simplification, centralisation and reduction will diminish it.

Making better use of the Market Quarter streets in the periods outside opening hours is a key opportunity for the Market Quarter. The fresh food market shed traders should not have their hours extended as this would disrupt the economy and systems around discounted goods and fresh-food trader staffing. However extending the trading hours of non-fresh food traders combined with pop-up and temporary stalls on the market streets to create a strong evening economy could improve the quarter’s curb appeal and perceptions of safety. Developing the market sheds into shop-top apartments would improve the passive surveillance of the neighbourhood by providing eyes on the street while also increasing the round the clock diversity and activity in the quarter.

<sup>13</sup> Mr Tony Arnold (Arnold and Sandor Pty Ltd), Age, 8 October 1969, 30.

Any overall reduction of the range of the market offer, for example limiting it down to only food, or only fresh food would be a significant erasure of identity. In a similar way the character of the market, and its point of difference will be damaged if the offer becomes homogeneous or similar to what you could find on the high street, in two dollar shops or in supermarkets.

Too few traders and a restricted range of product categories can quickly complicate the consumers experience because they have to go to too many other places to get what they need.

### **Preserve**

The overall number and variety of tenancies and therefore the broad range of goods available

### **Keep**

- 35 - 50 small land titles
- Keep or expand the range of goods to meet as many needs as commercially viable, ensure diversity of all kinds:
  - Cultural diversity of traders and goods available
  - Number of languages spoken by traders (and shown in signage)
  - Range of goods and services
  - Sensory experiences including smells, heat and cold, bumping against people
  - Range of ready-to-eat foods
- Ensure the retail mix remain broad, diverse and eclectic - Plants, clothing and fashion, hairdressing, homewares, 2 dollar type goods, deli, smallgoods, bakery, cafe and coffee, dry goods, esoteric goods, gifts, craft supplies, fresh vegetables, meat, fish, etc
- The coherent retail mix that satisfies enough shopper needs to make a visit worthwhile

- Markets are about abundance and variety and being able to feel like you could get lost or might discover interesting surprises. Keep very affordable rents in relative terms and flexible leases to allow low profit businesses to survive to add character and variety to the retail mix:

- Lots of options for small purchases like socks
- Ensure micro businesses e.g single item stores continue to add colour
- When trader turnover happens use the opportunity to curate fresh offers and experiences into the mix
- Allow small amounts of temporary or pop-up stalls to complement the mix while ensuring that the core diversity and change is baked in to permanent retail mix

### **Evolve**

- Allow the market buildings to grow taller (but not wider) to increase the intensity of uses in the market and to bring residential uses into the heart of the market
- Think about how you can use all the human senses to make each visit memorable. The more senses you activate the more memorable a place becomes
- Create multiple routes to approach the market and walk through it, create a sense of losing yourself in the market

### **Lose**

None

### **Avoid**

- Limiting the offer, for example cherry-picking one element of the offer e.g. fruit and vegetables and expecting it to stand in for the whole Market Quarter

**Case Study:**

**Grand Bazaar, Isfahan, Iran**

The Grand Bazaar is one of the oldest and largest bazaars in the Middle East. It is the longest roofed market in the world that includes a vaulted two-kilometre street linking the old and new city. The site has been destroyed several times and the contemporary bazaar dates to the 17th century. It sells Persian handicrafts, spices, food and carpets. It includes two mosques.

**Applicability to the Preston Market Quarter:**

Layout of the market surrounding a large central square. You have to walk through the market to get to the gardens and open air space. Cafes and restaurants face the central court perfect for people watching. Has been destroyed and rebuilt at least three times.

**Type:** Undercover market built around a central square anchored by two mosques.

**Prominent features:** Very large market, (more than 4 km of total market length when the linked streets are included) streets surround the main public square

**Why they are successful:** The broad range of goods available. There are enough everyday goods to ensure that shopping here is convenient and there is enough richness and variety in the offer to reward exploration.

**Limitations:** Increasingly a tourist market losing its grittiness and authenticity.

**Benefits:** A destination. People visit to shop and pray.

***“(I love) the variety of produce - you can pretty much find anything you need or want.”***

Market user

***“I think the thing that is missing is night-time experiences and restaurants. It’s kind of dark at night and not a lot of people are around. People living there need to feel safe at night and with more people (activation) that would come.”***

Sue, Rhubarb Rhubarb Organic Shop



***“When my kids were little there were no areas for them – now there are more areas ... crafty things and kids’ activities which attract more people that are of our demographic and that’s really good.”***

Stallholder

***If I see someone else with meat for 50 cents less a kilo, I drop my price to get people to come to me. That’s what markets are all about.***

George, George’s Meats

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