

# QUEEN VICTORIA MARKET PRECINCT RENEWAL



Strategic Brief

as at February 2015



**Note:**

The information contained in this document has been assembled during July 2014 to January 2015 for the purposes of informing high level planning for the Queen Victoria Market Precinct Renewal project. Please note that this is a working document and will be subject to change as further relevant information becomes available.

This document describes a number of operational issues associated with the market that require additional resources on behalf of both management and market traders to manage safely and effectively. Although Queen Victoria Market is currently operated according to a comprehensive risk management framework, the site's limitations on the day to day management serve to constrain the market's future growth.

## FOREWORD

We are pleased to release the Draft Strategic Brief for the Queen Victoria Market Precinct Renewal.

The document has been prepared by the management, staff and board of the Queen Victoria Market. It remains a 'living document', a work in progress that will continue to be refined up until the release of the final Master Plan.

The document includes a comprehensive overview of the history, current operational challenges, and potential future options for the Queen Victoria Market. It has been compiled taking into consideration the views of existing traders, customers, industry experts, various other key stakeholders, management and the board. We believe we have gathered the right input to maximise the opportunity to provide the right future direction for the Queen Victoria Market.

The feedback from community engagement in 2013 and 2014 was that the market is definitely in need of renewal. As part of our commitment with the City of Melbourne, we will continue to engage the community in our planning for the future, and this Draft Strategic Brief continues that commitment.

Please enjoy the journey this document will take you on, from the nostalgia of the Queen Victoria Market and its history dating back to 1887, to the current operating challenges of today, along with the opportunities for the renewal and a long and strong future for this important community asset.

The board and management of the market hold the view that most people throughout Victoria believe they own the Queen Victoria Market... and that is something that we embrace every day. We certainly hope that is conveyed throughout the document.

**Paul Guerra**  
Chairman

**Jan Cochrane-Harry**  
Chief Executive

February 2015

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# 1 Executive summary

This Brief has been prepared by Queen Victoria Market Pty Ltd to set out the recommended changes that will enable the delivery of the goals of the Queen Victoria Market Renewal Project.

## **Background**

The potential for change at Queen Victoria Market has been discussed for many years. In the past two years the City of Melbourne has given strategic priority to the renewal project and significant resources have been allocated.

The rationale for renewal is based on the economic, social, cultural and environmental importance of this market in its central city location in one of the fastest growing cities worldwide. This project is one of the largest market renewal projects currently in development around the world following years of successful revitalisations of major markets across the UK, Europe and the United States.

The future form of Queen Victoria Market needs to emerge gradually within a modified and enhanced physical environment that retains its important historic construct and enables market businesses to work throughout the renewal project across the 7 hectare site over the next decade. Deep engagement with our existing traders and customers have us all agreeing that for success to be achieved traders must prosper and customers must be satisfied.

The changes and improvements will allow us to accommodate increased usage, activities and customer visits while making the experience of trading and shopping, or just relaxing and enjoying oneself, much richer and easier than today.

## **Strategic vision**

The future vision for Melbourne's Queen Victoria Market is of a thriving and diverse market place that is loved by locals and a must see for tourists.

Three Strategic Directions guide the delivery of our vision for the future market (refer to section 3 for details).

### **Strategic Direction 1**

#### ***A Market Of Markets***

A place that supports and encourages sustainable market trading in all its varieties.

- 1.1 Upgrade existing facilities
- 1.2 Welcome people 7 days a week
- 1.3 Support emerging small businesses
- 1.4 Introduce new markets and attract new customers
- 1.5 Encourage longer visits

### **Strategic Direction 2**

#### ***A Melbourne Experience***

A place to experience Melbourne's local character, liveability and identity.

- 2.1 Inspire discovery
- 2.2 Enhance street life
- 2.3 Celebrate our heritage
- 2.4 Become a sustainable environment
- 2.5 Promote our local produce

### Strategic Direction 3

#### ***A Community Meeting Place***

A place to meet and connect with the diverse and vibrant communities of Melbourne.

- 3.1 Bring people together
- 3.2 Create shared experiences that encourage social connections
- 3.3 Look after the locals
- 3.4 Create a pedestrian heart
- 3.5 Tell our stories, share our knowledge

#### **Current state**

Despite attracting up to 10 million visits annually, much of the market does not meet contemporary standards for a globally respected public market environment.

The document sets out in some detail (section 4) the 'current state' conditions of the various physical locations throughout the market. (Further background information is contained in the Appendix).

Parts of the Lower Market are heavily congested, and while highly dynamic, the OH&S risk profile requires labour intensive practices to manage. In the Upper Market the historic open air sheds have never been adapted to meet current or future retail trading requirements. While customers speak positively of the atmosphere, the market struggles to provide a consistent quality experience throughout the year. Extensive community engagement supports renewal.

A key focus of the market precinct's renewal will be the relocation of the existing customer car park. This part of the site, located above Melbourne's first cemetery, is destined to become a new public open space that also acknowledges the importance of the history of the site.

Alternative car parking locations/solutions are a major priority for resolution prior to finalising the physical renewal programme, closely followed by a solution for separating the public from market operational areas.

The renewed Queen Victoria Market will retain its authentic atmosphere while addressing long standing issues that currently constrain its significant potential.

#### **Outcomes**

Customers will experience:

- greater choice, with different parts of the market trading every day, from early morning to late at night whether looking for fresh or pre-cooked food, specialty goods, arts and crafts, music, hospitality, entertainment or events;
- improved access to retail services;
- a brighter, lighter, cleaner, greener and more pleasant environment that is clearly historic, yet subtly contemporary;
- a pedestrian friendly market precinct that is universally accessible;
- market traders with improved physical infrastructure, who are the central characters of the market experience as they continue to showcase both their multi-generational and new-Australian personalities and products to all;
- a precinct that is clearly defined with interesting and useful built-form retail and services outlets along the edges of the market precinct, protecting an open and flexible inner area;
- many examples of leading edge environmental sustainability and waste management;

- sounds, sights and smells that will encourage the love and patronage of markets in future generations as it currently builds family and community connections that help sustain a successful society;
- appropriate acknowledgement of the original owners of the land on which the market stands;
- enhanced customer amenities, including an information centre that helps promote diverse offerings across the market, plus attractions and products throughout Melbourne and Victoria; and
- a vibrant residential and commercial neighbourhood surrounding the market which helps to make it commercially and socially successful and an integral part of Melbourne life.

Existing traders will experience:

- more options and greater choice about when and where to trade within the market – in fixed (with in-situ storage) or flexible (set-up & pack-down daily) locations across a greater number of available hours;
- customers who are more informed about what's on offer and where to locate specific traders or activities;
- improved work-place facilities;
- better circulation and customer flow throughout the market;
- infrastructure improvements to increase efficiency, cleanliness and displays.

### **Master Plan proposals**

The recommended changes necessary to achieve the vision are set out in section 3 (pages 21 - 65).

Key initiatives include:

- Creation of dedicated back of house areas for both the Lower and Upper Markets (Proposals A1, B1)
- Upgrades to the market's iconic heritage buildings and open air sheds (Proposals A2, A3, A4, A5, A6, B2, B3, B4, B5, B6, B7)
- Establishment of a network of quality public spaces throughout the market precinct (Proposals C1, C2, C3, C4, C5, C6)
- Greater recognition and interpretation of historically significant parts of the market precinct (Proposals B8, B9)
- Significant improvements to trading and operations infrastructure and facilities (Proposals D1, D2, D3, D4, D5)
- Introduction of new and enhanced customer amenities and facilities (Proposals E1, E2, E3, E4, E5, E6, E7, E8)
- Development of new Victoria Visitor Centre and associated visitor services (Proposals F1, F2)
- Development of dedicated facilities to support expanded education program (Proposal G1)

## **Conclusion**

Planning for the future of the Queen Victoria Market is a major, complex task. This Brief seeks to progress the conversation and provide a point of reference for the City of Melbourne, who will take the lead on master planning this significant civic precinct. It is envisaged that this process will be iterative as we work together to refine proposals and concepts to incorporate views of traders, community and stakeholders to ensure we achieve our shared vision for one of the world's great markets.

This document does not include any financial projections or implications. As the Master Plan is progressed to completion, a detailed implementation strategy and staging plan, informed by our plan for continuous business, will be developed to ensure the market's viability throughout the renewal process.

**Queen Victoria Market Pty Ltd**

January 2015

## 2 Introduction

The City of Melbourne plans to make the largest investment in its history to preserve and renew the Queen Victoria Market and create one of the world's great market precincts.

### 2.1 The Strategic Brief

Queen Victoria Market is positioned at the heart of Melbourne's growing inner north, poised to take a leading role as one of the city's most important civic landmarks. The key to the overall market precinct's long term success is the ongoing sustainability of the Queen Victoria Market itself, as an important centre for small business, a major retail and tourist destination and a significant community meeting place.

This Strategic Brief (Brief) describes the vision for the renewed Queen Victoria Market and the nature of the enhancements and improvements and new facilities required to enable the market precinct to thrive for generations to come.

The Brief draws input from a broad number of sources including past strategic planning and stakeholder and community engagement and combines this with up to date thinking on the improvements and possible initiatives that could come together to realise the ambitions of the Queen Victoria Market Precinct Renewal (QVMPR) project.

This document consolidates a range of data to provide an holistic description of the Queen Victoria Market's current state and uses this to identify the issues to be addressed and base requirements to be considered when planning for the future state.

The Brief seeks to synthesise this wide and varied information into a set of proposals that can be explored and prioritised for delivery as part of the master planning process. The document also contains appendices intended to consolidate the various key pieces of information relating to the development of the renewal project to date and provide a reliable source of relevant background information for designers and planners involved in this next phase of the project.



## 2.2 Establishing the Project

The Queen Victoria Market Precinct Renewal project has emerged from long term strategic planning for Queen Victoria Market in the context of Melbourne's future growth.

After a period of evidence based research and analysis, City of Melbourne and Queen Victoria Market Pty Ltd developed a strategic view that the long term sustainability of Queen Victoria Market could not be guaranteed without significant investment in improvements to renew the market and confirm its role as an important civic and community asset, home to hundreds of small businesses. This view was confirmed through discussions with members of the market's trader community and reflected the broader challenges faced by traditional markets.

### 2.2.1 Market precinct land configuration

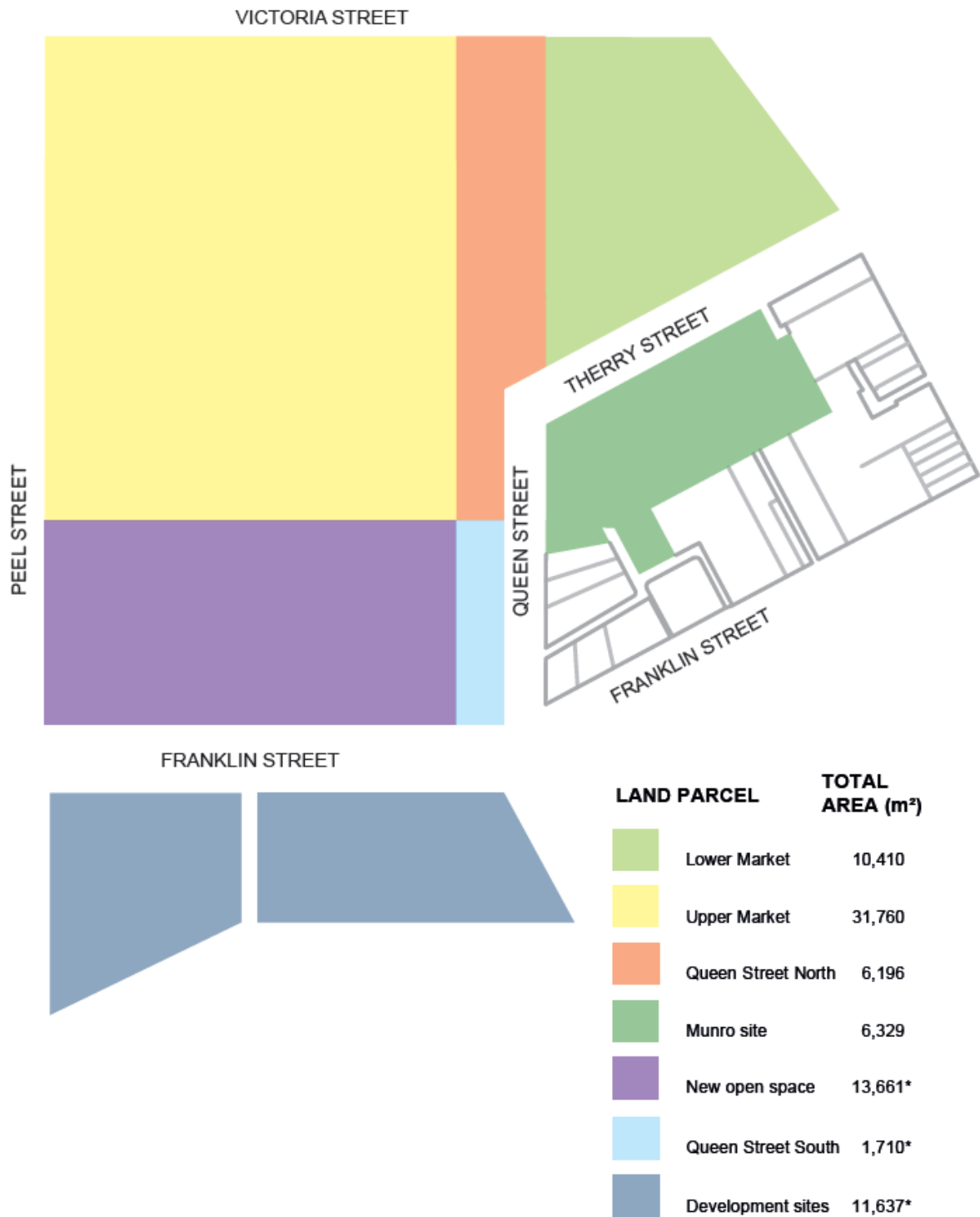
Renewal plans began with a proposal to reconfigure the land around the market, creating an expanded market precinct. Following discussions about the strategic value and significance of Queen Victoria Market to the State of Victoria, the Victorian State Government agreed to transfer land at the southern end of the market to the City of Melbourne on the basis that a large scale project be embarked upon to position the market precinct to become an important civic and community focal point of the CBD's northern fringe.

*Investing now will ensure that the Queen Victoria Market is part of our city forever. We want to preserve and celebrate the market's iconic features while retaining affordability and ensuring the market is competitive in a changing retail environment*

Lord Mayor Robert Doyle  
Media release, 31 October 2013.

## Future Market Precinct Land Parcels

The market precinct of the future will see retention of three Crown Grants (Lower Market, Upper Market and Queen Street North) (for further details of Crown grants, refer current market precinct diagram pg 67) and the creation of a new open space and development sites through the reconfiguration of the existing car park and land to the market's south. This will also involve creation of a new alignment for Franklin Street and the removal of two roundabouts.



*\* areas indicative only, sourced from State Govt Agreement background information*

### 2.2.2 Queen Victoria Market Precinct Renewal (QVMPR) Governance Framework

In announcing the renewal of the Queen Victoria Market, Council committed to develop a master plan for the market precinct to guide the project and provide an opportunity for significant input from the community and stakeholders.

A Governance Framework had been agreed that sets out the partnership between Council and its subsidiary company Queen Victoria Market Pty Ltd and the respective roles each will play in delivering the QVMPR Project.

Plans for the QVMPR Project are being developed in partnership under the terms of this Governance Framework, with QVM Pty Ltd taking the lead in preparing a Strategic Brief for the Master Plan informed by community engagement that determines the nature and operation of QVM over the course of the project and into the future to ensure its ongoing growth and success. This will include the development of a Long Term Business Plan for the future operational activities of the Market which, in conjunction with the Brief, can be used as the basis for the future design and development of the Market.

Refer to Appendix: Project Background for more further details.

### 2.2.3 QVMPR Project aims

The Governance Framework confirms the QVMPR project's high level aims:

*"The Queen Victoria Market Precinct Renewal (QVMPR) will over the next decade be a significant investment by the Melbourne City Council (Council) which aims to:*

- *ensure the future viability of the Market as a profitable business asset for the Council and the Market's vendors by providing modern facilities within the heritage character of one of the world's largest markets;*
- *enhance the City's northern precinct by providing community space and effective access to the market.*

*The QVMPR Project's success in meeting both objectives will depend on an effective partnership between the Council and its subsidiary company Queen Victoria Market Pty Ltd (QVM). The Council will bring knowledge and expertise to ensure that the project is consistent with the Council approved City North Structure Plan. QVM will bring knowledge and expertise to ensure that the project addresses the needs of the traders and the customers of the Market and contributes to the best business models and approaches for the Market's operations."*

### 2.2.4 QVM Continuing Business Principles

An important consideration for the QVMPR project is the need for the market precinct to continue trading and serving as a viable and attractive retail and visitor destination throughout the period of renewal. A specific implementation strategy and staging plan will be developed as part of the master planning process that reflects the requirement for key elements of the market to be operational throughout this period. This includes ensuring that the Lower Market and Upper Market can function independently, an important factor in maintaining business continuity during major works.

Continuing Business Principles developed by Queen Victoria Market Pty Ltd in 2014, may be subject to further development as the project progresses, and currently read:

**Market offer:** QVM will continue to serve its loyal customer base by providing a market offer comprising all of the current categories.

**Continuous Trading:** QVM will continue to trade from the market precinct during the renewal works.

**Market experience:** QVM will continue to provide customers with a distinctive and diverse market experience throughout the renewal program.

**Trader support:** QVM will support approved traders to maintain their business during the renewal period by providing them with alternative trading locations and opportunities (where required), marketing and promotion assistance and regular communication as to the renewal program.

**Sense of place:** QVM's distinctive experience will be preserved: diversity, heritage and open air character.

**Visitor destination:** QVM will continue to be promoted as a major visitor destination throughout the renewal works program and activities will continue to maintain the market precinct's profile as home to Queen Victoria Market.

**Construction works:** Due to the likely extent of the renewal works there will be some impact, however, works will be planned and managed to avoid unnecessary disruption.

**Awareness:** Information about the renewal project will be readily available to customers and the broader market community throughout the process.

#### 2.2.5 Market trader and key stakeholder input

Since 2012, Queen Victoria Market and City of Melbourne have been actively gathering feedback and information from traders, regulators (including WorkSafe, PrimeSafe, City of Melbourne's Health Services Branch), customers and other key stakeholders regarding the nature of improvements and enhancements that they believe should be made to ensure the Queen Victoria Market's ongoing sustainability and viability. Many of these improvements would be regarded as industry standard to bring the market precinct in line with contemporary requirements. Running hundreds of 21<sup>st</sup> century businesses in a 19<sup>th</sup> century environment raises significant challenges and it is therefore imperative that the renewal project address these issues. This must include provision of the appropriate standard and level of operational facilities to meet regulatory requirements while remaining an affordable, efficient centre for small business. Emerging pressure on the market precinct to take on a key role as one of Melbourne's major public places also brings additional implications for public safety management and infrastructure.

#### 2.2.6 Community expectations

More recently, following the announcement of the intentions to renew the Market in October 2013, two phases of formal community engagement have been undertaken to understand the parts of the market experience and offer most valued by the broader community. Through this process we have also sought and received a considerable amount of feedback on the additional markets, activities and services the Melbourne public would like to see incorporated into the market precinct of the future. Master plan proposals therefore seek to protect the parts of the market experience that are of high value to customers and the broader community, while identifying opportunities to increase the market precinct's ability to offer new and different market experiences, as identified by the community. The engagement with the community does not end with the Master Plan, and individual project components will be subject to consultation with relevant stakeholders as the project progresses.

### 3 Strategic vision

Our vision for a renewed Queen Victoria Market is a thriving and diverse market place, positioned to adapt to meet the changing needs of our growing population while staying true to the core values that make it loved by locals and a must see for tourists.

The Queen Victoria Market Precinct Renewal Project will realise this vision, and in doing so deliver a broad range of benefits to Melbourne and Victoria.

In committing to the renewal of the market precinct, the Council and Victorian State Government expect their investment in the project to deliver a range of public policy and economic benefits (as documented in the QVMPP Agreement September 2014). Renewal of the market precinct will enable the increased diversification and optimisation of land use within the area which in turn will enable the Queen Victoria Market to grow visitation and employment opportunities. This growth will not only bring significant economic benefits, it will bring the opportunity to achieve a range of social and cultural outcomes for the community, while positioning the Queen Victoria Market for recognition on the Australian National Heritage List, as a prerequisite for World Heritage Listing.

Planning for the future of a landmark like Queen Victoria Market is especially important in the context of Melbourne's significant population growth. Rather than attempting the impossible task of anticipating the precise requirements of future customers and visitors many decades from now, in renewing the market precinct today, we must position it to adapt and evolve to the changing expectations of tomorrow.

Melbourne is by no means alone in facing the challenges of increased urban intensification. As we develop our master plan proposals we will continue to draw on global case studies and learnings to ensure that the market precinct of the future is well equipped to continue the Queen Victoria Market evolution for generations to come.

The market precinct land reconfiguration was agreed to in September 2014 and documented in the associated State Land Transfer Agreement (signed 12 September 2014). The new land configuration provides a high level confirmation of key project components which the Master plan, once complete will describe in greater detail.

This section outlines the strategic directions and proposed components that will come together to inform the Master Plan and enable the Strategic Vision for a renewed market precinct to be achieved:

- 3.1 Strategic Directions
- 3.2 Realising our vision
- 3.3 Master plan proposals

### 3.1 Strategic Directions

Engagement with stakeholders and the broader community has delivered strong messages about what is most valued and important about the Queen Victoria Market. Achieving the goals of the market renewal project is only possible if these core values are retained and enhanced. We have encapsulated these core values in a series of strategic directions, which in turn are supported by a series of objectives:

A Market of Markets

A Melbourne Experience

A Community Meeting Place

These three inter-connected strategic directions will guide renewal activities and provide a context for future decision making, business development and strategic planning.



# STRATEGIC VISION

## A MARKET OF MARKETS

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### STRATEGIC DIRECTION 1

#### A Market of Markets

A place that supports and encourages sustainable market trading in all its varieties.

- 1.1 Upgrade existing market facilities
- 1.2 Welcome people 7 days a week
- 1.3 Support emerging small businesses
- 1.4 Introduce new markets and attract new customers
- 1.5 Encourage longer visits

## A MELBOURNE EXPERIENCE

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### STRATEGIC DIRECTION 2

#### A Melbourne Experience

A place to experience Melbourne's local character, liveability and identity.

- 2.1 Inspire discovery
- 2.2 Enhance street life
- 2.3 Celebrate our heritage
- 2.4 Become a sustainable environment
- 2.5 Promote our local produce

## A COMMUNITY MEETING PLACE


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### STRATEGIC DIRECTION 3

#### A Community Meeting Place

A place to meet and connect with the diverse and vibrant communities of Melbourne.

- 3.1 Bring people together
- 3.2 Create shared experiences that encourage social connections
- 3.3 Look after the locals
- 3.4 Create a pedestrian heart
- 3.5 Tell our stories, share our knowledge



## STRATEGIC DIRECTION 1

# A MARKET OF MARKETS

**A place that supports and encourages sustainable market trading in all its varieties.**

The Queen Victoria Market Precinct is home to a diverse range of markets with something for everyone. We will grow and develop these markets through the following Strategic Objectives:

### STRATEGIC OBJECTIVES

#### 1.1 Upgrade existing market facilities

We will enhance our existing Markets by ensuring traders have quality facilities (back of house, logistics, storage, loading areas) that set the standard in sustainable market operations (waste management, energy efficiency), and ensure our customers have convenient access to the precinct.

#### 1.2 Welcome people 7 days a week

We will develop a program of markets, attracting customers and bringing vibrancy to the surrounding area throughout the week.

#### 1.3 Support emerging small businesses


We will recognise and enhance the important role that markets play for business incubation, innovation and entrepreneurship by providing business development, marketing support and promotional opportunities for market traders to encourage economic prosperity.

#### 1.4 Introduce new markets and attract new customers

We will bring new markets into the precinct that attract and appeal to different customer groups, and that provide new opportunities for a diverse range of small businesses and individuals to participate in market trading.

#### 1.5 Encourage longer visits

We will support the markets with hospitality and programming that encourage customers to stay and linger in the market precinct.



## STRATEGIC DIRECTION 2

# A MELBOURNE EXPERIENCE

A place to experience Melbourne's local character, liveability and identity.

The Queen Victoria Market Precinct is a unique part of Melbourne characterised by its high concentration of market trading, vibrant street life and Victorian heritage. We will enhance the experience of the market precinct through the following Strategic Objectives:

### STRATEGIC OBJECTIVES

#### 2.1 Inspire discovery

We will create interesting journeys throughout the precinct and find ways to bring life to key frontages through trading, hospitality, visual displays.

#### 2.2 Enhance street life

We will encourage more of Melbourne's renowned street activities, outdoor dining and café culture into the market precinct.

#### 2.3 Celebrate our heritage

We will showcase the market precinct's iconic heritage buildings and open air sheds and reveal the hidden stories of our city's past.

#### 2.4 Become a sustainable environment

We will make a major contribution to city's environmental sustainability by taking a precinct wide approach, expanding Melbourne's urban forest and seeking ways to reduce the market precinct's environmental footprint.

#### 2.5 Promote our local produce

We will seek out innovative ways to showcase our local producers and attractions and encourage further discovery of Melbourne and Victoria.



### STRATEGIC DIRECTION 3

# A COMMUNITY MEETING PLACE

A place to meet and connect with the diverse and vibrant communities of Melbourne.

The Queen Victoria Market Precinct brings people together, encourages social connections and celebrates the diverse cultures that call Melbourne home. We will build on the market precinct's role as a community meeting place through the following Strategic Objectives:

#### STRATEGIC OBJECTIVES

**3.1 Bring people together**

We will create a variety of public spaces to encourage informal participation from shared dining through to major community events.

**3.2 Create shared experiences that encourage social connections**

We will develop a diverse public program of events and activities to encourage community participation for all age groups.

**3.3 Look after the locals**

We will service the needs of the growing local community by providing convenient and affordable food, local shops, public spaces, and a focus on health and wellbeing.

**3.4 Create a pedestrian heart**

We will transform the centre of the market precinct into a people place, surrounded by markets and street trading.

**3.5 Tell our stories, share our knowledge**

We will develop education programs that share knowledge across cultures and age groups.

## 3.2 Realising our vision

The realisation of our Strategic Vision for Queen Victoria Market will not be achieved overnight. It will involve a comprehensive integration of a series of initiatives ranging from site specific enhancements to existing market buildings and infrastructure, to the addition of new facilities, through to the development of new business strategies and programs. The market precinct's renewal will also need to be programmed carefully to minimise disruption to the Market's traders and not compromise the Market's performance by alienating customers or the local community.

### Implementing the Strategic Directions

A suite of strategies will now be developed as part of market management's long term business planning. The new strategies will provide further detail and operationalise the Strategic Directions and associated high level objectives.

New strategies and programs	A MARKET OF MARKETS					A MELBOURNE EXPERIENCE					A COMMUNITY MEETING PLACE				
	1.1 Upgrade existing market facilities	1.2 Welcome people 7 days a week	1.3 Support emerging small businesses	1.4 Introduce new markets	1.5 Encourage longer visits	2.1 Inspire discovery	2.2 Enhance street life	2.3 Celebrate our heritage	2.4 Become a sustainable environment	2.5 Promote our local produce	3.1 Bring people together	3.2 Create shared experiences	3.3 Look after the locals	3.4 Create a pedestrian heart	3.5 Tell our stories, share our knowledge
Conservation Management Plan Update	●							●							●
Education Program	●							●			●	●	●		●
Events and Activities Strategy		●			●	●	●	●		●	●	●	●	●	●
Heritage Interpretation Strategy						●		●							●
Markets Program	●	●	●	●	●	●	●	●	●	●			●	●	
Retail Strategy		●	●	●	●		●			●			●		
Sustainable Precinct Strategy	●								●						
Tourism Strategy		●		●	●			●		●					●
Wayfinding and Signage Strategy	●					●									

### 3.3 Master Plan proposals

The QVMPR project, with the Master Plan as the guiding framework, will deliver the physical changes and new infrastructure required to deliver the QVM Strategic Vision and enable the market precinct to thrive for generations to come.

The following 'master plan proposals' outline components of the renewal project that must be considered as part of the broader master plan for the market precinct, to enable it to deliver the Strategic Vision.

Master plan proposals are grouped to enable further development. Proposals identify a future state and the improvements and changes required in each area, service or offer to achieve this.

- Future State:** A short aspirational statement describing the desired strategic outcome.
- Current State:** A description of the current situation pertaining to a particular part of the site, function or facility and identifies factors constraining it from achieving the future state.
- Improvements:** A description of improvements that would be necessary to apply to the current state to deliver the future state.

Ultimately the proposals and recommendations outlined in this section are intended to form the basis for more detailed investigations and project briefing documents. Proposals have therefore been deliberately structured to enable further collaborative work to progress key areas, involving relevant expertise and stakeholders over the course of the next phase of the project's development.

#### Site specific proposals

- A Lower Market
- B Upper Market
- C Public Spaces

#### New and improved facilities

- D Trading and Operations
- E Customer Services
- F Visitor Services
- G Education and Interpretation
- H Other potential opportunities

## Master plan proposals – Strategic alignment

Master plan proposals have been developed to align with Queen Victoria Market's Strategic Directions, enabling associated objectives to be delivered, and informing the requirement for any new facilities.

Site Specific Proposals	A MARKET OF MARKETS					A MELBOURNE EXPERIENCE					A COMMUNITY MEETING PLACE				
	1.1 Upgrade existing market facilities	1.2 Welcome people 7 days a week	1.3 Support emerging small businesses	1.4 Introduce new markets	1.5 Encourage longer visits	2.1 Inspire discovery	2.2 Enhance street life	2.3 Celebrate our heritage	2.4 Become a sustainable environment	2.5 Promote our local produce	3.1 Bring people together	3.2 Create shared experiences	3.3 Look after the locals	3.4 Create a pedestrian heart	3.5 Tell our stories, share our knowledge

### A The Lower Market

A1	Lower Market Back of House Service Area	●	●						●						
A2	Dairy Produce Hall	●	●	●						●					
A3	Elizabeth Street Terraces and Deli Lane	●	●	●	●	●				●	●				
A4	Meat and Fish Hall	●	●	●						●					
A5	Victoria Street Terraces and Food Court	●	●	●	●	●				●					
A6	Sheds H and I and Therry Street north	●	●	●	●	●				●					

### B The Upper Market

B1	Upper Market Back of House Service Area	●	●						●						
B2	Victoria Street Shops to Shed A	●	●	●	●					●					
B3	Fruit and Vegetable Sheds	●	●	●						●					
B4	Sheds A, B, C, D	●	●	●	●					●					
B5	E & F Shed	●	●	●	●					●					
B6	Sheds J, K & L and String Bean Alley	●	●	●	●					●					
B7	Peel Street Edge		●	●	●	●									
B8	The Wall							●						●	
B9	Old Melbourne Cemetery Aboriginal Section							●						●	

### C Public Spaces

C1	Market Cross		●		●	●	●				●	●	●	●	
C2	Queen Street		●		●			●			●	●			
C3	Therry Street		●		●			●			●	●			
C4	New open space		●		●	●	●	●			●	●	●	●	●
C5	Public realm enhancements	●						●			●		●		
C6	Wayfinding and Signage Strategy	●						●							

## New and improved facilities

1.1 Upgrade existing market facilities	1.2 Welcome people 7 days a week	1.3 Support emerging small businesses	1.4 Introduce new markets	1.5 Encourage longer visits	2.1 Inspire discovery	2.2 Enhance street life	2.3 Celebrate our heritage	2.4 Become a sustainable environment	2.5 Promote our local produce	3.1 Bring people together	3.2 Create shared experiences	3.3 Look after the locals	3.4 Create a pedestrian heart	3.5 Tell our stories, share our knowledge
A MARKET OF MARKETS					A MELBOURNE EXPERIENCE					A COMMUNITY MEETING PLACE				

### D Trading and Operations

D1	Trader amenities and facilities	●	●	●	●	●								
D2	Market Operations Centre	●	●	●	●	●							●	
D3	Market infrastructure upgrade	●	●	●	●	●							●	
D4	Waste management facilities	●	●	●	●	●							●	
D5	Management accommodation and facilities	●	●	●	●	●								

### E Customer Services

E1	Customer car parking	●	●			●								
E2	Public amenity blocks	●	●			●								
E3	Market Customer Information Hub(s)	●	●		●	●								
E4	ATM Hub(s)	●	●			●								
E5	Customer parcel pick up zone	●	●		●									
E6	Bike facilities	●	●		●	●						●		
E7	Public transport arrival points	●	●									●		
E8	Delivery service				●	●						●		

### F Visitor Services

F1	Victoria Visitor Centre		●				●		●					●
F2	Tourist bus arrival point		●				●		●					

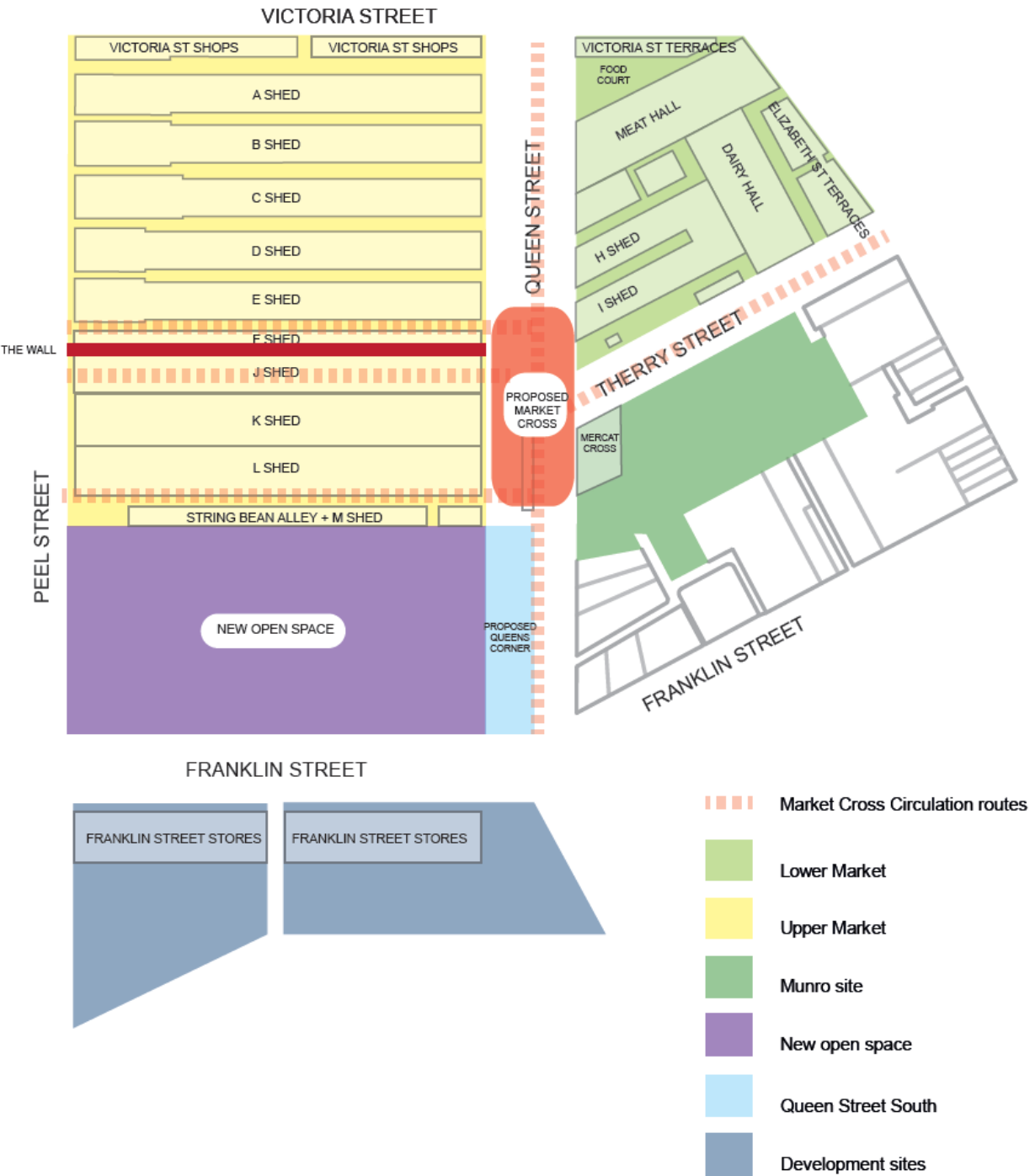
### G Education and Interpretation

G1	Market Education Centre							●				●	●	●
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### H Other potential opportunities

H1	Munro Site	●	●	●	●	●	●	●	●			●	●	
H2	Franklin Street Stores		●		●		●							
H3	Iconic Hospitality Destination		●		●	●				●	●	●		
H4	Onsite Radio Broadcasting								●					●
H5	Food and Wine Industry Hub			●	●				●					

Future market precinct and selected proposals



## A The Lower Market



### Future state:

The Lower Market is a place to experience the theatrics and charm of old fashioned market trading and food retailing within one of Melbourne's most remarkable heritage environments. Sample the market's produce from one of the many associated cafes and food vendors that bring life to this vibrant quarter well into the evening.

### Current state

The Lower Market is the irregular block of land bounded by Victoria Street, Elizabeth Street, Therry Street and Queen Streets. It features QVM's iconic buildings – the Meat and Fish Hall, (QVM's oldest building, constructed in 1869, preceding the official opening of Queen Victoria Market by nine years) the Elizabeth Street (1884) and Victoria Street (1887) terraces, and the Dairy Produce Hall (1928-1930). The Lower Market is completed by Sheds H and I (1877-78), the first sheds erected at QVM.

Together the Victoria Street terraces, Meat and Fish Hall and Elizabeth Street terraces form a landmark street frontage that acts as QVM's symbolic 'front door'.

The Lower Market's retail offer is largely that of food, with 110 traders in total, 96 selling fresh food ranging from butchers, fishmongers, specialty foods, fresh fruit and vegetables (including organics) and some of QVM's best known street food offers (bratwurst, borek, doughnuts).

Because of this food focus and the street food and other café options available, the Lower Market is a popular meeting spot and pause point for regular shoppers and visitors alike. Outdoor dining areas are a feature of the Lower Market, with kerbside café style seating areas on all street frontages. The Therry Street/Deli Lane outdoor dining is managed by QVM whereas other street café areas are licensed to tenants (as per the standard City of Melbourne kerbside café approach). Wedged between the Meat and Fish Hall and Victoria Street terraces, the Food Court is QVM's only dedicated, under cover communal dining area.

Retail tenancies in the Meat and Fish Hall and Dairy Produce Hall are very compact and this, combined with their popularity with customers, brings an intensity to the experience of being in this part of the market that can be an attraction in itself. The sights and smells of the Lower Market are a highlight for visitors and the distinctive interiors of the buildings combined with the high energy market trading truly encapsulates the Melbourne market experience.

Besides the retail and hospitality tenancies, the Lower Market is home to the market's main management offices. Market management occupy the entire upper level of the Elizabeth Street Terraces and parts of the ground level at the Deli Lane end. In addition to management staff accommodation, the Elizabeth Street terraces include the reception area, security control room, fire panel, cleaners' room and storage for the Deli Lane outdoor furniture. Further management accommodation is located in the Victoria Street terraces including a training room in the upper level of 67 Victoria Street, Security office, Tour guides meeting area and a cleaners' room.

Sitting at the centre of the Lower Market is a public toilet block which is in high demand from customers and traders alike. The Lower Market contains QVM's only designated facilities for loading and waste handling which are serviced directly from Queen Street and connected through a service lane corridor.

Wayfinding within the Lower Market is assisted by the presence of discrete zones with specific character and readily identifiable buildings with a street address and frontage. These distinctions tend to reinforce the Lower Market as a standalone experience and don't encourage customers to cross to the Upper Market.

## **A The Lower Market (continued)**

### **Issues to address**

#### **Public safety:** Operational activities cross over with the public

While the Lower Market's retail intensity is a key source of its appeal, the concentration of market businesses and the popularity of the area places high demands on the Lower Market's limited operational areas and facilities. The safe separation of service activities from the public is highly challenging with this shortage of space and level of patronage.

#### **Operational inefficiencies:** Next to no space for servicing and storage

Market deliveries must be received early in the morning via Deli Lane, Therry, Queen and Elizabeth Streets to allow for these areas to revert back to the public. No onsite storage provision beyond what can fit within tenancy areas means the Lower Market can feel quite cramped. Service lanes in H & I Sheds are heavily trafficked and by the end of trading are filled with waste for collection.

#### **Poor public amenity:** Inadequate public seating areas

During market trading, operational activities such as waste collection must be undertaken concurrently with traders own business practices (unloading, setting up, restocking and of course selling goods) with high numbers of visitors and customers flowing through the spaces. The combined effect is a congested retail centre that is highly dynamic but resource intensive to manage. Some respite can be found in outdoor dining areas and these pockets are in high demand though characterised by aging, mismatched street furniture that detracts from the highly valued heritage character of the market.

#### **Offer:** Missed opportunities for hospitality and convenience

Although the Food Court provides a much needed place to sit, particularly at lunchtimes, it represents a form of hospitality that is out of step with the market's character. Aside from this, the hospitality options in the Lower Market are minimal and many visitors observe that it would be great to be able to have places to sample small grazing platters from the Dairy Produce Hall delis, or a café or restaurant that showcases the fresh meat or fish of the Meat and Fish Hall. A further market exists for convenient prepared food options to service the ever growing local population, but restricted tenancy sizes and a lack of spaces for food preparation, handling, and storage means this cannot be captured.


### **Related Strategic Objectives**


- 1.1 Upgrade existing market facilities
- 1.2 Welcome people 7 days a week
- 1.3 Support emerging small businesses
- 1.4 Introduce new markets and attract new customers
- 1.5 Encourage longer visits
- 2.5 Promote our local produce


### **Proposed initiatives**



- A1 Lower Market Back of House Service Area
- A2 Dairy Produce Hall Enhancement
- A3 Elizabeth Street Terraces and Deli Lane
- A4 Meat and Fish Hall Enhancement
- A5 Victoria Street Terraces and Food Court
- A6 Sheds H & I and Therry Street North


<b>A1 Lower Market Back of House Service Area</b>
<p><b>Proposal</b></p> <p>Develop a suitably sized back of house area for the use of key Lower Market Buildings and traders (Meat and Fish Hall, Dairy Produce Hall, Victoria Street Terraces, Elizabeth Street Terraces and future Shed H &amp; I). Segregated from the public, it would enable further public areas to be freed up for circulation, provide quality facilities to support market traders' ongoing business requirements and enable the expansion of the Lower Market's active hours.</p>
<p><b>Requirements – Access</b></p> <p>Vehicular access to the back of house area could be via Therry or Queen Streets but vehicle entry and exits should be kept to the periphery of the precinct, maintaining a pedestrian zone at the Market Cross.</p> <p>Trader and staff access to the back of house should reduce cross over with public circulation areas. This may require multiple points of access.</p>
<p><b>Requirements – Facilities</b></p> <p>The Lower Market back of house area should include:</p> <ul style="list-style-type: none"> <li>• Off street loading and access for deliveries</li> <li>• Cleaning and bin wash down facilities, storage for consumables</li> <li>• Onsite lettable refrigerated and dry storage options (approx. 1,000m<sup>2</sup> based on 150 tenants)</li> <li>• Loading Dock and associated management approach that will provide single managed point of entry for delivery vehicles, avoiding conflict with surrounding streets and enabling traders and delivery drivers to undertake business while the market is trading, reducing potential conflicts to the public areas.</li> <li>• Expanded dock area capable of meeting current and future demands and ensuring meat carcasses can be handled safely and efficiently</li> <li>• Waste management area (including new fish offal freezing room)</li> <li>• Facilities for traders including utensil wash areas</li> <li>• Physical separation of forklifts and people</li> </ul>
<p><b>Other desirable inclusions</b></p> <p>This area could also include:</p> <ul style="list-style-type: none"> <li>• Trader staff facilities (including toilets, showers, change rooms and locker areas) (Refer proposal D1)</li> <li>• Cleaning staff facilities (including locker areas)</li> <li>• QVM Storage for outdoor tables and chairs in use in Lower Market Precinct</li> <li>• Plant and equipment</li> <li>• Relocated electrical substation (from Therry Street)</li> </ul>

A2 Dairy Produce Hall Enhancement		
 <p>Dairy Produce Hall, c.1928-30</p>		<p><b>Future state:</b></p> <p>The Dairy Produce Hall is one of Melbourne's most intriguing and enduring retail destinations.</p> <p>Its eclectic mix of specialty food sellers continue to cater to Melbourne's evolving palate and its unique heritage interior is worth a look even outside trading hours.</p>
Current state		Improvements
<b>Activation</b>	<p>Key attraction for visitors and highly valued shopping destination for retail customers.</p> <p>On market days, the forecourt and Deli Lane dining areas are popular and serve as a meeting point for regulars. Buskers provide informal entertainment.</p> <p>Outside of QVM Market trading hours the Dairy Produce Hall is closed to the public and presents a dead frontage with fixed outdoor tables and café screens defining the use of front area.</p> <p>Heritage interior a key source of appeal for customers and visitors but the general ambience could use a lift (lighting, signage etc.)</p>	<ul style="list-style-type: none"> <li>Open up Dairy Produce Hall for public access 7 days, even when not trading.</li> <li>Undertake improvements to frontage and forecourt area to enable greater flexibility and integration with Therry Street activities (especially during temporary street closures).</li> <li>Enhance character of interior through lighting, signage and other improvements in keeping with heritage values.</li> </ul>
<b>Offer</b>	<p><i>37 traders on leases (31 specialty food, 6 take away)</i></p> <p>Combination of specialty food ingredients and take away food offer represents confused retail mix.</p> <p>Take away food tenants currently pay for licensed area in Deli Lane although general lack of public seating means use is not limited to Dairy Produce Hall customers.</p>	<ul style="list-style-type: none"> <li>Continue to develop Dairy Produce Hall as distinctive specialty food offer through QVM Retail Strategy.</li> <li>Consider new locations for take away food sellers to consolidate and refine Dairy Produce Hall's offer.</li> </ul>
<b>Operations</b>	<p>Very popular which can lead to crowding in peak times and no back of house for traders.</p> <p>Small tenancies with no onsite storage provision.</p> <p>No dedicated waste management area, and Deli Lane used for trader utensil wash down as no other option.</p> <p>Heritage listing places constraints on modifications to tenancy sizes, infrastructure and signage.</p> <p>Only option for trader loading and access for deliveries from Therry Street and Deli Lane, which must be done outside trading hours, restricting possibilities for extended opening hours.</p> <p>High temperature variability in common areas with no climate control and multiple open entry points. Individual tenancies have discrete air conditioning units.</p>	<ul style="list-style-type: none"> <li>Through Proposal A1, provide back of house areas segregated from the public, enabling public areas to be freed up for circulation. Back of house should include: lettable storage area, off street loading and access for deliveries, cleaning and wash down facilities, waste management area and facilities for traders.</li> <li>Ensure back of house activities can be safely undertaken during market trading.</li> <li>Implement consistent and energy efficient climate control solution throughout Dairy Produce Hall (common areas and tenancies).</li> </ul>
<b>Total Area</b>	1532m <sup>2</sup>	No change
<b>NLA</b>	852m <sup>2</sup>	No change

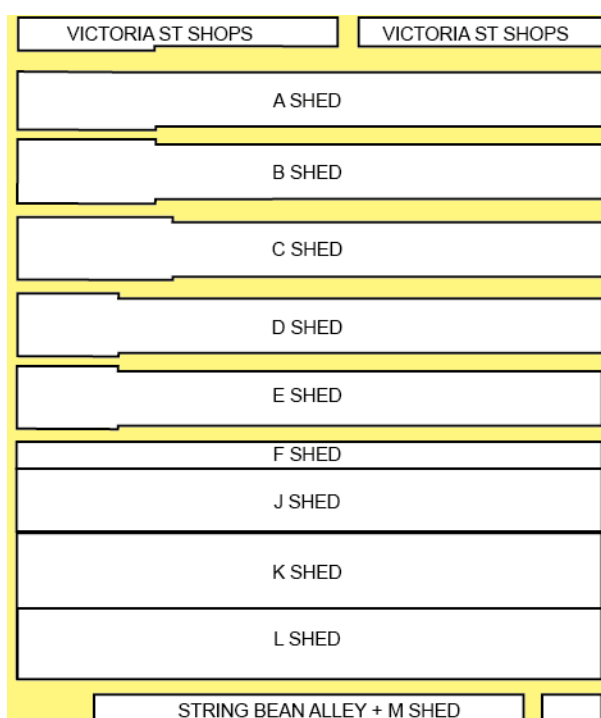
A3 Elizabeth Street Terraces and Deli Lane		
 <p>Elizabeth Street Terraces, c.1884</p>		<p><b>Future state:</b></p> <p>Queen Victoria Market's Elizabeth Street Terraces are the inviting front room, welcoming visitors with quality retail and hospitality establishments that tempt further exploration of the market precinct. Wandering through the terrace, Deli Lane is abuzz with outdoor eating and locals catching up over samples of produce sold within.</p>
Current state		Improvements
<b>Activation</b>	<p>Key frontage</p> <p>Current opening hours: QVM Market trading days and additional discretionary hours per tenant, generally covering 7 days.</p> <p>Major first impression of Queen Vic identity for many visitors particularly arriving via tram.</p> <p>Screens off market activity behind with minimal permeability, and can cause wayfinding confusion for first time visitors.</p>	<p>Encourage retail and hospitality to activate this area 7 days, into evening with quality offer that reflects market and iconic 'front door'.</p> <p>Enhance kerbside café areas with quality screens.</p> <p>Consider future integration with Victoria Square (small parcel of land under Council control at corner of Victoria and Elizabeth Streets opposite Meat and Fish Hall).</p>
<b>Offer</b>	<p><i>6 tenants on leases (3 cafes, 1 restaurant, 1 chemist, 1 gift shop)</i></p> <p>Combination of cafes and retail (including chemist) with no distinct retail or hospitality positioning.</p> <p>Kerbside cafe dining area with no café screens.</p> <p>Cafes and retail at ground level trade towards Elizabeth Street with backs to Deli Lane.</p>	<p>Seek iconic tenants for corner site, encourage 7 day activation link to Elizabeth Street dining precinct and beyond to Deli Lane and Therry Street.</p> <p>Explore long term potential to trade through to Deli Lane for some hospitality tenants.</p> <p>Update the dated themed signage to allow for individual identities.</p>
<b>Operations</b>	<p>Inadequate market management office accommodation located in upper floor of terrace, customer service office tucked away off Deli Lane.</p> <p>Limited waste management for tenancies.</p> <p>Incorporates QVM operational facilities including storage for Deli lane furniture (which gets put in place and removed daily on market days) fire panel room, CCTV room and small cleaners' room.</p>	<p>Relocate management office from upper floor and associated operational facilities (from Deli Lane ground floor) to purpose built accommodation and free up space for alternative commercial uses.</p> <p>Integrate waste management solution with Proposal A1.</p>
<b>Total Area</b>	804m <sup>2</sup>	No change
<b>NLA</b>	708m <sup>2</sup> (Elizabeth St)	708m <sup>2</sup> + 266m <sup>2</sup> (upper fl) + 162m <sup>2</sup> (ground fl)

A4 Meat and Fish Hall Enhancements		
 <p>Meat and Fish Hall, c.1869</p>		<p><b>Future state:</b></p> <p>The Meat and Fish Hall is one of a kind. With the theatre of the butchers providing a touch of chaos to the traditional market atmosphere, and the vast array of fresh meat and fish on offer it's a shopping experience like no other. The opportunity to sample produce cooked expertly onsite and gain insight into the behind the scenes of food preparation completes the package of this unique destination.</p>
Current state		Improvements
<b>Activation</b>	<p>Status: Key attraction</p> <p>Current opening hours: QVM Market trading</p> <p>Common areas used for food preparation outside of market trading hours.</p> <p>Highly iconic façade instantly recognisable as Queen Vic Market.</p>	<p>Activate façade outside of market trading hours to maintain visual interest when not trading.</p> <p>Enhance external façade and consider lighting.</p> <p>Consider ways to improve permeability or presentation to street at Elizabeth Street.</p>
<b>Offer</b>	<p><i>37 traders on leases (22 butchers, 10 fishmongers, 4 poultry, 1 deli)</i></p> <p>Combination of butcher, poultry sellers and fishmongers.</p> <p>Spruiking is allowed and generates distinctive market atmosphere and sense of theatre.</p> <p>No central tenant directory board/listing.</p>	<p>Continue to position as distinctive meat and fish offer with unique market atmosphere.</p>
<b>Operations</b>	<p>Minimal back of house areas</p> <p>No preparation area means that Meat and Fish Hall's common areas are used for meat preparation (breaking down meat carcasses) outside of market trading times.</p> <p>Small loading dock facility and meat rail system can only accommodate one truck delivery at a time.</p> <p>Waste management areas and systems (including fish offal room) are insufficient and require improvement.</p> <p>'Goods in' adjacent to waste collection area which is not best practice for meat and fish.</p> <p>Fishmongers have minimal preparation areas and utilise Deli Lane and service lane adjacent to common areas.</p> <p>Fishmongers receive deliveries directly from Elizabeth Street with delivery vehicles blocking the footpath which is difficult to marshal.</p>	<p>Provide adequate back of house area that includes onsite lettable refrigerated storage options and expanded loading dock capable of meeting demands and ensuring meat carcasses can be handled safely and efficiently.</p> <p>Develop Loading Dock and associated management approach that will providing single managed point of entry for delivery vehicles, avoiding conflict with surrounding streets.</p>
<b>Total Area</b>	1,940m <sup>2</sup>	No change
<b>NLA</b>	1,103m <sup>2</sup>	No change

A5 Victoria Street Terraces and Food Court		
 <p>Victoria Street Terraces, c.1887</p>  <p>Food Court, c.1995</p>		<p><b>Future state:</b></p> <p>The Victoria Street Terraces offer further exploration of the market's fresh food via a range of cafes and restaurants showcasing produce from the Meat and Fish Hall, Dairy Produce Hall and market stalls. It's a place to linger and experience some old fashioned customer service - chat to expert market traders to learn the tricks in preparing meals from fresh locally sourced ingredients or just watch as your food is prepared while you wait.</p>
Current state		Improvements
<b>Activation</b>	<p>Key frontage on Victoria Street which is largely inactive even during market hours.</p> <p>Heavy traffic on Victoria St impacts on amenity and street appeal and presents a barrier to further exploration of the precinct.</p> <p>Food court within is a popular lunch spot during market trading, only open to the public during market times.</p>	<p>Long term activation 7 days, into evening.</p> <p>Victoria Street enhancement improves street amenity for pedestrians.</p>
<b>Offer</b>	<p><i>6 tenants on leases (5 café/takeaway, 1 restaurant yet to open)</i></p> <p>5 café / hospitality tenants with connection through to market Food Court, which offers QVM's only indoor public dining area.</p> <p>Not currently working as a retail or hospitality draw in its own right - shopping centre style model is outdated.</p>	<p>Opportunity to develop destination retail or hospitality to showcase Dairy Produce Hall and Meat and Fish Hall produce.</p> <p>Explore long term redevelopment of Food Court with alternative use that activates Victoria Street and creates a draw. Potential for signature hospitality tenants with strong links to Meat and Fish Hall or Dairy Produce Hall tenants.</p> <p>Expand street food and casual hospitality offer within the precinct.</p> <p>Provide alternative flexible, free public dining space elsewhere throughout the precinct.</p>
<b>Operations</b>	<p>Lack of on street loading zones on Victoria Street means deliveries are received from Queen Street.</p> <p>Cleaning facilities operate efficiently.</p> <p>Occasional use for large trader meetings outside of market hours.</p> <p>No designated waste management facilities for tenancies.</p>	<p>Integrate deliveries with Lower Market back of house service area.</p> <p>Provide alternative space for trader meetings.</p>
<b>Total Area</b>	691m <sup>2</sup> (Victoria St) + 461m <sup>2</sup> (Food Court)	No change
<b>NLA</b>	691m <sup>2</sup> (Victoria St)	691m <sup>2</sup> (Victoria St) + 461m <sup>2</sup> (new)

A6 Sheds H & I and Therry Street North		
 <p>Sheds H&amp;I, c. 1878</p>		<p><b>Future state:</b></p> <p>As a key part of the Market Cross and connection to the Lower Market, this area has been transformed to incorporate spaces for new market and retail offers.</p>
Current state		For consideration
<b>Activation</b>	Part of the market's fruit and veg offer (a key attraction)	<p>Strategic decision to consider: What should the future offer of Sheds H &amp; I be?</p> <p>Options may include:</p> <ol style="list-style-type: none"> <li>1. Maintaining current offer and traders in that location and enhance sheds.</li> <li>2. Relocating existing fruit and vegetable offer to consolidate with Upper Market fruit and vegetable offer (refer to proposal B3).</li> </ol> <p>Retain sheds and continue to use for sale of fresh fruit and vegetables but alter offer to be 'different' enough to not be in competition with the Upper Market (eg. organic fruit &amp; veg offer only, farmers market, highly specialised premium ingredients etc).</p> <ol style="list-style-type: none"> <li>3. Relocating existing fruit and vegetable offer to consolidate with Upper Market fruit and vegetable offer. Retain sheds but change offer to hospitality or specialty food (but not fresh fruit and veg).</li> <li>4. Relocating sheds and redeveloping area with new market hall.</li> </ol> <p>The process to consider the future plans for Sheds H &amp; I will involve consultation with current license holders and the broader trader community as the various options are explored. Engagement with traders on this proposal will also include and be informed by discussions relating to Proposal B3.</p>
<b>Offer</b>	<p><i>22 traders on licenses (13 conventional fruit &amp; veg, 3 organic fruit &amp; veg, 6 specialty food)</i></p> <p>Locating fruit and veg in Sheds H &amp; I enables the Lower Market to act as a one stop food shop and does little to encourage further circulation around the market.</p>	
<b>Operations</b>	<p>Fruit and veg traders in this location are cramped and abutting the Dairy Produce Hall with minimal back of house areas presenting challenges in maintaining OH&amp;S issues due to lack of separation of public and operational activities, for example waste management activities and forklift movement.</p> <p>Overcrowded at peak times.</p> <p>Practice of leaving produce onsite covered in hessian means this area is unappealing outside market trading times.</p> <p>Fruit and Veg traders are split between two locations presenting major inefficiencies for market cleaning/ operations.</p> <p>Fruit and Vegetable stalls are in close proximity to fish offal waste area which leads to odour issues.</p> <p>The totally open shed environment necessitates careful management to control pests and vermin.</p> <p>Complete lack of climate control (fans, coolers, heaters).</p>	
<b>Total Area</b>	2050m <sup>2</sup> (Sheds H&I) + circulation space	TBD
<b>NLA</b>	1,532m <sup>2</sup> (Victoria St)	TBD

## B The Upper Market



### Future state:

The sensitive adaptation of the Upper Market's Victorian era open air sheds has enabled this quintessentially Melbourne form of market trading to prosper, come rain or shine for generations to come. A huge variety of market and events experiences are on offer day and night from the bountiful fresh fruit and vegetable markets through to seasonal night markets and festivals. Arts, crafts, collectors' items, vintage goods and fashion are here too, and if that gets overwhelming then take a break at one of the casual food spots you discover along the way.

### Current State

The Upper Market is characterised by heritage open air market sheds, the first of which were constructed in 1877, which have never been comprehensively adapted to meet contemporary retail market trading requirements. The sheds therefore lack basic facilities and consequently a particular style of market trading has evolved over time that attempts to maximise the potential of the Upper Market within the heavy constraints.

At its peak, the Upper market is colourful and chaotic with sections that contain an ambience that customers love. For a range of reasons, this ambience is difficult to sustain across the large extent of sheds and consequently the Upper Market is not fulfilling its potential as a destination. Efforts to maintain the overall style and impression of open air flexible market trading that is unique to QVM and highly valued by customers are compromised by limited facilities and lack of permanent fixtures. The onerous set up and pack down process means that the Upper Market is not trading or otherwise activated for large parts of each day and week.

With minimal facilities and limited infrastructure, over time QVM's market traders have collectively adapted two styles of market trading that will not be sustainable in the current form and quantity in the long term without renewal. Apart from a small number of lock up shops (Victoria Street, F Shed, String Bean Alley containers), for the most part QVM's non-food (aka general merchandise) offer is delivered by large number of diverse market traders that are randomly located throughout C, D, E, J, K and L Sheds and for the most part rely on mobile box storage units to store their stock and demarcate their stall areas.

The second predominant style of market trading is the fruit and vegetable market located in Sheds A and B (and in the Lower Market's Sheds H and I). The temporary, 'rough and ready' quality of trading fresh food in these open air sheds gives QVM a vibrancy and a point of difference that is the total opposite of a sanitised supermarket shopping experience. However, this trading model is not that of a farmers or growers market. Fruit and vegetable market traders at QVM are largely retailers who hold multi-year licenses for specific stall locations but lack the basic on-site storage, amenities and infrastructure that permanent retail food traders increasingly require to do business within the changing environment, particularly with the forthcoming relocation of Footscray Wholesale Market to Epping.

## **B The Upper Market (continued)**

### **Issues to address**

#### **Vehicle dominance**

The daily rearrangement of the Upper Market, combined with the lack of storage also brings with it a heavy reliance on vehicles. Market traders rely on individual vehicles which can be parked onsite on their stalls. At any given time up to 200 vehicles are parked within the sheds and service lanes during market trading.

#### **Operational inefficiencies: Onerous set up and pack down limits site activity**

The daily ritual of setting up and packing down is a product of the absence of onsite fixed storage. While this does enable a degree of flexible use (eg. the Summer and Winter night markets), the repetition of the rearrangement process limits the windows of alternative use to be achievable for only a single day at a time (ie. on Mondays or Wednesdays).

#### **Trading in the open sheds: Amenity, facilities, weather protection, wayfinding, repetition**

While there is no question that a large part of the appeal of the Upper Market is its 'no frills' sense of authenticity, contemporary trading requirements such as weather protection, back of house, permanent storage areas, food handling facilities and lighting are not incorporated and further limit the possibilities for retail and events business formats.

#### **Flexibility versus consistency**

The vast majority of traders in the Upper Market set up and pack down on a daily basis, a practice that may seem to enable a greater flexibility of use of the site, but in reality is labour intensive and difficult to alter. Recent experiments in the Therry Street Market have demonstrated the appeal of semi-permanent lock up stalls that remove the need for daily set ups and pack downs. The opportunity to have a greater range of market trading formats could encourage investment in product display, signage and storage, as well as save on operational labour costs associated with the traditional trading format.


### **Related Strategic Objectives**

- 1.1 Upgrade existing market facilities
- 1.2 Welcome people 7 days a week
- 1.3 Support emerging small businesses
- 1.4 Introduce new markets and attract new customers
- 1.5 Encourage longer visits
- 2.5 Promote our local produce

### **Proposed initiatives**

- B1 Upper Market Back of House Service Area
- B2 Victoria Street Shops and Service Lane to Shed A
- B3 Fruit and Vegetable Sheds
- B4 Sheds A, B, C, D
- B5 F Shed + Shed E
- B6 Sheds J, K & L
- B7 Peel Street Edge
- B8 The Wall
- B9 Old Melbourne Cemetery Aboriginal Section

<div>B1</div> <div>Upper Market Back of House Service Area</div>
<p><b>Proposal</b></p> <p>Develop adequate back of house area to service the Upper Market. Integrate with new Fruit and Vegetable Market area in addition to catering to non-food, specialty markets, Night market and events traders and participants.</p>
<p><b>Requirements - Access</b></p> <p>Upper Market traders and events participants typically bring their goods to site, hence requirement for essential trader vehicle parking onsite. This could be combined with dedicated trader vehicle parking area for shift workers. Locate trader parking away from public areas.</p>
<p><b>Requirements - Facilities</b></p> <p>Service area to provide cool and dry storage for food purposes (particularly for Fruit &amp; Veg traders).</p> <p>Service area to incorporate appropriate waste removal and management facilities to handle large volumes of waste particularly organic waste associated with fruit and vegetable traders.</p> <p>Include access and area for market management forklifts and other service vehicles, including parking for up to 20 forklifts and associated gas fuel storage area.</p> <p>In order to better comply with workplace safety requirements, future facilities must provide for complete physical separation of forklifts from the public.</p> <p>Incorporate trader staff facilities (including toilets, showers, change rooms and locker areas) (refer proposal D1).</p> <p>Incorporate cleaners' facilities including vehicle storage areas (cleaning vehicles/street sweepers), consumables storage, bin storage and associated wash down areas, staff room and lockers.</p> <p>The proposed land reconfiguration of the market precinct will create development sites at Franklin Street and these are likely to incorporate the adaptive reuse of the Franklin Street Stores buildings.</p> <p>It is therefore assumed that all market facilities currently contained within the Franklin Street Stores will need to be relocated within the market precinct, and ideally in a convenient and efficient functional location.</p> <p>Franklin Street Stores are comprised of 22 lock up storage areas totalling 2,592m<sup>2</sup> in area.</p> <p>Currently these stores are allocated as follows:</p> <ul style="list-style-type: none"> <li>• QVM maintenance depot and storage (4 stores at 692m<sup>2</sup> total area)</li> <li>• Cleaning contractor's site office, bin wash and storage area (3 stores at 542m<sup>2</sup> total area)</li> <li>• Box hire companies (7 stores at 1,215m<sup>2</sup> total area)</li> <li>• Trader storage (8 stores, 829m<sup>2</sup>)</li> </ul> <p>Exact future requirements for the box storage units are yet to be determined but provision for the current number is assumed as the basis for further design development. At any given time there are approximately 950 box storage units in position or storage within the Upper Market and Franklin Street Stores area. On average each unit is approximately 3.25m<sup>3</sup>.</p> <p>This equates to approximately 1,539m<sup>2</sup> in floor area or 3,087m<sup>3</sup> in volume.</p> <p>Includes area for storing and servicing box storage units (at least in short – medium term, potential for reuse later).</p> <p>A considerable effort is required to move and rearrange boxes ahead of market day trading and this is undertaken by staff of the five box hire companies using forklifts, largely after hours to minimise public safety risks. This process necessitates the closure of the Upper Market to pedestrians after hours. Future storage for box storage units should therefore be located within easy proximity of Upper Market Sheds. Boxes are currently moved into position by forklift. Casual traders move their own boxes by manually rolling them into position.</p>
<p><b>Other desirable inclusions</b></p> <p>This area should also include:</p> <ul style="list-style-type: none"> <li>• QVM Storage for outdoor tables and chairs in use in Upper Market, street markets and major events</li> <li>• Plant and equipment</li> <li>• QVM Workshop (to replace lost area from Franklin Street Stores)</li> </ul>

B2 Victoria Street Shops to Shed A		
 <p>Victoria Street shops, c.1890</p>		<p><b>Future state:</b></p> <p>The Victoria Street Shops and Shed A behind are one of Melbourne's wonderfully eclectic retail spots. Specialty shops, antiques, collectables and all manner of market finds are on offer.</p>
Current state		Improvements
<b>Activation</b>	<p>Key frontage</p> <p>Shops currently closed on non-market days and outside of market hours.</p>	<p>Active 7 days</p> <p>Victoria Street enhancement and tram super stop project improves street amenity for pedestrians and encourages increased foot traffic.</p>
<b>Offer</b>	<p><i>18 tenants on leases (3 café/takeaway, 2 specialty food, 12 general merchandise, 1 online delivery service HQ)</i></p> <p>Iconic line of low rise shops screening the market sheds.</p> <p>Shops (converted from original use as stores) with very small footprint trading both ways to Victoria Street and back to A Shed service laneway.</p>	<p>Resolve retail trading limitation – by expanding footprint and linking to A Shed (could be as licensed areas, or potential shop front for stall holders (eg. fruit and vegetable traders).</p> <p>Update the dated themed signage to allow for individual identities.</p>
<b>Operations</b>	<p>Use of service laneway by trader vehicles and forklifts creates major pedestrian/vehicle conflicts that must be physically managed and reduces amenity of Victoria Street shops.</p> <p>No designated waste management facilities for tenancies.</p>	<p>Resolve future use of Service Lane in Upper Market layout.</p>
<b>Total Area</b>	918m <sup>2</sup> + 680 m <sup>2</sup> (A Shed Service Lane)	TBD
<b>NLA</b>	918m <sup>2</sup>	918m <sup>2</sup> + 680 m <sup>2</sup> (A Shed Service Lane) (TBC)

## B3 Fruit and Vegetable Market Sheds




Sheds A & B, c.1878


### Future state:

Queen Vic's Fruit and Vegetable Market Sheds are the place to get fruit and veg in Melbourne. The knowledge of generations of market traders combines with specialty provided by growers and farmers to bring the range, diversity, value and quality that cannot be found elsewhere. The adaptation of the market's traditional sheds has created an all-weather oasis and secure, beautifully lit environment for fresh food. The flexible sites also allow for seasonal growers to showcase their latest crop.

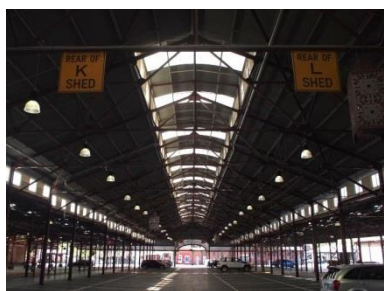
Current state		Improvements
<b>Activation</b>	<p>Key destination during market trading but replication of offer in Sheds H &amp; I combined with Queen Street pedestrian barrier means it can be overlooked by customers.</p> <p>Must be able to be closed off outside of market hours for public safety.</p>	<p>Aim for medium activity levels across the board, ensuring circulation through key pedestrian passages and focus high activity (7 days) on key frontages (eg. Queen Street).</p> <p>Able to operate without full capacity and still achieve atmosphere and public access.</p>
<b>Offer</b>	<p><i>Peak Saturday trading – 52 traders on licenses (46 fruit and vegetable, 6 specialty food)</i></p> <p>Currently home to majority of fruit &amp; vegetable traders.</p> <p>Sale of fruit and vegetables has an iconic look and feel in open air sheds.</p> <p>Heritage listing of sheds limits options for improvement of infrastructure, signage and other fixtures.</p> <p>Areas of high value market experience adjacent to messy, dirty areas.</p> <p>Currently little to differentiate between stall holders individual offer.</p>	<p>Retain quality of open air market sheds while providing refrigerated storage and adaptable weather protection.</p> <p>Provide different stall options with differential pricing regimes, for example, high visibility frontage to Queen Street operating 7 days a week with a smaller footprint, vs. lower visibility 'wholesale' scaled stalls with drive up loading access for business customers/delivery agents.</p>
<b>Operations</b>	<p>Shed and service lane linear layout sets up potential pedestrian and vehicle conflict, with minimal differentiation between aisles and service lanes. Cars, vehicles and forklifts require at grade access to stalls to move goods through public areas.</p> <p>Incoming stock deliveries received mainly via Queen Street. Deliveries and outgoing goods/customer collection via Peel Street. Management of loading activities, particularly in early mornings represents significant OH&amp;S risks which must be managed through a labour intensive solution.</p> <p>Trader staff park vehicles on stalls which is not an essential part of operations but difficult for market officers to manage.</p> <p>Open air sheds present major challenges for food handling that must be constantly managed – hygiene, vermin etc.</p>	<p>Provide adequate onsite storage to enable fruit &amp; vegetable traders to manage supply particularly in context of Wholesale market move to Epping.</p> <p>Create local storage with at grade access to trading floor / retail areas, ensuring trader forklifts and other operational movements are segregated from public.</p> <p>Remove ability for non-essential trader vehicles to park adjacent to stalls, trading areas and public areas.</p> <p>Provide for trader staff parking locally with access 24hrs/7 days.</p> <p>Provide localised waste removal system direct to stall areas to avoid waste building up throughout trading day.</p>

<b>B3 Fruit and Vegetable Market Sheds (continued)</b>		
<b>Operations Cont.</b>	<p>Lack of weather protection can be a major issue in heat, cold and wind which is a deterrent to customers and presents problems for perishable trader stock particularly in heat.</p> <p>No onsite storage provision means traders either leave stock on their stall (restricting use for other purposes), move it offsite at the end of market trading (labour intensive and adds to vehicular conflicts) and/or rely on vehicles to function as storage units.</p> <p>No waste collection area means waste must be transferred back to Queen Street involving significant manual labour and OH&amp;S risks which must be managed.</p>	
<b>Total Area</b>	6,768m <sup>2</sup> (including A Shed, B Shed, Victoria to A Shed Service Lane and A-B Shed Service Lane)	TBD
<b>NLA</b>	4,591m <sup>2</sup>	4,680m <sup>2</sup> (65 traders at 72m <sup>2</sup> each) + 1,300m <sup>2</sup> storage (20m <sup>2</sup> storage per trader)

B4 Sheds A, B, C, D & E		
 <p>Sheds A, B, C, D &amp; E, c. 1878</p>		<p><b>Future state:</b></p> <p>QVM's iconic open air sheds feature quality market stalls and flexible spaces. The sheds are a car free zone where a regular cohort of market traders are complemented by seasonal and one off markets delivering a market experience that might surprise, but never disappoints.</p>
Current state		Improvements
<b>Activation</b>	<p>Part of the overall day market experience but not a 'must see' for all visitors. Box storage movements require the area to be largely closed off outside of market trading.</p> <p>Increasingly used to good effect for night market.</p>	<p>Aim for medium activity levels across the board, ensuring circulation through key pedestrian passages and focus high activity (7 days) on key frontages (eg. Queen Street).</p>
<b>Offer</b>	<p><i>Peak Saturday trading – Approximately 60 general merchandise traders on licenses</i></p> <p>Majority of traders are general merchandise traders selling using the 'box storage' approach. Licensed dining areas in E Shed have been created adjacent to hospitality tenants in F Shed. E Shed traders orientate the back of stalls to F Shed, presenting a poor frontage to the F Shed walkway.</p> <p>During Summer Night market the 'lateral' trading format in these sheds creates a different way to experience the market sheds.</p> <p>Lack of weather protection can be a major issue in heat, cold and wind which is a deterrent to customers.</p> <p>Power supply inadequate to meet lighting, traders' routine requirements and events.</p>	<p>Develop other tiers of retail trading to be showcased in this area, priced accordingly with different tenure options: Entry level – programmed markets, one offs, seasonal trading; Boxes; Fixed stalls; Lock up shops.</p> <p>Improve appeal of boxes and identify onsite storage location for boxes to enable greater adaptability and efficient change over.</p> <p>Couple up E Shed with F Shed to create unique market destination.</p> <p>Upgrade power infrastructure to meet trader requirements and cater for general events requirements.</p> <p>Develop lighting strategy.</p>
<b>Operations</b>	<p>Trader staff park vehicles on stalls which is an entitlement and makes up for lack of trader infrastructure onsite.</p> <p>Box movements are onerous and involve major pack up and pack down process on every market trading day.</p>	<p>Provide trader infrastructure (storage, facilities etc) to eliminate need for vehicles to be parked adjacent to stalls.</p>
<b>Total Area</b>	16,685 <sup>2</sup> (area of Sheds A, B, C, D, E including Service Lanes)	TBD
<b>NLA</b>	11,583m <sup>2</sup>	Assume no change to total - 11,583m <sup>2</sup>

B5 E & F Shed		
 <p>E &amp; F Sheds, c. 1878</p>		<p><b>Future state:</b></p> <p>F Shed + E Shed invites discovery across the Upper Market with a laneway of quality food retail and hospitality that draws people throughout the day and into the evening.</p>
Current state		Improvements
<b>Activation</b>	Attraction during market trading closed outside of hours despite hospitality tenancies. Does not trade during Summer or Winter night markets.	Aim for medium/trading activity level 7 days a week with high amenity level as key pedestrian east west passage through market precinct.
<b>Offer</b>	<p><i>18 tenants on leases (7 café/takeaway, 11 general merchandise)</i></p> <p>Mix of non-food and hospitality, dining area under E Shed at Peel Street end offering café style seating for tenants.</p> <p>Walkway exposed to the elements which is a positive on good weather days but can be a deterrent in bad weather (unlike sheds, customers access the F Shed shops/stalls via an open laneway).</p>	<p>Clarify retail/hospitality concept or 'draw' and relationship with E Shed as potential location for fixed stalls, combined with licensed seating area for hospitality tenants to create an 'arcade effect'.</p> <p>Consider quality and retail offer at key 'nodes'.</p> <p>Provide for seasonal weather protection/coverage (with ability to retain open air feel in good weather).</p>
<b>Operations</b>	Trader staff have no parking adjacent to stalls so if required use customer car park.	Explore ways to remove requirement for trader vehicles to access E Shed.
<b>Total Area</b>	1,674 <sup>2</sup> (F Shed and Walkway)	TBD
<b>NLA</b>	1,037m <sup>2</sup> (F Shed only)	1,037m <sup>2</sup> + 1,037m <sup>2</sup> (under E Shed)

## B6 Sheds J, K & L and String Bean Alley (incorporating M Shed)




J Shed, c.1992 and K&L Sheds, c. 1923

### Future state:

Melbourne's Markets Events Shed – hosts markets by day and events by evening (or sometimes the other way around), Sheds J, K & L is home to QVM's famous boxes, providing diverse market experiences alongside a fun and varied program of activities and the famous night markets.

Current state		Improvements
<b>Activation</b>	Part of the overall day market experience but not a 'must see' for all visitors. Box storage movements require the area to be largely closed off outside of market trading. Key space and source of appeal for night market.	Aim for medium activity levels across the board, ensuring circulation through key pedestrian passages and focus high activity (7 days) on key frontages (eg. Queen Street).
<b>Offer</b>	<i>Peak Saturday trading – Approximately 200 general merchandise traders on licenses</i> Very popular space during day market for non-food traders due to expansive areas, potential for larger footprint stalls, and ease of accessing vehicles. Popular home for street food in night markets due to potential for large scale outdoor cooking setups. Large open span shed provides unique covered area, largely unavailable for alternative uses due to day market requirements. Where the difference between the day and night market experience is most apparent. Contains Cemetery wall (forming edge to J Shed), a little known piece of high value heritage fabric, the wall played a significant role in market history (refer proposal B8). Acted as a point of definition, and separation of key land uses during phases of the market's development.	Retain flexibility and appeal for diverse range of markets and events by providing better basic infrastructure. Recasting the space from garage to shed (ie. remove car parking line markings). Define space for flexible programming, can be partially provided by boxes but supplemented by alternative programs. Recognise and differentiate between high value locations (ie. frontages) and flexible spaces. Create active edge and interface to new open space at M Shed.
<b>Operations</b>	Trader vehicles within the space are convenient for traders but reduce amenity and appeal of the space for customers.	Enable access for loading and unloading of stock but otherwise ban trader vehicles from trading floor during trading hours by providing for local parking with access 24hrs/7 days.
<b>Total Area</b>	8,736m <sup>2</sup> (J, K, L) + 1,404m <sup>2</sup> (M Shed/ String Bean)	TBD
<b>NLA</b>	5,768m <sup>2</sup> (J, K, L) + 283m <sup>2</sup> (M Shed/ String Bean)	TBD

B7 Peel Street Edge		
 <p>Peel Street (sheds extended c.1910)</p>		<p><b>Future state:</b></p> <p>The Upper Market's western edge is the business end of the market precinct. Larger format retail trades alongside the main service point for market traders, management, wholesalers and suppliers. Easy access via Peel Street means traders can efficiently do business, keeping service vehicles away from the precinct's pedestrian heart.</p>
Current state		Improvements
<b>Activation</b>	The market precinct's key western frontage currently creates a negative perception of QVM from this approach.	Key frontage with high activity level.
<b>Offer</b>	<p>The 'lack of containment' to this frontage is frequently cited as problematic for a range of reasons. The constant stream of traffic on Peel Street reduces pedestrian amenity and impacts the market experience, no weather protection (in particular from wind and rain) creates a wind tunnel and general lack of containment.</p> <p>No major 'point of entry' for visitors arriving from the west, south west or north west.</p>	<p>Introduce fixed retail to take advantage of high traffic volume and visibility, good direct vehicular access and potential for larger footprint for retail spaces.</p> <p>Possible retail formats 4 x 400m<sup>2</sup>, 24 x 40m<sup>2</sup>, 6 x 30m<sup>2</sup> = 34 varying size tenancies at 2,700m<sup>2</sup>.</p> <p>Use built form to screen sheds activity for weather protection and amenity (as per Victoria Street shops and terraces, Elizabeth Street terraces).</p>
<b>Operations</b>	<p>Traders are able to enter the Upper Market service lanes from a range of locations along Peel Street, leading to a lack of separation between vehicles and public and further reducing the pedestrian amenity of the Peel Street edge.</p> <p>Immediate convenient access to a major arterial road.</p>	Potential location for Upper Market Back of House Service Area, Market Operations Centre and trader vehicular access to site.
<b>NLA</b>		TBD – could be approx. 2,700m <sup>2</sup>

## B8 The Wall

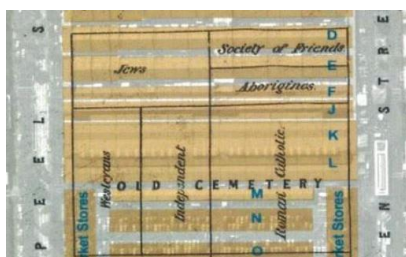


### Proposal

To make a feature of the Wall, both as a key point of demarcation of the market precinct's quarters, and through the sensitive restoration, interpretation and lighting of this important part of the market precinct's history.

The Old Melbourne Cemetery Wall forms the back of F Shed and is visible from J Shed. Currently few people are aware of the significance of this heritage fabric and the role it once played during the time when the Old Melbourne Cemetery and Queen Victoria Market co-existed side by side (from 1878 to the early twentieth century).

## B9 Old Melbourne Cemetery Aboriginal Section



Extract from denominational plan of Old Melbourne Cemetery

### Proposal

To work with the local Indigenous community (Wurundjeri Council) to suitably recognise the part of the market that was once the Aboriginal section of the Old Melbourne Cemetery.

The Old Melbourne Cemetery was one of the first public cemeteries to be laid out with denominational and cultural groups demarcated. Significantly, it also contained an area designated for Aboriginal burials, which was in use from approximately 1837 to 1877, after which point it was resumed as part of the market's 1878 expansion. This area is approximately in the eastern half of E Shed extending south to F Shed. The Old Melbourne Cemetery Wall is located at the southern edge of this area.

Currently, there is very minimal onsite interpretation of the Old Melbourne Cemetery, and no specific acknowledgement of this part of the site's history. Although the former Aboriginal section has been formally recognized via a Section 173 of the Cultural Heritage Agreement (dated 1996) between City of Melbourne and the Wurundjeri Council, entitling the Wurundjeri Council to operate a market stall within this location of the market, this entitlement is not currently being used.

Not only would this be an opportunity to further ensure this part of the site is protected from disturbance, the process of collaboration would provide a valuable point of engagement with the local Indigenous community and the renewal project, with the end result revealing another layer of the site's rich history.

Possibilities could include:

- commemoration of the area via the naming of the walkway between E and F Shed (could link with Proposal B5)
- reservation of part of the area as public space which could be programmed from time to time with local story telling and other community initiatives
- dedication of stall area or shop for display, interpretation, exhibition and or sale of locally produced goods (eg. arts, crafts and souvenirs)
- physical recognition of the significance of the place in the form of interpretive signage, design treatment, materials, creative installation etc.

## C Public Spaces



### Future state:

The market precinct is one of Melbourne's great public spaces. Welcoming and full of urban life, it encapsulates the qualities that secure our position as the world's most liveable city year in and out. From people watching, quiet contemplation through to participating in mass celebrations, the market precinct caters for everyone.

### Current State

Despite its expansive 7ha area, the functions of the market precinct leave little room for dedicated public space. Small highly used pockets exist such as the Therry Street Plaza, or the patch of green on Queen Street, and the area does come to life on Sundays when Queen Street is closed to traffic and car free, however for the majority of the time the amenity of the market precinct's public realm must take second place to operations and cars.

The section of Queen Street between Victoria and Therry Streets (Queen St Nth) is an integral piece of QVM. Spanning both 'hemispheres' of the market precinct – the Upper and Lower Market - Queen St Nth acts as both a conduit and a barrier.

In an east-west direction, it connects customers travelling between the Upper and Lower Market and is an important passage particularly for people undertaking a food shop, forming the journey between the Meat and Fish Hall, Dairy Produce Hall and Sheds A & B. An east-west pedestrian circulation movement is reinforced by the linear layout of the Upper Market, and further underpinned by the presence of QVM's main amenities block and ATMs within the Queen Street Toilets at the intersection of Queen and Therry Streets.

In contrast, the prevailing north-south movement pattern is vehicular. Although it is technically a closed road, Queen Street still plays a key role for vehicles, particularly those involved in loading and unloading activities, providing ready access to the spine of the market and linking out to Victoria Street.

This fundamental east-west vs. north-south movement pattern creates a series of conflict points which are further exacerbated by the various functions utilising Queen St Nth. This is only alleviated by a temporary closure of this section of Queen St to traffic during the night market and on Sunday market trading. While this closure certainly alleviates part of the conflict, the situation is further improved by the prevention of certain activities (such as use of forklifts, vehicle loading and unloading) from being undertaken during prime public access times on these days.

It is important to note that a lack of on-site service infrastructure means it is not possible to time-limit these activities on other market days (ie. moving stock, receiving Friday morning deliveries etc.) and it is only because these activities are not business critical on Wednesday nights and Sundays that it is conceivable to restrict/eliminate them. This however does point to the potential for Queen Street assuming business critical requirements could be relocated (or the time pressure alleviated) during other times.

### Issues to address

#### Vehicles vs pedestrians

An overabundance of shared zones means the market's ground plane is dominated by cars.

#### Vehicular circulation

The need for vehicles to move through spaces required for pedestrian circulation, often at cross purposes is a major safety risk requiring management particularly for such a highly visited precinct.

#### Service access

Besides being a safety risk, it is inconvenient and inefficient for service vehicles to undertake business activities in the public realm.

## **C Public Spaces (continued)**

### **Issues to address (continued)**

#### **Urban landscape and green infrastructure**

The demands of the market's operations have necessarily taken priority over the introduction of urban landscape and green infrastructure elements with the result being that the market precinct has a significant shortage of trees and other greening compared with other city areas. The extensive paved surface of the market's existing car park gives it the status of Melbourne's biggest urban heat island. Small pockets of respite that currently exist are used heavily by both local residents and market visitors despite their relative impracticality (eg. Franklin Street roundabout, Queen Street south green island) and will need to be replaced when the market precinct land reconfiguration takes place.

#### **Public seating areas**

A shortage of street furniture and public spaces puts the existing areas in high demand. Poor quality, mismatched and dated street furniture is not in keeping with the city's high standards.

#### **Wayfinding**

The precinct can be difficult to navigate, with a lack of permanent orientation places and landmarks, and little to differentiate the sheds.

### **Related Strategic Objectives**

- 2.1 Inspire discovery
- 2.2 Enhance street life
- 2.3 Celebrate our heritage
- 2.4 Become a sustainable environment
- 3.1 Bring people together
- 3.2 Create shared experiences that encourage social connections
- 3.3 Look after the locals
- 3.4 Create a pedestrian heart

### **Proposed initiatives**

- |    |                                 |
|----|---------------------------------|
| C1 | Market Cross                    |
| C2 | Queen Street                    |
| C3 | Therry Street                   |
| C4 | New open space                  |
| C5 | Public realm enhancements       |
| C6 | Wayfinding and Signage Strategy |

## C1 Market Cross

### Proposal

Historically markets were located at crossroads, and demarcated by a cross. In our case, we propose that our existing 'market cross' is celebrated and serves to identify and define the market precinct's four quarters.

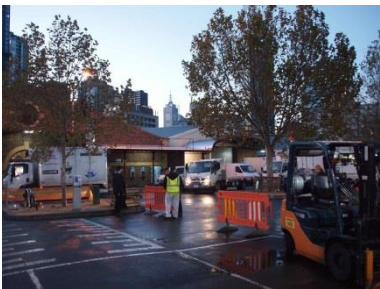
The 'market cross' would therefore act as a pedestrian cross network centered at the crossroads of Queen and Therry Streets for way finding purposes:


- Lower Market
- Upper Market
- Open Space
- Munro Corner

This would involve the relocation of the Queen Street toilet block to create 'market cross' public space at this central point.

There is also potential for inclusion of Mercat Cross Hotel redevelopment as an iconic hospitality destination with views across the market precinct.

This important crossroad could be signalled with a new iconic feature (for example a sculptural element, public art piece or major illuminated sign) to act as a landmark for the market and a photo opportunity for visitors.

C2 Queen Street		
		<p><b>Future state:</b></p> <p>Queen Street is the market's point of connection. A place for pedestrians to linger and meet, with market trading overflowing from the Sheds on busy days. Shady green spots make it a pause point on the journey of discovery throughout the precinct, coming alive during weekends, night markets and street festivals.</p>
Current state		Improvements
<b>Activation</b>	<p>North section has multiple at times conflicting functions.</p> <p>South section incorporates through traffic and a small on street car parking area and pocket park.</p>	<p>Closed to through traffic, active and accessible to the public 7 days, with any vehicular access restricted.</p> <p>Current large toilet block is proposed for relocation, which would create a central heart for the market precinct.</p>
<b>Offer</b>	<p>News kiosk, doughnut van, licensed area around Queen St toilet block.</p> <p>Main point of customer connection between Upper and Lower markets, compromised by vehicle dominance. North south traffic flow acts as barrier to pedestrians and creates disconnect between the market's core areas.</p> <p>Sunday Market and Night market closure demonstrates appeal of north section of Queen Street as street market and hospitality zone linking the Upper and Lower Markets when not required for loading activities.</p> <p>Central location of QVM's largest public toilet block and a number of ATMs which leads to congestion in the centre of the market precinct.</p>	<p>Create high quality public pedestrian street with expanded street food offer and incorporating additional public seating and greening while still enabling its use for markets and temporary events.</p> <p>As a key market street the evening amenity is an important consideration.</p>
<b>Operations</b>	<p>Plays a key role for vehicles and forklifts particularly involved in loading and unloading activities and operations (waste management). Currently there is no permanent physical separation of pedestrians, cyclists and vehicles from forklifts. Temporary loading zones must be created during loading and unloading times.</p> <p>Only suitable space for loading and unloading activities for fruit and vegetable traders (and others). Management of these activities while maintaining public safety is a major OH&amp;S concern and highly labour intensive as a result.</p> <p>South section incorporates the lesser used entrance to the Customer car park.</p>	<p>Relocation of waste and service functions from Queen Street North and the restriction of north-south through traffic (eliminating the ability for vehicles to drive directly from Victoria Street to Franklin Street, at least during the market's active hours) will enable Queen Street to become a key market precinct public space.</p> <p>Relocate operational activities and manage vehicular access to key buildings through physical design and time restrictions, removing any day to day requirement for forklifts to operate the day market.</p> <p>Emergency and service vehicle access to key frontages (eg. Meat and Fish Hall etc.) should be maintained, but the street can be reoriented to support pedestrians and temporary on street trading in the form of casual food vendors. An opportunity exists to recast Queen Street as Melbourne's street food zone and incorporate quality outdoor seating and casual public dining areas while still maintaining clear space for temporary markets and events set ups.</p>
<b>NLA</b>		Capacity for 100 stalls @ 10m <sup>2</sup> each = 1,000m <sup>2</sup>

C3 Therry Street		
		<p><b>Future state:</b></p> <p>Therry Street is the classic Melbourne people friendly street. Besides being an excellent day to day space for people watching, Therry Street regularly transforms with pop ups and street markets. Innovative retailers and food vendors create a buzz that says Melbourne 7 days a week.</p>
Current state		Proposals
<b>Activation</b>	<p>Key frontage and main point of pedestrian entry to the market precinct, particularly from tram arrivals.</p> <p>The corner of Therry and Elizabeth Streets represents the symbolic 'front door'.</p> <p>Large at grade electrical substation (106m<sup>2</sup>) is located adjacent to Dairy Produce Hall and provides completely blank frontage.</p>	<p>Active trading 7 days into evening on both sides of the street.</p> <p>Potential for signature/destination hospitality venue on corner Therry and Queen Streets.</p>
<b>Offer</b>	<p><i>2 tenants on leases (Café, florist kiosk)</i></p> <p>Also incorporates substation, public seating areas – north side of street in QVM control.</p> <p>Therry Street Plaza the only powered busking site at QVM and popular during market trading but can get crowded.</p> <p>High pedestrian traffic volumes can be in conflict with vehicles.</p> <p>Munro retail edge defines the perimeter of the market and is perceived as part of the market offer. Currently partially tenanted as hospitality and retail tenants with façade in state of severe disrepair.</p>	<p>Explore adaptive reuse of substation building to further activate north side of street and create active edge.</p> <p>Consider future trading requirements on north side once future use of Shed H &amp; I is confirmed.</p> <p>Seek quality retail and hospitality tenants on Munro site and ensure future façade is high quality and in keeping with the market precinct character. Retain authenticity of market precinct offer by ensuring no retail or hospitality chains, or supermarkets are permitted in this strategic location.</p>
<b>Operations</b>	<p>Occasional temporary closure of street for outdoor street market.</p> <p>Loading zones are main point for deliveries to Dairy Produce Hall and Sheds H &amp; I and Munro building tenants.</p> <p>Incorporates disabled parking.</p>	<p>Redesign street to enable ease of temporary closure, while enabling wider pedestrian footpath to Munro edge.</p>
<b>GLA</b>	52m <sup>2</sup> (café) 16.6m <sup>2</sup> (flower stand)	TBC + 106m <sup>2</sup> (substation redevelopment)

C4 New open space
<p><b>Proposal</b></p> <p>To convert the market's existing customer car park into a quality public open space that recognises the significance of its history and provides for the diverse needs of the Melbourne community.</p>
<p>Further work is required to explore and develop a range of uses for the new open space but it is clear that in future planning it will be important to consider the following:</p> <ul style="list-style-type: none"> <li>• Maintaining flexibility to ensure that the area can be utilised either as a single space or in discrete sections.</li> <li>• Integration with Queen Victoria Market's market, events and activities programs to enable large scale use for markets, festivals and events. Will involve provision of events infrastructure.</li> <li>• Physical links to and functional relationship with Flagstaff Gardens to ensure the two spaces are complementary.</li> <li>• Potential location for casual public dining (eg. BBQs) and picnic spaces.</li> <li>• Provision of public amenities for this part of the market precinct, particularly given the expectation of hosting large scale public events.</li> <li>• Consider needs of local residential community (eg. dog exercise area, outdoor exercise etc).</li> <li>• Requirement to maintain north-south and east west circulation throughout the precinct, both during the day and into the evening.</li> <li>• The heritage significance of the site.</li> <li>• The need to recognise presence of former Old Melbourne Cemetery, with and incorporate interpretive information into functional design, layout and potentially specific memorials or other art installations.</li> <li>• Provision of tree shading and green respite from urban environment.</li> <li>• Relationship with new Franklin Street and Franklin Street Stores Buildings.</li> <li>• Integration with functional use and design of Queens Corner Building and encouraging active edges and complementary activities.</li> <li>• The need for the site to present an edge to Peel Street and potential to incorporate active uses to this edge to avoid current weather issues and minimize traffic impact etc.</li> <li>• Noise reduction strategies for any amplified outdoor uses envisaged.</li> </ul>

C5 Public realm enhancements
<p><b>Proposal</b></p> <p>Enhance the market precinct's public realm with the creation of a hierarchy of public spaces incorporating new public furniture suite and urban landscaping, reading as a distinct yet connected precinct of Melbourne.</p>
<p>The market precinct must be identifiable as a quality pedestrian oriented Melbourne precinct, with the associated standard of streetscape design, greening and street furniture elements.</p> <p>The establishment of a network of circulation spaces would identify key pause points for additional casual seating areas throughout the precinct, along with links to the larger new public spaces (eg. Market Cross, New open space), key internal streets (Queen, Therry and Franklin Streets) and secondary circulation routes (eg. Upper Market centre way, String Bean Alley, E to F Shed walkway).</p> <p>This would include the design and installation of new public outdoor dining settings and public furniture suite such as benches, bins, bollards, street lighting.</p>

C6 <b>Wayfinding and Signage system</b>
<p><b>Proposal</b></p> <p>Develop and introduce a new wayfinding and signage system throughout the market precinct.</p>
<p>The establishment of a coherent market precinct urban structure and circulation system can be further enhanced by the introduction of a wayfinding and signage system. This would identify precinct landmarks and circulation routes (identifying primary, secondary and tertiary pedestrian streets), improving navigation for customers and visitors and promoting discovery and access throughout the market precinct.</p> <p>Opportunities to reinforce the market precinct's iconic status could also be explored through the enhancement of existing iconic signage or the creation of new landmarks.</p> <p>Consideration should be given to the day to night use of the market precinct, ensuring legibility of signage via integration with any future lighting strategy. Opportunities for lighting of iconic facades (eg. Meat and Fish Hall) should be considered as part of the overall approach to wayfinding.</p>

## D Trading and Operations



### Future state:

Running a small business is always challenging but at Queen Victoria Market the efficient operations and quality facilities make the work day easier for the hundreds of workers whose livelihood's rely on this place to function smoothly. The authentic character of the market experience belies the state of the art technology and support services in the background, working away around the clock to keep this precinct safe, sustainable and a great place to do business.

### Current State

For the many workers and businesses trading at Queen Victoria Market it is a constant challenge to create 21<sup>st</sup> century retail experiences for increasingly demanding customers with 19<sup>th</sup> century facilities. The market precinct has virtually no facilities dedicated only to traders, which has resulted in a reliance on improvised solutions and processes.

Many traders rely on vehicles parked in their stalls for personal storage.

Forklifts must travel long distances from storage and service areas to stalls/tenancies areas.

The market's security facilities are not well equipped to cater for mass events.

Lighting and power facilities and infrastructure are inadequate, limiting the capacity to support basic trading and events requirements.

Inefficient use of resources in trading due to the site's inadequacies, but this also extends to cleaning and operations staff.

Waste management is costly (resource intensive), environmentally unsound and inefficient as waste needs to be transported long distances, both across the site to collection areas and to offsite processing facilities.

### Issues to address

#### No dedicated trader facilities

Our ambition is to remove vehicles from under the sheds to create more retail space, however replacement storage facilities will be required to enable this.

#### Inefficiencies in layout

Proximity to storage, ease of access for forklifts.

#### Inadequate facilities to operate the market

In general, the space dedicated to back of house facilities for a site of this scale, undertaking this level of trading and other activities is inadequate.

Refer to Proposals A1 and B1 for additional details.

### Related Strategic Objectives

- 1.1 Upgrade existing market facilities
- 1.2 Welcome people 7 days a week
- 1.3 Support emerging small businesses

## **D      Trading and Operations (continued)**

### **Related Strategic Objectives (continued)**

1.4 Introduce new markets and attract new customers

1.5 Encourage longer visits

2.4 Become a sustainable environment

### **Proposed initiatives**

D1      Trader amenities and facilities

D2      Market Operations Centre

D3      Market infrastructure upgrade

D4      Waste management facilities

D5      Management accommodation and facilities

D1 <b>Trader amenities and facilities</b>
<p><b>Proposal</b></p> <p>Create dedicated facilities for market traders and their employees.</p>
<p><b>Trader staff parking</b></p> <p>This could include a designated trader parking area for shift workers which could be contained within a separate facility to customer car parking, enabling a more targeted management and operation approach. This facility would assist efforts to reduce vehicle numbers in trading areas by providing a good onsite alternative.</p> <p><b>Trader staff facilities</b></p> <p>New facilities could include back of house staff break out facilities, hireable lockers, toilets and showers.</p> <p>The new areas could recognize the needs of multi-cultural workforce and incorporate prayer rooms and other facilities.</p>

D2 <b>Market Operations Centre</b>
<p><b>Proposal</b></p> <p>Create dedicated market operations centre incorporating management's facilities to enable the efficient operation of the market precinct as a major retail, events, and public destination.</p>
<p>Managing the market's operations, activities and facilities is a complex task that will grow in complexity and scale with the increase in site activity and visitation levels as a result of the market renewal.</p> <p>Coping with the demands of a market precinct that is active 7 days a week, from early morning into the evening will increase requirements on operations (site management, cleaning, security and traffic management). Added to this will be the increased diversification of the markets, events and activities programs, meaning new service providers and event organisers will be using and accessing the site.</p> <p>Catering for the public safety of increased crowd numbers must be considered and adequately provided for.</p> <p>The new Market Operations Centre should include:</p> <ul style="list-style-type: none"> <li>• 24 hour security control centre equipped to oversee management of market logistics, and public venue (eg. link in to Police operations in the event of mass gatherings as determined by capacity of the market precinct). Could incorporate a hub for CCTV and security operations, include staff facilities and link back to new service areas including any loading dock facilities.</li> <li>• Temporary events areas for office / first aid / police use during larger scale events.</li> <li>• Operations workshop and storage area for management to replace lost storage and operations workshop from Franklin Street stores.</li> <li>• Cleaners operations area including bin wash down, equipment and consumables storage, staff facilities.</li> </ul>

D3 <b>Market infrastructure upgrade</b>
<p><b>Proposal</b></p> <p>Upgrade infrastructure (power, water, sewer, sullage) in Lower and Upper Markets to enable QVM to continue to develop its role as major host of Melbourne’s unique night markets and festivals with a particular emphasis on street food.</p> <p>As part of the overall approach to sustainable precinct infrastructure, undertake infrastructure improvements across the market precinct with a focus on Upper Market, Queen Street and Therry Street as Market ‘events space’ with associated infrastructure provision.</p> <p>Ensure there is no need for additional/supplementary power supply by providing for events and night market requirements.</p> <p>Install new points for water and other service locations suitable for registered food premises (temporary food vendors).</p> <p>Procure a suite of market and event furniture (including marquees, tables, chairs, rostrum, seating, PA, lighting and other props) to enable efficient and low cost market and events set ups, and establish storage area accessible to Upper Market and main market public spaces (Queen Street, Therry Street, Open space) to enable efficient bump in and out for markets and market events.</p>
D4 <b>Waste management facilities</b>
<p><b>Proposal</b></p> <p>Create a new central waste transfer/handling and collection area to be developed with smaller satellite collection/processing areas throughout the market.</p> <p>Areas to be permanently separated from publicly accessible areas and designated produce delivery areas.</p> <p>Adoption of rubbish removal processes/systems that reduce current manual approach including localised waste removal system direct to stall areas to avoid waste building up throughout trading day.</p> <p>Upgrade waste management equipment to reduce current heavy reliance on manual handling.</p> <p>Increase and improve waste and recycling bins in public areas.</p> <p>Investigation of mechanised waste collection/removal options - Could include bio-digester or other organics treatments.</p> <p>Best practice for meat and fish waste must be followed, including provision of frozen fish offal facility and storage area (within easy access to fishmongers and butchers in Lower Market).</p> <p>Waste management areas and systems must set the standard in sustainable market operations and have capacity to handle at a minimum the current volume of 508 tonnes of waste produced per month.</p> <p>Space for large format compactors.</p> <p>Waste management area and facilities for traders in Dairy Produce Hall to be integrated with waste management facilities for Elizabeth Street Terraces (as per Proposal A1).</p>
D5 <b>Management accommodation and facilities</b>
<p><b>Proposal</b></p> <p>Create new management offices to enable adaptation of current office in Elizabeth Street Terrace for retail or hospitality use.</p> <p>Explore relocation of management offices from Elizabeth Street shops (freeing up further space for retail / hospitality in Lower Market) to new purpose built management offices to accommodate up to 80 FTE and associated administration areas, meeting rooms and staff facilities.</p>



**Future state:**

Whether just popping in to pick up something for dinner on the way home, or enjoying a leisurely browse with overseas guests, the customer experience at Queen Victoria Market is always satisfying. Getting there is not a problem whatever your mode of travel with convenient affordable parking located near core retail areas, bike zones and a range of bus, tram and train routes a short walk from wherever you find yourself in the precinct. Once you're there, integrated wayfinding makes navigation easy, but if you do need assistance the market's friendly team are out and about and ready to help whatever the query. High quality, accessible, family friendly public conveniences are located throughout the precinct. Then, when it's time to leave, the market's delivery services can get your goods home.

**Current State**

**Car parking**

The market precinct currently incorporates the following parking areas:

- Customer car park (710 spaces)
- Queen Street (short term on street parking/loading zones)
- Therry Street (short term on street parking/loading zones and disabled parking)
- Franklin Street (155 metered parking spaces south of Franklin Street Stores)
- Victoria Street (short term on street parking)

A range of different parking needs are currently met within the market precinct:

- Customer goods collection (ie. under 30 minutes): Retail and business customers (particularly of food traders) use Victoria Street, Therry Street and Queen Street to pick up goods
- Customer short stay parking (approx. 2-3 hours): Around 50-65% of the market shoppers that drive to the market use the market's customer car park, with the remaining proportion parking in on street parking in surrounding areas (eg. in Franklin Street, Capel Street etc.)
- Trader vehicle parking: On market days approximately 100 trader vehicles are parked in the market car park, with a further 200 parked under the sheds in service lanes or adjacent to market stalls. A further 50-100 vehicles make use of Queen and Therry Streets at any given time during market trading.
- Commuter/worker parking (all day): On market weekdays there is evidence to suggest at least 100 spaces within the market car park are occupied by commuters/workers. On non-market days, the market car park expands under the sheds to provide an additional 300 parking spaces which function as a low cost long stay car park catering to inner city workers.

*The existing Market car park*

The Market's customer car park is a critical contributor to QVM's commercial performance both as a business (in terms of revenue stream) and as a retail/leisure destination (as a key part of the offer).

Management control of the market car park(s) is a key function of QVM Management. This includes managing the car park both as a facility and a business offer, including setting parking rates, establishment, maintenance and overseeing of operational arrangements (ie. appointing contracted operator) and general performance management.

**Current State (continued)****Public toilets**

The market precinct currently incorporates the following public toilet facilities (incorporating male, female, disabled and baby change facilities):

- Queen Street Median
- Lower Market – adjacent to H & I Shed
- Lower Market – Food court
- Upper Market – Victoria Street toilets (no disabled facilities)

The existing toilet facilities do not meet current standards. On busy market days the market averages 40,000 visits across the trading period. The Summer Night market averages 50,000 attendees across the 5 hour period. It is therefore estimated that the average trading capacity is approximately 10,000 people. Currently the market's public toilet provision does not adequately cater for these visitor numbers and site capacity as evidenced by significant queuing and customer dissatisfaction.

The toilets are also insufficient to meet customer demand during day trading periods on weekends. There are no dedicated trader staff facilities which means food handling staff must use public toilet facilities further adding to demand.

The changed market layout during night markets and special events, particularly those featuring licensed areas, can present further issues for toilet provision. The undersupply of facilities leads to customer dissatisfaction with queuing times, family facilities, and hygiene standards.

**Wayfinding and information**

The market's wayfinding and information systems are minimal, old, disconnected and in need of an overhaul.

The Customer service booth has been tucked away in Deli Lane and the new site in F Shed is an improvement but still likely to be inadequate.

The market's PA and centre communications system is old and unsophisticated.

**Shopping Collection**

There is no central place to collect goods easily and efficiently.

A trial delivery service currently operating from Victoria Street shops, while a great initiative this is not a suitable location in the long term.

**Related Strategic Objectives**

- 1.1 Upgrade our existing market facilities
- 1.2 Welcome people 7 days a week

## **E Customer Services (continued)**

### **Proposed initiatives**

- E1 Customer car parking
- E2 Public amenities
- E3 Market Customer Information Hub(s)
- E4 ATM Hub(s)
- E5 Customer parcel pick up zone
- E6 Bike facilities
- E7 Public transport arrival points
- E8 Delivery service
- E9 Taxi rank

E1 Customer car parking
<p><b>Proposal</b></p> <p>Develop a replacement car park solution to enable the redevelopment of the market's existing customer car park and fulfil the obligations of the State Land Agreement.</p> <p>Ensuring customers have convenient access to the precinct involves provision of customer car parking that is:</p> <ul style="list-style-type: none"> <li>• Affordable for market customers</li> <li>• Designed with retail shoppers and family groups in mind</li> <li>• Conveniently located to market shopping areas, with entrances located within the market precinct</li> <li>• Universally accessible</li> <li>• Adequately sized in terms of number and types of car parking spaces</li> </ul> <p>Develop a replacement car park solution that caters to the parking requirements of market customers that will:</p> <ul style="list-style-type: none"> <li>• Enhance the market's overall offer to customers &amp; visitors</li> <li>• Enable management to adjust pricing to suit different activities throughout the day / week</li> <li>• Facilitate management to undertake promotions (technology to enable customer loyalty schemes, trader initiated or QVM promotions)</li> <li>• Be marketable (flexible and attractive against the competitor set)</li> <li>• Be efficient to manage</li> </ul>
E2 Public amenities
<p><b>Proposal</b></p> <p>Develop new public amenities to enable the market precinct to set a high standard in public amenities provision, with modern customer amenities that are accessible, family friendly and in convenient locations throughout the precinct.</p> <p>Adequate provision to meet demands of current and future visitation numbers of day market customers as well as evening and events visitors.</p> <p>Replace existing toilet blocks in Queen Street and Lower Market with new visitor amenities block in market cross public space.</p> <p>Precinct must comply with BCA, DDA and POPE requirements.</p> <p>Mandatory provision of separate facilities for traders and customers.</p> <p>Increased numbers of accessible toilets and baby/adult change facilities throughout the market, particularly towards the Peel Street end.</p>
E3 Market Customer Information Hub(s)
<p><b>Proposal</b></p> <p>Create one or more customer information points to provide information on market traders, promotions and accommodating customer service staff and acting as a base for roving market officers.</p> <p>Customer Information Hub should provide accommodation for up to three market customer service officers answering queries onsite, space for displays and potential for integration with wayfinding system.</p> <p>Should be located in a prominent, high visibility location within market trading area(s) with clear circulation path to customer car parking and other customer entry points (eg. Public transport stops) and market public spaces (eg. Market Cross).</p> <p>Could include a market store for sale of branded merchandise.</p>

<b>E4</b>	<b>ATM Hub(s)</b>
<b>Proposal</b>	
Create ATM hubs in key areas within the market precinct.	
Create ATM hubs in Market Cross and at strategic high traffic areas and entrance points throughout the precinct.	
<b>E5</b>	<b>Customer parcel pick up zone</b>
<b>Proposal</b>	
Create short term customer parcel pick up zone(s) in convenient location(s)	
Could also include adjacent temporary storage areas for pick up (including cool storage), loading zones for on street collection, adjacent to key food retail areas.	
<b>E6</b>	<b>Bike facilities</b>
<b>Proposal</b>	
Create high-quality 'end-of-trip' terminus for cyclists	
Could include secure parking for bicycles, showers, change rooms and storage lockers.	
<b>E7</b>	<b>Public transport arrival points</b>
<b>Proposal</b>	
Improve connections between major public transport arrival points and the market precinct	
Create enhanced public transport arrival points adjacent to entrance points throughout the precinct.	
<b>E8</b>	<b>Delivery service</b>
<b>Proposal</b>	
Explore options for establishing a home delivery service for local customers	
Facility to include storage areas (including cool storage) for goods and loading bay/parking for delivery vehicles.	
<b>E9</b>	<b>Taxi rank</b>
<b>Proposal</b>	
Create accessible taxi rank(s) in convenient location(s)	
Create safe, quality taxi rank(s) at strategic high traffic areas and entrance points throughout the precinct.	

## F Visitor Services



### Future state:

The Queen Victoria Market Precinct is a must see for visitors to Melbourne. It's a genuine opportunity to mix with the locals and so much more. Visitors can sample local produce, find a special souvenir, and get inspired to continue their journey onward to discover the best Victoria has to offer. Time a trip to see the full market in action, or simply experience a slice of life Melbourne style.

### Current State

Although it is a major tourist destination, the market's trading hours and lack of precinct attraction outside of these times is a source of disappointment for visitors, who want to see QVM on Mondays and Wednesdays or in the late afternoon and evening.

Minimal facilities catering specifically for visitors.

Tourist buses arrival point is basically the Queen Street Toilet block, no specific demarcation point, buses tend to park in the precinct for long periods of time.

### Related Strategic Objectives

- 1.1 Upgrade our existing market facilities
- 1.2 Welcome people 7 days a week
- 1.3 Support emerging small businesses
- 2.5 Promote our local produce

### Proposed initiatives

- F1 Victoria Visitor Centre
- F2 Tourist bus arrival point

F1 <b>Victoria Visitor Centre</b>
<p><b>Proposal</b></p> <p>Develop a Victoria Visitor Centre that would provide a hub for visitors to the market precinct.</p> <p>The State Agreement includes reference to a 'Victoria Visitor Centre' as a key means of leveraging the considerable benefits of QVM's status as one of Melbourne's most visited tourist destinations.</p> <p>The Victoria Visitor Centre would provide opportunities to showcase the market, Melbourne food, and encourage tourism links to regional Victoria.</p> <p>Could also involve partnership/s with scenic/food tour operators, inclusion of a booking desk.</p> <p>Opportunities to co-locate specialty retail for local souvenirs, and incorporate a delivery service for regional, interstate and overseas visitors.</p> <p>Potential locations to explore include the new Queen Street South land parcel (aka Queens Corner) with the opportunity to integrate the new facility into a building at the edge of the new open space.</p>
F2 <b>Tourist bus arrival point</b>
<p><b>Proposal</b></p> <p>Identify a welcome point for tourist bus arrivals and coordinate coaches, bus tours, tourist bus routes.</p> <p>Encouraging links to City Circle Tram or Tram Car Restaurant.</p> <p>Opportunity for the market precinct to become the departure point for bus tours into greater Victoria.</p> <p>Investigate offsite parking provision for coaches and minivans to accommodate bus tours.</p>

## G Education and Interpretation



### Future state:

The market precinct offers a rich and varied range of learning experiences, both formal and informal. It's a place for school groups, industry and the general public to engage with market life, local history from traditional owners, Melbourne's colonial past and our contemporary food and community culture. Promoting health and wellbeing through a variety of activities, cooking classes, the market precinct fosters a sense of community wellbeing by sharing experiences and learning across age groups and cultural groups. It also fills an important role in developing small businesses, recognizing the role of markets as incubators by offering classes and industry connections.

### Current State

The market offers tours and has recently reopened a cooking school (the temporary Social Kitchen). While QVM is a popular place for school groups and university research there are no schools facilities or spaces to expand on this role.

Over the past few years, significant efforts have been made to encourage small business development with traders and opportunities exist to expand this role.

### Related Strategic Objectives

2.3 Celebrate our heritage

3.5 Tell our stories, share our knowledge

### Proposed initiatives

G1 Market Education Centre

## **G1      Market Education Centre**

### **Proposal**

Develop new facilities to enable market to perform an educational role for market traders, general public, schools groups and industry.

As a major market place, QVM is currently a popular excursion destination for school groups (primary and secondary) in addition to being the subject of numerous research projects and studios at a tertiary level. In addition to this formal role, QVM performs an invaluable informal educational role with learning opportunities on a variety of levels – from interactions with knowledgeable market traders, tours, cooking demonstrations, the cooking school and other programming.

There is significant latent demand for this role, which has gone unmet due to constraints on market facilities. Renewal provides the opportunity to expand the market's formal and informal education role in a range of ways which must be supported by new strategies and programs.

Educational facilities could include:

- New cooking school
- New demonstration kitchen
- Auditorium/ amphitheatre (indicative size 200-400 seat)
- Interpretation centre with exhibition area for fixed and changing display
- School room / meeting point for school groups
- Tour group meeting point

## H Other potential opportunities

The following other potential opportunities have been identified for future considerations where applicable.

H1 Munro Site
<b>Opportunity</b> Consider incorporating market car parking, retail and hospitality into lower levels of Munro site
<p>City of Melbourne's strategic acquisition of the 'Munro site' (properties at Therry, Queen and Franklin Streets) opens up considerable possibilities for the integration of the market's car parking, retail and hospitality offer, particularly at the key frontages of Therry and Queen Streets.</p> <p>The City of Melbourne will set project objectives for the redevelopment of the site, including future partnerships with the private sector to develop the site in part or in whole. This strategic site represents a major opportunity to accommodate market car parking in addition to retail and hospitality areas. This is particularly significant for the Therry and Queen Street frontages, which are major contributors to the market experience and street character.</p> <p>Maintaining some level of Council and Queen Victoria Market Pty Ltd control would avoid the potential for inappropriate commercial introductions to this high value part of the site, protecting the City's strategic investment in the market precinct. On a practical level, retaining an appropriate level of control over these key frontages will also enable greater flexibility for temporary street closures of Therry and Queen Streets from time to time to incorporate street markets and other festivals and events, bringing further street life and interest to this vibrant precinct.</p>
H2 Franklin Street Stores
<b>Opportunity</b> Consider future of Franklin Street Stores as part of an integrated market precinct offer
<p>The market precinct land reconfiguration would see the Franklin Street Stores forming part of the new development sites to the south of the new Franklin Street.</p> <p>While specific plans for the future of this part of the site have yet to be considered in detail, it is worth considering that if the Franklin Street Stores are retained, they could continue to be operated as part of the market in an adapted capacity. This could mean the Stores buildings could become part of the market's retail and hospitality offer, or provide the home for any of the proposed new facilities (eg. Education centre etc.). Maintaining an operational/functional connection with these buildings would be an important way to maintain their integration with the broader market precinct and could be achieved via negotiation with the future developer of these sites.</p>
H3 Iconic Hospitality Destination
<b>Opportunity</b> Consider incorporation of iconic hospitality destination.
<p>In master planning the market precinct, consideration could be given to the potential for an iconic hospitality destination as a place that could anchor the market's overall hospitality offer and become a landmark in its own right. Such a destination could showcase market produce, and the quality and originality of Melbourne's hospitality while providing an affordable, inclusive and family friendly offer – embodying the strategic directions of the renewed market.</p> <p>The acquisition of the Munro site and potential retention of the Mercat Cross hotel is one possible opportunity to consider, but there could be other suitable sites that emerge as plans progress.</p>

H4      Onsite Radio Broadcasting
<p><b>Opportunity</b></p> <p>Consider potential for onsite satellite radio broadcasting facility.</p>
<p>Outdoor radio broadcasts are a common occurrence at the market today and are an important way to help attract and inform the local community on a range of current happenings. An opportunity may exist to incorporate a small dedicated OB satellite facility onsite to attract the interests of commercial or public stations</p>

H5      Food and Wine Industry Hub
<p><b>Opportunity</b></p> <p>Explore potential to accommodate food and wine industry sector organisations.</p>
<p>Consider provision of commercial office accommodation for a range of related industry sector organisations (for example produce marketing agencies, growers associations etc.) where mutual benefit would exist by their co-location within the market precinct.</p> <p>Could also link with Proposal G1.</p>

## 4 Current state

This section defines Queen Victoria Market's current state in terms of the site, facilities, market offer, operations and heritage. It goes on to identify baseline issues that must be addressed and requirements for elements that have been identified to date specifically for the market as primary function.

- 6.1 Overview
- 6.2 Market precinct
- 6.3 Market offer
- 6.4 Market operations
- 6.5 Heritage

## 4.1 Overview

The QVM site occupies 7 hectares on the northern fringe of the Melbourne CBD and the centre of the City North. The Market has been operating for 137 years, being officially opened on 20 March 1878. It is a well-known historical and cultural icon for the City of Melbourne, having national significance as an historic open air market, boasting several listed buildings and occupying the site of Melbourne's first cemetery.

The Market is bounded overall by Victoria Street to the north, Peel Street to the west, Franklin and Therry Streets to the south and Elizabeth Street to the east. The four Crown grants comprising the market precinct are shown below. (Refer map pg 10 for details of future precinct configuration).



The Market services both domestic and tourist needs providing a unique shopping experience which attracts around 10 million visitors annually. With 670 permanent traders and over 100 casual traders, and offering approximately 24,500m<sup>2</sup> of retail floor space, the Queen Victoria Market is the largest of all the retail markets in the metropolitan area and home to the highest concentration of small businesses in Australia.

While the market is very much a fresh food market, based on fruit, vegetables, meat, fish, poultry and delicatessen lines, it also has a substantial non-food offer including clothing, accessories, footwear, gifts and souvenirs with particular appeal to interstate and overseas tourists as well as segments of the local market.

The day market operates five days per week during the hours set out below. The day market is generally closed Mondays, Wednesdays and public holidays although extended opening hours are offered over the Christmas period.

Tuesday	6.00am-2.00pm
Thursday	6.00am-2.00pm
Friday	6.00am-5.00pm
Saturday	6.00am-3.00pm
Sunday	9.00am-4.00pm

The day market is complemented by two seasons of Wednesday night markets operating seasonally from 5.00pm – 10.00pm. The Summer Night Market runs from November to March and from 2015, the Luna 1878 Winter Night Market will commence in May (previously July) and run through to end August.

A car park for approximately 700 vehicles is operated by Market management and located between String Bean Alley and the Franklin Street Stores. On street parking is also available in the surrounding streets, in particular on Queen, Therry and Franklin Streets.

Trams run directly adjacent to QVM along Elizabeth Street, Peel Street and Victoria Street while Melbourne Central and Flagstaff Stations are located 500m to the south.

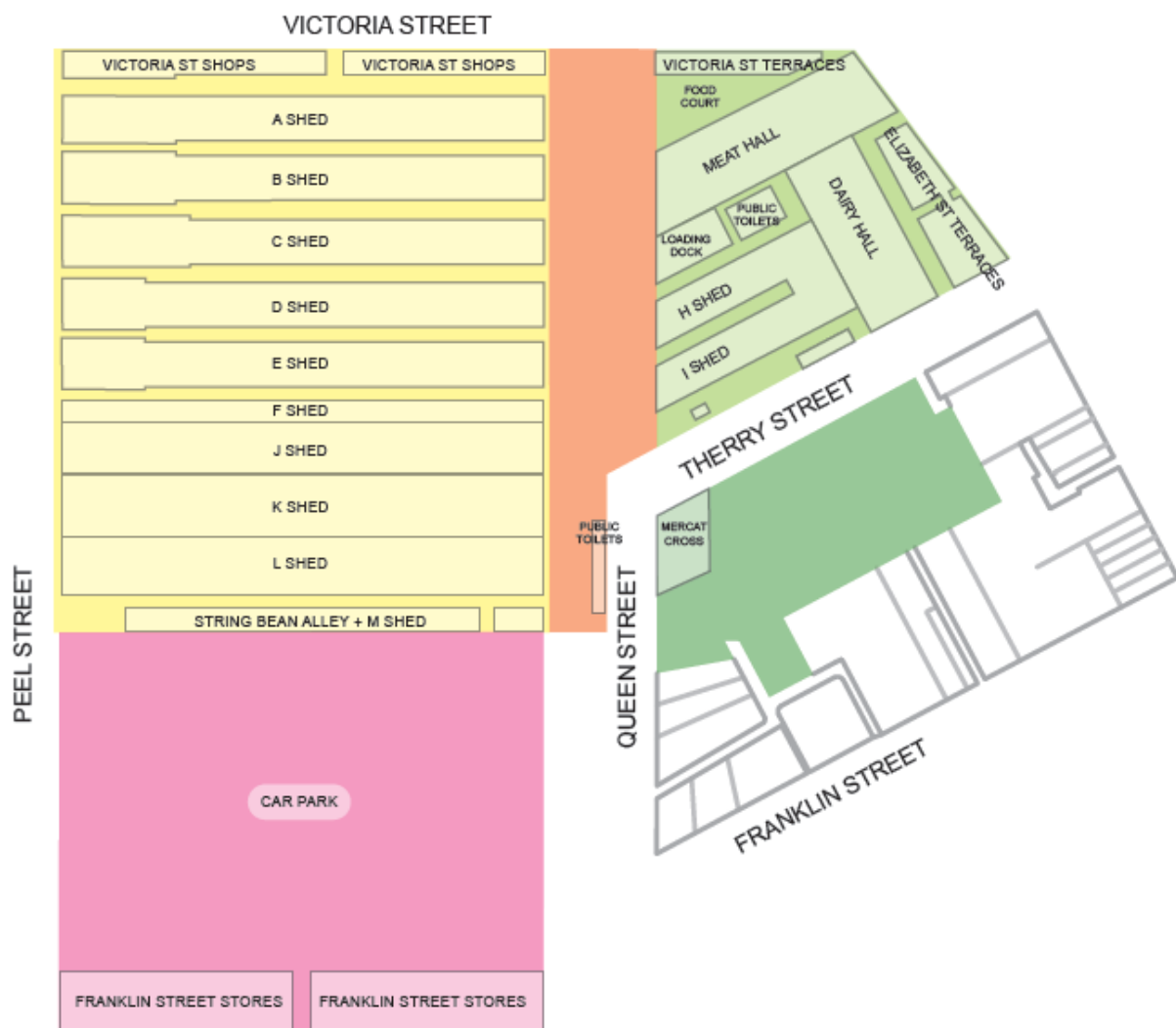
QVM is indirectly serviced by a number of bus routes, while the Melbourne City Tourist Shuttle has a stop on Peel Street.

## Market precinct - Buildings

The site developed historically as two blocks. The first is the rectangular block bounded by Victoria, Queen and Peel Streets and M Shed known as the “Upper Market”. The second is the irregular block of land bounded by Victoria, Elizabeth, Therry and Queen Streets, known as the “Lower Market”.

Queen Street which runs through the site, separates the overall site into the Upper and Lower Markets. The northern section of Queen Street is included on the Market title and contains some Market structures and facilities. On Sundays and for night markets, this section of the street is closed and converted into an active market space. At other times through traffic is permitted and the area plays a vital role in loading and servicing activities as well as being a pedestrian link between the two key market retail areas.

The current market buildings and shed configurations are shown below.



## Definitions

For the purposes of describing land use the following definitions have been adopted:

### Land Use

Term	Definition
Total Area	Total site area
Net Lettable Area (NLA)	For this purpose includes areas subject to leases and licenses, where QVM derives a commercial return
Circulation Space (ped only)	Areas set aside for priority pedestrian access (may include areas inaccessible to vehicles)
Shared Zone	Areas accessible to both vehicles and pedestrians, and used for circulation by both public and vehicles (including traders, deliveries etc)
Public Amenities	Area of public toilets and associated amenities
Storage + BOH	Areas not accessible to the public and used for 'back of house' operations service activities and management or trader storage.
Trader Parking + Service	Areas set aside for trader parking and servicing stalls and shops (eg. service lanes of sheds). Public pedestrian access discouraged (but not blocked).

The following table shows a breakdown of the total area of each of the current land parcels, along with a calculation of the commercial areas for each (defined here as NLA – net lettable area).

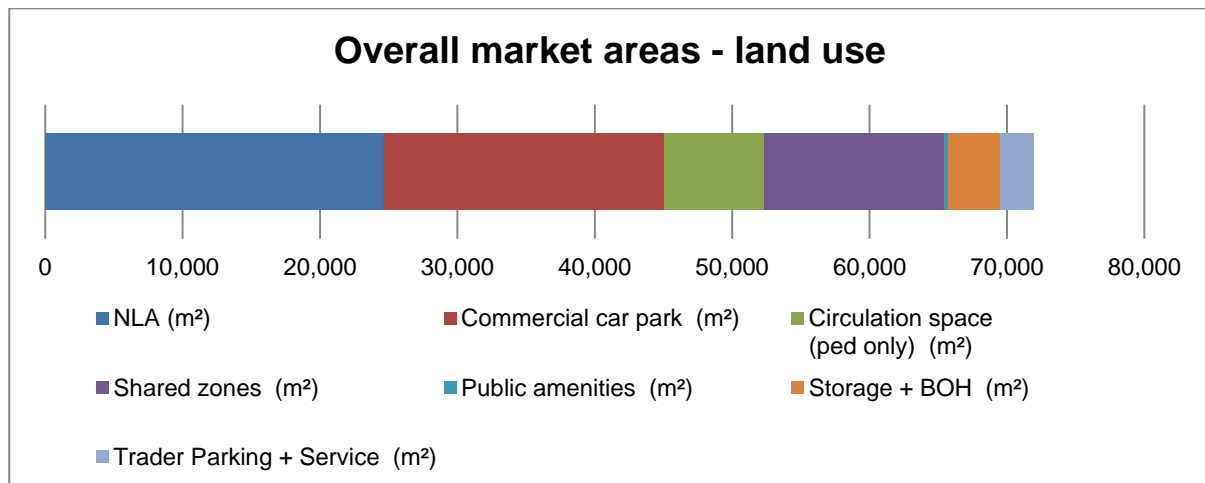
	<b>Total Area (m<sup>2</sup>)</b>	<b>NLA (m<sup>2</sup>)</b>
<b>Lower Market</b>	<b>10,410</b>	<b>4,896</b>
Dairy Produce Hall	1,532	832
Meat and Fish Hall	1,940	1,103
Elizabeth Street Terraces	804	708
Victoria Street Terraces	691	691
H Shed	950	800
I Shed	1,100	732
Therry Street North	30	30
<b>Upper Market</b>	<b>31,760</b>	<b>19,589</b>
Victoria Street Shops	918	918
A Shed	2,815	2,318
B Shed	2,803	2,273
C Shed	2,886	2,392
D Shed	2,797	2,333
E Shed	2,735	2,267
F Shed	1,674	1,037
J Shed	2,496	1,878
K Shed	3,120	1,945
L Shed	3,120	1,945
String Bean Alley inc M Shed	1,404	283
<b>Queen Street North</b>	<b>6,196</b>	<b>108</b>
<b>Market South</b>	<b>23,570</b>	<b>23,130</b>
Car park	20,000	20,000
Franklin Street Stores	3,570	3,130
<b>Current Market Land</b>	<b>71,936</b>	<b>47,271</b>

The acquisition of Munro site adds a further 6,329m<sup>2</sup> to the market precinct, bringing it to a total area of 78,398m<sup>2</sup> once settlement has been completed.

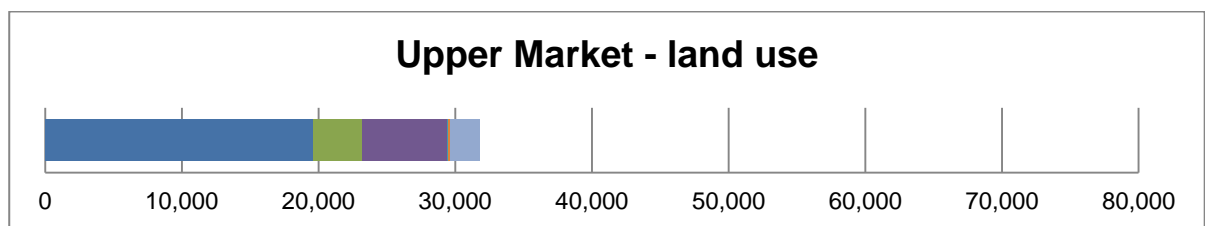
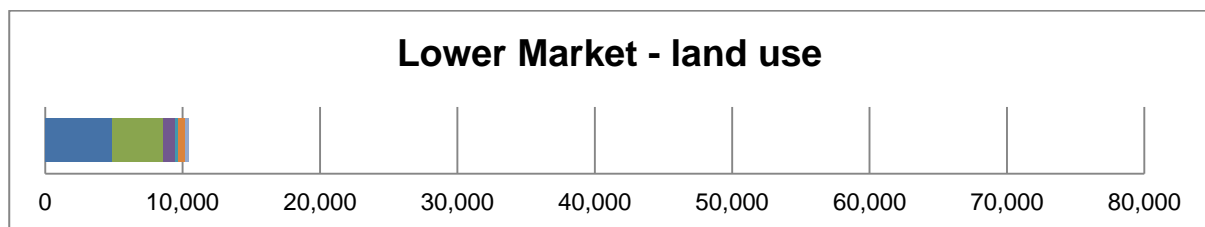
Land Parcel	Total floor area (m <sup>2</sup> )	NLA (m <sup>2</sup> )	Commercial car park (m <sup>2</sup> )	Circulation space (ped only) (m <sup>2</sup> )	Shared zones (m <sup>2</sup> )	Public amenities (m <sup>2</sup> )	Storage + BOH (m <sup>2</sup> )	Trader Parking + Service (m <sup>2</sup> )
<b>Total</b>	<b>71,936</b>	<b>24,593</b>	<b>20,440</b>	<b>7,326</b>	<b>13,041</b>	<b>352</b>	<b>3,765</b>	<b>2,419</b>
<b>Lower Market</b>	<b>10,410</b>	<b>4,896</b>	<b>0</b>	<b>3,713</b>	<b>858</b>	<b>188</b>	<b>505</b>	<b>250</b>
Dairy Produce Hall	1,532	832		700				
Meat and Fish Hall	1,940	1,103		837				
Elizabeth Street Terraces	804	708					96	
Victoria Street Terraces	691	691						
H Shed	950	800		150				
I Shed	1,100	732		368				
Therry Street North (Café & Kiosk)	30	30						
Deli Lane	441				441			
Meat and Fish Hall Loading Dock	120						120	
Waste, bin wash down (incl fish offal)	183						183	
Service Lane behind H	204				204			
Lower Market Toilets	156					156		
Central Circulation space	213				213			
Service Lane H-I	250							250
Therry Street Substation	106						106	
Food Court	461			461				
Victoria Street East Toilets	32					32		
Perimeter Circulation (incl Therry St Plaza)	5,473			1,197				
<b>Upper Market</b>	<b>31,760</b>	<b>19,589</b>	<b>0</b>	<b>3,613</b>	<b>6,203</b>	<b>56</b>	<b>130</b>	<b>2,169</b>
Victoria Street Shops	918	918						
A Shed	2,815	2,318		497				
B Shed	2,803	2,273		530				
C Shed	2,886	2,392		494				
D Shed	2,797	2,333		464				
E Shed	2,735	2,267		468				
F Shed	1,674	1,037		637				
J Shed	2,496	1,878			618			
K Shed	3,120	1,945			1,175			
L Shed	3,120	1,945			1,175			
M Shed / String Bean Alley	1,404	283		523	468		130	
Victoria Street West Toilets	56					56		
Service Lane V St-A	680				480			200
Service Lane A-B	470							470
Service Lane B-C	496							496
Service Lane C-D	495							495
Service Lane D-E	508							508
Perimeter Circulation	2,287				2,287			
<b>Queen Street North</b>	<b>6,196</b>	<b>108</b>	<b>0</b>	<b>0</b>	<b>5,980</b>	<b>108</b>	<b>0</b>	
Public roadway and circulation	5,980				5,980			
News stand	8	8						
Queen Street Stalls	100	100						
Queen Street Toilet Block	108					108		
<b>Market South</b>	<b>23,570</b>		<b>20,440</b>				<b>3,130</b>	
Car park	20,440		20,440					
Franklin Street Stores	3,130						3,130	

Note: These space allocations are based on an average Saturday trading, when all available market stall areas are in use in the Upper Market (and unlike a Sunday, Queen Street is not closed to traffic).

As per the previous table, on an average Saturday the entire current market site (comprising the four Crown land parcels) comprises the following uses:

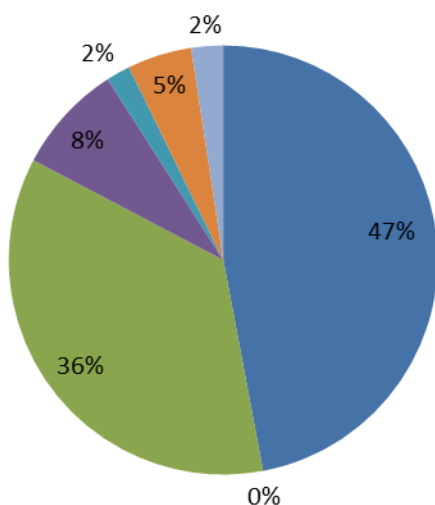


For comparison purposes the key market areas incorporate the following space allocation:



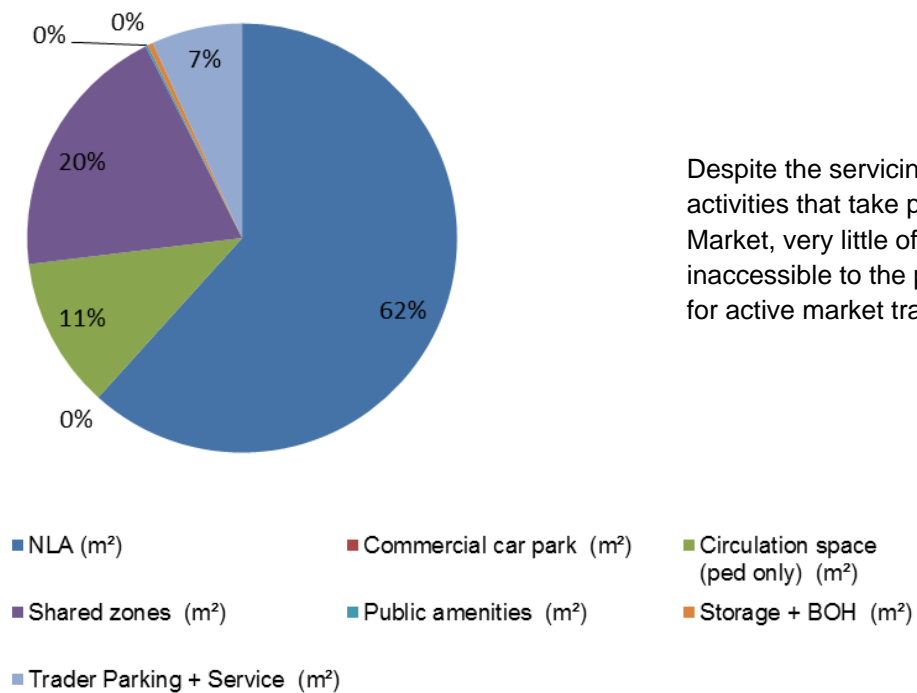
This information can also be expressed as percentages:

### Lower Market - land use



The Lower Market is split almost 50:50 between public circulation and shared zones vs. licensed / tenanted spaces.

## Upper Market - land use



Despite the servicing and trader activities that take place in the Upper Market, very little of the site is inaccessible to the public or not in use for active market trading.

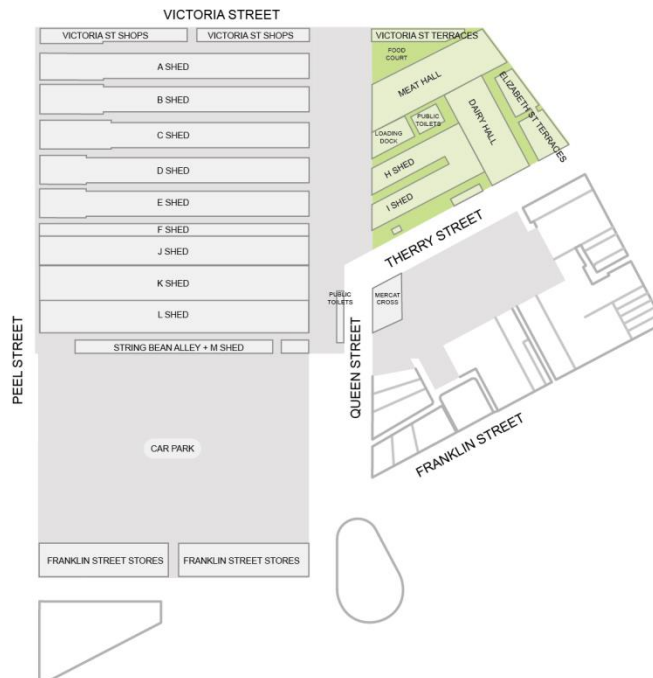
## 4.2 Market precinct

The market precinct as it currently stands can be broken down into 4 sections:

The Lower Market  
The Upper Market  
Queen Street  
Market South

### 4.2.1 Lower Market

The Lower Market is the irregular block of land bounded by Victoria Street, Elizabeth Street, Therry Street and Queen Street. It features QVM's iconic buildings – the Meat and Fish Hall, the Elizabeth Street and Victoria Street terraces, and the Dairy Produce Hall. The Lower Market is completed by Sheds H and I, the first sheds erected at QVM.



Location	Agreement	Traders	NLA m <sup>2</sup>
<b>Lower Market</b>			
Elizabeth St	Lease	6	708
Victoria St	Lease	8	691
Meat and Fish Hall	Lease	37	1,103
Dairy Produce Hall	Lease	37	832
H & I Sheds	Licence	23	1,532
Therry Street North	Lease	2	30
<b>Total</b>		111	4,896

Together the Meat and Fish Hall, (QVM's oldest building, constructed in 1869, preceding the official opening of Queen Victoria Market by nine years) the Elizabeth Street terraces (1884) and the Victoria Street terraces (1887) form a landmark street frontage that acts as QVM's symbolic 'front door' complemented by the Dairy Produce Hall (1928) and Sheds H and I (1878).

The Lower Market's retail offer is largely that of food, with 111 traders in total, 96 selling fresh food ranging from butchers, fishmongers, specialty foods, fresh fruit and vegetables (including organics) and some of QVM's best known street food offers (bratwurst, borek, doughnuts). The majority of market traders in the Lower Market hold leases, typically for a 5-6 year term and operate only during standard day market trading hours although some external tenants are starting to trade beyond this.

Because of this food focus and the availability of street food and other café options, the Lower Market is a popular meeting spot and pause point for regular shoppers and visitors alike. Outdoor dining areas are a feature of the Lower Market, with kerbside café style seating areas on all street frontages. The Therry Street, Deli Lane and Queen Street outdoor dining areas are managed by QVM as free/public dining whereas other street café areas are licensed to tenants (as per the standard City of Melbourne kerbside café approach). Wedged between the Meat and Fish Hall and Victoria Street terraces, the Food Court is QVM's only dedicated, undercover communal dining area.

The Lower Market contains QVM's only designated facilities for loading and waste handling and these are serviced directly from Queen Street and connected through a service lane corridor. Sitting at the centre of the Lower Market is a public toilet block which is in high demand from customers and traders alike.

Besides the retail and hospitality tenancies, the Lower Market is home to the market's main management offices. Market management occupy the entire upper level of the Elizabeth Street Terraces and parts of the ground level at the Deli Lane end. In addition to management staff accommodation, the Elizabeth Street terraces include the reception area, security control room, fire panel, cleaners room and storage for the Deli Lane outdoor furniture. Further management accommodation is located in the Victoria Street Terraces including a training/meeting room, security office, tour guide meeting area and a cleaners room.

Retail tenancies in the Meat and Fish Hall and Dairy Produce Hall are very compact and this, combined with their popularity with customers, brings an intensity to the experience of being in this part of the market that can be an attraction in itself. The sights and smells of the Lower Market are a highlight for visitors and the distinctive interiors of the buildings combined with the high energy market trading truly encapsulate the Melbourne market experience.

While the Lower Market's retail intensity is a key source of its appeal, the concentration of market businesses and the popularity of the area places high demands on the Lower Market's limited operational areas and facilities. The safe separation of service activities from the public is challenging with this shortage of space and level of patronage.

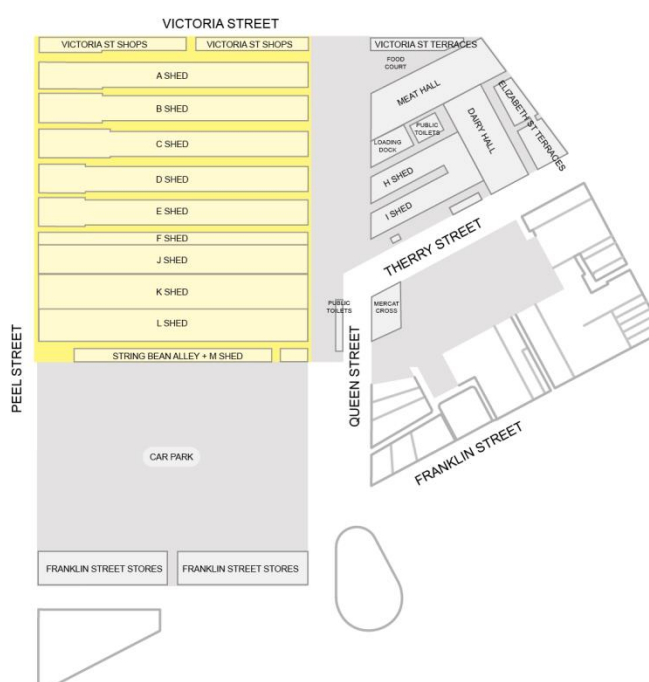
Market deliveries must be received early in the morning via Deli Lane, Therry, Queen and Elizabeth Streets to allow for these areas to revert back to the public. No onsite storage provision beyond what can fit within tenancy areas means the Lower Market can feel quite cramped. Service lanes are heavily trafficked and by the end of trading are often filled with waste for collection.

During market trading, operational activities such as waste collection must be undertaken concurrently with traders own business practices (unloading, setting up, restocking and of course selling goods) with high numbers of visitors and customers flowing through the spaces. The combined effect is a congested retail centre that is resource intensive to manage. Some respite can be found in outdoor dining areas and these pockets are in high demand yet characterised by aging, mismatched street furniture that detracts from the highly valued heritage character of the market.

Wayfinding within the Lower Market is assisted by the presence of discrete zones with specific character and readily identifiable buildings with a street address and frontage. These distinctions tend to reinforce the Lower Market as a standalone experience with the Upper Market offering little to entice customers across Queen Street.

#### 4.2.2 Upper Market

The Upper Market is characterised by its heritage open air market sheds and comprises the area bounded by Queen, Victoria, Peel and Franklin Streets. This area was developed as a market in stages between 1877 and the 1930s and includes Sheds A to F, the Victoria Street Shops, Sheds J to M and String Bean Alley.



Location	Agreement	Traders	NLA m <sup>2</sup>
<b>Upper Market</b>			
Victoria Street Shops	Lease	18	918
A & B Sheds	Licence	54	4,591
C,D,E,J,K,L Sheds	Licence	348	12,760
F Shed	Lease	18	1,037
String Bean Alley (inc M Shed)	Lease	12	283
<b>Total</b>		450	19,589

At its peak, the Upper Market is colourful and chaotic with sections that contain an ambience customers love. For a range of reasons however, this ambience is difficult to sustain across the large extent of sheds and consequently the Upper Market is not fulfilling its potential as a destination.

The open air market sheds have never been comprehensively adapted to meet contemporary retail market trading requirements. The sheds as they currently stand lack basic facilities and consequently particular styles of market trading have evolved over time that attempt to maximise the potential of the Upper Market within the heavy constraints.

Contemporary trading requirements such as weather protection, back of house, permanent storage areas, food handling facilities, quality lighting etc are not incorporated and further limit the possibilities for retail and events business formats.

Efforts to maintain the overall style and impression of open air flexible market trading that is unique to QVM and highly valued by customers are compromised by limited facilities and lack of permanent fixtures.

With minimal facilities and limited infrastructure, QVM's market traders have, over time, collectively adopted two styles of market trading that will not be sustainable in their current form and quantity in the long term. Apart from a small number of lock up shops (Victoria Street, F Shed, String Bean Alley containers), for the most part QVM's non-food (aka general merchandise) offer is delivered by a large number of diverse market traders that are randomly located throughout C, D, E, J, K and L Sheds and for the most part rely on mobile box storage units to store stock and demarcate their stall areas.

The daily ritual of setting up and packing down is a product of the absence of onsite fixed storage. While this does enable a degree of flexible use (eg. the Summer and Winter night markets), the repetition of the rearrangement process limits the windows of alternative use to be achievable for only one day at a time (ie. on Mondays or Wednesdays).

The daily rearrangement of the Upper Market, combined with the lack of storage also brings with it a heavy reliance on vehicles. Market traders often rely on individual vehicles parked within their stalls for replenishment of stock throughout the day and as mobile storage units outside operating hours.

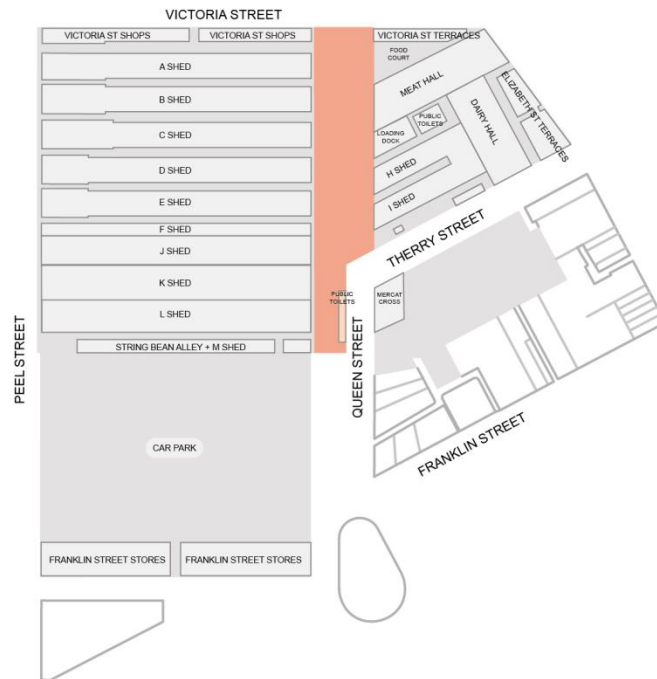
The second predominant style of trading in the Upper Market can be seen in the fruit and vegetable market located in Sheds A and B (and in the Lower Market's Sheds H and I). The temporary, 'rough and ready' quality of trading fresh food in these open air sheds gives QVM a vibrancy and a point of difference that is the total opposite of a sanitised supermarket shopping experience.

While there is no question that a large part of the appeal of the Upper Market is its 'no frills' sense of authenticity, in many cases the onerous setting up and packing down process required to support these trading styles mean that the Upper Market is not currently trading or otherwise activated for large parts of each day/week.



#### 4.2.3 Queen Street

The section of Queen Street passing through the Market has been appropriated by the Market over the years with the section between Victoria and Therry Streets (Queen St North) now an integral piece of QVM. Spanning the two 'hemispheres' of the market precinct – the Upper and Lower Market - Queen St North acts as both a conduit and a barrier.



In an east-west direction it connects customers travelling between the Upper and Lower Market, and is an important passage particularly for people undertaking a food shop, making the journey between the Meat and Fish Hall, Dairy Produce Hall and Sheds A & B. An east-west pedestrian circulation movement is reinforced by the linear layout of the Upper Market, and further underpinned by the presence of QVM's main amenities block, the Queen Street toilets and ATMs at the intersection of Queen and Therry Streets.

In contrast, the prevailing north-south movement pattern is vehicular. Although it is technically a closed road, Queen Street still plays a key role for vehicles, particularly those involved in loading and unloading activities, providing ready access to the spine of the market and linking out to Victoria Street.

This fundamental east-west vs. north-south movement pattern creates a series of conflict points which are further exacerbated by the various functions utilising Queen St North. This is only alleviated by a temporary closure of this section of Queen St to traffic during the night market and on Sunday market trading. While this closure certainly alleviates part of the conflict, the situation is further improved by the prevention of certain activities (such as use of forklifts, vehicle loading and unloading) from being undertaken during prime public access times on these days.

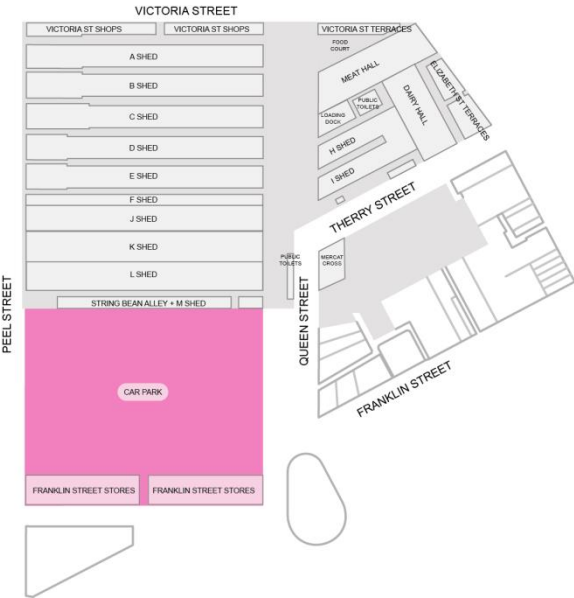
It is important to note that a complete lack of onsite service infrastructure means it is not possible to time-limit these activities on other market days (ie. moving stock, receiving Friday morning deliveries etc.) and it is only because these activities are not business critical on Wednesday nights and Sundays that it is conceivable to restrict/eliminate them. This however does point to the potential for Queen Street assuming that business critical requirements could be relocated (or the time pressure alleviated) during other times.

Queen Street is permanent home to the American Doughnut Kitchen (van) and a TattsLotto kiosk. On Wednesdays during the Summer and Winter night market seasons and on Sundays it is closed to traffic and utilised for cultural festivals and/or food based events such as “Taste of the Market” or “World Barbecue” where casual stallholders and entertainers are allocated spaces for the day and tables and chairs set up for outdoor dining.



4.2.4 Market South

Location	Agreement	Traders	Total Floor Area m²
<b>Market South</b>			
Franklin Street Stores	Lease	6	3,130
Customer Car Park			20,000
			23,130



Market South is the name given to the area between String Bean Alley M Shed and Franklin Street and comprises the Market Car Park and Franklin Street Stores.

## 4.3 Market offer

### 4.3.1 Overview

Queen Victoria Market (day market) currently comprises 737 Lease and Licence holders, plus dozens of casual licensees who trade at special weekend and night markets. There are 130 shops (leases) with the balance of traders occupying stalls in the open sheds. There are also 5 Box-Hire companies leasing eight Franklin Street stores and 1 trestle table hire operator providing services to the traders.

The categories and the ratios of product mix by number of stalls in the day market are:

Clothing 23%  
Fresh Food 23%  
Fashion Accessories 9%  
Homewares 8%  
Art & Craft 6%  
Prepared Food 6%  
Footwear 4%  
Memorabilia/Souvenirs 4%  
General 3%  
Home Entertainment 3%  
Luggage and Bags 3%  
Personal items 3%  
Retail Services 2%  
Toys 2%  
Hardware 1%

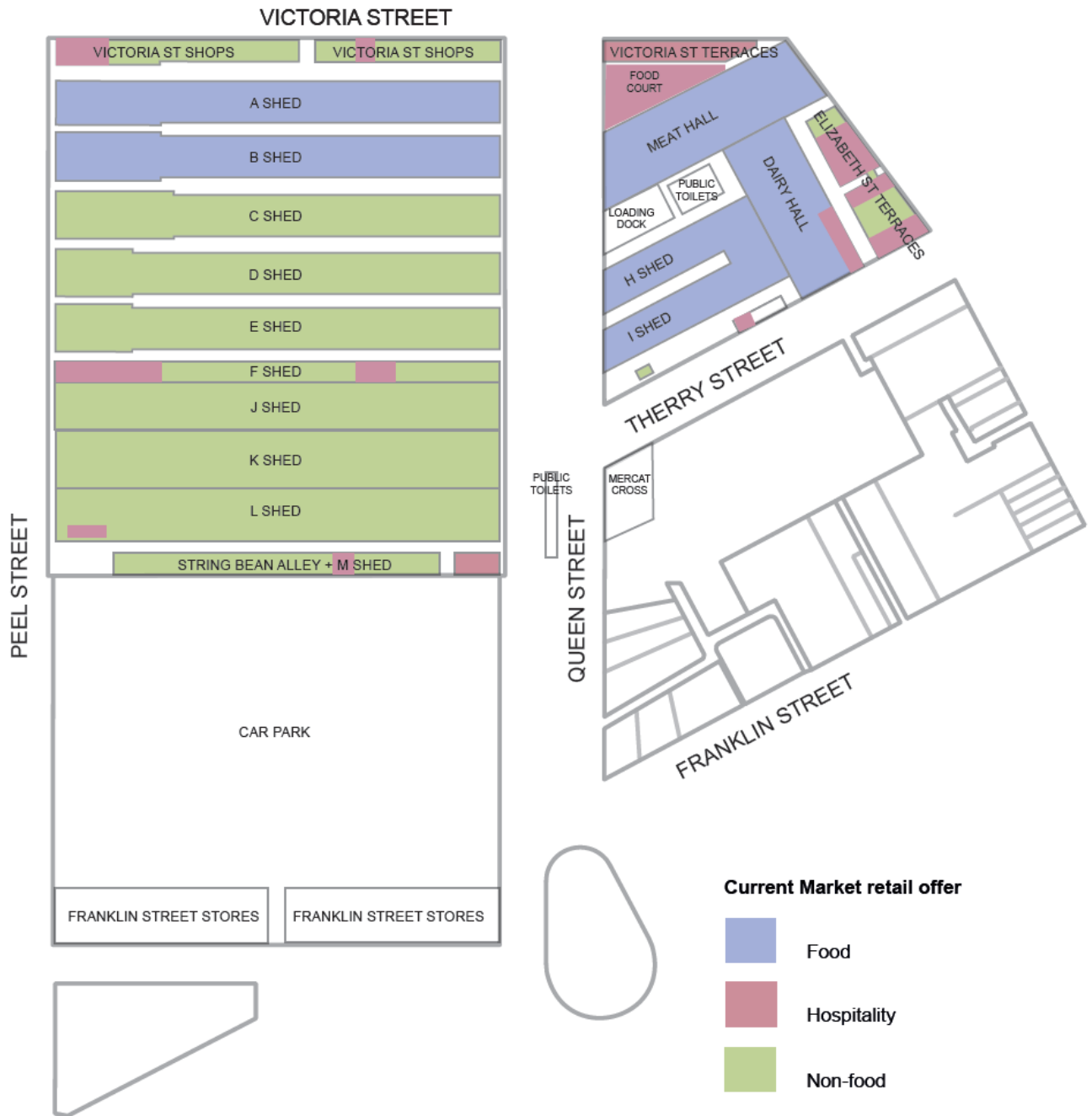
The majority (72%) of Merchandise Traders in the open sheds operate their stalls on either four or five days per week and are located in different stalls / sheds each day. Additional 'casual' traders arrive at 7 am each day and are allocated to vacant stalls, depending on which permanent stallholders are away on leave, and the small number of unallocated permanent stall locations (approx. 10%).

For the purposes of undertaking broad scale analysis of the market's current retail offer the following definitions have been adopted.

Term	Definition
Total Area	Total site area
Net Lettable Area (NLA)	For this purpose includes areas subject to leases and licenses, where QVM derives a commercial return
Businesses	Number of businesses with a commercial relationship with Queen Victoria Market, lease holders, license holders (aka stallholders, market traders)
Food	Fresh produce – fruit, vegetables, meat, fish, dairy, delicatessen, specialty foods  Primarily ingredients
Hospitality	Includes cafe, restaurant, take away, prepared food outlets
Non-food	Also known as general merchandise, includes apparel, souvenirs, arts and crafts, electronics, gifts etc.

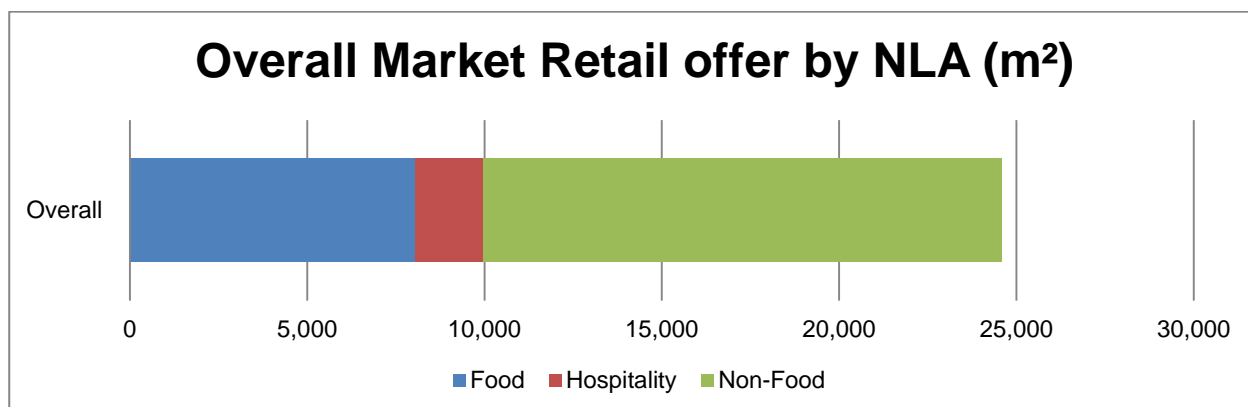
**Note:**

Please note that the following documentation is based on the trading activities of an average Saturday, drawn from data sourced in the second half of 2014, including detailed records from August 2014. It is intended to provide an overview for the purposes of further review. Numbers of market traders holding tenancy agreements (ie. leaseholders) is less subject to fluctuation. Stallholder numbers vary from week to week, in particular casual stall holders. However this fluctuation should not prevent analysis for the purposes of initial master planning.



## Snapshot of an Average Saturday's Trading

### Retail offer by area and number of businesses trading



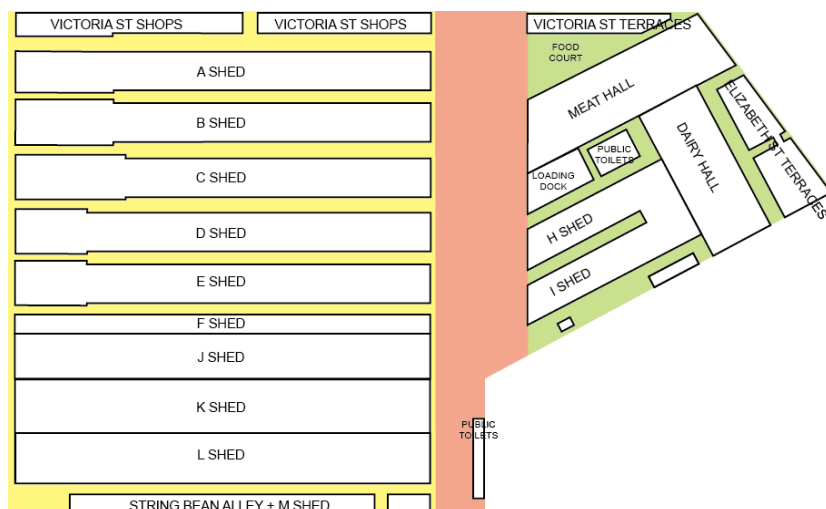
	FOOD		HOSPITALITY		NON-FOOD	
	NLA (m <sup>2</sup> )	Businesses (no.)	NLA (m <sup>2</sup> )	Businesses (no.)	NLA (m <sup>2</sup> )	Businesses (no.)
<b>Total</b>	<b>8,035</b>	<b>154</b>	<b>1,937</b>	<b>31</b>	<b>14,621</b>	<b>428</b>
<b>Lower Market</b>	<b>3,332</b>	<b>95</b>	<b>1,318</b>	<b>17</b>	<b>246</b>	<b>3</b>
Dairy Produce Hall	697	31	135	6		
Meat and Fish Hall	1,103	37				
Elizabeth Street Terraces			472	4	236	2
Victoria Street Terraces			691	6		
H Shed	800	12				
I Shed	732	15				
Therry Street North			20	1	10	1
<b>Upper Market</b>	<b>4,703</b>	<b>59</b>	<b>619</b>	<b>12</b>	<b>14,267</b>	<b>416</b>
Victoria Street Shops	102	2	153	3	663	13
A Shed	2,318	22				
B Shed	2,273	32				
C Shed		2			2,392	47
D Shed					2,333	57
E Shed					2,267	56
F Shed			403	7	634	11
J Shed					1,878	62
K Shed	10	1			1,935	84
L Shed					1,945	76
String Bean Alley + M Shed			63	2	220	10
<b>Queen Street North</b>		<b>0</b>		<b>2</b>	<b>108</b>	<b>9</b>

## Legal arrangements with businesses

There are three key legal arrangements between management and Queen Victoria Market's current market traders:

- Lease (Retail Tenancy Act)
- License
- Casual

The market's lock up shops are subject to leases, while market stall holders hold licenses.



### Total

Legal arrangement			
Lease	License	Casual	Total
136	421	56	613

### Lower Market

Dairy Produce Hall  
Meat and Fish Hall  
Elizabeth Street Terraces  
Victoria Street Terraces  
H Shed  
I Shed  
Therry Street North

88	22	5	115
37			
37			
6			
6			
	12		
	10	5	
2			

### Upper Market

Victoria Street Shops  
A Shed  
B Shed  
C Shed  
D Shed  
E Shed  
F Shed  
J Shed  
K Shed  
L Shed  
String Bean Alley inc M Shed

48	388	51	487
18			
	22		
	32		
	42	7	
	50	7	
	49	7	
18			
	52	10	
	75	10	
	66	10	
12			

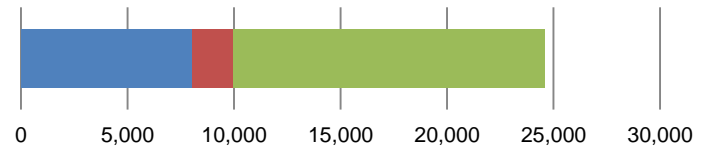
### Queen Street North

	11	0	11
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## Overall Market Retail Trading

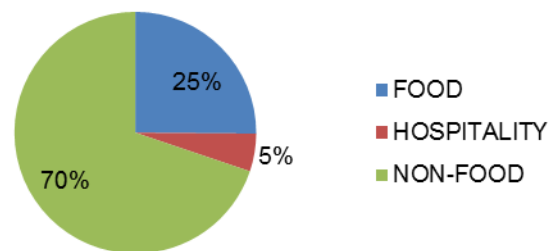
MARKET OVERALL RETAIL OFFER BY NLA (m <sup>2</sup> )	NLA (m <sup>2</sup> )	% of total NLA (m <sup>2</sup> )
FOOD	8,035	33%
HOSPITALITY	1,937	8%
NON-FOOD	14,621	59%
<b>Total</b>	<b>24,593</b>	

Overall Market Retail offer by NLA (m<sup>2</sup>)

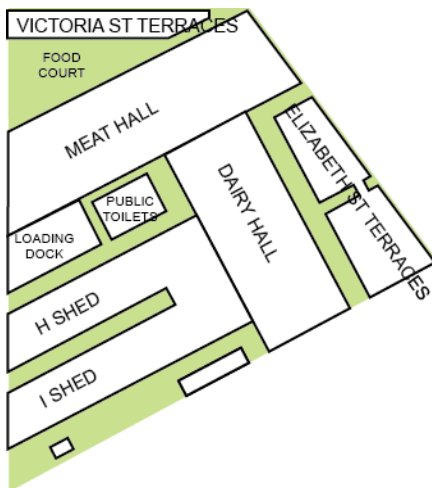


MARKET OVERALL RETAIL OFFER BY BUSINESS	Businesses (no.)	% of Businesses (no.)
FOOD	154	25%
HOSPITALITY	31	5%
NON-FOOD	428	70%
<b>Total</b>	<b>613</b>	

Overall - No. Retail businesses



## Lower Market

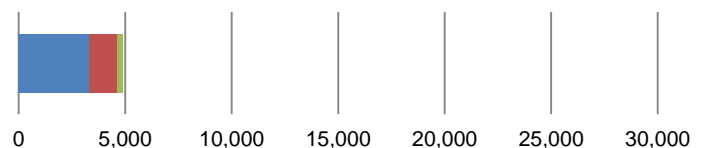


	Legal arrangement			
	Lease	License	Casual	Total
<b>Lower Market</b>	<b>88</b>	<b>22</b>	<b>5</b>	<b>115</b>
Dairy Hall	37			
Meat Hall	37			
Elizabeth Street Terraces	6			
Victoria Street Terraces	6			
H Shed		12		
I Shed		10	5	
Therry Street North	2			

	FOOD		HOSPITALITY		NON-FOOD	
	NLA (m²)	Businesses (no.)	NLA (m²)	Businesses (no.)	NLA (m²)	Businesses (no.)
<b>Lower Market</b>	<b>3,332</b>	<b>95</b>	<b>1,318</b>	<b>17</b>	<b>246</b>	<b>3</b>
Dairy Produce Hall	697	31	135	6		
Meat and Fish Hall	1,103	37				
Elizabeth Street Terraces			472	4	236	2
Victoria Street Terraces			691	6		
H Shed	800	12				
I Shed	732	15				
Therry Street North			20	1	10	1

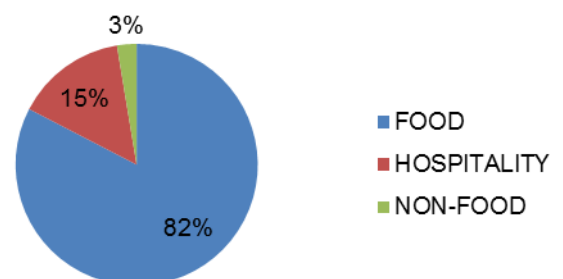
LOWER MARKET RETAIL OFFER BY NLA (m²)	NLA (m²)	% of total NLA (m²)
<b>FOOD</b>	3,332	68%
<b>HOSPITALITY</b>	1,318	27%
<b>NON-FOOD</b>	246	5%
<b>Total</b>	4,896	

Lower Market Retail offer by NLA (m²)



LOWER MARKET RETAIL OFFER BY BUSINESS	Businesses (no.)	% of Businesses (no.)
<b>FOOD</b>	95	83%
<b>HOSPITALITY</b>	17	15%
<b>NON-FOOD</b>	3	3%
<b>Total</b>	115	

Lower Market No. Retail businesses



## Upper Market

VICTORIA ST SHOPS	VICTORIA ST SHOPS
A SHED	
B SHED	
C SHED	
D SHED	
E SHED	
F SHED	
J SHED	
K SHED	
L SHED	
STRING BEAN ALLEY + M SHED	

	Legal arrangement			
Upper Market	48	388	51	487
Victoria Street Shops	18			
A Shed		22		
B Shed		32		
C Shed		42	7	
D Shed		50	7	
E Shed		49	7	
F Shed	18			
J Shed		52	10	
K Shed		75	10	
L Shed		66	10	
String Bean Alley inc M Shed	12			

### Upper Market

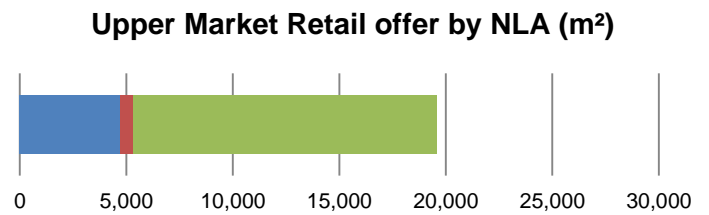
Victoria Street Shops  
A Shed  
B Shed  
C Shed  
D Shed  
E Shed  
F Shed  
J Shed  
K Shed  
L Shed  
String Bean Alley + M Shed

FOOD	
NLA (m²)	Businesses (no.)
4,703	59
102	2
2,318	22
2,273	32
	2
10	1

HOSPITALITY	
NLA (m²)	Businesses (no.)
619	12
153	3
403	7
63	2

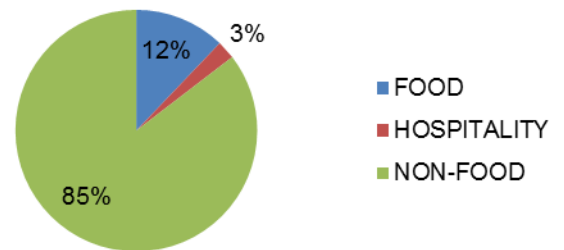
NON-FOOD	
NLA (m²)	Businesses (no.)
14,267	416
663	13
2,392	47
2,333	57
2,267	56
634	11
1,878	62
1,935	84
1,945	76
220	10

UPPER MARKET RETAIL OFFER BY NLA (m <sup>2</sup> )	NLA (m <sup>2</sup> )	% of total NLA (m <sup>2</sup> )
FOOD	4,703	24%
HOSPITALITY	619	3%
NON-FOOD	14,267	73%
<b>Total</b>	<b>19,589</b>	



UPPER MARKET RETAIL OFFER BY BUSINESS	Businesses (no.)	% of Businesses (no.)
FOOD	59	12%
HOSPITALITY	12	2%
NON-FOOD	416	85%
<b>Total</b>	<b>487</b>	

**Upper Market No. Retail businesses**

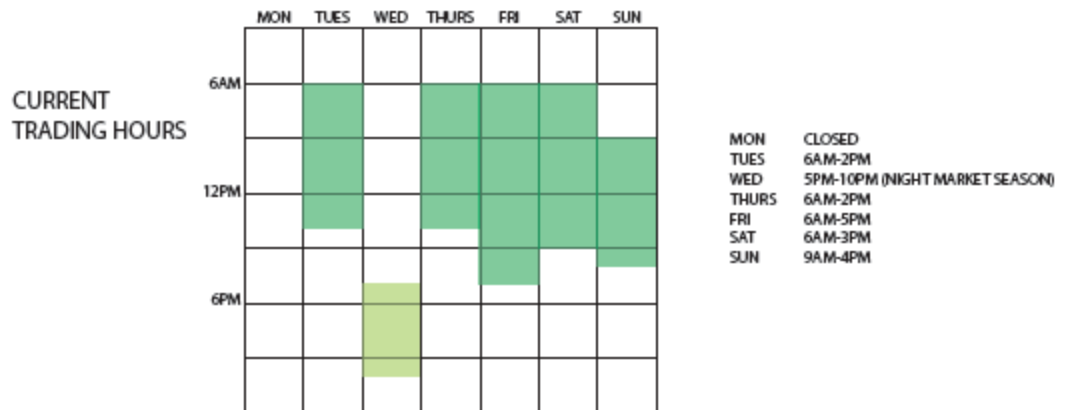


#### 4.3.1.1 Trading Hours

*You know you're from Melbourne if.... you think the Queen Vic Market opening hours are normal.*

Catherine Deveny 25/11/09 The Age

There is a general acknowledgement that QVM's current trading hours require review to take advantage of significant opportunities afforded by the growth of the surrounding area and ensure that actual market hours respond to contemporary customer behaviour .



#### Recent customer feedback

There is no doubt QVM's customers would like to have more reasons to visit the market precinct. There are two aspects to this – an extension of trading hours for the market's existing retail offer (particularly food), and the broader issue of expansion of range of activities taking place in the market precinct, across a greater span of hours. It's important to note that the extension of the market's trading hours and the expansion of the market precinct's active hours are not the same and customers in particular do understand this distinction.

*Overall, around four-fifths (78%) find extended opening hours appealing, with a third (32%) finding them extremely appealing.*

*This shows very strong support and a great potential for trading conditions after normal opening hours.*

QVM Visitor Report – Quantitative Research (Sweeney Research, May 2013)

Participants in the QVM Renewal Project community engagement during April and May were asked about activities and offers that would bring them to the market precinct. Many people discussed the fact that extending the market's hours could bring more people to the precinct. These views are summarised in the Phase 2 Community Engagement Report (Capire, June 2014).

*Many participants thought the current market hours could be extended, including "the market should be turned into a seven-day-a-week market" (Engagement Hub) and "QVM should be open Wednesday to Sunday and standardise the hours from 8am to 6pm or 8am to 8pm" (Engagement Hub). One participant wanted "extended hours into the early evening so that people after work can conduct their shopping or possibly grab a meal. I have been to many markets around the world as a tourist and have found most of them operate into the evening" (Participate Melbourne).*

*Participants believed there was potential to use the public spaces within the market at night. Many suggested that this would create a safer market precinct during the hours when the market is not in operation. Regarding this,*

*we heard “the market needs to incorporate a range of uses to ensure it is fully activated and safe at all times of the day” (Participate Melbourne) and “I wish they could go on for longer and make use of the space at night” (Engagement Hub). It was also proposed that sections of the market could be activated, rather than the whole market precinct – “maybe pockets of the markets could stay open for extended hours, like the Queen Street area” (Engagement Hub) and “make it flexible for the traders and maybe put people who want to shut in one area” (Engagement Hub).*

Queen Victoria Market Precinct Renewal, Phase 2 Community Engagement Report (Capire, June 2014) p.23

#### 4.3.1.2 Visitation

QVM welcomes approximately 10 million visitors annually. The figures included below are taken from pedestrian counters installed in the Lower Market only, it can be reasonably assumed that overall numbers would be higher as visitors to only the Upper Market area are not captured.

Historically it has not been possible to accurately record visitor numbers in the Upper Market as the lack of defined entry and exit points precludes the use of electronic pedestrian counters.

A new Path Intelligence system has recently been installed and meaningful data around entry points, circulation patterns, dwell times etc is starting to be collected, though it will be a few months before the system is properly bedded down and any patterns can be discerned.

Based on figures from the old system, yearly pedestrian counts for the past five years indicate that visitation has remained steady throughout this period.

2009	2010	2011	2012	2013
8,351,458	8,410,154	8,492,801	8,324,305	8,302,168

In accordance with this, the average weekly visitation to the market has also remained fairly constant at circa 160,000.

2010/11	2011/12	2012/13	2013/14	2014/15
163,075	164,283	161,757	160,563	160,513

Daily averages for 2014 to date as set out below indicate that Saturdays are by far the most popular day to come to the Market with an average of 43,741 visitors. The growing popularity of the Sunday street food offer has seen visitation numbers increase despite the reduced fresh food, making it the second most popular day to visit.

Tuesday	Thursday	Friday	Saturday	Sunday
24,519	25,915	31,510	43,741	35,101

Manual counts are performed by security staff at the entry and exit points to the licenced area of the Summer and Winter Night Markets. For 2014 the average attendance for the Winter Night Market was 15,000 and to date the Summer Night Market has seen an average 41,700 in attendance, a 40%. Increase on last summer's average of 29,600.

#### 4.3.1.3 The Markets of QVM

##### **Fruit and Vegetable Market**

A, B, H and I Sheds are the only sheds currently used for the retail of fruit and vegetables. The stall layout in I Shed has been altered to create larger stall areas to the north of the walkway by angling the walkway and moving its west end to the south side of the shed. Market management has traditionally required all stall display stands in the open sheds to be removed at the end of trading each day. For some time fruit and vegetable stall holders have been allowed to leave their stands set up overnight, although the stands have remained portable.

The food organic waste produced by the fruit and vegetable stallholders comprises a large proportion of the total waste generated onsite with the bulk sent to landfill. The cost of managing this waste is currently greater than the revenue generated by these stalls.

The current fruit and vegetable offer comprises 62 traders operating under PE or SL licence agreements:

59 conventional fruit & vegetable traders  
3 certified organic fruit & vegetable traders

The majority of fruit and vegetable traders operate 4 days per week: Tuesdays, Thursdays, Fridays and Saturdays. It is common for fruit and vegetable traders to be closed on Sundays, particularly those located in A & B Sheds.

The produce is generally weighted towards fruit, which reportedly has higher profit margins. Generally the produce also has a European influence, in part reflecting the background of the long term stallholders and consumer demand. Asian produce has started to be more evident in the recent years.

The total area the fruit and vegetable traders currently occupy in A, B, H and I Sheds is approximately 5,720m<sup>2</sup>.

The fresh fruit and vegetable market is a fundamental part of the QVM offer and customer experience in terms of:

- Demonstration and connections to tradition of market trading, characters etc
- Role and public identity of market as fresh food source
- Theatrical and colourful experience that provides the unique character of the open air Melbourne market
- History of sheds as a place of market trading continuing function.

##### *QVM Traders and the wholesale market*

Construction of the new wholesale market at Epping is complete and opening is currently targeted for June 2015. It comprises facilities for wholesale stores, a wholesale trading floor, a growers' floor, access for buyers and ancillary businesses.

Currently QVM fruit and vegetable traders:

- all use the wholesale market as the primary/only source of product
- attend market each day around 3.30 - 5.00am
- unload at QVM at around 5.30 - 6.00am
- use 6 pallet trucks; larger trucks are difficult to park at the market and elsewhere

Some but not all QVM fruit and vegetable traders:

- return to the wholesale market during the day for top-up
- have stores onsite at QVM; these are seen as valuable and necessary

A central wholesale market has been seen as fundamental to providing an efficient and effective means of distributing fresh fruit and vegetables to consumers. A trading floor offers an open marketplace that supports competition, results in fair pricing of produce and delivers the freshest produce.

The new Epping wholesale market will bring together wholesalers and growers with the buyers. The produce is seasonal and combines local, national and international produce. The sellers are diverse with a variety of specialisations. The buyers are equally diverse. They range in scale from small to very large businesses and they include retailers, secondary wholesalers, provedores, restaurants and cafes, food service businesses and exporters.

This core activity is supported by numerous ancillary businesses eg in transport, fuel, packaging, fumigation, processing, food outlets and general business suppliers.

QVM's fruit and vegetable traders are passionate and knowledgeable about their business. Many have grown up in the business. Their practices are well entrenched and have evolved over a long period. Most traders attend the Wholesale Market every day, sometimes twice a day, adjusting their supply and limiting the need for storage.

Trading is both an art and a science. Issues of supply, quality, price and demand vary daily. Every business is based on means of obtaining accurate information about the variety and quality of produce available and in obtaining the right amount at the right price. The Wholesale Market is a major part of that mix and traders traditionally like to go to market, see for themselves what is on offer and make decisions based on their own judgement and long term relationships with their suppliers.

The early start is seen as essential to ensure that they can maintain this strong personal contact and optimise the dynamics of trading, and deliver the freshest produce to their customers.

Control of the logistics that surrounds the trading operation is critical to profitability. The cost of attending the wholesale market and choosing supplies, transporting them to the stalls and storing excess and unsold produce are significant.

Some traders outsource some aspects of this, using transporters to bring supplies from the Wholesale Market to their stalls.

Storage of produce is critical as it impacts sales (if there is demand they can draw on stored stock) and freshness (they can store products that require lower temperatures and ensure that the quality is not lost).

### **Meat Market**

The current red meat/butchery offer comprises 22 traders operating under leasehold agreements in the Meat and Fish Hall. All but one of the 22 leases will be up for renewal by mid 2015.

The average size of shops in the Meat and Fish Hall is 30m<sup>2</sup>. This is small compared to butcher shops in a shopping centre or high street where tenancies would generally be three times this size. This small size is primarily due to the historic design of the Meat and Fish Hall building which dates from 1869. Limited available space inside tenancies means that the breaking down of meat carcasses must be carried out in the public walkway space outside tenancies when the market is closed.

### **Fish and Seafood Market**

The current fish/seafood offer comprises 10 fishmongers operating under leasehold agreements in the Meat and Fish Hall. All 10 leases will be up for renewal by mid 2015.

QVM's fish and seafood market offer is a key draw card for customers coming to the market. An opportunity exists to broaden the range on offer to shoppers though the small format of stalls in the Meat and Fish Hall (average 30m<sup>2</sup>) does not easily allow for this.

The fishmongers have limited refrigerated storage within their tenancies and as such most visit the wholesale fish market in Kensington on a daily basis.

### **Poultry and Game Market**

The current dressed poultry and game offer comprises seven traders.

There are four shops selling fresh poultry located in the Meat and Fish Hall and three shops selling fresh poultry and a variety of game meats such as crocodile, rabbit, kangaroo and venison in the Dairy Produce Hall. The average shop size is 28.2m<sup>2</sup>.

### **Delicatessen Market**

The current delicatessen offer comprises 15 traders located in the Dairy Produce Hall and one trader located in the Meat and Fish Hall. The average shop size is 22.5m<sup>2</sup>.

### **Bakery/Cake Market**

The current bakery/cake offer includes five traders located in the Dairy Produce Hall (average shop size 24.45m<sup>2</sup>). These shops sell products sourced from various bakeries throughout Victoria.

### **Wine Market**

The current wine offer comprises five traders in the Lower Market and two traders in the Upper Market.

### **Specialty Food Market**

There are 21 traders in the specialty food category currently operating in the market.

The Dairy Produce Hall is home to seven traders in this category with an average shop size of 23m<sup>2</sup>:

- 2 dried fruit and nut sellers
- 2 confectionery sellers
- 1 pasta seller
- 1 spice seller
- 1 tea and coffee seller

The Victoria Street Shops (Upper Market) are home to two traders with an average shop size of 34.8m<sup>2</sup>:

- 1 olive oil seller
- 1 confectionery seller

There are 12 licensed traders in the specialty food category operating under the sheds:

A & B Sheds are home to six traders:

- 2 grocery/dry goods sellers
- 3 dried fruit and nut sellers

- 1 egg/live poultry seller

C, D & E Sheds are home to 2 confectionery sellers.

J, K and L Sheds are home to 1 confectionery seller.

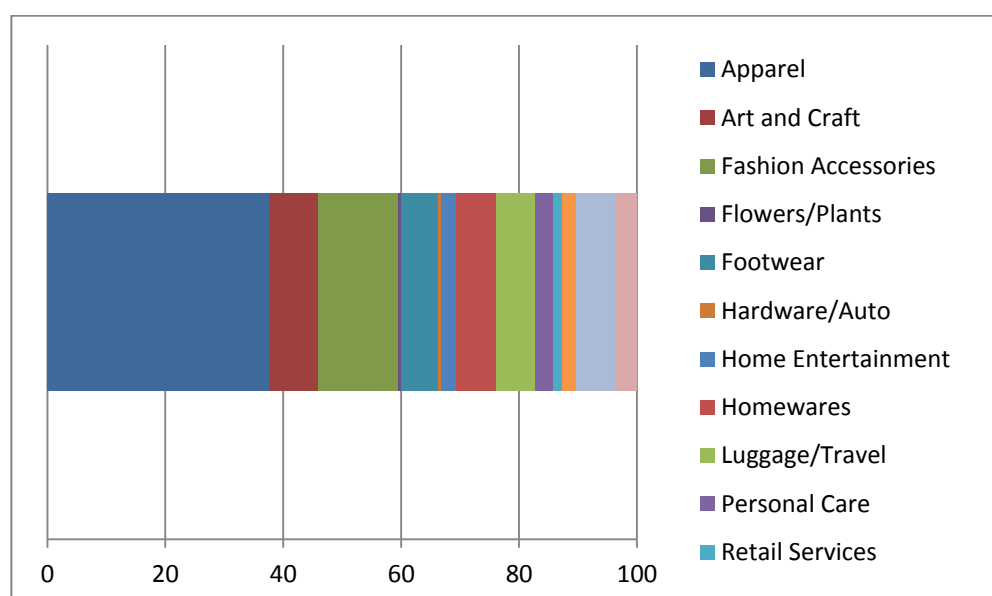
H & I Sheds are home to two traders:

- 1 dried fruit and nut seller
- 1 egg/live poultry seller

Queen Street is home to 1 egg/live poultry seller.

### General Merchandise

The General Merchandise offer occupies approximately 70% of the Upper Market and is located throughout C, D, E, F, J, K and L Sheds and String Bean Alley. The current offer is comprised of approximately 400 traders who can be broken down into the following categories:



#### 4.3.1.4 Night Markets

*“The Night Market was described as one of the most valued and popular events at the market, and one that has the potential to be replicated through other night time events to draw more people to the market.”*

Capire, 2014

The night markets are the largest events produced and programmed in-house by QVM. The popularity of these events suggests a public appetite for the facilities of the Market to be more available outside normal Market operating times, especially in the evenings.

Event programming including time and dates of events are the responsibility of the marketing and events team and food quality manager. The floor plan and layout of events are developed in consultation with the property, operations and facilities teams.

Event management, including managing operational issues, is coordinated by the events team, assisted by the operations and facilities teams. Technical expertise, equipment hire and services are provided by a range of external contractors:

All traders must apply for a new licence each year. Prior involvement is not a guarantee of tenure. There is an online registration process for traders to submit expressions of interest which are vetted and assessed by the events and food safety team.

All traders are required to attend an induction session prior to the event.

QVM currently owns some furniture and equipment such as tables, chairs, marquees, basic electrical equipment, heaters, fire pits and temporary sink facilities.

#### *Night market issues*

Staff – Night time events require very long days onsite for the main team. A large number of staff are required for set up, during and pack down of event including site inspection and follow up of the next day market. Further, administrative support for the events team is currently very limited with the two team members responsible for everything from assessing applications to invoicing and processing payments.

Time – bump in/bump out processes work around established day market trading, meaning limited windows of opportunity, a dedicated events space would minimise the conflict with day traders. Limited timeframes mean significant transition issues between night and day market set up and pack down. This reduces opportunities for sponsors to create attractive spaces for hospitality areas such as bars.

Storage -The lack of storage onsite prevents the market being able to purchase and store more and better equipment for events. Lack of available on site storage for traders encourages the use of cars as storage, limiting event design options.

Power - Insufficient main power supply requires the hire of two 100kva generators weekly. The lack of power, particularly to the upper sheds is a major factor in the types of events that we are able to host.

Public amenities – Inadequate toilet facilities, particularly for licensed events. Lack of ATMs also an issue.

Back of house – no onsite facilities for food preparation, utensil washing or hand washing.

#### **Summer Night Market**

The QVM Summer Night Market is Melbourne's original night market offering a unique platform for emerging designers, artists, musicians and foodies to showcase their talent. Originally known as the Gaslight Markets, then subsequently as the Suzuki Night Market, the summer night market began in 1997 and is now in its 17<sup>th</sup> year. Set beneath the historic sheds and spilling out in to Queen Street, the 2014/15 Summer Night Market boasts 80 hospitality stalls including global street food and wine bars plus 120 general merchandise traders selling vintage fashion, homewares, jewellery and craft.

Manual pedestrian counts are performed by security staff at the entry and exit points to the licenced area of the Summer Night Markets. Summer 2014/15 has seen huge increases in numbers very early in the season with the second night attracting 42,000 visitors and the third night attracting over 50,000. Attendance of this magnitude is not normally seen until much later in the season. For 2014 to date, we have seen an average attendance 41,700 people, representing a 40% increase on last summer's average of 29,600.

*"visitors are largely satisfied with the night market – 45% rate it a 9 or 10."*

*Sweeney 2013*

## **Winter Night Market**

The Luna 1878 Winter Night Market has been running since 2013. Luna 1878 is a smaller offering than the Summer night market, an intimate celebration of the night that transforms the sheds into a winter wonderland with crackling fires and sizzling hot plates serving up soul food, cabaret and stage delights. The 2014 season boasted 35 hospitality traders selling a range of warming winter dishes including goulash, soups, stews and mulled wine and 53 general merchandise traders offering crafts and gifts.

### **4.3.1.5 Events and Activities**

#### **Programmed Activities**

A programmed activity is any event or activity that coincides with the regular business of the day/night market for example festivals, demonstrations, school holiday activities etc.

The school holiday program runs four times a year; January, March/April, June/July & Sept/October. Examples of past activities include:

- craft workshops
- food activities
- animal farms
- children's shows produced through Shining Star
- story telling; and
- Footy Forum with AFL players

The program over the past 12 months has moved away from big-budget kids shows to include more interactive programs engaging traders and designed to immerse kids into the Market culture.

Other events produced and programmed by QVM include:

- Market Week – events programmed across the site
- Seasonal Stars Cooking Demonstrations – Held on Queen Street at the beginning of each season
- Easter – events programmed across the site
- ANZAC Week – 100 year anniversary – events programmed across the site
- Christmas – Events programmed across the site

The closure of Queen Street to traffic on Sundays allows programming of that space for regular outdoor food driven events including:

- World Street BBQ
- Taste of the Market
- Multicultural festivals

The market hosts between 5 and 10 cultural festivals throughout the year on or around cultural events. These events are community focussed and include information stalls and services supplemented by food stalls, recent examples include the Turkish, Indonesian and Malaysian street festivals.

Third party organisations and event companies often approach us to use a space either as a venue or to support and run an event in partnership. This presents a great opportunity to connect the market with festivals and events taking place in Melbourne.

The market currently offers four areas for hire on non-market days or after market hours, and can accommodate events of up to 10,000 people. Recent/upcoming events produced by external parties where QVM provided venue hire include:

- Melbourne Music Week
- Melbourne Food & Wine Festival

- Melbourne BBQ Festival
- Opera In The Market
- Jacobs Creek Reserve Lunch
- Wedding Receptions (predominantly held in the Dairy Produce Hall)

### **Education and Tours**

The tours on offer at QVM have remained the same for quite some time and have largely become an accepted part of the market. In recent years, the school group bookings have made up the majority of the tour bookings

Tours run from 65 Victoria Street. This is a small space which allows only the guides an area to gather. It does not have a phone nor does it have a safe, secure space for the guides and tour participants to leave their belongings.

## 4.4 Market operations

### 4.4.1 The Traders

This section has been included to enable a better understanding of trader types and the nature of their operations.

Traders at QVM can be broadly categorised in two ways:

#### **Leaseholders / Tenants**

Leaseholders have lock-up shops/spaces, located in various locations throughout the market including the Meat and Fish Hall, Dairy Produce Hall, F Shed, Victoria Street and Elizabeth Street Terraces and various café's and kiosks. These tenants have leases that are typically two to six years in duration.

#### **License holders / Stallholders**

The stallholders operate stalls in the open sheds at the Market. They include fruit and vegetable traders and general traders, who sell variety goods, such as clothes, shoes and souvenirs. Stallholders are either regular or casual. A regular trader has a set space allocated each trading day and often this will be a different space for each day of the week. Casual traders arrive at 7 am each day and are allocated to vacant stalls, depending on which permanent stallholders are away on leave. Theoretically, if the Market was full of regular traders, casual traders would not be able to trade on that day.

### 4.4.2 Trader Businesses

For the most part, traders at the Market operate as family businesses. The size varies but many are large, successful businesses with commensurate investments in stock and staff. Some individual traders have been operating in the Market for over 50 years. Some are third and fourth generation and the businesses have consistently operated with each generation.

While in the past stallholders may have operated from single stalls, the trend in today's market environment is to take multiple stalls. General merchandise traders typically have a minimum of two stalls with an increasing trend to take four stalls when available. Fruit and vegetable traders have up to ten stalls.

Traders mostly have established relationships with their suppliers just as any shop in a traditional shopping centre. They have credit terms and often keep stock in warehouses, either close to the Market or at other locations. Both tenants and stallholders have employees, predominantly family members, but also independent staff. There are many traders who would have five or more staff operating in busy periods, e.g. Saturdays and Sundays.

While QVM is predominantly a retail market, many of QVM's fresh food traders also operate as wholesalers, specialising in the restaurant, institutional and catering areas. QVM can be a one stop shop for chefs where they can buy all of their requirements in one visit and still receive very competitive prices compared with the wholesale markets.

Wholesaling, particularly for fruit and vegetables traders, has implications for the success of the Market. By increasing the volume of product and diversity of the client base, wholesaling generally keeps prices for all Market shoppers more competitive. It also is an important element of trader profitability.

#### 4.4.3 Leases/Licences

All traders at Queen Victoria Market conduct their business either under a lease or a licence managed by Queen Victoria Market Pty Ltd.

##### **Leasehold shops (LH)**

There are 180 traders with leasehold agreements, including:

- Meat and Fish Hall tenants (Meat and Fish);
- Dairy Produce Hall tenants;
- Elizabeth and Victoria Street shops;
- Food Court operators;
- String Bean Alley tenants;
- F Shed shops;
- Cafés and Food Vans;
- Kiosks; and
- Box hire operators in Franklin Street stores.

Under a leasehold agreement, traders:

- can appoint a manager;
- can sell the business; and
- can control unlimited number of premises.

##### **Pre-Existing Stallholder Licence (PE)**

There are 229 general merchandise/fruit and vegetable/specialty food traders who currently operate under a PE licence. PE Licence holders:

- must be the operator of the stall;
- cannot sell their business but can pass on within the family;
- pay licence fee weekly – mainly in cash;
- are entitled to 8 weeks leave per year;
- are restricted to one licence per person;
- in general merchandise are restricted to 2 stalls; and
- in fruit & veg/specialty food are restricted to 6 stalls;

This type of licence is no longer available and all new traders are issued SL licences. If a PE licenced trader wishes to sell their business, they must first convert to an SL Licence. PE Licences do not expire and are ongoing unless they are converted to an SL Licence agreement.

##### **Voluntary Transferrable Stallholder Licence (SL)**

Voluntary transferrable stallholder licences were introduced in 2003 and there are 332 general merchandise/fruit and vegetable/specialty food traders currently operating under SL licences. SL Licence holders:

- can appoint a manager;
- can sell their business;
- pay license fee monthly – normally via direct debit;
- are entitled to 4 weeks leave per year;
- cannot have more than 10 stall spots under 3 different licences

##### **Night market license holders**

Night Market traders (approximately 200 this year) also operate under licences. Night Market licences are valid for one season only and a new licence must be applied for each year.

#### 4.4.4 A Typical Day at the Market

The following description of a typical day in the life of the Queen Victoria Market has been included in order to provide a greater understanding of the nature of Market activities, which occur over a wide part of most 24-hour periods, every day of the week.

Two scenarios are presented: a typical trading day based on Friday and a typical non-trading day based on a Wednesday where no Night Market is being held. The Market has three distinct phases:

- *preparation and set-up*, which typically commences in the very early hours of the morning;
- *trading*, ranging from 5.00am to 6.00pm; and
- *pack-up*, which can typically continue until late into the night.

#### **Typical Trading Day**

##### *Preparation and Set-Up*

Daylight trading hours are just the public face of the Market. Preparation for the trading day typically commences at midnight with the first deliveries to the Meat and Fish Hall.

A typical preparation period involves:

Midnight	Deliveries start to the fishmongers and chicken and butcher shops in the Meat and Fish Hall Butchers start preparation of meat carcasses
1.00am	H & I Shed toilets opened Butchers continue with preparation of meat carcasses
2.00am	Deliveries and preparation in Dairy Produce Hall chicken shops
3.00am	Deliveries, preparation and display in Dairy Produce Hall delicatessens Butchers continue with preparation of meat carcasses Delivery and display set-up in fruit & vegetable stalls General traders arrive for set-up in stalls, Queen St & F-Shed Food vendors in Victoria Street shops start preparation
4.00am	Queen Street Toilets opened Meat and Fish Hall tenants (meat, fish, chicken) continue preparation
5.00am	Food Court Traders start preparation and also early trading Food vendors in Victoria Street shops start early trading

### *Trading*

Although some early trading has commenced at 5.00am the normal trading commences at 6.00am with the following typical activities:

- 5.00am Food Court Traders start preparation and also early trading  
Food vendors in Victoria Street shops start early trading
- 6.00am Car park opened by Contractor  
Box hire operators from Franklin Street stores deliver trestles to traders  
Trading starts in Dairy Produce Hall, fruit & vegetable areas, Meat and Fish Hall  
(fish, butchers and chicken shops).
- 7.00am Customer vehicles arriving in & departing from car park  
Contract cleaners start cleaning around the Market site  
Tables in Food Court are cleaned  
Victoria & Elizabeth Street shops start trading  
Deliveries continue in Dairy Produce Hall  
Trading continues in Dairy Produce Hall, Meat and Fish Hall, fruit & vegetables  
Casual general traders allocated stalls  
Queen Street general traders arrive for set-up
- 8.00am Trading active in Dairy Produce Hall, Meat and Fish Hall, fruit & vegetable areas,  
Victoria Street food shops  
General traders in Queen Street and sheds continue to set-up
- 9.00am- Food Court traders trading, table cleaning  
3.00pm Trading across all areas of Market  
Cleaning operations across all areas of Market
- 3.00pm Food Court traders clean shops, tables cleaned, final cleaning

### *Packing Up*

Packing up commences with the following typical activities:

- 4.00pm General traders in Queen Street and sheds start to pack-up
- 5.00pm General trader boxes removed from Queen Street and sheds by box hire operators and stored in Franklin Street sheds.  
Other boxes delivered to sheds for Saturday trading
- 6.00pm Meat and Fish Hall traders (meat, chicken, and fish) do pack-up and clean shops  
Contract cleaners start final cleaning cycle across the Market  
Box hire movement continues
- 7.00pm- Contract cleaners continue final cleaning cycle across Market.  
10.00pm General trader boxes continue to be removed from Queen St and sheds by box hire operators and stored in Franklin Street Stores. Other boxes delivered to sheds for Saturday trading
- 11.00pm General trader boxes removed from Queen Street and sheds by box hire operators and stored in Franklin Street Stores.  
Other boxes delivered to sheds for Saturday trading

### *Night Market*

Preparation for a Wednesday Night market commences at approximately 5.00pm on Tuesday afternoon following day market trading with the following typical activities:

#### TUESDAY

5.00pm Equipment moved from Franklin St stores to sheds with fork lift

8.00pm Entertainment stage set up in Queen street

#### WEDNESDAY

5.00am Block off car park at centre way of M shed

6.00am Forklift used to distribute tables and chairs, café screens, marquees, electrical & plumbing equipment throughout sheds

6.30am Liquor Licence Perimeter Fabric fencing & café screens set up  
Stages, bench seats and garden boxes set up

7.30am Electrical setup commenced, generators delivered and positioned

9.00am Plumbing and sinks connected in E and F sheds  
Marquees set up along E shed for general merchandise traders

12.30pm Food trader bump in  
Security/traffic control supervise traders vehicle and cool room parking  
All toilets open and ready for use  
Pre-clean of tables and chairs commenced

1.00pm General Merchandise trader bump in

2.30pm Stage lighting /audio set up of all stages  
Tables and chairs in Queen Street and D/ E Shed set up

3.00pm Signage placed at all entry points and stage sites

4.00pm Tables and chairs set up in position under sheds  
Hessian fencing of Queen Street and Victoria street area to be completed

4.30pm All Trader Vehicles to be removed  
Car park staffed and ready for Night Market trade until 11.00pm  
Info/First Aid Booth to be set up with tables, chairs and signage

5.00pm Guards at all entry points  
St John First Aid officers/QVM customer service officer on duty

5.00pm-10.00pm Night Market Trading

10.00pm Pack up of tables, chairs etc commenced

Clearing/cleaning of tables, removal of waste commenced

10.15pm Bump out of boxes commenced

10.30pm Trader vehicles permitted subject to pedestrian traffic  
Pack down and forklift operations commence

12.00am Forklift use by Box Hire operators for day market set up commenced  
(Thursday)

### *Typical Non-Trading Day*

Although not a trading day a typical Wednesday commences with activities from midnight in the Meat and Fish Hall and there is much activity around the Market through the night and day. Typical activities include:

5.00am	Food Court Traders start preparation and also early trading Food vendors in Victoria Street shops start early trading
Meat and Fish Hall	Deliveries commence in the Meat and Fish Hall from midnight and butchers continue preparation of meat carcasses through the night and into the afternoon, completing about 2.00pm
Car parking	Car park opened by contractor at 6.00am and vehicles enter car park for commuter parking
Dairy Produce Hall	Dairy Produce Hall traders prepare for following day's trading from 7.00am and prepare orders for external delivery. Continue through to mid-morning with deliveries, preparation and orders.
Fish & Chicken	Fish and chicken traders start set-up for the following day's trading from 7.00am and continue until late morning.
Fruit & Vegetable	Traders commence preparation and pack orders for delivery from 7.00am and continue until early afternoon.
General Traders	F-Shed trader deliveries from 8.00am Some trading in Victoria & Elizabeth St shops from 10.00am
Maintenance/ Cleaning	Contract cleaners start cleaning around the Market from 7.00am and continue to 6.00pm Grease pits pumped out Drain cleaning & maintenance in Sheds, Dairy Produce Hall, Queen St Repairs to boxes in Franklin Street from 10.00am to noon Cleaning of car park commences at 6.00pm Staff, contractors and tenants carry out repairs and maintenance to the facilities (only time available)

While the general understanding of the Market is as an early-morning to mid-afternoon centre of activity, with a strong public interface, the reality is the Market is virtually a 24-hour operation. The non-trading times are significant for preparation, cleaning, maintenance, packing-up and storage activities, and need to be considered in any assessment.

#### 4.4.5 Box Hire

Over time QVM has become highly dependent on box storage units as the means of orchestrating the non-food offer in the Upper Market. The box hire companies distribute the boxes to the correct stalls early each morning and return them to storage after the Market closes.

The boxes perform multiple roles – as mobile storage units, as designation of individual traders locations; as physical partitions or walls to demarcate trading areas, and increasingly as fixtures to present product. The organisation of the boxes drives the market's set up and pack down process. Currently there are 5 box hire operators providing a total of 936 boxes. There is also 1 trestle table hire operator who operates out of the storage cage in the customer car park.

Boxes come in a range of sizes and some include inbuilt racking systems for storage and display of apparel/clothing. The average box size is 1800mm(w) x 900mm(d) x 1800mm(h). Depth can vary between 900mm and 1200mm though approximately 75% of boxes are 900mm. External wheels add approximately 250mm in height.

The exact tenure of the box storage method in the market is not clear though anecdotally boxes have been in use for approximately 80 years. The original timber boxes have now been completely replaced with more modern metal construction.

A considerable effort is required to move and rearrange boxes ahead of market day trading and this is undertaken by staff of the box hire companies using forklifts, largely after hours to minimise public safety risks. This process necessitates the closure of the Upper Market to pedestrians after hours. Future storage for box storage units should therefore be located within easy proximity of Upper Market Sheds. Boxes are currently moved into position by forklift. Casual traders move their own boxes by manually rolling them into position.



#### 4.4.6 Operational Areas

##### **Elizabeth Street Office**

First floor offices - 804m<sup>2</sup>

Ground floor reception – 39m<sup>2</sup>

Market management occupy the entire upper level of the Elizabeth Street Terraces and parts of the ground level at the Deli Lane end. This includes the cashier/reception area located at the rear of 513 Elizabeth Street.

Approximately 40 staff are located in the Elizabeth Street offices. The heritage layout of the building is not ideal for contemporary office layouts and requirements. Management's office accommodation is limited and at capacity.

The Maloney Room, the only dedicated meeting room in the Elizabeth Street office can accommodate up to 10 people.

##### **Queen Street Office/Project Office**

First floor office - 235m<sup>2</sup>

Market management lease the upper level of 422 Queen Street.

The mostly open plan office accommodates approximately 10 permanent and contract staff.

The boardroom, located in the Queen Street office, is the only large meeting room onsite and is utilised for all board meetings, staff meetings and meetings with external partners.

### **Victoria Street Training Room**

First Floor – 33m<sup>2</sup>

The upper level of 67 Victoria Street is utilised by market management as a training room for all staff training sessions and also as an additional meeting room where necessary. The training room can accommodate up to 12 people.

### **F1 – Visitor/Trader Information Centre**

F Shed Shop - 39m<sup>2</sup>

The first store in F Shed, nearest Queen Street, is in the process of being fitted out and will become the new visitor and trader information centre. This highly visible location will welcome visitors and become the main point of contact for people wanting information about the market, maps, trader locations etc. For security reasons, all cashiering activities will still be conducted from reception on Deli Lane.

### **Tour Guide Room**

Ground Floor – 9m<sup>2</sup>

A small part of the ground floor of 65 Victoria Street is currently utilised by the tour guides. This space is too small to be of much use to the guides and serves only as a storage space/meeting point for the tours.

### **Security Office**

First Floor – 12m<sup>2</sup>

QVM's security contractors lease the upper level of 65 Victoria Street which they utilise as their onsite office.

### **CCTV Control Room /Fire Services Control Room**

Ground Floor – 35m<sup>2</sup>

CCTV is hardwired across the site back to the CCTV Control Room at the rear of 521 Elizabeth Street. This small space also houses Fire Services Control Room.

### **Franklin Street Stores**

Total Area – 3,130m<sup>2</sup>

The Franklin Street stores are used for the following functions:

- QVM maintenance depot and storage (567m<sup>2</sup>)
- Cleaning contractor's site office, bin wash/service area, storage (519m<sup>2</sup>)
- Box hire companies(1,215m<sup>2</sup>); and
- Fruit and Vegetable trader storage (829m<sup>2</sup>).

These functions, although integral to the Market, are not ideally suited to the Franklin Street location, for the following reasons:

As a storage location for stallholders, Franklin Street is located at the furthest point from the core trading area of the Market. The five Box Hire operators transport approximately 600 storage boxes to their relevant locations in the Market for each Market day and then are stored back in Franklin Street at the end of the day's trade.

However, on some days, due the large number of boxes and distance of travel, the boxes are simply moved from one stall location to the following day's stall location;

The cleaning contractor currently distributes approximately 120 240-litre bins, which need to be washed and stored at the end of each trading day.

Both the box hire operators and the cleaners need to transport large amounts of equipment from Franklin Street to the core trading area of the Market each day, necessitating several trips by fork-lift across the car park. The potential for conflict between pedestrians, patron vehicles and the operators has been minimised by requiring these functions to be undertaken outside of trading hours, wherever possible.

There is increasing demand for onsite cool storage by fruit and vegetable operators, despite the opportunity for them to provide short-term storage on their stalls. This demand cannot be met in Franklin Street, and local warehouses are used in lieu.

#### **M Shed (now forming part of String Bean Alley)**

M Shed is currently used for the storage of boxes during trading hours. Trestle tables are also stored here on a temporary basis for collection by traders.

#### **4.4.7 Cleaning**

QVM's current cleaning contractor has been providing cleaning and waste management services to QVM since 2006. The cleaning contractor is responsible for all the various parts of the Market as described as follows:

- Fruit and Vegetable Stalls (A&B, H&I Sheds)
- General Merchandise Stalls (C – M Sheds)
- Car Park
- Surrounding Streets – (Victoria, Elizabeth, Franklin, Queen (South of Therry St) Peel & Therry Streets)
- Queen Street
- Food Court
- Meat and Fish Hall
- Service Areas – Food Halls
- Dairy Produce Hall
- Therry Street and Deli Lanes
- Toilets
- Management Office and Maintenance Workshop

The objective of this contract is to ensure that the Queen Victoria Market and surrounding streets are clean, presentable and safe at all times.

Detailed sustainability criteria are included in the Specifications that form part of the Contract, so that they can be controlled, for example water use, discharges to the environment, waste management and sustainable procurement.

There is a large resource requirement to service this contract, the cleaning contractor currently employs 40 permanent and 10 casual staff for this site. The current cleaning and waste management equipment used and stored onsite includes:

- 3 x Road Sweepers
- 2 x Waste Compactor Trucks
- 2 x Cardboard Compactor Trucks
- 2 x Forklifts
- 2 x Auto Scrubbers
- 1 x Toro Buggy
- 1 x Tipper Ute
- 1 x Foot Path Sweeper
- 1 x High Pressure Unit Cleaner
- 1 x Hot and Cold Pressure Unit Cleaner
- 5 x Blowers

Examples of current consumables per month include:

1,600 toilet rolls  
80 x 1.5L bottles of soap  
9,000 plastic garbage bags

#### 4.4.8 Waste

The cleaning contractor is also responsible for all waste management onsite. This includes but is not limited to:

- timely collection and disposal of wastes, hard rubbish and any other matter as required;
- removal of all wastes to an EPA approved waste management facility and payment of any associated fees or charges;
- recycling of waste and other matter wherever the opportunity exists. The cleaning contractor must establish systems for the continuous increase in recycling volumes;
- provision of suitable and adequate bins, receptacles, plant and equipment including vehicles to effectively meet the requirements under the contract;
- additional sorting of low-level contaminated recyclables;
- assisting with the delivery of stallholder/tenant waste management education programs, and
- management and supervision of all sub-contractor activities.

The cleaning contractor is required to provide sustainable solutions for the collection, disposal and recycling of waste generated onsite. A description of each of the current waste streams and their disposal routes are set out in the table below.

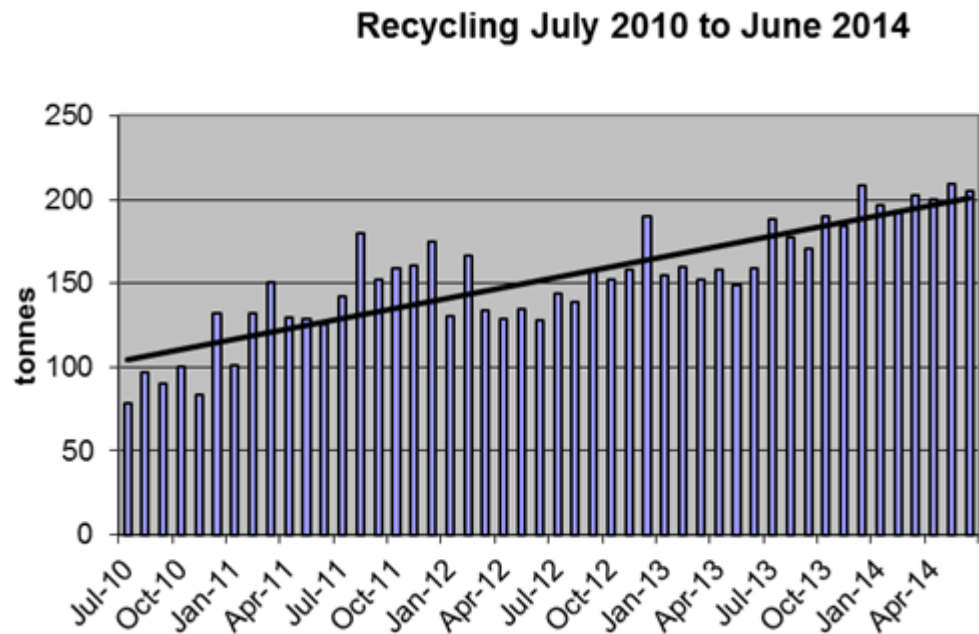
Waste Stream	Description	Disposal Route
Food – organic	Food organic waste generated by the Fruit and Vegetable Stallholders, also comprises a large proportion of the total waste generated onsite and as per the contract	Recycling
Paper and Cardboard, including waxed cardboard	Paper and cardboard comprises a large proportion of the total waste generated onsite and must be recycled	Recycling
Plastic and glass bottles and aluminium cans (Co-mingled recyclables)	Public place recycling bins are provided in the Food Court, Deli Lanes and near take away food outlets for collection of plastic and glass bottles and aluminium cans; these items must be recycled	Recycling
Plastic Packaging	Polystyrene and plastic packaging is mostly generated by the Fruit and Vegetable Stallholders, although the Market's fishmongers also contribute a large quantity, some of which is contaminated. All polystyrene and plastic packaging must be re-used or recycled	Recycling
Polystyrene from the Fruiters and Fishmongers	See above	Re-use & Landfill
Fish Offal	The Contractor is responsible for the removal and recycling of all fish offal generated by the fishmongers	Recycling
Fat and Bone	The bulk of fat and bone is sold by the butchers to private fat and bone collectors. There is also a substantial quantity of poultry waste generated in the Meat and Dairy Produce Halls  The Contractor is responsible for the removal and recycling of all fat, bone and poultry not collected by private collectors	Recycling
Waste Cooking Oil	Waste cooking oil is generated by cafés and food take-away outlets. All waste cooking oil generated must be collected from the tenancies and recycled	Recycling

Waste Stream	Description	Disposal Route
Timber Pallets	Mostly generated by the Fruit and Vegetable area in the form of pallets and bulk fruit bins, all timber waste must be recycled	Recycling
Steel	Discarded steel/metal items must be recycled.	Recycling
Hard Rubbish	Being an open site, the dumping of rubbish in the sheds from external sources occurs. All hard and dumped rubbish must be collected by the Contractor and recycled where required.	Landfill/ recycling
General Waste/Other recyclables	There is other waste generated onsite that has the potential to be recycled such as empty food containers and other items from the Dairy Produce Hall.	Landfill/ recycling
Grease Traps	The sewerage system has a number of grease traps servicing the Food Halls, Food Court and take-away food premises. The cleaning contractor is responsible for the cleanliness, pumping out and disposal of these grease traps. In the case of stand-alone tenancies, tenants are responsible for the cleaning of their own grease traps.	Landfill
Sanitary and Nappy Waste		Landfill
Syringes		Landfill

The cleaning contractor provides QVM with monthly waste figures. During the 2013/2014 financial year, the Market generated an average of 508 tonnes of waste per month. 38% of this waste was recycled. (In 2011/2012 Victoria's resource recovery rate was 69%. Source: Sustainability Victoria).

Date	Tonnes		
	Recycling	Landfill	Total
Jul-13	188	294	482
Aug-13	178	308	486
Sep-13	171	268	438
Oct-13	190	295	485
Nov-13	184	318	502
Dec-13	209	373	581
Jan-14	197	301	498
Feb-14	194	322	515
Mar-14	203	331.2	534
Apr-14	200	334.9	535
May-14	210	323	533
Jun-14	205	298	503
<b>TOTAL</b>	<b>2,328</b>	<b>3,766</b>	<b>6,094</b>

The monthly waste figures show an increasing trend in recycling since July 2010.



#### 4.4.9 Security

QVM's current security contractor has been providing onsite security services at the market for over 10 years.

There is a minimum of two guards onsite 24 hours a day, 7 days a week and shifts for further staff are structured around events and programmed activities, a Summer night market for example requires in excess of 20 security staff. In addition to the security officers, the security contractor also provides additional control room operators for monitoring the market's CCTV system.

#### 4.4.10 Car park management

Management of the onsite customer car park is outsourced to an independent car park management company. QVM receives a comprehensive monthly report on activity, revenue breakdown, incidents and issues as well as competitor rates and data.

## Issues Plan for Lower Market to be inserted



INADEQUATE WASTE HANDLING AREA



MEAT HALL AROUND CLOSING TIME



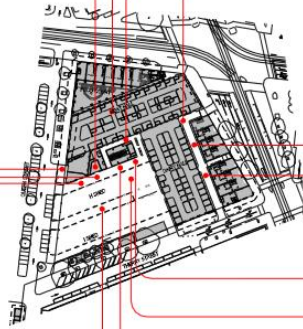
LIMITED WASTE STORAGE ADJACENT PUBLIC AREAS



DELI LANE AS DELIVERY AREA



THE MEAT HALL LOADING DOCK IS INADEQUATE



DELI LANE AS OUTDOOR DINING



DELI LANE AS SERVICE AREA



FISH OFFAL OVERFLOW AREA



INADEQUATE SERVICE AREAS OPEN TO AIR



INADEQUATE WASTE TRANSFER FACILITIES



LIMITED ACCESS TO POWER



BACK OF HOUSE IN LOWER MARKET



ON SITE STORAGE

## A3 Issues Plan for Upper Market to be inserted



WASTE MUST BE CONSTANTLY CLEARED THROUGH TRADING



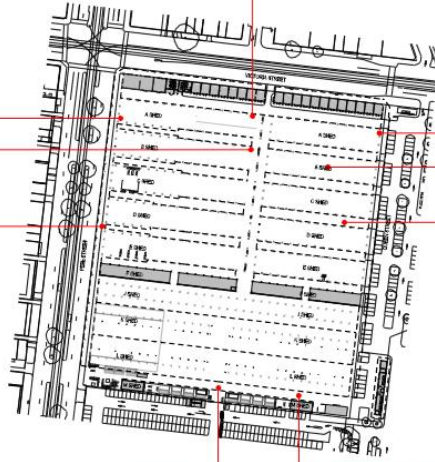
OPEN AIR SHED WITH NO 'BACK'



MINIMAL OPTIONS FOR STORAGE



PEEL STREET CHALLENGES



NO PREPARATION AREA IN THE SHEDS



LIMITED ACCESS TO UTILITIES



LACK OF BACK OF HOUSE AREA TO STALLS



DEAD FRONTAGES ON KEY WALKWAYS



BOXES DEFINE THE SPACE

### A3 Issues Plan Queen Street to be inserted



QUEEN STREET RUBBISH & PACK DOWN AT END OF MARKET



QUEEN STREET IS MAIN DELIVERY AREA FOR TRUCKS



MOVING WASTE TO THE TRUCK USING FORKLIFTS



PEDESTRIANS & SERVICE AREAS CROSSING OVER



PEDESTRIANS & SERVICES CROSSING PATHS



QUEEN STREET LOADING AREA



QUEEN STREET LOADING AREA



STOCK THAT CAN'T BE STORED ON SITE COLLECTED AFTER TRADING



NOT MANY PLACES TO SIT

## 4.5 Heritage

This section provides an overview to the heritage values, community views and stakeholder interests that relate to the market and form part of considerations for the future, relating back to project components.

### 4.5.1 The Market precinct

### 4.5.2 Queen Victoria Market

### 4.5.3 Old Melbourne Cemetery

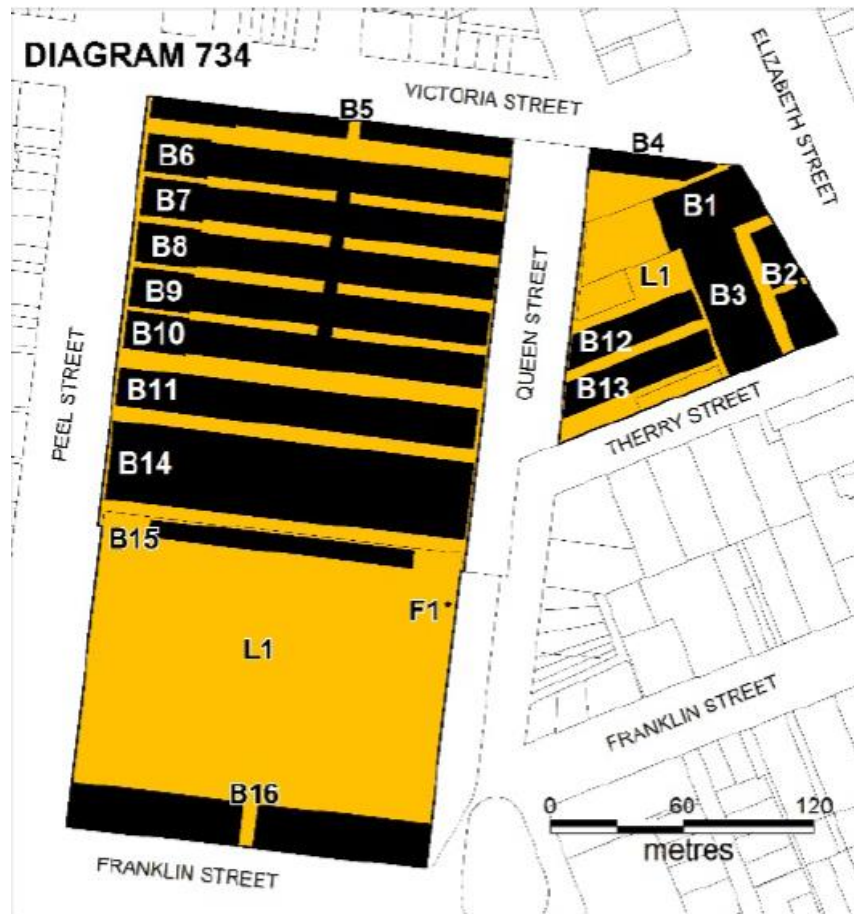
### 4.5.4 Proposal to seek inclusion on National Heritage List

#### 4.5.1 The Market precinct

There are three overlapping sets of heritage conservation controls that apply to the QVM site and precinct, including:

- Listing on the Victorian Heritage Register (VHR no. HO734)
- HO 496 in the Melbourne Planning Scheme
- HO 7 in the Melbourne Planning Scheme

The detail of the controls applied under HO7 and HO496 are essentially the same. Approvals for works under the Victorian Heritage Register listing take precedence over those in the local planning scheme. The triangular site east of QVM including the Drill Hall is also listed on the Heritage Register, as well as being subject to a Heritage Overlay in the planning scheme.



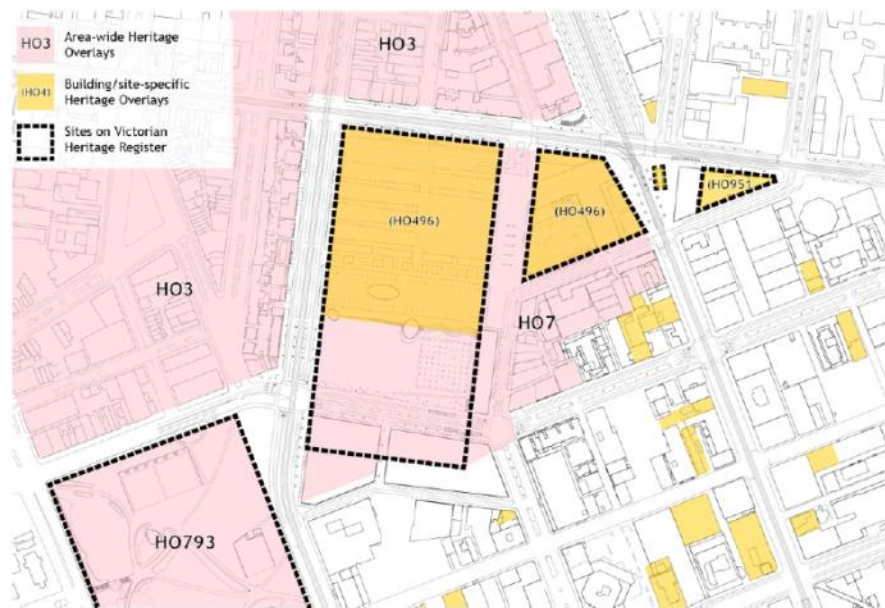
*The extent of registration as per the Victorian Heritage Register Database.*

HO496 in the Melbourne Planning Scheme roughly duplicates the Victorian Heritage Register listing but covers only the primary areas of contiguous market buildings (i.e. it follows the version of Diagram 734 above left and omits the Franklin Street stores, AND omits the market car park).

HO7, which covers the QVM and areas to its southeast, is, in effect an extension of the area-wide heritage overlay that applies to West Melbourne (HO3) into the northern edge of the CBD.

The reason for the inconsistent extension of HO7 into parts of the road reserves south of QVM is not evident.

The proposed Franklin Street extension will warrant a review of the extent of HOs and Victorian Heritage Register in that area.



*Heritage overlays as per the Melbourne Planning Scheme*

#### 4.5.2 Queen Victoria Market

“The Queen Victoria Market is of social significance as a record of change and continuity in market activity over a long period and as an important leisure, shopping and meeting place for generations of Victorians. The complex of enclosed food halls, open sheds, shops and stores illustrates a range of commercial transactions which is today similar to the pattern of activity in 1878 when the market was opened. The market perpetuates distinctive forms of trading which have their origin in trading practices last century and earlier. It comprises a collection of important commercial and other buildings with a distinct range of functions, demonstrating municipal enterprise and development over a long period. The loss of its wholesale functions is the most obvious manifestation of the changing relationship between the market and the city it serves, but its physical fabric and the remaining retail activities provide a very tangible continuity between 19th and 21st century Melbourne. The market has become one of the key identifying symbols of Melbourne for locals and tourists alike, its popularity reflected in community and union campaigns to prevent its redevelopment during the 1970s.”

*Victorian Heritage Register, Queen Victoria Market H0734*

A Conservation Management Plan for the market was completed in parallel with the Queen Victoria Market 2003 Master Plan. For the State of Victoria, the Queen Victoria Market is of:

- historical significance as one of the great nineteenth century markets of Australia and the only one of a group of markets built by the City of Melbourne to survive;
- social significance as a record of change and continuity in Market activity over a long period and as an important leisure, shopping and meeting place for generations of Victorians. The market complex illustrates a range of commercial transactions which is today similar to the pattern of activity when opened in 1878;
- architectural significance as the last remaining example of Melbourne's nineteenth century urban markets. Its collection of remarkably intact nineteenth and early twentieth century buildings provides an excellent record of the largely utilitarian style adopted for the provision of market structures.

A significant number of the individual buildings at the market are of additional historical significance for their rarity in Australia as substantially intact purpose-built market buildings still in operation.

Through the course of planning the project in 2015, a full update of the 2003 Conservation Management Plan will be undertaken.



#### 4.5.3 Old Melbourne Cemetery

Also of highly important historical and social significance, the Old Melbourne Cemetery, which was in use as the main Melbourne cemetery from 1837 to 1854 and then intermittently until 1917 lies under a large part of the upper market, predominantly in the area currently used for car parking.

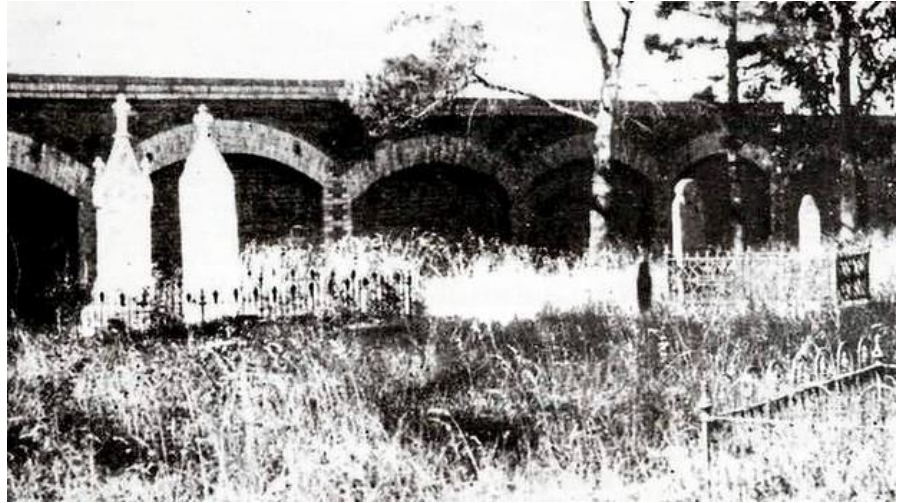
It is difficult to determine the number of burials that took place at the Old Melbourne Cemetery, and how many may survive today. Most estimates of the number of burials at the cemetery fall in the range of 8,000 – 10,000, making this also a site of high archaeological significance.

A fire in 1864 destroyed the records of burials until that time, but the State of Victoria Early Pioneer Index records that between 1836 and 1854, 7,059 people who had been living in the central Melbourne area recorded 'Melbourne' as their place of death. The burial register at the Public Records Office records that 371 individuals were buried at the cemetery between 1866 and 1917.

The cemetery site still retains significant tangible links to its historic cultural heritage. Although approximately 1,000 burials are likely to have been exhumed and reinterred at other cemeteries such as Melbourne General and Fawkner, a large number of burials remain beneath the current market. The brick wall constructed in 1878 to mark the northern extent of the cemetery still stands beneath F Shed.

The heritage and archaeology components of the QVMPR project are an opportunity to strongly engage with the community, and present a project that, although complex, has been carefully planned to achieve positive community outcomes. The project has the potential to improve the recognition, understanding and interpretation of the site's unique place in Melbourne's history, which is currently an under-appreciated aspect of the market experience.

The communications strategy is an opportunity to promote an understanding that the cemetery and market site has a tradition of change (with major changes every 40-50 years, most substantially in the 1870s, 1920s and 1970s) and the QVMPR project should be seen in this light.



*The cemetery c.1900, looking north to the F shed (boundary wall).*

#### **4.5.3.1 Draft Principles**

The phases of activity and change at the cemetery and market site from 1837 onwards have been carefully assessed by historians and archaeologists. As a result, there is a detailed understanding of the potential site conditions and levels of disturbance across the site. It is possible to establish some clear principles to direct the management and protection of human remains located beneath the current market.

##### **1. Minimise disturbance**

To prevent potential disturbance of human remains, sub-surface works in the area of the former cemetery should be avoided or minimised.

##### **2. Appropriate use of land above burials**

It is important that land above burials is used sensitively and appropriately.

##### **3. Reinterment within the former Old Melbourne Cemetery site**

Where possible the association between a burial and its original place of interment should be preserved.

##### **4. All archaeological works associated with the disturbance of human remains are undertaken to best practice standards**

If archaeological work is required to identify, exhume, record and relocate burials and human remains, it is essential that highly qualified and experienced practitioners be engaged.

##### **5. Engagement with Regulators**

It will be necessary to obtain legislative approval from a number of statutory regulators to authorise any works which may affect burials and human remains.

##### **6. Stakeholder Engagement and Consultation**

Consultation should be undertaken with key stakeholders as soon as a reasonable level of certainty has been reached regarding options for possible site works.

##### **7. Communications**

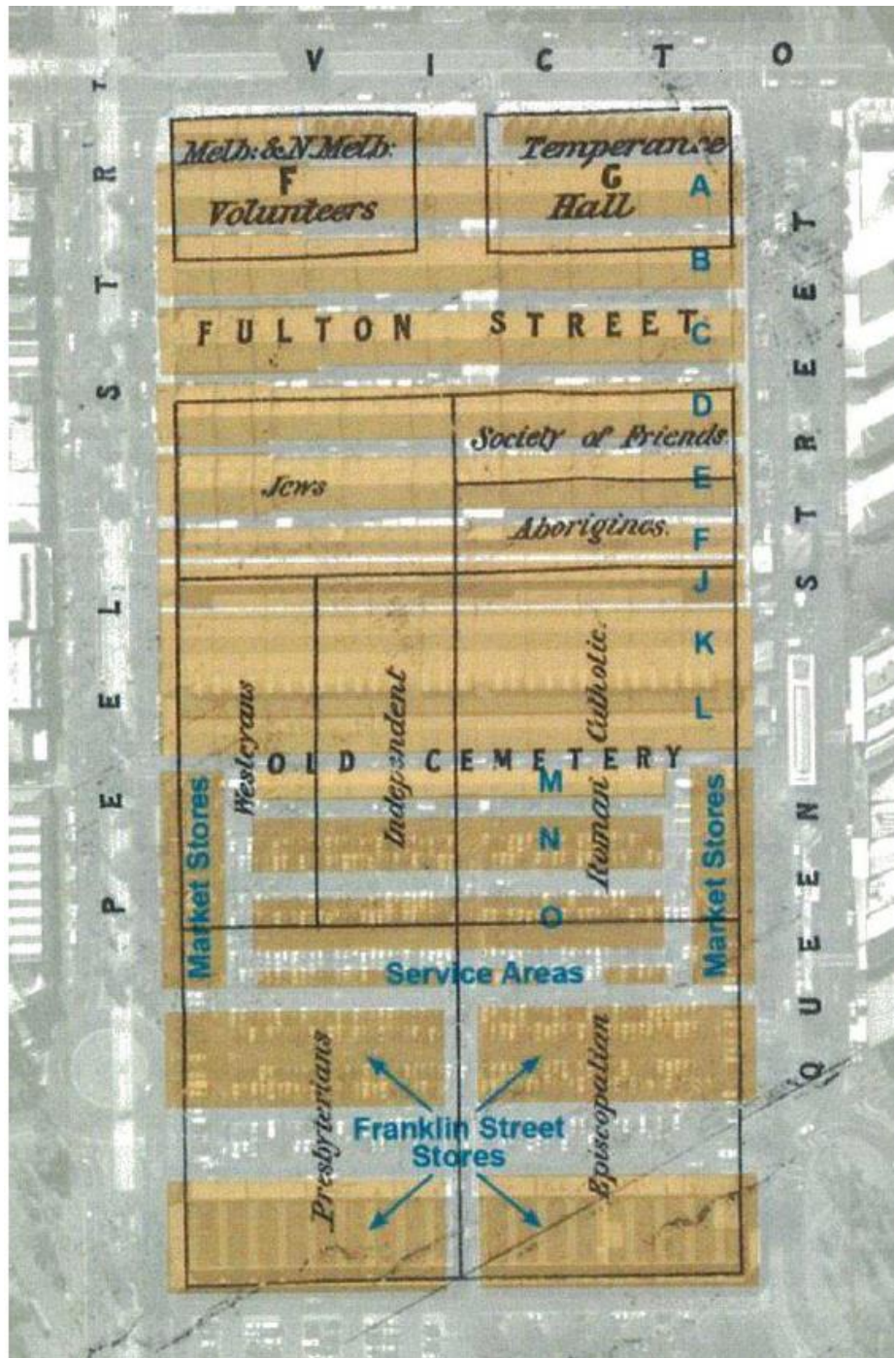
A communication strategy to inform all stakeholders is needed to establish key and consistent information that relates to the management of the former cemetery.

8. Forward planning

Archaeological test investigations should be carried out to provide information on the number of burials and general condition of human remains which will assist with the calculation of project logistics, timeframes and resourcing.

9. Future proofing

The project may provide the opportunity for the installation of below-ground infrastructure elements across the former cemetery site, to cater to future service and utility requirements. As part of the archaeology program, areas that do not contain burials will be identified, which will be suitable for the installation of channels, conduits or other systems.



Parish Map c1870

#### 4.5.4 Proposal to seek inclusion on National Heritage List

The process for NHL listing is a rigorous one, providing a significant opportunity for the understanding and documenting of a broad range of heritage values. Undertaking heritage assessment work during the strategic planning stages of the project will ensure that key opportunities and constraints are considered at timely points throughout the project.

An affirmative answer to the essential question of 'might have values' is required before a place can be placed on the proposed priority list held by the Department of the Environment.

We have been working with Context Pty Ltd to develop a preliminary place assessment that would address the Queen Victoria Market and the Old Melbourne Cemetery as remarkable surviving evidence of the early development of Melbourne, as well as its importance as a metropolitan wholesale and retail market.

This has confirmed that Queen Victoria Market is likely to have National Heritage values and is worthy of consideration on the Australian National Heritage List, a prerequisite for any future proposal to seek World Heritage Listing.

# APPENDICES

## 1 Project background

This section explains the background to the project, provides an overview of the decisions and considerations made to date and describes the approach in planning the project.

- 1.1 The story so far
- 1.2 Establishing the project
- 1.3 Project planning timeline
- 1.4 Project assumptions
- 1.5 Key project planning documents
- 1.6 Key project reference documents

## 1.1 The story so far

The Queen Victoria Market Precinct Renewal (QVMPR) project has emerged from long term strategic planning for Queen Victoria Market in the context of Melbourne's future growth.

After a period of evidence based research and analysis, City of Melbourne and Queen Victoria Market Pty Ltd developed a strategic view that the long term sustainability of Queen Victoria Market could not be guaranteed without significant investment in improvements to renew the market and confirm its role as an important civic and community asset, home to hundreds of small businesses. This view was confirmed through discussions with members of the market's trader community, and reflected the broader challenges faced by traditional markets.

Following discussions about the strategic value and significance of Queen Victoria Market to the State of Victoria, the Victorian State Government agreed to transfer land at the southern end of the market to City of Melbourne on the basis that a large scale project be embarked upon to position the market precinct to become an important civic and community focal point of the CBD's northern fringe.

*Investing now will ensure that the Queen Victoria Market is part of our city forever. We want to preserve and celebrate the market's iconic features while retaining affordability and ensuring the market is competitive in a changing retail environment*

Lord Mayor Robert Doyle

Media release, 31 October 2013.

The proposed land reconfiguration represents the physical changes necessary to enable the improvements required to support Queen Victoria Market's traditional market trade.

## 1.2 Establishing the project

### 1.2.1 QVMPR Governance Framework

In announcing the renewal of the Queen Victoria Market, Council committed to develop a master plan for the market precinct to guide the project and provide an opportunity for significant input from the community and stakeholders.

At their 11 February 2014 meeting, Council's Future Melbourne Committee adopted a Governance Framework for the QVMPR project to ensure that the project's design and implementation would be agreed through effective liaison and partnership between Council and Queen Victoria Market Pty Ltd.

The Governance Framework sets out the partnership between Council and its subsidiary company Queen Victoria Market Pty Ltd and the respective roles each will play in delivering the QVMPR Project.

Plans for the QVMPR Project are being developed in partnership under the terms of this Governance Framework, with QVM Pty Ltd taking the lead in preparing a Brief for the Master Plan by determining the nature and operation of QVM over the course of the project and into the future to ensure its ongoing growth and success. This will include the development of a Brief and a Long Term Business Plan for the future operational activities of the Market that can be used as the basis for the future design and development of the Market.

The Governance Framework also identifies that a number of Working Groups will be established on an as needs basis to pursue specific project deliverables or provide special expertise. Working Groups could include communications, heritage, planning among others.

### 1.2.2 QVMPR Project aims

The Governance Framework confirms the QVMPR project's high level aims:

The Queen Victoria Market Precinct Renewal (QVMPR) will over the next decade be a significant investment by the Melbourne City Council (Council) which aims to:

- ensure the future viability of the Market as a profitable business asset for the Council and the Market's vendors by providing modern facilities within the heritage character of one of the world's largest markets;
- enhance the City's northern precinct by providing community space and effective access to the market.

The QVMPR Project's success in meeting both objectives will depend on an effective partnership between the Council and its subsidiary company Queen Victoria Market Pty Ltd (QVM). The Council will bring knowledge and expertise to ensure that the project is consistent with the Council approved City North Structure Plan. QVM will bring knowledge and expertise to ensure that the project addresses the needs of the traders and the customers of the Market and contributes to the best business models and approaches for the Market's operations.

### 1.2.3 QVMPR Project principles

The Governance Framework confirms a set of principles to which all those participating in the QVMPR project will adhere:

1. Queen Victoria Market is an important place for the community of Melbourne and the State of Victoria. Decisions impacting on its future will be informed by a robust community engagement process throughout the project.
2. Queen Victoria Market holds significant heritage value, and its ongoing viability and identity as a public retail market is central to this and will be at the forefront of considerations for its future.
3. The project and its multiple components will be delivered through a dedicated governance structure based on a partnership between the Council and Queen Victoria Market Pty Ltd.
4. The project governance structure will deliver a market precinct that meets strategic directions and operational requirements defined and agreed by Council and Queen Victoria Market Pty Ltd.
5. This is a long term project that will require resources to be allocated for consultation, planning, operations and building to ensure continuity and consistency over the project duration.
6. The project recognises the significant role the Queen Victoria Market plays in the economic viability of the City North precinct, Melbourne and the State of Victoria.
7. Council will be the single point of overall accountability.

### 1.2.4 Queen Victoria Market Renewal Fund

At their 8 April 2014 meeting, Council's Future Melbourne Committee resolved to establish the Queen Victoria Market Renewal fund within Council to hold funds dedicated to be spent on the Queen Victoria Market renewal project. The cash balance held in the fund is to be disclosed in Council's quarterly financial reports and the annual financial statements.

The establishment of the above fund occurred in the first quarter of the 2014-15 financial year, with an annual underlying surplus generated by Council in 2013-14 being deposited into the fund at that time.

### 1.2.5 Continuing Business Principles

Continuing Business Principles developed by Queen Victoria Market Pty Ltd in 2014, may be subject to development as the project progresses and currently read:

Queen Victoria Market has served the people of Melbourne continuously since the 1870s – giving it an irreplaceable connection with our past.

During this period of renewal, the market's operational management will be guided by a set of principles that will seek to maintain QVM's distinctive experience and offer throughout the process.

**Market offer:** QVM will continue to serve its loyal customer base by providing a market offer comprising all of the current categories.

**Continuous Trading:** QVM will continue to trade from the market precinct during the renewal works.

**Market experience:** QVM will continue to provide customers with a distinctive and diverse market experience throughout the renewal program.

**Trader support:** QVM will support approved traders to maintain their business during the renewal period by providing them with alternative trading locations and opportunities (where required), marketing and promotion assistance and regular communication as to the renewal program.

**Sense of place:** QVM's distinctive experience will be preserved: diversity, heritage and open air character.

**Visitor destination:** QVM will continue to be promoted as a major visitor destination throughout the renewal works program and activities will continue to maintain the market precinct's profile as home to Queen Victoria Market.

**Construction works:** Due to the likely extent of the renewal works there will be some impact, however, works will be planned and managed to avoid unnecessary disruption.

**Awareness:** Information about the renewal project will be readily available to customers and the broader market community throughout the process.

## 1.3 Project planning timeline

The public announcement of the QVMPR project signalled the commencement of the project planning:

Oct 2013	Project announced
Nov 2013	Phase 1 Community engagement undertaken
Feb 2014	Project Governance Framework endorsed
April-May 2014	Phase 2 Community engagement undertaken
Sep 2014	Land transfer agreement with Victorian State Government
Oct 2014	Council bid for Munro site successful
Sep 2014-Feb 2015	Brief and preliminary options for Master Plan developed
Feb-Mar 2015	Phase 3 Community engagement
June 2015	Release of Draft Master Plan

July 2015	Finalisation of QVMPR Master plan
July 2015 onwards	Progression of QVMPR Project components

## 1.4 Project assumptions

To date, discussions regarding the project have been based on the following broad assumptions:

That the market must continue to trade throughout works associated with renewal and development and these will be guided by a set of Continuing Business Principles to be agreed by key stakeholders.

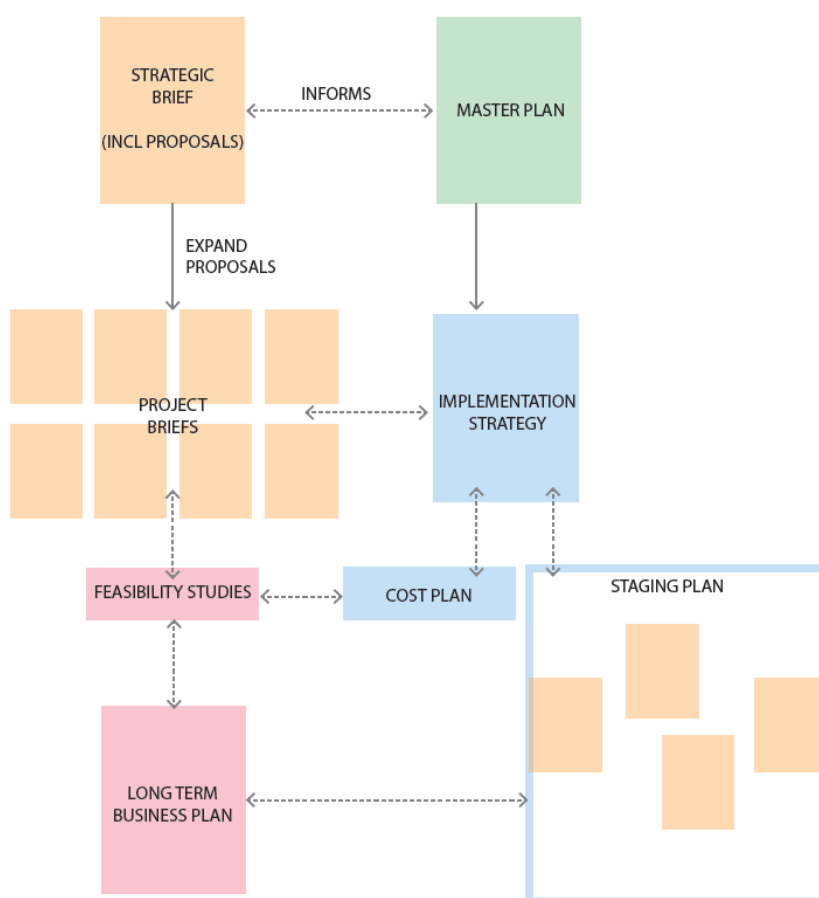
That proposals generated throughout the preparation of the Brief and master planning process will be subject to future detailed analysis, review and feasibility studies as the project plans develop.

That as one of Council's key assets, Queen Victoria Market Pty Ltd, must maintain its ability to operate at an appropriate financial return.

That the Master Plan provides a framework to progress the project, communicate the likely impact of development and enable a staged approach with further detail to be worked through over the course of the program.

## 1.5 Key project planning documents

Plans for the Queen Victoria Market Precinct Renewal project will be iteratively developed through a series of inter-related documents:



### 1.5.1 Strategic brief

The purpose of the QVMPR Strategic brief (Brief) is to set out the Queen Victoria Market's requirements to enable the delivery of the ambitions of the Queen Victoria Market Renewal (QVMPR) project and associated strategic goals.

This Brief also draws from a comprehensive range of strategic planning activities undertaken by City of Melbourne in the context of planning for Melbourne's future growth and two phases of public community engagement undertaken to date (November 2013 and April-May 2014) to ensure that opportunities afforded by this once in a century project are identified.

The QVMPR is a large and complex undertaking that will involve a series of inter-related project components that will need to be designed and delivered while continuing the day to day operation of the market. The dual focus of the renewal includes projects with a physical form such as improvements to existing buildings or the addition of new facilities, alongside the transformation of business goals, objectives and programs.

This Brief will inform the preparation of a master plan that will shape the physical development of the market precinct and act as the blueprint for the QVMPR. The Brief will also guide the business transformation necessary for market management and stakeholders to realise the benefits linked to the market precinct renewal objectives. Plans for business transformation will be further described in QVM's Long term business plan.

Throughout the market renewal, a key challenge will be to ensure the market's essential qualities are retained and enhanced as it continues to evolve. The Brief and Master Plan will therefore work together to set out and describe the necessary principles required to guide the detailed design of future initiatives and identify new opportunities for the precinct, ensuring that community ideas and needs can be supported into the future.

### 1.5.2 Master Plan

The purpose of the QVMPR Master Plan is to define the scope of the QVMPR Project and establish the key physical components required to deliver the Brief and therefore the renewal of the Queen Victoria Market Precinct.

The Master Plan will provide a framework for the physical development of the market precinct, formed and tested through a comprehensive process of analysis and community and stakeholder engagement. The Master Plan will identify and give form to the specific physical changes required to enact the market renewal and provide the basis for the development of a realistic implementation strategy.

The Master Plan will establish the overall system of circulation (streets, laneways and arcades) and spaces (public, retail and community) that make up the market precinct. It will identify the connections with surrounding neighbourhoods and the broader city area that are critical to ensuring the place remains an integral part of Melbourne's urban fabric. The Master Plan will also identify opportunities for new additions to the market place and in doing so set out guidelines for any future development to protect and further enhance the area's character.

Once complete the Master Plan will present an overall long term planning framework that reflects City of Melbourne's clear vision for the future market precinct. The Master Plan is being developed with significant input from community and stakeholders via an eighteen month long community engagement process. This focus on community and stakeholder engagement is intended to ensure that City's strategic imperatives are integrated with community aspirations for the future of this highly valued civic asset.

The Master Plan will provide a high level description of the project components that will come together to deliver the QVMPR. The staging and delivery of the project components will be outlined in the associated Implementation Strategy. Following

the finalisation of the Master Plan targeted for end of June 2015 it is envisaged that each project forming part of the QVMPR would be subject to a detailed requirement planning exercise. As with any major project delivery process, individual project components will also be subject to further stakeholder consultation as they develop.

Given the complexity of the renewal project, and the variety of components that could be involved, the Brief will outline the base requirements that must be addressed and then go on to present possibilities for further consideration and exploration, either through the master planning process or in future project development.

The Master Plan will be used to guide a program of renewal that has the full commitment of both the City and State Governments. It is therefore imperative that it is a practical and achievable vision that can be delivered with minimal disruption to the market's ongoing business operation. Staying relevant as a retail destination is paramount to the market's continued viability and success and core to this is the accessibility and affordability of its offer. The Master Plan should recognise that overly elaborate schemes could disrupt this balance.

Master plans typically take years to implement, and in times of rapid change there may be future circumstances that are impossible to predict. The Master Plan should seek to position the place to adapt and respond by identifying qualities and areas to be enhanced and protected rather than present an overly proscriptive vision of the future. The Master Plan and its accompanying set of documents should form a comprehensive management framework to ensure that Queen Victoria Market, Melbourne's market place, continues to serve the people of Melbourne for many years to come.

#### 1.5.3 Project briefs

The proposals as contained in the Strategic brief will be the subject of further detailed examination and requirements gathering including feasibility studies and developed into robust project briefs. For each component, the project brief is the key document upon which the design will develop.

#### 1.5.4 Implementation strategy

The QVMPR Implementation strategy will outline staging, indicative costs and procurement strategies for key project components identified in the Master plan, enabling the next stage of detailed project planning to take place.

#### 1.5.5 Staging plan

A staging plan will be developed to define the logical sequence in which the different projects should be completed to minimise impact on the Market's operations.

#### 1.5.6 Long term business plan

QVM's Long term business plan will outline the business strategies and plans required to realise the strategic goals for the ongoing development and management of the Market.

### 1.6 Key project reference documents

#### 1.6.1 City North Structure Plan (2012)

Adopted by Council in 2012, the City North Structure Plan provides a 30 year vision to guide the urban renewal of the area, and recognises Queen Victoria Market's potential to deliver on a number of the desired outcomes to support growth in this part of the central city.

#### 1.6.2 Queen Victoria Market Precinct Renewal Governance Framework

Adopted by Council in February 2014, the Queen Victoria Market Precinct Renewal Governance Framework established the partnership approach between City of Melbourne and its subsidiary company Queen Victoria Market Pty Ltd required to deliver the high level aims of the QVMPR project.

#### 1.6.3 Queen Victoria Market Precinct Renewal Agreement

The land transfer agreement between the Victorian Government and the City of Melbourne (signed 12 September 2014).

#### 1.6.4 Therry, Elizabeth, Franklin and Queen: Block Plan

Urban design guidelines developed by City of Melbourne and released to the public in October 2014 describing recommended outcomes for the city block formed by Therry, Elizabeth, Franklin and Queen Streets in light of the 'Munro site' being put on the market.

#### 1.6.5 Draft Conceptual Framework

Draft Conceptual Framework endorsed by Council in February 2014 and forming the basis of Strategic Directions within this document.

#### 1.6.6 Project timeline

Broad project timeline endorsed by Council in February 2014 indicating completion of Master Plan for QVMPR project by July 2015.

#### 1.6.7 Queen Victoria Market Renewal Fund

Council's commitment to establish a Queen Victoria Market Renewal fund is described in the 29 July 2014 Management Report. This report confirms that in April 2014 Council resolved to establish dedicated fund for the QVMPR project.

#### 1.6.8 Aboriginal Cultural Heritage Agreement and Section 173 Agreement

Agreement between Melbourne City Council and the Wurundjeri Council dated November 1996.

#### 1.6.9 Queen Victoria Market Lands Act 1996

Describes Crown grants that make up the Queen Victoria Market.

#### 1.6.10 Queen Victoria Market Business Plan 2014-15

Queen Victoria Market Pty Ltd's current business plan for 2014-15, endorsed by Council in 2014.

## 2 Project context

This section provides an overview of existing strategies, trends, external issues, government policies and other factors that have been considered to optimise the project's strategic benefits and future proof the market and its broader precinct.

- 2.1 Planning for Melbourne's future growth
- 2.2 Retail and consumer trends and QVM
- 2.3 Strategic alignment
- 2.4 Other strategic considerations
- 2.5 Summary

## 2.1 Planning for Melbourne's future growth

### 2.1.1 Melbourne and Queen Victoria Market

Council's commitment to renew the Queen Victoria Market Precinct could not be more timely. Melbourne is currently experiencing a period of major transition.

*Melbourne, Australia and the world are changing. Changing demographics, economic downturns, environmental impacts, changing community and social expectations and growth in technology will all affect what is planned and built. Understanding these changes will help us plan and adapt for what Melbourne municipality needs today and in the future.*

Trends and Melbourne, September 2014  
(City of Melbourne research planning report)

The heart of Melbourne is growing faster than any other area in Australia, as strong population growth in inner cities across the country contrasts with dwindling numbers in regional areas. According to the latest ABS figures on population trends, Melbourne has been growing faster than Sydney over the past decade, and will be Australia's most populous city in 2053.

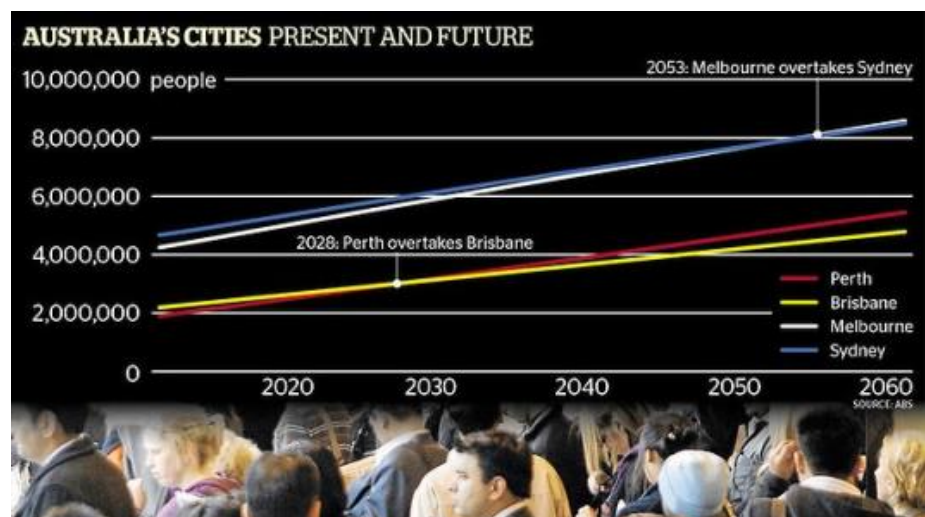
*The lives people live, and the types of jobs they do, are affected by changes in science, technology, communications and culture. These changes are both difficult to predict and happen quickly. The changes we have seen in how we work and live over the past 40 years show that planning Melbourne's future needs to be a flexible, ongoing and adaptable process.*

Plan Melbourne: Metropolitan Planning Strategy 2014

Melbourne's unparalleled population growth and demographic change is occurring in the context of climate change, economic instability and transformative technology. Planning for the future has never been more complicated, or necessary particularly if we are to retain our city's liveability and essential character.

Council's ambitions for Queen Victoria Market stretch beyond the preventative measures necessary to secure a much loved market. This renewal project provides a once in a lifetime opportunity to shape the future of a major inner city precinct. Successful renewal of the Queen Victoria Market Precinct will not only mean building on the strengths of Melbourne's oldest continuously trading retail market, it will demand a future focus to anticipate and plan for the major challenges and opportunities afforded by a time of great change.

### 2.1.2 Melbourne population growth

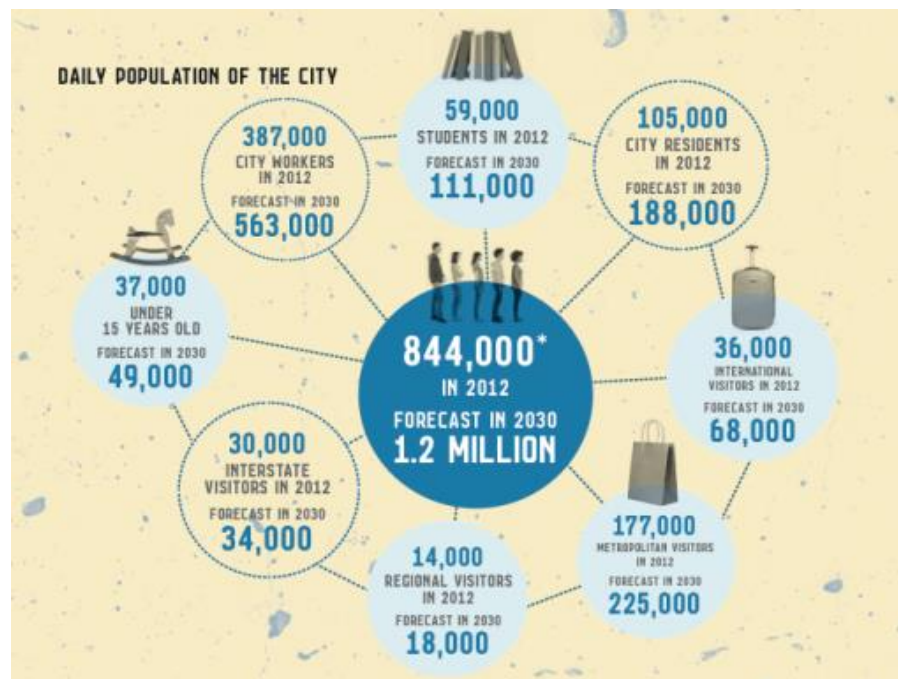


The population of greater Melbourne is projected to rise from 4.3 million currently to 7.7 million by 2051. If current trends prevail, Melbourne is projected to overtake Sydney to become Australia's largest capital city by 2053.

Between 2008 and 2013 the Melbourne Local Government Area's residential population increased by almost 30% (around 26,500 people) to an estimated 116,447 people. During 2012-13 the City of Melbourne's population grew 10% or 11,000 people, making Melbourne City the largest and fastest growing municipality in Victoria.

While the municipality's population will grow, our demographic profile will remain similar, in contrast to the trend in Australia and Victoria where households will get smaller, and populations will continue to grow and age. This will test our assumptions about current and future demographic characteristics of our population.

The City of Melbourne's large and growing daily population, which includes residents, workers, students and visitors highlights the multiple roles of the municipality in residential, business, tourism and education. The predicted growth has implications for the types of services and functions the market could provide in the future.



### 2.1.3 City North Structure Plan 2012

City North has been identified as an urban renewal area that will accommodate significantly more residents and employment growth through continued more intensive redevelopment. The 2012 City North Structure Plan provides a 30 year vision for renewal and a framework for the development of the City North urban renewal area as identified in Melbourne's Municipal Strategic Statement (MSS).

QVM occupies a central position in City North and will be an important link between the older central city and its northward extension. Rather than being in a peripheral location as in the past, it will become central to an extensive area of intensive development.

Important considerations for QVM as part of the City North context include:

- Managing heritage protection in a growth area
- Improving QVM as part of a local activity hub
- Circulation through the precinct
- Improving the public realm

Key actions contained within the plan relating to QVM include:

- Create a Victoria Street local activity hub linking QVM and Carlton United Brewery site.
- Recognise and encourage strategic renewal opportunity of the area to the south of QVM.
- Improve pedestrian access through the QVM precinct and enhance access to Flagstaff Gardens.
- Enhance the provision of community, cultural and social activities in the vicinity of QVM.
- Establish integrated community hub within the QVM precinct that will also enhance QVM's role as a community gathering and event space in the northern end of the city.
- Provide improved landscaping and new open space in the vicinity of QVM. These spaces could be designed for a range of community events and leisure activities that are complementary to the market's role. This new space could become a significant civic and meeting space for the northern end of the Central City, complementary to Federation Square in the South.
- Establish interconnected sustainable Central Services Hub (CSH) at QVM that could store wastewater and house plant and equipment to recycle water and generate energy.

The City North Structure Plan recommends changes to building height controls to facilitate intensified development in the area while also providing a transition to existing low-scale suburbs. These respond to differing conditions in a number of distinct precincts within City North, and near QVM include increased heights in areas north of Victoria Street and east of Peel Street, especially along Elizabeth Street, with retention of the existing 14m limit to the west of Peel Street.

The City North Structure Plan also expresses the aim of creating a strong distinction between the Hoddle Grid and the rest of the City North precinct. It recommends that heights in the Hoddle Grid (south of Victoria Street) be addressed through the review of central city built form controls, but shows changes in the immediate area of QVM. These differ from recommendations of the Central City Built Form Review in that:

- DDO14-A19 and -A20 south of Franklin Street are combined, reducing the limit near Franklin Street from 60m to 30m.
- Areas east of Elizabeth Street previously with no overall height limit are subject to a 60m limit.

## 2.2 Retail and consumer trends and QVM

### 2.2.1 Market Retailing

The definition of a 'market' in the Australian retail sector is not easily defined, and a diverse range of retail formats can describe a 'market'.

In general terms, markets are usually distinguished by the following features:

- A large number of specialty traders at one location
- A 'critical mass' of activity which does not rely on the presence of a major chain anchor such as a supermarket to generate patronage (although a major anchor may locate adjacent to a Market)
- Tenancy sizes which are typically smaller than those of a standard 'shop'
- A focus on independent traders and a low share or absence of 'name' retail brands
- Presence of at least some temporary traders who set-up and pack-up at the end of each trading day
- Presence of niche products not normally available in traditional retail destinations
- Emphasis on 'value-for-money'

- Perception of the ability to purchase directly from the primary producer, or to 'cut out the middle man'.

In view of the need to remain relevant and competitive in a fast-changing retail environment, retail markets typically undergo various degrees of reinvention and change over time, while endeavouring to retain the basic values that distinguish this form of shopping from other forms of retailing, such as specialty shops, department stores and large format retail, or the more recent advent of web-based retailing.

Within the broad definition of market retailing, markets can also be classified by several criteria, including:

- The type of products sold (eg food, antiques, arts and crafts, general merchandise)
- The type of vendor (eg grower, re-seller, wholesaler, crafts person)
- The overall management objective, purpose or goal (eg 'mission-driven', profit-driven, socially-motivated etc)
- The physical lay-out and design concept of the market (eg indoor, outdoor, temporary, permanent).

### 2.2.2 Markets in Melbourne

Markets - most simply defined as places where buyers and sellers come together to trade in a generally informal environment as opposed to a shopping centre or mall - have traditionally had a strong presence in Melbourne compared with other major cities in Australia.

Today, Melbourne retains a range of markets across the metropolitan area. This includes major permanent fresh food and general merchandise markets located at QVM, South Melbourne, Prahran, Dandenong, Footscray and Preston.

Each of the six major markets has their own distinct character and largely separate geographic catchments, and each is integrated as part of a broader activity centre. On this basis, QVM does not compete directly only with the other markets, but competes more broadly with all other retail formats selling similar products. However, some dedicated market shoppers would regularly visit more than one of Melbourne's major markets, or would potentially alternate their visits to different markets based on their individual needs at the time.

In the past fifty years market retailing has experienced a period of decline relative to the expansion in shop-based retailing. This is primarily due to the advent and subsequent popularity of single-owner shopping malls in suburban areas such as Chadstone, the proliferation of suburban supermarkets, and the growth of major retail chains.

As a result, many consumers use shopping centres and supermarkets for a high share of their retail spending due to the relative convenience, accessibility and extended and predictable shopping hours of these forms of retailing.

Nevertheless, QVM and the other major markets in Melbourne continue to trade successfully, and this has been enhanced by recent cultural trends towards gourmet food and ingredients, and the perception of markets as providing a point-of-difference to the other more dominant retail formats.

This trend is also apparent in the revival of farmers' markets, with the Australian Farmers' Markets Association listing almost 70 locations for such markets in Victoria alone.

### 2.2.3 Markets in Australia and Overseas

The resilience of the market retail format is also apparent in other states of Australia and overseas. A selection of important permanent markets in Australia includes:

- Adelaide Central Market, SA
- Fremantle Market, WA

- Paddy's Market, NSW
- Parklea Market, NSW
- Old Bus Depot Market, ACT
- Brisbane Market Place, QLD.

Similar to QVM, these markets tend to have a primary role in serving residents, while also having an important secondary role as a destination for tourists.

In Western cities, market retailing is also experiencing a resurgence in popularity. In cities such as Seattle, (Pike Place market), San Francisco (Ferry Plaza), London (Borough Market, Brixton Market etc), Barcelona (La Boqueria and others), Toronto (St Lawrence, Kensington) and New York (Chelsea, Union Square Greenmarket etc.) markets are a small, although important, component of a city's retail hierarchy. Again, these markets are important destinations for tourists, although this popularity is secondary to the high levels of activity generated by the patronage of local residents.

Likewise Asian cities have a huge variety of popular markets, with the night market or night bazaar a common feature in Taiwan, Singapore, Hong Kong, Malaysia, Indonesia.

#### 2.2.4 Principles for a Successful Market

In 2009, the Communities & Local Government Select Committee of the UK Parliament undertook an Inquiry into Traditional Retail Markets as a response to the popularity of market retailing and the need to ensure that government policies provided appropriate support to markets as a retailing format.

In its report, the Committee identified eight principles for successful market retailing based on the submissions provided by a wide range of industry stakeholders. These principles are summarised as follows:

1. Integration with the town centre and local communities: being inter-connected with the community improves the utility of the market
2. Good Management: a market needs to be actively run, not just presided over
3. Investment: a market must be attractive to customers
4. Promotion: achievements must be celebrated and progress shared with community
5. Unique selling point: there needs to be a good reason for people to come to 'your' market
6. Location: markets flourish in prime locations with good facilities
7. Partnership working: traders and operators working together for the good of the market
8. Size: Markets that reach a critical mass can offer greater diversity and choice.

#### 2.2.5 Positioning QVM

QVM is Melbourne's, and Australia's, largest, most popular, and most successful, retail market – indeed, it is iconic. The market currently contains some 730 individual businesses, in permanent shops and licensed stalls, with around 25,000 m<sup>2</sup> of gross leasable area (gla). The key components are:

- over 60 fruit and vegetables stalls, open air but roofed, occupying some 5,000m<sup>2</sup> GLA.
- an enclosed Dairy Produce Hall, with around 830m<sup>2</sup> GLA, accommodating 20 delicatessens, 3 bread/pastry vendors, 3 confectionery/coffee vendors, a handful of take-away food shops, a few fresh chicken/poultry vendors, and one wine store.

- an enclosed Meat and Fish Hall, with 1,100m<sup>2</sup> GLA, which offers more than 20 (red meat) butchers, a few chicken/other meat vendors, and 10 fishmongers.
- over 500 general merchandise stalls, open air but roofed, which occupy in the order of 12,000m<sup>2</sup> GLA – the lion's share of total market area – and sell primarily apparel and footwear, but also gifts, homewares, souvenirs, sporting goods, gardening, some hardware and other items.
- an enclosed food court, adjacent to the Meat and Fish Hall.
- a number of other food providers (cafes, take-away) as well as a few non-food shops (souvenirs, homewares, apparel) on street frontages around the perimeter.

#### 2.2.6 Understanding QVM's Customer base

Intercept surveys conducted by Sweeney Research in March 2013 identified the origins of the main customer segments for QVM.

More than half of QVM's patronage comes from within around 15 km of the market, with around a third being visitors/tourists to Melbourne.

Three broad trade area sectors have been identified from the customer research:

- Inner City sector (primary)
- Inner Melbourne sector (secondary, within 15 km), and
- Outer Melbourne (tertiary, 15-60 km)

##### **Primary trade area (inner city)**

- Approximately 270,000 residents, increasing by 7,000 annually
- Are generally younger than average (35.6 years v/s 37.3 years for metro Melbourne)
- Have higher income levels (44% above average on a per capita basis)
- Are more likely than average to be born overseas (20% are from Asian origins)
- Many living as a couple without children or as a lone person (representing over half of the households)
- Such a profile reflects the popularity of inner city areas with young professionals who prefer short commuting times to the CBD
- This population segment generally spends more on food catering and dine-out facilities

##### **Secondary trade area (within 15km)**

- The inner areas residents generally spend more on food items, particularly on fruit & vegetables, seafood and food catering, all of which are catered for at QVM
- The total volume of expenditure spent by inner area residents is estimated at close to \$23 billion, including \$12.6 billion in food spend
- The fastest growing category is projected to be in food catering, which is estimated at \$3.3 billion currently, growing to \$5.5 billion, reflecting an average annual rate of 4.4%

##### **Visitors/tourists to Melbourne**

- Over 25 million visitors annually to Melbourne
- Close to 1.9 million international tourists visited Melbourne in 2013
- Overnight visitors spent over 60 million visitor nights while visiting Melbourne, with international visitors staying on average for 21 nights
- Total retail expenditure from visitors and tourists estimated at over \$11.5 billion
- Expenditure on food catering is estimated to be around 15%-20% of total expenditure, amounting to over \$1.8 billion

### 2.2.7 Retail and Consumer Trends in Australia

Over the past decade, and especially post GFC (since 2009) supermarkets and food catering (take-away, cafes, restaurants) have been by far the stand-out growth categories in retail.

Education (80% in cumulative terms), health (70%) and housing (60%) have been the fastest rising CPI groups since 2001. By contrast, retail goods inflation has been about 33% over the same period. These trends are likely to continue – particularly price rises in education, health and utilities, at faster rates than retail. Post GFC, some retail categories, most notably apparel, have witnessed deflation. Squeeze on retail expenditure as a percentage of total household budget has been evident over the past 30 years, and will continue, especially for “discretionary retail”.

### 2.2.8 SWOT Analysis

#### **Strengths**

- Fresh food stalls – plentiful, abundant. By far the largest, and most popular, fresh food offer in Melbourne
- Comparative advantage most evident in Meat, Delis and Fish/Seafood
- Atmosphere – history, multicultural, social, lively, friendly
- Variety on offer
- Night market offer
- Site – centrality, scale, accessibility, redevelopment potential

#### **Weaknesses**

- Significant gaps in the offer – even in food
- Too much “sameness” in fresh food
- Minimal “artisan”; specialisation e.g. Aussie cheese stall
- General merchandise offer – despite its scale, generally unappealing, dated
- General appearance – a bit dirty, uncared for
- Dining options – limited, dated (Food Court)

#### **Opportunities**

- Rapidly growing population on doorstep – many within walking distance
- Visitation to Melbourne – very large and growing. QVM can tap this customer segment much more effectively
- Explosion of food catering interest and options
- ‘Artisan’ alternatives – both in food and non-food

#### **Threats**

- General Merchandise deflation; competition
- Supermarkets – constantly improving offer, and will improve even more dramatically from here; sheer growth in volume
- Dining alternatives increasingly available in surrounding streets
- Gradually reducing ‘point of difference’ – QVM has not moved with the times
- Evolving nature of primary sector population

### 2.2.9 QVM retail possibilities

Comparing recent customer research (Sweeney, May 2013) with previous research in 2010 reveals trends emerging at QVM that are in line with broader retail trends, and provide clear signals for customer expectations that must drive future strategy.

**Becoming an impromptu destination:** “significant” increase in spontaneous visitation combined with a reduction in planned visitation.

Opportunity: How do we reinforce QVM as a destination worth visiting any time?

**Blending of shopping/leisure/entertainment:** “dramatic” increase in percentage of customers purchasing food and drink to consume on the premises (even though the offer has not changed noticeably).

Opportunity: How do cater to this demand and drive business to small emerging hospitality businesses?

**Appetite for extended hours:** night markets (Hawker markets) are very popular and there is strong support for longer trading hours.

Opportunity: How to feed this appetite with a combination of new offers and changes to existing ones?

**Food offer is at the heart of QVM's appeal:** high levels of customer satisfaction with delicatessens; meat and fish; fruit and vegetables.

Opportunity: How do we strengthen food as QVM's core offer?

### 2.2.10 QVM retail challenges

**Spending up big at the market still means filling the boot:** Car arrivals spend much more, across the board, than public transport arrivals.

Challenge: How do we maintain loyal customer spending while encouraging sustainable transport options?

**The non-food offer fails to live up to expectations:** high levels of dissatisfaction with general merchandise categories generally, but especially clothing, footwear, sporting and leisure.

Challenge: How do we deliver a non-food offer that matches customer expectations?

**The overall 'market experience' is the attraction:** high levels of satisfaction with atmosphere; overall variety; range of things to see and do vs. significant levels of dissatisfaction with cleanliness and appearance.

Challenge: How do we improve the overall appearance without losing the authentic 'gritty' market experience that people love?

## 2.3 Strategic alignment

Renewal of a major civic landmark, wholly owned by the City represents a unique opportunity to realise a broad variety of Council, State and Federal Government strategies, many of which direct specific actions to the market precinct.

Strategy	QVMPR Alignment
<b>City of Melbourne</b>	
Future Melbourne Community Plan 2008	<ul style="list-style-type: none"> <li>City North (including QVM) identified as key urban renewal area – QVMPR project delivers high level outcomes</li> </ul>
City North Structure Plan (2012)	<ul style="list-style-type: none"> <li>Creation of Victoria Street local activity hub linking QVM and Carlton United Brewery site.</li> <li>Recognise and encourage strategic renewal opportunity of area to the south of QVM.</li> <li>Improve pedestrian access through the QVM precinct and enhance access to Flagstaff Gardens.</li> <li>Enhance the provision of community, cultural and social activities in the vicinity of QVM.</li> <li>Establish integrated community hub within the QVM precinct enhancing QVM's role as a community gathering and event space in the city north.</li> <li>Provide improved landscaping and new open space in the vicinity of QVM. These spaces could be designed for a range of community events and leisure activities that are complementary to the market's role. This new space could become a significant civic and meeting space for the northern end of the Central City, complementary to Federation Square in the South.</li> <li>Establish interconnected sustainable Central Services Hub (CHS) at QVM that could store wastewater and house plant and equipment to recycle water and generate energy.</li> </ul>
Open Space Strategy (2012)	<ul style="list-style-type: none"> <li>new open space catering to the differing needs and uses of the growing community in the City North</li> </ul>
Climate Change Adaption Strategy	<ul style="list-style-type: none"> <li>Green/cool roofs</li> <li>Stormwater harvesting</li> <li>Increasing the city's passive cooling efficiency by removing asphalt</li> </ul>
Melbourne Retail & Hospitality Strategy 2013-2017 (2013)	<ul style="list-style-type: none"> <li>Support sustainability projects that fit small business community needs</li> <li>Switch to sustainable energy sources</li> <li>Reduced waste generation, increased recycling, energy saving and recovery, safe and efficient collection and storage of waste</li> </ul>

Strategy	QVMPR Alignment
Zero Net Emissions by 2020 (update 2014)	<ul style="list-style-type: none"> <li>• New buildings to achieve a minimum 5 star green star rating</li> <li>• Office accommodation and fit outs to optimise energy and space efficiency</li> <li>• Implement viable energy, waste and water efficiency opportunities</li> <li>• Expand solar energy generation system</li> <li>• Modern waste transfer facility to achieve world class standards of waste management and environmental sustainability</li> </ul>
Urban Forest Strategy 2012 – 2032 (2012)	<ul style="list-style-type: none"> <li>• Reduce urban heat island effect by removing asphalt and greening spaces</li> </ul>
Tourism Plan 2007-2012 (2007)	<ul style="list-style-type: none"> <li>• Planning and positioning visitor information, services, and infrastructure to engage with the tourism market</li> <li>• Increasing Melbourne's profile</li> <li>• Boosting collaboration and partnerships</li> <li>• Complementing existing strategies, policies and tourism initiatives for Melbourne and Victoria</li> </ul>
Food City (2012)	<ul style="list-style-type: none"> <li>• Promoting a food system that is secure, healthy, sustainable, thriving and socially inclusive</li> <li>• Promoting vibrant and diverse food sector</li> <li>• Promoting sustainable and fair food practices</li> <li>• Increasing access to and promotion of locally produced food</li> <li>• Extending Melbourne's reputation and a "city of food"</li> <li>• Providing opportunities for education, skill development and community development</li> </ul>
Melbourne for All People (2014)	<ul style="list-style-type: none"> <li>• As a global capital city, we need to be responsive and flexible in our planning to meet the needs of the diverse population across all ages and abilities who live, work, study, visit or play in the city.</li> <li>• Building a community hub which offers a range of services and activities, giving people information, support and learning opportunities, helping to create a sense of belonging and increase social capital.</li> <li>• Supporting and building the community by strengthening existing networks and providing opportunities to develop new ones.</li> <li>•</li> </ul>
Heritage Strategy (2013)	<ul style="list-style-type: none"> <li>• Establishing an interpretation centre for Melbourne's [QVM's] past, present and future</li> <li>• Contribute to interpretation of city's indigenous culture and landscape</li> <li>• Start a "Memory Project" to capture and share traders memories and traditions to enrich appreciation of market life</li> <li>• Support and encourage creative ways to tell Melbourne's stories using new technologies, celebrations, experiences etc</li> </ul>

Strategy	QVMPR Alignment
Draft Housing Strategy 2014-18 (2014)	<ul style="list-style-type: none"> <li>Consider a 'Boyd High School style' model for delivery of affordable housing on Council owned sites that are redeveloped for housing in the future.</li> <li>Inclusionary zoning requires 15 per cent affordable housing (subsidised) through the planning scheme in all growth areas (urban renewal areas).</li> <li>Creating successful a neighbourhood, servicing a growing economy and leaving a positive lasting legacy which successfully balances the social, environmental and economic needs in one of the world's most liveable cities.</li> </ul>
<b>State Government</b>	
Plan Melbourne (2014)	<ul style="list-style-type: none"> <li>Opportunities for future partnerships in key areas such as food, sustainability, tourism etc</li> <li>Create healthy and active neighbourhoods and maintain Melbourne's identity as one of the world's most liveable cities.</li> <li>Protect our natural assets and better plan our water, energy and waste management systems to create a sustainable city.</li> </ul>
<b>Federal Government</b>	
Draft Heritage Strategy	<ul style="list-style-type: none"> <li>Pursue greater recognition and protection of Australia's natural and cultural heritage: commitment to work with the Victorian Government to pursue National Heritage listing of QVM and then investigate the potential for World Heritage listing.</li> </ul>

## 2.4 Other strategic considerations

### 2.4.1 Resilience and climate change

A changing and increasingly variable climate has a wide range of impacts on cities, and in turn an urban market place. Planning for resilience is an important consideration in the context of climate change. Cities that respond early are most likely to better withstand the impacts of climate change and maintain a platform for health and prosperity. Projections for Melbourne are for a hotter and drier climate with more frequent extreme events.

This is particularly significant to Queen Victoria Market as an urban retail market in terms of the potential vulnerability of the supply chain it relies on as a fresh food market, and also as an open air market with substantial public open space areas.

It is also pertinent to consider the potential role that the market precinct can play more broadly in building Melbourne's resilience. Future proofing the market precinct should include planning for growth in infrastructure and systems that will position the city to meet the climate challenges that lie ahead.

### 2.4.2 Wholesale Market relocation

Construction of the new Wholesale Market at Epping is now complete and opening is currently targeted for June 2015. It comprises facilities for wholesale stores, a wholesale trading floor, a growers' floor, access for buyers and ancillary businesses. It will be part of a large and growing precinct at Epping with numerous other food and complementary businesses.

The Melbourne Markets Authority are still finalising the hours of operation for the wholesale market, which have traditionally been regulated, with an early start for buyers (3.00am - 4.00am). There is likely to be a continuation of the current model for at least the first 12 months of operation at the new site, moving to a later start for buyers (as is common in other similar markets interstate) following a review.

The relocation of the Melbourne Wholesale Markets from Footscray Road to Epping in 2015 represents a significant change for QVM's fruit and vegetable traders, the vast majority of whom source their produce from the Wholesale Market. The new site at a greater distance from the city, the hours and mode of operation will require a change in QVM trader practices.

It is not possible to know the precise impact the relocation of the wholesale market will have on QVM or its fruit and vegetable traders until it has opened and commenced operation. Detailed assessment will need to be completed following the move and on an ongoing basis if changes to operating hours etc are implemented.

#### *Considerations to manage the impact of the Wholesale Market relocation*

- The need for designated loading and unloading zones segregated from the public, or with regulation of pedestrian traffic for safety
- The need to protect the parking opportunities for trucks arriving later and possibly for larger trucks
- The need for access to more storage and cool storage close to the stalls to minimise the cost of going to Market every day, or more than once.

#### 2.4.3 Traditional markets

Queen Victoria Market Pty Ltd was established in 1996 as a wholly owned subsidiary company of the City of Melbourne. This significant governance change aimed to ensure the management and operation of the market was handled efficiently "to ensure that the Queen Victoria Market continues to be seen as Australia's foremost traditional market including ensuring its protection as an intrinsic part of the history and culture of Melbourne."

While this objective remains relevant, it does not provide the vision to enable the Queen Victoria Market to competitively respond to the complex range of threats it, like any major retail destination, currently faces. In fact, traditional markets the world over face similar challenges as evidenced by the 2009 UK Parliamentary inquiry "Market failure: Can the traditional market survive?".

Retail competition now comes in many forms, with the dominating force of supermarkets better placed to adapt to the increasingly time-poor, complex lifestyles and desires of consumers. Technological advances ensure that competition for leisure time is also highly contested. Overlaying this is the increasingly difficult trading environment that modern day produce sellers must contend with – further complicated by the imminent relocation of Melbourne's Wholesale Market (the source for 95 per cent of the produce sold at Queen Victoria Market) from Footscray to Epping.

On the other hand, the emergence of the farmer's market, consumer interest in organics and a recognition of the many and varied benefits of 'buying local' are factors that point to a renewed interest in the notion of market shopping and all that it represents. In recent years, for the first time in its long history, the Queen Victoria Market has faced the somewhat ironic problem of the need to compete with other markets.

These and other issues that traditional markets such as Queen Victoria Market must now contend with are matched by significant opportunities in the way of social capital and developable land – leading to a very dynamic and exciting set of possibilities to be considered. The Queen Victoria Market is a truly unique proposition within Melbourne. For many people it represents something very personal and important

about their city. In its many guises it has been an active and defining presence for Melbourne for generations. Although this sense of history and connection is of inestimable value, it is also vital that the urge to preserve the market does not overshadow the need to enable it to continually adapt to meet the modern challenges of the day. Markets are by definition places of negotiation and change – that's what makes them vibrant, evolving centres of community life.

As owners of QVM, City of Melbourne is ultimately responsible for upholding the traditions of this Melbourne institution but also, ensuring that it remains a vital and relevant part of Melbourne's retail environment into the future.

#### 2.4.4 Melbourne's growing night time economy

The management of the night time economy is an important issue facing cities. The night time economy has potential to deliver great cultural, social and economic benefits but it also has potential costs in terms of public safety and potential increase in crime. Developing and managing the night time economy is a key imperative for cities seeking to effectively integrate various dimensions of working, domestic and leisure life, particularly in the context of significant population growth.

The night economy concept gained currency in the 1990s as use patterns of the city changed. This is particularly relevant for Melbourne, a city that has experienced a major transformation in use including a major upsurge in leisure activities, leading to the increased significance of retail and hospitality and tourism services sectors to the city's economy. With the market precinct poised to expand its already significant contribution to Melbourne's retail and hospitality offer, moves to create a vibrant night time economy will further enhance QVM's role in maintaining Melbourne's liveability. It is therefore imperative that the renewal efforts consider the development and sustainability of the precinct from this perspective.

Businesses that are able to plan ahead for a range of late night events can attract a stream of business previously not available to them. A February 2013 report on Australia's night time economy shows that Melbourne's night time food services sector grew from 2009 to 2011, to now account for 60 per cent of the city's night time economy. Its night time sales revenue also increased in that period, reaching \$15 billion in 2011. The city's night time economy employed 24,000 workers in 2011 and the night time economy grew significantly faster than the wider economy.

## 2.5 Summary

Apart from the overall strategic benefits of securing a long term sustainable future for the Market, the QVMPR project represents a unique opportunity to deliver a number of specific actions identified in recent strategies at all levels of government. These include:

- Confirming the market precinct's role as a local activity hub and a key centre for the City North (and wider Parkville precinct)
- Creating a community hub within the market precinct
- Creating a large scale open space for the City North
- Establishment of a central services hub as part of a sustainable precinct
- Implementation of stormwater harvesting and urban forestation
- Encouragement of sustainable retail and hospitality practices by demonstrating best practice delivery of waste management services, energy saving and recovery
- Contribution to the sustainability of Melbourne's food supply system by expanding and developing markets for locally grown and produced food.

### 3 Project scope

This section explains the scope of the project that has been agreed to date.

- 3.1 Queen Victoria Market's evolution
- 3.2 The Market precinct
- 3.3 Project components agreed to date
- 3.4 Land transfer arrangements
- 3.5 Project staging agreed to date
- 3.6 Anticipated project benefits
- 3.7 Implications of project decisions made to date
- 3.8 Key areas for Master Plan to address

### 3.1 Queen Victoria Market's evolution

The Queen Victoria Market has stood the test of time, but this should not be mistaken for standing still. As Melbourne has developed and evolved, so too has its market place.

The history of the land on which the Queen Victoria Market sits is rich and varied. Prior to European settlement, the area was an important meeting place for the clans of the Kulin Nation. The beginnings of European settlement were heralded by the arrival of John Batman from Tasmania in 1835, followed shortly after by Robert Hoddle who, in 1837 laid out the grid of streets that we still use today. In 1836, a burial ground was informally established on Flagstaff Hill but under the instructions of Governor Bourke in 1837, a cemetery was surveyed to the north-east of this between Peel and Queen Streets on what is now the Queen Victoria Market site.

Melbourne was declared a town in 1842 and by 1847 had grown large enough to become a city. The gold-rush began when gold was first discovered in Victoria in 1851. By 1854, Melbourne's population of 80,000 (not including Aborigines) had tripled to 237,000 and by 1861 it had doubled again 540,000.

The Queen Victoria Market was formally opened in 1878 and was built to provide a venue for the wholesale and retail trade in produce, such as fruit, vegetables, flowers, meat and other merchandise. The market was formed from two sites:

- The triangular "Lower Market", which had been in use as a meat market for nine years prior to the opening of the Queen Victoria Market, and contained the current Meat and Fish Hall (1869); and
- The "Upper Market", the rectangular block bounded by Victoria, Queen, Peel and Franklin Streets which was the site originally named "Queen Victoria Market". This site was developed following legislation in 1877 that allowed the market to encroach into the site of the former Melbourne Cemetery.

The site as a whole was developed from 1877 through to the late 1920s with the construction of the open sheds, Elizabeth and Victoria Street Shops, F Shed and the Dairy Produce Hall.

In the economic and land boom of the 1960s, the Market's city location meant that the Council held a lucrative asset that might be realised. Around this time, proposals for redevelopment of the site prompted fierce opposition from community groups, individuals, unions and pressure groups.

The wholesale market was relocated to Footscray Road in 1969. The transition from wholesale to retail market, driven partially by the earlier closure of Melbourne's older inner-city markets (the Fish Market, Eastern Market and Western Market were demolished in 1959, 1960 and 1961), led to the reinvention of QVM as a unique retail destination, serving the needs of Melbournians, providing a focal point for new migrants and providing visitors with a quintessentially "Melbourne" experience.

After a significant battle in the early 1970s, community action eventually resulted in plans to extensively renovate and conserve the existing market site.

Since the 1970s a number of proposals to expand QVM's car parking and facilities have been developed but none have yet been realised.

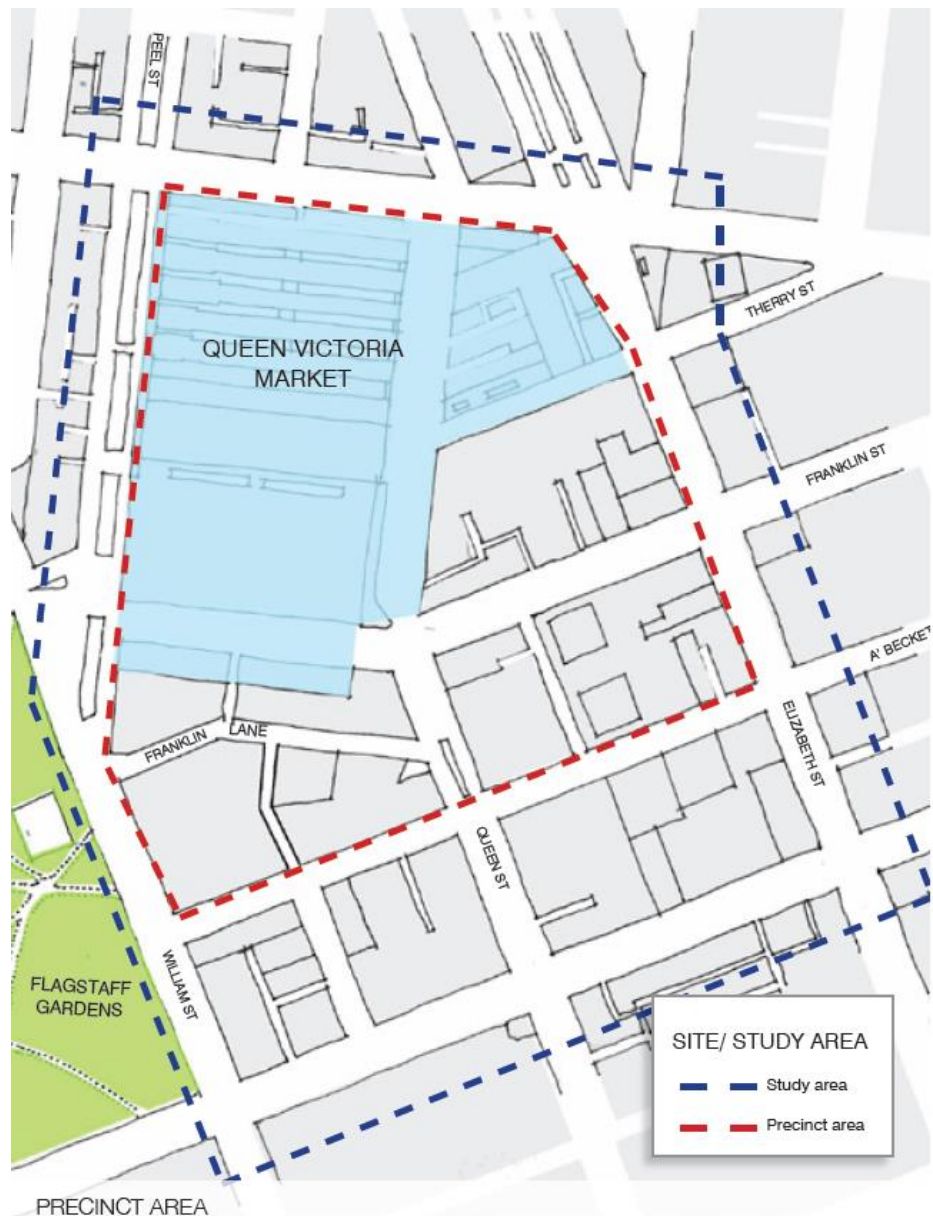
Although the market has survived and conservation controls now cover much of the physical fabric, overall it is in a delicate balance. The challenge for the QVMPR project is to retain the historic character and vibrant atmosphere while keeping the stallholders in a competitive position with constantly changing customer expectations and increasing competition from other retail establishments.

The QVMPR project has a dual focus which seeks to integrate urban renewal with improvements to the Market's operations and facilities.

On an urban renewal level, the project will strive to consolidate QVM's position at the heart of the City North and recognise its role as an important centre for small business and a significant community meeting place.

From the Market's perspective, the QVMPR project must address many long standing operational issues relating to pedestrian/vehicle conflicts, inadequacies in facilities (including lack of storage, access for deliveries, loading docks, waste management and other service/operational areas). Significantly the project will also seek to deliver a major change of use to the existing market car park land, prompting the relocation of the market's customer car parking.

### 3.2 The Market precinct



*The Market precinct area – From Urbis Study*

### 3.3 Project components agreed to date

#### 3.3.1 Queen Victoria Market Precinct Renewal Agreement

At the 12 August 2014 meeting, the Future Melbourne Committee meeting endorsed key project components for the Queen Victoria Market Precinct Renewal project for inclusion in an agreement with the Victorian State Government, enabling the Land Transfer Agreement to be signed on 12 September 2014.

The following components are referred to in the Agreement as forming the basis of the physical changes to be delivered by the Queen Victoria Market Renewal Project:

##### **(i) Market renewal:**

- A. construction of service areas for the Market, including customer car parking and Market trader storage;
- B. upgrading of Market trader facilities and amenities;
- C. provision of a broader range of retail and hospitality offerings within the Market Precinct compared to that existing as at the date of this Agreement
- D. making the Market components of the Market Precinct pedestrian only during core market trading times;
- E. provision of new and varied public spaces within the Market Precinct; and
- F. creation of new dedicated hireable spaces for community festivals and food-oriented events within the Market Precinct;

##### **(ii) Franklin Street:**

- A. realign Franklin Street to New Franklin Street, so as to create a direct east-west link from the City to Docklands from Franklin Street through to Dudley Street (parcel C);

##### **(iii) Public space:**

- A. conversion of the car park shown as parcel A on Plan A to a high quality public open space, which complements the Market and meets the needs of the growing Melbourne city north community;

##### **(iv) Queen's Corner, being the land shown as parcel B on Plan A:**

- A. construction of a new Queens Corner building;
- B. development of a Victoria Visitor Centre in the lower levels of the Queens' Corner building; and
- C. development of new facilities for Market management in the upper levels of the Queen's Corner building;

##### **(v) Market events shed:**

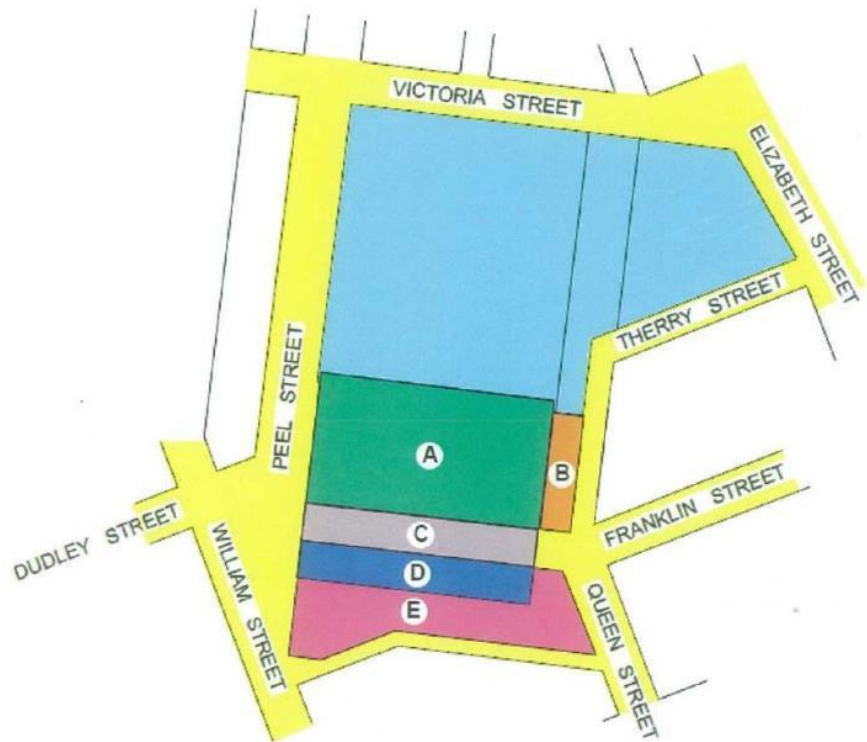
- A. transformation of K&L shed to expand capabilities for hosting Market activities and a broad range of Melbourne's community festivals and events;

##### **(vi) Public realm improvements:**

- A. upgrading of streetscapes adjoining the Market (Elizabeth, Peel, Queen, Therry and Victoria Streets) incorporating best practice urban design, improved paving, tree planting and public transport infrastructure and connections; and

##### **(vii) Mixed use development:**

- A. reconfigure the land shown as parcels D and E on Plan A to create a mixed use development site including all necessary work to prepare the land for development.



*Plan A from State Land Transfer Agreement signed 12 September 2014*

### 3.3.2 Munro site acquisition

On 15 October 2014, the City of Melbourne confirmed it was the successful bidder in an Expression of Interest process for the purchase of properties at Therry, Queen and Franklin Streets, Melbourne – a site often referred to as the Munro site. The City of Melbourne believes these properties to be of unprecedented strategic importance to the people of Melbourne, their purchase opening up new possibilities for the QVM renewal process.

The City of Melbourne's preferred urban design outcomes for this site are documented in the Therry, Elizabeth, Franklin, Queen: Block Plan, released to the public in October 2014.



*The Therry, Elizabeth, Franklin and Queen Street block*

### 3.4 Land transfer arrangements

As documented in the QVMPR Land Agreement (signed 12 September 2014), the State Government's support of the market precinct land reconfiguration is subject to a number of conditions.

The State Government's support of the project involves:

- removal of restrictions on Council owned land (Parcel D)
- creation of new freehold title combining Parcels D and E
- transfer of the new freehold title to Council at no cost.

The freehold land will enable Council to achieve the strategic development of this major site, providing opportunities for commercial development to add to the vibrancy of the area. The funds secured through the development of this land will be reinvested in the market.

### 3.5 Project staging agreed to date

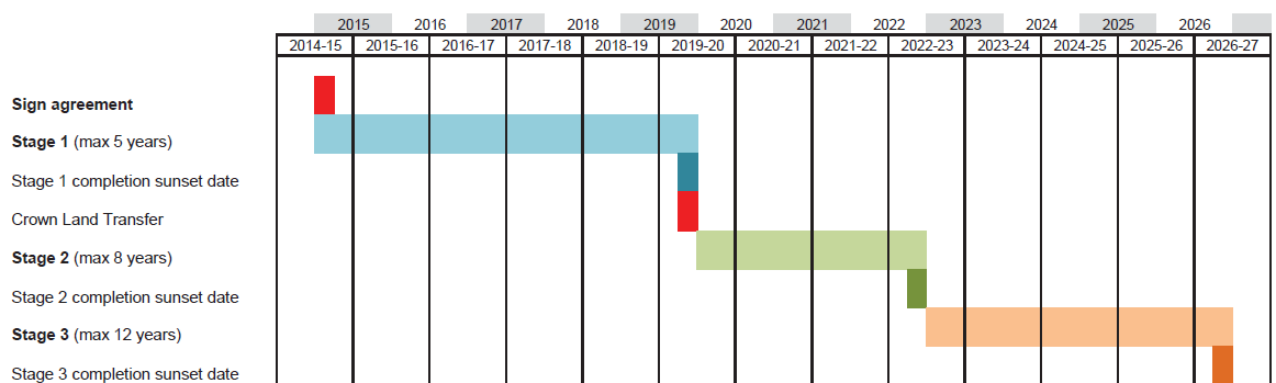
Implementing the market precinct land configuration is key to the overall market precinct renewal project. Under the terms of the Agreement, the Crown Land will be transferred to Council as freehold only upon completion of the following components within five years of signing the Agreement (Stage 1):

- the design and construction of 'New Franklin Street' (known as the Franklin Street connection between Queen and Dudley Streets)
- car parking facility to replace the existing at grade car park
- the adaptation and enhancement of Upper Market Sheds A, B and C to support market trading.

Following transfer of the Crown Land the Agreement also stipulates that Council must complete the design and construction of the land shown as Parcel A as public open space within eight years of signing the Agreement (Stage 2).

In the event that Council does not complete the construction of Parcel A as a public open space within the agreed timeframe, the Agreement requires that Council pay the State a sum of \$10 million plus GST.

This high level timeframe therefore provides a priority for staging of key project components, commencing specifically with the car park relocation.



### 3.6 Anticipated project benefits

In committing to the renewal of the market precinct, the Council and Victorian State Government expect their investment in the project to deliver a range of public policy benefits (as documented in the QVMPR Agreement September 2014).

Strategic public policy benefits identified to date:

- an increased land use diversity within the Market Precinct;
- optimisation of land uses within the Market Precinct; and
- improved east-west connectivity between Melbourne City and the Docklands as a result of the realignment of Franklin Street.

Anticipated economic benefits identified to date

- an increase in capital investment in the Market Precinct;
- growth in visitation rates to the Market Precinct;
- the economic value associated with improved east-west connectivity between Melbourne City and the Docklands as a result of the realignment of Franklin Street
- population growth within the Market Precinct;
- population growth in the areas surrounding the Market Precinct;
- growth in employment opportunities within the Market Precinct;
- growth in employment opportunities during delivery of the Project;
- growth in employment opportunities in the areas surrounding the Market Precinct;
- improved retail turnover of the Market Precinct and associated flow on retail spending;
- growth in the total value of economic activities within the Market Precinct; and
- Market Precinct development impact.

As proposals are developed, the strategic goals for the project and the ongoing management plans of the Queen Victoria Market will be reviewed and refined. This Brief proposes Strategic Goals that aim to deliver these project benefits and we will build this in to the project and ongoing management framework via the Long Term Business Plan.

### 3.7 Implications of project decisions made to date

#### 3.7.1 Requirements for replacement facilities

The QVMPP Agreement assumes the relocation of the market's current car park to make way for the creation of a public open space.

The creation of freehold development sites in the south of the market precinct means that the Franklin Street Stores would be no longer be available for market operations as they would form part of the freehold land parcels.

### 3.8 Key areas for Master Plan to address

In order to provide a framework for future development and define the overall system of circulation and spaces that make up the market precinct, the Master Plan needs to address the following key areas:

#### 3.8.1 Land use and urban structure

- Define land reconfiguration and associated land parcels
- Identify future location of car parking and service areas (ie. managing impact of land reconfiguration)
- Set out high level spatial relationships between public spaces and functional areas

#### 3.8.2 Future Development

- Identify areas or buildings to be adapted or reused
- Identify potential new development sites and indicative uses/intentions

## 4 Stakeholder and community engagement

This section provides an overview of the stakeholder interests and community views that relate to the market and form part of considerations for the future.

- 4.1 Community engagement strategy
- 4.2 Key messages from the community
- 4.3 Stakeholders

## 4.1 Community engagement strategy

For the first time in its history City of Melbourne and Queen Victoria Market's management have initiated a master planning process that has sought to involve the many communities that have formed around the market place in a discussion about its future.

Capire Consulting Group was appointed by the City of Melbourne to undertake extensive community engagement across the market's many stakeholders. This process sought to explore the intangible as well as the tangible qualities that make the Queen Victoria Market culturally significant to the people of Melbourne for the purposes of informing the master planning process.



## 4.2 Key messages from the community

### 4.2.1 Phase 1 Community engagement (November 2013)

The first phase of public engagement took place in November 2013 over a four week period. Participants included customers, traders, CoM and QVM staff members, local residents and visitors. Over 930 people participated in a wide range of engagement activities including a two day 'pop up' event and vox pops (inception surveys) as well as inputting into an online forum.

Highly impacted stakeholders (including traders and QVM staff) participated in a deeper level of engagement and were invited to attend discussion groups and workshops. A number of print media and broadcast media activities also took place, including a press announcement and a film of interviews with key stakeholders about QVMPR.

Key observations and findings from the first phase of community engagement are described below:

- QVM is of great significance locally, nationally and internationally. Its role as a public space, as well as a key meeting place for the community is important. The opportunity to provide better functionality and public space design will provide a greater emphasis on being a place to gather, meet friends and socialise for free.
- 'Atmosphere' was the top term used to describe what people loved about the QVM. The elements which help create the unique atmosphere, including sense of space, colour, people and vibrancy should be considered during the design process.
- People value the sense of community that QVM builds. It is essential that these relationships continue and there is opportunity for further strengthening throughout the renewal process.

- Both visitors and regular customers place a high emphasis on the availability of fresh, local and varied produce. Embedding a culture of local produce and locally made products was viewed as important in the renewal.
- The general merchandise area was highlighted as an area that was in need of improvements (from a quality, variety and design perspective), but it was also an area enjoyed by visitors and bargain hunters. Improving the balance between quality, variety and design of products is an opportunity during the renewal.
- There were strong views and significant concern within the trader community regarding car parking at QVM (disliking the idea of an underground car park). Apprehension about the potential construction impacts on their businesses was a key driver for this. It is essential that during the renewal process there is continued communication with traders and minimal disruption to QVM business.
- Heritage is an important element of QVM. There is opportunity for the history of the site to be rediscovered and shared through interpretive elements.
- There is an opportunity for QVM to become a leader in sustainability. This includes locally sourced produce, ecologically sustainable design, effective waste management and the retro-fitting of existing buildings.
- Both visitors and regular customers believe the QVM's opening hours are too limited and there are opportunities to extend or change the opening hours.
- Many also felt that QVM site could have other community uses outside of market opening hours.
- The Night Market was described as one of the most valued and popular events at the market, and one that has the potential to be replicated through other night time events to draw more people to the market site.

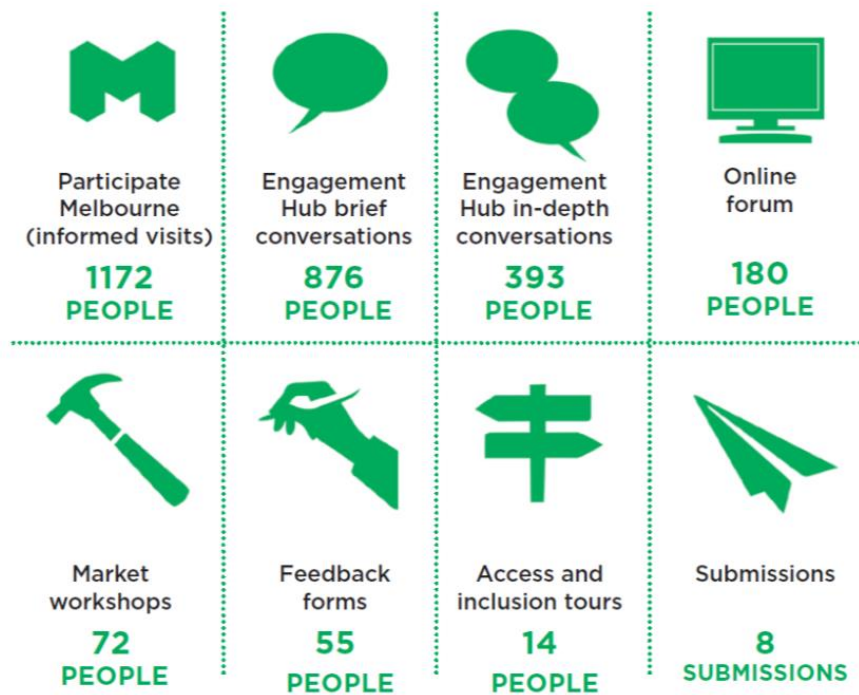


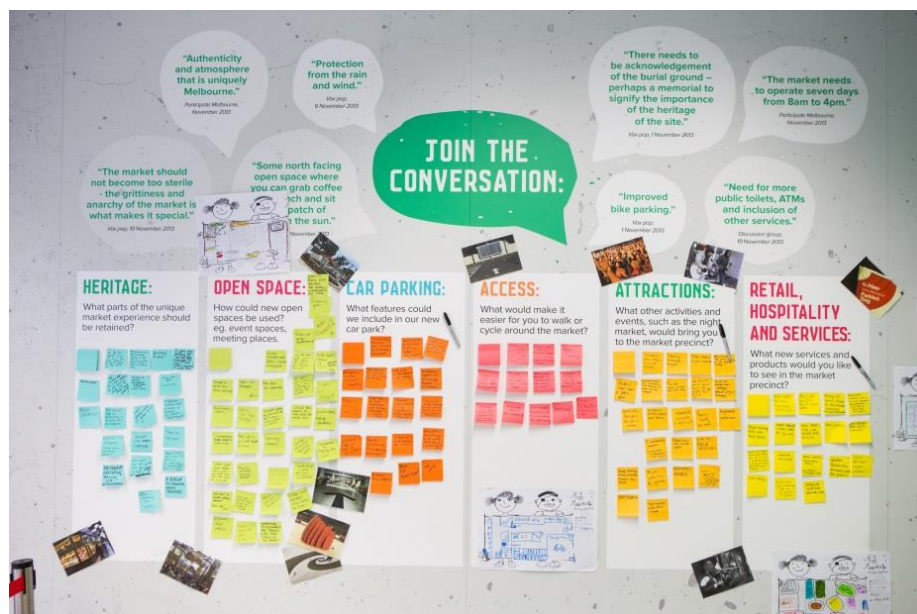
#### 4.2.2 Phase 2 Community engagement (April-May 2014)

Phase two was completed in May 2014. As part of this phase, five draft renewal concepts were introduced including the options for an underground car parking and service area, new public space and new mixed-use development. Participants, including QVM traders, customers, tourists, local residents, businesses and other interested groups were then given the opportunity to provide feedback and suggest other ways to improve the market and its precinct.



Engagement activities included establishing an Engagement Hub onsite, early morning vox pops (short intercept surveys) and group conversations such as a workshop with QVM staff and a forum about QVM's heritage. Activities also included access and inclusion tours for people with mobility constraints and their carers, a moderated online forum hosted on the City of Melbourne's Participate Melbourne site, and the chance for people to provide feedback via written submissions. Approximately 2,290 people participated in these activities and more than 700 people contributed their ideas and feedback.



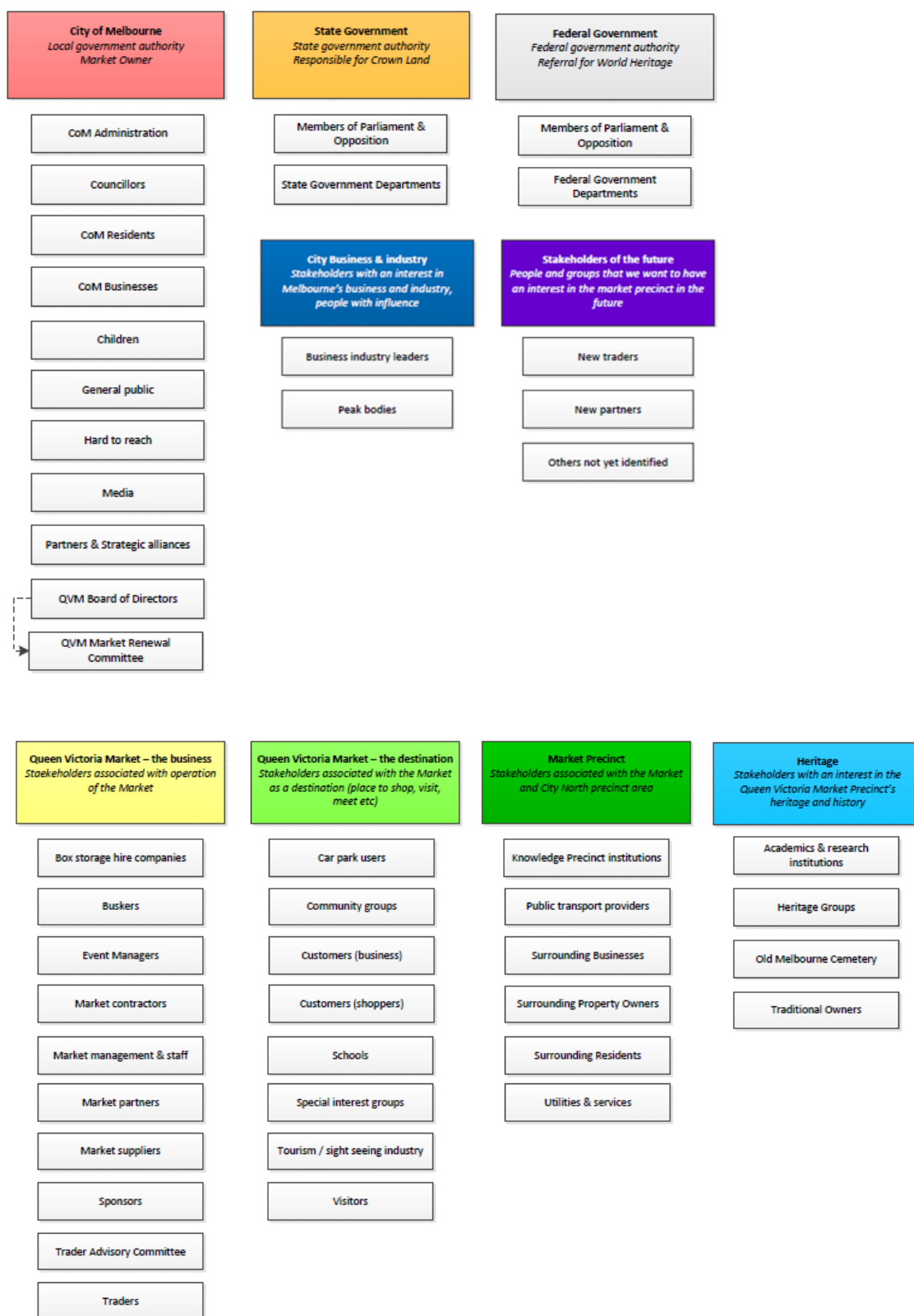


This engagement elicited a broad range of responses from the community and in their *Phase 2 Community Engagement Report, June 2014*, Capire Consulting Group summarised these into the following key messages to be considered during the master planning process:

1. *Heritage is more than buildings, it's also about how we have, and continue to use the site.*
2. *It makes sense to move the car parking but make it affordable, useful, easy to use and safe for everyone.*
3. *The public open space needs to be a space that is all season, respectful, practical, flexible and potentially market influenced.*
4. *The Franklin Street connection is generally supported, but more work is required to minimise impacts and improve access for all.*
5. *QVM can be more of an attraction.*
6. *Please keep the Queen Vic a Melbourne market.*
7. *We have mixed views about the new development site.*

## 4.3 Stakeholders

### 4.3.1 Stakeholder map



#### 4.3.2 Queen Victoria Market Traders

##### **The 1-2-1 Meeting Project**

The Queen Victoria Market Business Plan 2014-15 included as Strategic Priority 3 an intention to develop and implement a trader engagement strategy. As part of this larger strategy, the 1-2-1 Meeting Project was developed under which all 560 current PE and SL Licence holders were invited to participate in a formal, documented meeting with a QVM management representative.

The purpose of the meetings is to provide each licence holder with an opportunity to discuss a range of issues and allow management to develop a better understanding of what is important to our traders, both now and for the future. The meetings are an opportunity for traders to raise any issues or concerns they may have and also for management to provide traders with current information about the QVMPR project.

To date, the issues raised by traders during these discussions have centered around the following main themes:

- Car park
- Cleaning and waste management
- Customer convenience / experience
- Event management
- Facilities and infrastructure
- Licencing and enforcement
- Marketing / advertising
- Retail experience
- Signage and wayfinding
- Sustainability
- Trading limitations
- Weather protection

It has become apparent that big picture discussions with traders about the Renewal project will be difficult if ongoing issues such as weather protection and lack of facilities are not addressed in the first instance.

##### **Queen Victoria Market Advisory Committee (QVMAC)**

The QVMAC comprises 11 elected members representing all traders, stallholders, lessees and licencees of the Market. The function of the QVMAC is to advise QVM Management on the day to day operation of the Market including:

1. Offering advice relating to the advertising and promotion of the Market;
2. Offering advice on trading hours and in particular special trading hours for holiday periods;
3. Providing feedback on cleaning, maintenance and other issues relating to the daily operation of the Market;
4. Providing feedback on promotions and special events or projects to the extent that they impact on stallholder access, set-up and pack down;
5. Providing a conduit between the management and stallholders and a mechanism for communicating with the stallholder population.

Regular meetings, chaired by a member of the QVM Management are conducted quarterly (at a minimum), though a more frequent meeting schedule is currently in place by agreement.

##### **Market Refresh initiatives**

The market renewal project represents a transformation on both a business and precinct level. While major renewal works could be some years away, QVM Management has taken the opportunity to signal change and test ideas through a range of initiatives which are planned to continue throughout 2015/16.

As part of the overall Renewal project, we are developing and implementing a series of smaller Market Refresh projects. These include initiatives and temporary place activations designed to introduce the concept of positive change to the market's traders, customers and staff while working towards developing the Market in line with the draft strategic directions.

These initiatives and activations are an opportunity for the marketing, operations and management teams at QVM to begin visualising the future of the market, both in terms of physical infrastructure and market culture, and provide a platform to test out these ideas before their implementation.

It is intended that these highly visible Market Refresh projects will help to maintain the energy of community engagement with the urban renewal process and provide a valuable opportunity to increase stakeholder involvement in the development process.

### **Temporary Market**

As part of the commitment to continuous operations throughout the Renewal, there will be a need for a new "Temporary Market" site to be established. This temporary site will serve as a space for accommodating traders from under the sheds during construction. During Melbourne Music Week in November 2014, QVM had the opportunity to test Therry Street as a possible location.

For 11 days, Therry Street was closed to traffic between Queen Street and Deli Lane and a large marquee erected creating 38 sheltered stalls for the general merchandise traders temporarily relocated from K&L Sheds.

The relative success of this trial will prove to be a valuable tool when discussing plans for a temporary market site with traders in the future.

### **Queen Street Quarter (QSQ)**

The initial site under consideration for the temporary market was the small parking lay-by in Queen Street South. A proposal for a temporary structure was developed including a gantry type structure with a market space at ground level and the option of adding a hospitality offer above.

### **F&P Social Kitchen at QVM**

In November 2014, QVM opened the doors on The Social Kitchen, a specially designed 'pop up' kitchen operated in partnership with Fisher & Paykel and Peter Rowland Catering to be run on a trial basis for up to six months. Sessions feature demonstrations, tastings and hands-on cooking of the daily menu as well as opportunities for participants to be guided through the Market picking up ingredients, meeting traders and gaining insights into selecting the best seasonal produce.

The Social Kitchen is a valuable tool for QVM Management to gauge public appetite for the establishment of a permanent onsite cooking school as part of the renewal project and explore alternative teaching formats.

### **Brand Refresh**

In line with the Renewal project, QVM Management are in the process of undertaking a brand refresh. More than just a new logo, though this is part of the package, it is envisaged that the brand refresh will drive a positive cultural shift by providing the vehicle to communicate the vision and goals of the company and engaging and motivating stakeholders to become advocates for the QVM Brand.

A series of activations will be planned throughout the site to coincide with the public launch of the new brand mark.

## 5 Reference list

This section provides a comprehensive list of project reference documents relevant to understanding the project to date, and developing plans for the future .

### **Independent Reports**

Allom Lovell & Associates: Queen Victoria Market Conservation Management Plan (August 2002)

ARUP: Queen Victoria Market Forklift Safety Review (Stage 2 Draft – April 2012)

Austral Archaeology Pty Ltd: Conservation Policy For the Old Melbourne Cemetery at the Queen Victoria Market (May 2000)

Capire: Queen Victoria Market Renewal Project: Phase 1 Community Consultation Report (February 2014)

Capire: Queen Victoria Market Renewal Project: Phase 2 Community Consultation Report (June 2014)

Care Park: Monthly Car Park Report (July 2014)

Colliers International: ANZ Research and Forecast Report – Retail (first half 2014)

Deloitte: Queen Victoria Market Operational Contract Management – Cleaning/Waste (December 2013)

Echelon: Queen Victoria Market Event Risk Management (April 2014)

Essential Economics: Queen Victoria Market Considerations for a Long Term Strategy Economic Assessment (March 2011)

GML: Old Melbourne Cemetery Information Collation – Stage 1 Research and Review (April 2003)

GML: Old Melbourne Cemetery Information Collation – Stage 2 Documentation (August 2013)

Guseli, Ivano: Therry Street Market Report (November 2014)

Jones Whitehead Pty Ltd: Draft - Queen Victoria Market Renewal Precinct Planning and Urban Design (26 June 2014)

Macroplan Dimasi: Queen Victoria Market Directions Paper (September 2014)

PLP Building Surveyors and Consultants P/L: Review of Toilets (September 2014)

R-Co: Queen Victoria Market Brand Positioning – Board Presentation (August 2014)

Sibling: QVM Market Refresh Report (May 2014)

Smith, Jeremy (Archaeologist): Draft Principles for Heritage – Old Melbourne Cemetery (August 2014)

Sweeney Research: (CoM) Queen Victoria Market – Segmentation of Needs (April 2011)

Sweeney Research: QVM Visitor Report (2010)

Sweeney Research: QVM Visitor Report (8 May 2013 –V1)

Sweeney Research: Queen Victoria Market Traders Research: Updated (January 2012)

Sweeney Research: QVM Car Park Quantitative Research (15 January 2013)

Tandem Design Studio: QVM Queen STREET Market (June 2014)

Traffix Group: Draft - Queen Victoria Market Precinct Master Plan Traffic impact Assessment (July 2014)

### **QVM Documents**

Queen Victoria Market: Business Plan 2014-15

Queen Victoria Market: Guidelines for Food Stalls in Sheds A, B, H and I (October 2011 Draft)

Queen Victoria Market: Policies and Procedures Register

Queen Victoria Market: Masterplan 2003 (September 2003)

### **CoM strategies, policies and publications**

A Great Place to Study: International Student Strategy 2013-17

Arts Strategy 2014

City North Structure Plan 2012

City of Melbourne Event Planning Guide (December 2011)

Engaging Families in Public Programs

Melbourne for All People 2014-17

Melbourne Retail and Hospitality Strategy 2013-17

Open Space Strategy – Planning for Future Growth (June 2012)

Policy for the 24 Hour City - A framework for action (April 2010)

Reconciliation Action Plan 2011-12

The Active Melbourne Strategy – A plan for physical activity

Therry, Elizabeth, Franklin and Queen: Block Plan (September 2014)

Transport Strategy 2012 – Planning for Future Growth

Urban Forest Strategy – Making a Great City Greener 2012-32

Walking Plan 2014-17 (Draft)

Zero Net Emissions by 2020 – update 2014

### **Diagrams/Plans**

Tandem Design Studio: Current state issues - Lower Market (October 2014)

Tandem Design Studio: Current state issues - Upper Market (October 2014)

Tandem Design Studio: Current state issues - Queen Street (October 2014)