

**Queen Victoria Market Precinct Renewal: project update**

**11 February 2014**

**Presenter:** Rob Adams, Director City Design

**Purpose and background**

1. The purpose of this report is to provide an update on project establishment and planning of the proposed Queen Victoria Market Precinct Renewal Project.
2. The proposed Queen Victoria Market Precinct Renewal Project is a major initiative to preserve and renew the Queen Victoria Market, creating an expanded market precinct. The project was publicly announced on 31 October 2013 and the first phase of community engagement took place from 1 to 30 November 2013. Project establishment activities are now under way, along with further community engagement planned throughout 2014.

**Key issues**

3. As owners of Queen Victoria Market, Council has ultimate oversight and responsibility for the project. Renewal plans will continue to be developed and delivered in partnership with Queen Victoria Market Pty Ltd. Detailed discussions on an appropriate project governance model have informed the proposed Queen Victoria Market Precinct Renewal Project Governance Framework. Refer to Attachment 2. A high level project plan has been prepared to guide the development of renewal plans over the next eighteen months. Refer to Attachment 3.
4. The planning phase of the project is informed by a comprehensive stakeholder and community engagement strategy incorporating three phases during 2013 to 2014. Capire Consulting Group were appointed to develop the approach in collaboration with Council and Queen Victoria Market Pty Ltd to ensure the project incorporates effective and meaningful consultation in line with best practice.
5. The first phase of community consultation commenced on Friday 1 November 2013 and concluded on Saturday 30 November 2013. During this phase feedback from key stakeholders and the public was sought to identify current issues and opportunities for improvement, and more broadly, to establish an understanding of aspects of the market held in high value by the people of Melbourne.
6. A full report on the first phase of consultation has been prepared by Capire Consulting Group for public release. Refer to Attachment 4. Key themes emerging from the first phase of community and stakeholder engagement include:
  - sense of place
  - community and culture
  - produce and products
  - heritage
  - transport and access
  - tourism and marketing
  - sustainability and economy
  - future renewal implementation.

7. The second phase of community engagement will be undertaken in April 2014 and will ask community and stakeholders for feedback on a draft Conceptual Framework for the market and surrounding precinct. The draft Conceptual Framework integrates the community themes identified in Phase 1 consultation with strategies developed by Council and Queen Victoria Market Pty Ltd and seeks to position the market as 'Melbourne's Market Place'. Refer to Attachment 5.

#### **Recommendation from management**

8. That the Future Melbourne Committee:
  - 8.1. Endorses the proposed Queen Victoria Market Precinct Renewal Project Governance Framework.
  - 8.2. Notes the Queen Victoria Market Precinct Renewal Project plan for the next eighteen months.
  - 8.3. Notes the key themes emerging from community consultation and that the Phase 1 Community Consultation Report (Capire Consulting Group, February 2014) was released to the public with this Committee report.
  - 8.4. Notes the draft Conceptual Framework for the Queen Victoria Market Precinct Renewal and the intention for this to inform the ongoing community engagement on the development of renewal plans.
  - 8.5. Notes that detailed planning for Phase 2 community and stakeholder engagement is currently being undertaken to enable this to proceed in April 2014.

#### **Attachments:**

1. Supporting Attachment
2. Queen Victoria Market Precinct Renewal Project Governance Framework
3. Queen Victoria Market Precinct Renewal Project overview 2014-15
4. Phase 1 Community Consultation Report (February 2014), Capire Consulting Group
5. Draft Queen Victoria Market Precinct Renewal Conceptual Framework

## Supporting Attachment

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### Legal

1. Legal advice has and will continue to be provided as required in respect to the proposed Queen Victoria Market Precinct Renewal Project.

### Finance

2. A detailed funding and costing analysis will be carried out following community engagement.

### Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a direct or indirect interest in relation to the matter of the report.

### Stakeholder consultation

4. A major program of community and stakeholder engagement commenced in November 2013 and will run during 2014 in three phases. Refer to Attachment 3.
5. Participants in the first phase of consultation included market customers, traders, market staff members, local residents and visitors (including families and children). Close to 1000 people actively 'had their say' by taking part in a wide range of engagement activities including a two day 'pop up' event and vox pops (inception surveys undertaken at the market and in central city locations) as well as input into an online forum and social media. Thousands more were 'informed' particularly through online engagement. In addition to public engagement activities, market traders and operational staff were invited to attend discussion groups and workshops facilitated by Capire Consulting Group.
6. Briefings have been held with traditional owners the Wurundjeri and a commitment to undertake further engagement as the project develops has been made.

### Relation to Council policy

7. One of Council's key strategic activities for 2013–14 is to complete initial community engagement for Queen Victoria Market Precinct Renewal.

### Environmental sustainability

8. The proposed Queen Victoria Market Precinct Renewal provides a unique opportunity to demonstrate Council's leadership in environmental sustainability through the design and operation of the market, and through the broader City North area.

## QUEEN VICTORIA MARKET PRECINCT RENEWAL

### GOVERNANCE FRAMEWORK

The Queen Victoria Market Precinct Renewal 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 Project's success in meeting both objectives will depend on an effective partnership between the Council and its subsidiary company the 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 operations.

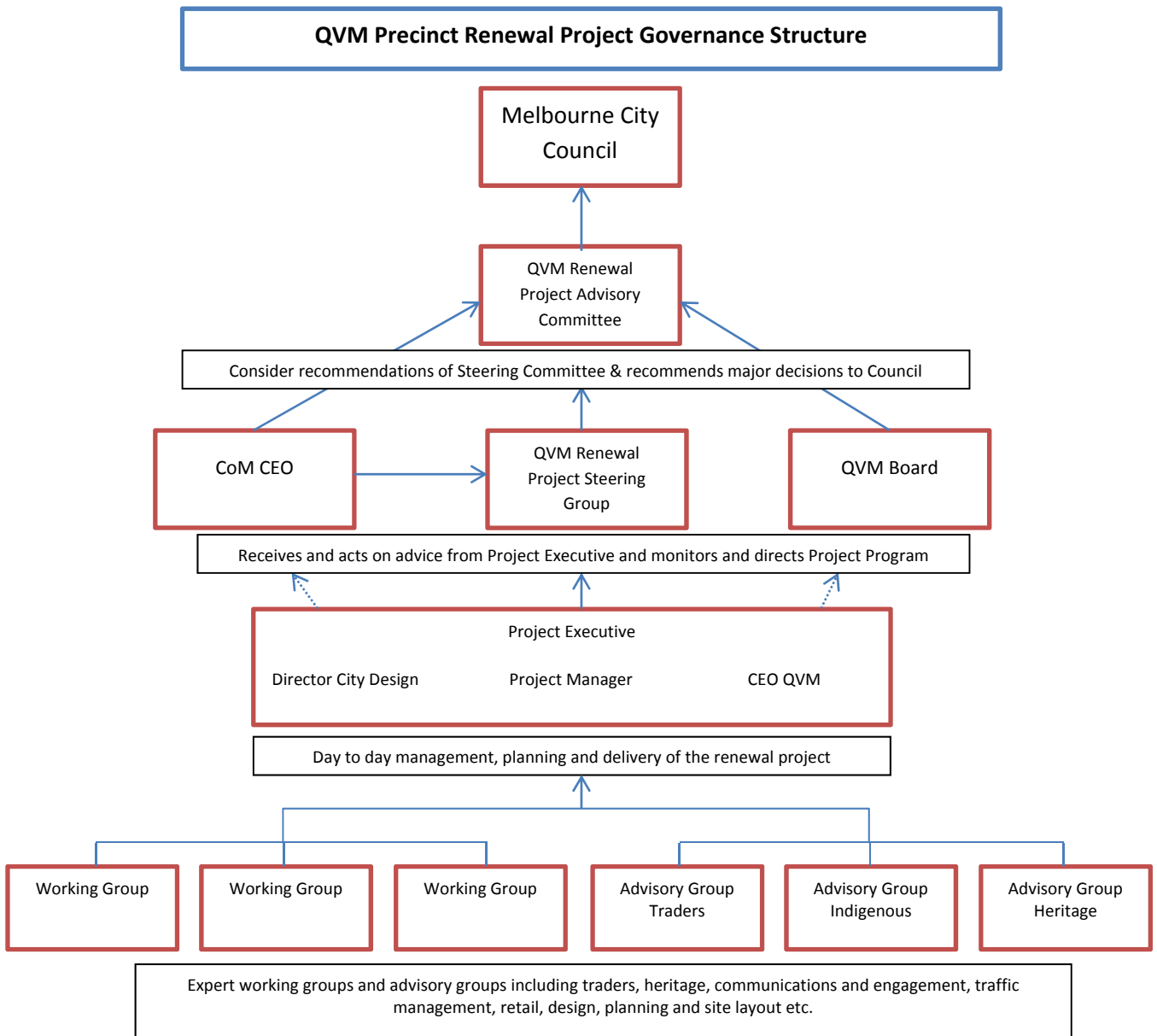
As a much loved icon of Melbourne, the Market has many stakeholders in addition to the traders who create the Market experience that people love. Engagement with these stakeholders through every phase of design and development of the project will be fundamental to its success.

Given the complexity of these relationships, a governance framework is proposed which ensures that the design and implementation of the project is agreed through effective liaison and partnership between the main parties.

#### **Principles underpinning the Governance Framework**

The principles to which all those participating in the Governance Framework will adhere are as follows:

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.



## **ROLES, TERMS OF REFERENCE AND MEMBERSHIP OF THE ELEMENTS OF THE GOVERNANCE STRUCTURE**

### **Melbourne City Council**

#### **Role**

As the owner of the Market and the municipal manager of the precinct, Council will ultimately be accountable for decisions to commit public funds and for the outcomes of that public investment. It will take responsibility for delivering the project as a council capital works project, but through a governance and management arrangement which acknowledges its status and nature as a major joint project between the QVM Board and management and the City of Melbourne.

#### **Terms of Reference**

- Approve the project objectives
- Approve the Project Plan and schedule
- Approve the Project funding strategy
- Approve project capital and operational budgets and reports
- Approve the project's design (scoping, definition, reference)
- Approve the delivery/procurement strategy
- Sign-off the completion of each project phase, including the deliverables, and approve the commencement of any subsequent phase
- Ensure effective cross-government coordination
- Approve the risk management strategy, monitor the management of risks and take specific responsibility for any 'Extreme' rated risks
- Receive advice from the QVM Renewal Project Advisory Committee on all of the above

### **QVM Renewal Project Advisory Committee**

#### **Role**

The Advisory Committee is the link between Council, the QVM and the project. The primary role of the Committee is to ensure that the objectives of the Council and the QVM Board in relation to the precinct and the business of the Market are met through the renewal project and that the renewal project is delivered within budget with maximum stakeholder engagement and satisfaction. It provides advice to the Council and to the Board of the QVM on the project and provides guidance to the Steering Group on political and business management issues impacting on the project.

#### **Membership**

- Lord Mayor (Chair) Chair of Finance AND Governance and Chair of Planning
- Three nominees of the QVM Board
- Other staff in attendance should include the CEO of the City of Melbourne CEO of the QVM Project Manager, Director City Design and the Director Corporate Business.

## **Terms of Reference**

- Recommend the project design, budget and implementation strategy to Council
- Identify risks and recommend a risk management strategy to Council and ensure that risks are managed within the agreed risk management strategy
- Monitor the progress of the renewal strategy and identify any variances to budget or program that should be brought to the attention of the Council for remedial action
- Monitor the performance of the Steering Group in relation to the agreed objectives and budget
- Ensure effective liaison between the Council, the QVM and the City of Melbourne administrations to achieve the objectives of the project
- Monitor stakeholder relations at a political and community level
- Provide oversight and guidance on the management of the project, lend support and provide advice and advocacy between the project and the Council and the QVM management structures

## **QVM Renewal Project Steering Group**

### **Role**

The Steering Group is responsible for selecting the Project Manager. (There may be different Project Managers for the two main sequential phases of the project – (i) Development of the Plan and (ii) Delivery / Implementation of the Plan).

Through the Project Manager, it ensures that the project is designed and implemented within the project plan and budget as agreed by Council and the QVM and that the logistics of the implementation are such that any negative impacts of the project on the operations of the Market are minimised. It reports through the chair to the QVM Renewal Project Advisory Committee. Any liaison between the Steering Group and the broader team, contractors and stakeholders must be conducted through the Project Manager.

### **Membership**

- CEO QVM Market (Chair)
- CEO City of Melbourne
- QVM Property Services Manager
- QVM Finance/Operations Manager
- Director City Design, City of Melbourne
- Director Corporate Business, City of Melbourne
- Relevant Manager Communications, City of Melbourne
- Relevant Manager Communications, QVM
- Project Manager
- Any other co-opted member as required

## **Terms of Reference**

- Select the Project Manager
- Ensure effective liaison between the Project Manager and the relevant QVM and Council staff to maximize the benefits of the Project to the precinct and the market operations and business strategy
- Propose the project design, budget and implementation strategy to Council and the QVM Board through the QVM Project Renewal Advisory Committee

- Develop a process for continuous identification of risks, propose a risk management strategy which addresses all key risks and ensure that risks are managed within the operational arrangements of the Market and the City of Melbourne
- Monitor the progress of the renewal strategy and identify any variances to budget or program that should be brought to the attention of the Council or the QVM Board for remedial action
- Monitor the performance of the project manager and advise the City of Melbourne on any key issues requiring attention
- Support the Project Manager by ensuring the necessary resources are in place to deliver the project
- Identify the potential need for remedial actions and/or strategic intervention, and escalate to the Advisory Committee as appropriate on a timely basis
- Ensure probity of all procurement decisions
- Develop an effective stakeholder and communication strategy and oversee the communication of information about the program to stakeholder groups as necessary

The Steering Group will be governed by an agreed Modus Operandi which outlines:

- Meeting principles (frequency and location, attendance, quorum, use of proxies, briefings and papers, minutes).
- Decision making and dispute resolution.
- Performance standards and review process.

## **Project Executive**

### **Role**

The Project Executive will be established to provide day to day leadership and direction for the QVM Renewal Project Manager.

The Governance structure recognizes the need for a joint project direction function to enshrine the partnership between City of Melbourne and QVM Pty Ltd at the operational level.

For the project to progress successfully there needs to be a continuously shared understanding, agreement and direction over the life of the project. All new staff associated with the project should understand the objectives of the project.

### **Terms of Reference**

- The CEO QVM Pty Ltd will have the primary role in Phase 1 (Plan Development) of determining the nature and operation of the 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 business plan and functional brief 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 Director City Design will have the primary role in Phase 1 (Plan Development) of ensuring that the Planning and Urban Design framework for the surrounding precinct



is put in place and of leading the design and project management services capable of fulfilling the requirements of the brief agreed by the Council through the Governance Structure.

- The Project Executive will be responsible for the formulation of working group programs and annual works, resources and community engagement plans for presentation to the QVM Steering Committee in time for consideration by Council as part of its annual Budget cycle.
- The CEO QVM & Director City Design will:
  - a. support the Project Manager by ensuring the necessary resources are in place to deliver the program
  - b. monitor the performance of the project manager and manage any key issues requiring attention

The Project Executive will meet regularly and provide timely advice on the staging and implementation of the Project to Council and the QVM Board.

Details of primary roles for the Project Executive in Phase 2 will be determined prior to commencement of that phase.

## **Membership**

**CEO QVM Pty.Ltd., Director City Design and Project Manager**

## **Project Manager**

### **Role and reporting arrangements**

The Project Manager's role is to manage the delivery of the program:

- Phase 1; Development of the Plan
- Phase 2; Implementation of the Plan

(The Project Manager for Phase 1 may or may not be the same person as for Phase 2.)

For administrative purposes the Project Manager will be employed or contracted by the City of Melbourne and will report to the Director City Design. The CEO of the QVM and the Director City Design will effectively form a partnership to manage and support the Project Manager on a day to day basis they will form the Project Executive (see above).

### **Terms of reference for the Project Manager include:**

- Assume overall responsibility for the management and co-ordination of all aspects of the Project during the 2014-15 consultation and site-wide conceptual operational and subsequent development phase, to deliver a detailed strategy for ultimate approval by Council following consideration by the Steering Committee and QVM Renewal Project Advisory Committee
- Manage the development of the risk management framework and the strategy and management of project risks
- Elevate any risks not directly controlled by the position to the Project Executive
- Attend and participate in Steering Group, Advisory Group and Work Group meetings

- Participate in the development of the proposals on long term funding strategy to be developed by the Director Corporate Business at City Of Melbourne
- Establish all Working Groups (including the development of their terms of reference and chairing where appropriate)
- Provide information to the Steering Group on issues and risks, principally through delivery of regular reports at Steering Group meetings
- Identify and develop the business case for the resources required for the success of the project and ensure that the financing model meets the needs of the project
- Participate in the establishment of the budget for the project within the agreed funding arrangements led by Director Corporate Business and for approval by the Steering Group. Manage the approved budget for Phase 1 – Plan Development
- Present business cases where any additional funds might be required
- Participate in and advise on relevant commercial negotiations required to meet the needs of the project
- Participate in and advise on negotiations with the State and any related dealings
- Recommend the appointment of project staff to the Project Executive
- Ensure all staff are capable and motivated
- Appoint the project team's specialist advisors, in agreement with the Project Executive and take responsibility for their engagement and ongoing management
- Ensure effective stakeholder relationships on all aspects of the project
- Liaise regularly with the QVM Pty Ltd CEO and the Council's Director City Design through the Project Executive to ensure market operational matters and relevant City of Melbourne management and reputational requirements are at the forefront of program decision making

## **Working Groups**

### **Role**

A series of Project Working Groups will be established to undertake the detailed work required to inform the renewal planning and stakeholder engagement. The Working Groups will involve technical experts and key stakeholders in the project planning process. The Working Groups will ensure that planning for new components or re-configuration of the future market operations and the consequent design and implementation of the project is sympathetic and complementary to the operational requirements of both the Council and the Market. The Project Manager will be responsible for identifying and establishing each Working Group including development of Terms of Reference and will oversee the activities of each Working Group, reporting on key findings and recommendations through the Executive and Steering Group.

### **Membership**

Working Groups will comprise a range of technical experts, operational staff (from CoM and QVM) and stakeholders (eg. Market traders or business owners) and will be established for various tasks and work streams as the project develops. Working Groups will be

responsible for completing tasks and activities required for delivering outputs and report to the Project Manager.

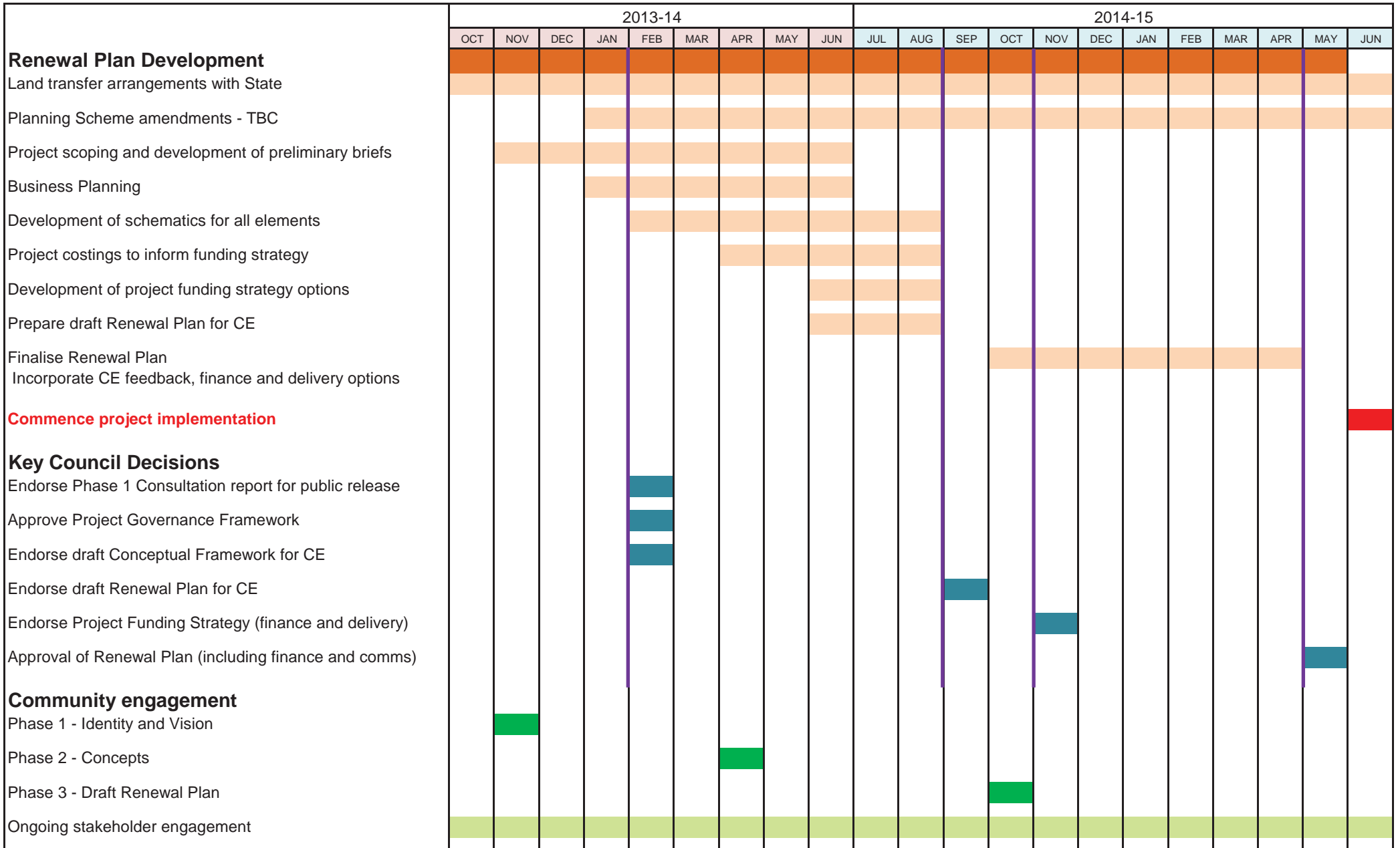
The composition of the Working Groups may change as the program moves through its lifecycle. The assessment and selection of resources with the requisite skills for each phase of a program is critical to overall success.

### **Terms of Reference**

Each group will have defined responsibilities to be determined once the program has been fully scoped and planned. The overall role of the Working Groups is to:

- Support the Project Manager to implement the Project Plan
- Provide technical and/or subject matter expertise on specific issues impacting on the development of renewal plans, for consideration by the Steering Group, through the Project Manager
- Assist in the development of options and recommendations for renewal planning for consideration by the Steering Group, through the Project Manager
- Identify, discuss and escalate strategically important issues and risks to the Steering Group, through the Project Manager
- Maintain high project team performance and morale
- Provide content for the regular project report for escalation to the Steering Group for approval

QUEEN VICTORIA MARKET PRECINCT RENEWAL PROJECT: THE FIRST STAGE





Attachment 4  
Agenda item 6.9  
Future Melbourne Committee  
11 February 2014

Queen Victoria  
MARKET.  
Since 1878

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# Queen Victoria Market Precinct Renewal

*City of Melbourne*

Phase 1 Community Consultation Report, February 2014

capire



**Note in reading this report**

Unless otherwise stated, feedback and ideas documented in this report have been collated and recorded through written material generated during the consultation process. Capire Consulting Group has taken care during the transcription process but unfortunately cannot guarantee the accuracy of all notes. We are however confident that the full range of ideas, concerns and views expressed during the consultation activities have been captured in this report. Unless otherwise noted, the views expressed herein represent those of the participants and not necessarily those of the consultants or client.

Capire Consulting Group is committed to protecting the privacy of all participants by meeting its responsibilities under the *Information Privacy Act (Vic) 2000*. Comments recorded during the consultation have been faithfully transcribed, however not attributed to individuals.





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# Preface

The City of Melbourne (CoM) is committed to engaging communities in the decisions they are interested in and impact upon them. Creating opportunities for people to be informed and involved is integral to the way we work together.



This commitment is reflected through the Council Plan goals and actions, which identify our priorities and outcomes for the current council term. This includes the biggest investment in the CoM's history in the renewal of the Queen Victoria Market precinct. Community engagement and the creation of a shared vision and plan for the renewal are key to the success of this project.





# Executive Summary

The City of Melbourne (CoM) and Queen Victoria Market Pty Ltd (QVM) have committed to a major renewal of Melbourne's iconic Queen Victoria Market. A series of strategic projects are proposed to be undertaken in stages over the next five to 10 years that will position Melbourne's traditional working market at the heart of a lively inner city precinct.

In September 2013, Capire Consulting Group was appointed to develop a three-phased stakeholder and community engagement approach to ensure effective and meaningful consultation throughout the Queen Victoria Market Precinct Renewal (QVMPR). Engagement phases are expected to be finished by late 2014.

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.

During this period, community consultation sought to gain an awareness of people's values and connections to QVM. Questions asked included: 'What do you love about the market?' 'What should be improved?' and, 'It is 2020, what do you see here at the market?'

A range of common themes emerged including the experience of the market, the highly valued location, its 'Melbourne-ness' and variation within the market. 'Atmosphere' was the most common word used when participants described what they loved about the market. Colours, sounds, smells, noises, and the sense of space were noted. These elements should be considered throughout the QVMPR design process.

Community and culture were outlined as key values, many describing the community spirit, relationships, value to family-life and diversity of cultures. People also described the sense of community around the QVM. In the renewal, it is important that these relationships continue to grow and there is opportunity for further strengthening throughout QVMPR.

What the market offers was deliberated, with people noting the importance of cost, variety, quality and sustainability of produce and products. Both visitors and regular customers value the availability of fresh, local and varied produce at QVM. Embedding a culture of local produce and locally made products was viewed as important in the renewal.

The important role of heritage, including impacts on the Old Melbourne Cemetery was highlighted. Heritage is an important element of QVM and there is opportunity for the history of the site to be rediscovered and shared through interpretive elements.

Physical improvements to the market were suggested; including wayfinding, shed maintenance, increased lighting and better facilities. More open spaces were requested with places to sit, eat and socialise. The general merchandise area was also highlighted as needing improvements (from a quality, variety and design perspective), but it was also an area enjoyed by visitors and bargain hunters.

The day-to-day operation of the market was discussed in detail and visions of a safe, professional and profitable establishment were expressed, particularly by the traders and QVM staff members. Opening hours, delivery and loading zones as well as the future implementation of the QVMPR were also explored.



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.

Transport, accessibility (to and around the market) and sustainability was discussed. There is an opportunity for QVM to become a leader in sustainability, not only through locally sourced produce, but also ecologically sustainable design, effective waste management and retrofitting existing buildings.

There were strong views and significant concern within the trader community regarding car parking at QVM (specifically the idea of underground car parking). Concern about the potential construction impacts on business was a key driver for this. It is essential that during the renewal process there is continued communication and minimal disruption to QVM business.

When talking about the future of the market, many participants struggled with the concept of change and there was a lack of interest in seeing radical developments in the future. With this in mind, a focus on restoring, revealing and rediscovering the market should be central to the renewal process.

QVM is of great significance locally, nationally and internationally and its role as a prominent public space and key social meeting place for the community is important. It was felt that better functionality and public space will add value to North Melbourne.

Following this first phase of engagement, the Phase 1 Community Consultation Report will be published on Participate Melbourne ([participate.melbourne.vic.gov.au](http://participate.melbourne.vic.gov.au)) and sent to key stakeholders. Project objectives will be refined and some initial renewal concepts informed by the feedback will be developed. In Phase 2 of community consultation, the initial renewal concepts will be shared with the public and feedback on these ideas will be invited.

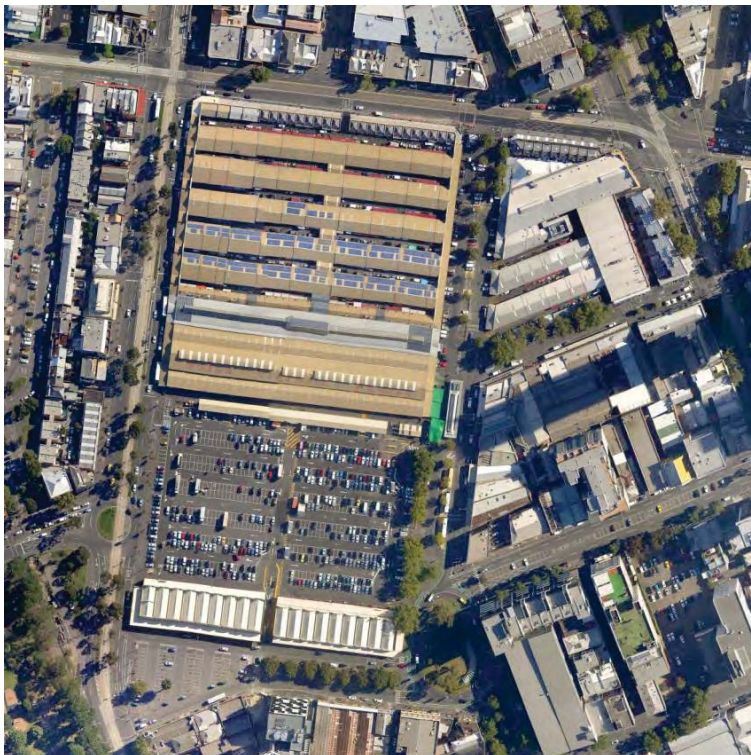
# 1 Introduction

## 1.1 Background

In October 2013 the City of Melbourne announced that it will make the largest investment in its history to preserve and renew the Queen Victoria Market, creating an expanded market precinct. The City of Melbourne will seek UNESCO World Heritage listing for Queen Victoria Market following a comprehensive renewal program. In 2014 CoM will be preparing a plan to guide the renewal process. A key aspect of the planning process is community and stakeholder engagement.

The QVM site comprises an area of approximately seven hectares and is located to the north of Melbourne's central city. The site represents the north-western corner of Melbourne's Hoddle grid, where West Melbourne, North Melbourne and the central business district (CBD) converge. The market sits between the major roads of Victoria, Peel and Elizabeth Streets. It consists of two distinct sections separated by Queen Street. These two sections are described from west to east as the upper and lower markets respectively. The southern boundaries of each market section are Franklin Street and Therry Street.

*Figure 1. Queen Victoria Market aerial image*



## 1.2 Consultation

CoM and Queen Victoria Market Pty Ltd instigated the development of a broad community engagement strategy to inform future planning for the market. Capire Consulting Group was appointed to design a community consultation approach to enable a broad range of voices to contribute to a discussion about rediscovering and celebrating the history and future of QVM. These voices included QVM traders, visitors, tourists, local residents, businesses and interested groups.

Three phases of stakeholder and community engagement have been planned during the development of QVMPR. All of these phases will help to inform detailed plans, with projects to be staged over the next five to 10 years.

Each of these phases has a unique purpose, objectives and intended outcomes. The three phases are described in Table 1.

Table 1: Engagement Phases

Phase	Objectives	Outcomes
<b>Phase 1</b> <b>Identity and Vision</b>  November 2013 4 weeks (Complete)	To deliver an engagement process which will provide opportunities for the public to: <ul style="list-style-type: none"> <li>• learn about the history of QVM and QVMPR</li> <li>• identify QVM's sense of place (including its identity, uniqueness and key experience factors)</li> <li>• identify aspects of QVM to be improved and protected in the future.</li> </ul>	To use the outcomes of the engagement process to: <ul style="list-style-type: none"> <li>• refine and finalise project objectives</li> <li>• develop initial renewal concepts.</li> </ul>
<b>Phase 2</b> <b>Options and Feedback</b>  April 2014 6 weeks	To deliver an engagement process which will provide opportunities for the public to: <ul style="list-style-type: none"> <li>• learn and provide feedback about the initial renewal concepts</li> <li>• identify opportunities to deliver initial renewal concepts.</li> </ul>	To use the outcomes of the engagement process to: <ul style="list-style-type: none"> <li>• finalise renewal concepts</li> <li>• develop a draft QVMPR plan.</li> </ul>
<b>Phase 3</b> <b>Draft QVMPR Blueprint</b>  Late 2014 6 weeks	To deliver an engagement process which will provide opportunities for the community and stakeholders to: <ul style="list-style-type: none"> <li>• learn about the draft QVMPR plan</li> <li>• provide feedback on the draft QVMPR plan.</li> </ul>	To use the outcomes of the engagement process to: <ul style="list-style-type: none"> <li>• finalise the QVMPR plan.</li> </ul>



The first phase of community consultation commenced Friday 1 November 2013 and concluded on Saturday 30 November 2013. The purpose of the consultation was to gain a deeper understanding of community and stakeholder values in relation to QVM. The objectives of the consultation included:

- to provide opportunities for the community to learn about the history of QVM
- to identify QVM's sense of place including its identity and uniqueness
- to identify opportunities to improve QVM.

Throughout Phase 1 of the consultation process, participants were asked some key questions:

- What do you love about the market?
- What makes the market unique?
- What would you change about the market?
- What are your memories of the market?
- What is your big idea for the market?

## 1.3 Report purpose

The purpose of this report is to provide a summary of the first phase of community consultation. In some cases comments have been paraphrased and quotes have been used to illustrate the community sentiment. Please consider the following when reading this report.

- The consultation feedback is not comparable to an opinion poll because respondents do not constitute a random sample as they self-selected to participate.
- None of the consultation techniques are statistically valid as people either self-selected or were engaged at opportunistic times. Even with an emphasis on inclusive engagement it is sometimes impossible to hear from all community cohorts.
- The report has been written to understand the broad range of values, ideas and aspirations rather than to create a plan for action or design.
- The report is based on feedback, therefore some information included in this report may be factually incorrect.

## 2 Approach

During the first phase of community engagement a variety of activities took place with a broad range of the public, including customers, local residents and visitors. People were provided with a number of options to participate including vox pops (inception surveys), a two day 'pop up' event and online engagement. The purpose was to facilitate high level discussions with the public about the market's identity and a future vision for the market.

Unique engagement activities for the stakeholders who would be highly impacted by the QVMPR (including discussion groups for traders and market staff) also took place. A meeting was also held with the Wurundjeri Council. A workshop was held with planning students from the University of Melbourne and RMIT University to generate feedback on the QVMPR initiatives and future innovations.

Techniques used to inform the community about QVMPR included:

- a joint **public announcement** by the Lord Mayor and the Premier on 31 October 2013 at the official launch of the engagement process
- **emails** were sent to key stakeholders informing them of the project and encouraging them to participate
- **postcards** and **posters** were distributed to local resident properties and local businesses
- a **project website** was established with its own designated page on the Participate Melbourne website, with links to the online forum, information about the project and links to the QVM website
- **social media** was used to keep the community informed of key dates and to generate interest in the project
- **print media** and **broadcast media** covered the consultation process extensively
- **community newsletters** and advertising in the **local press** was used to raise awareness within the local community.

Examples of the communication materials, as well as media coverage information can be found in **Appendix 1**.

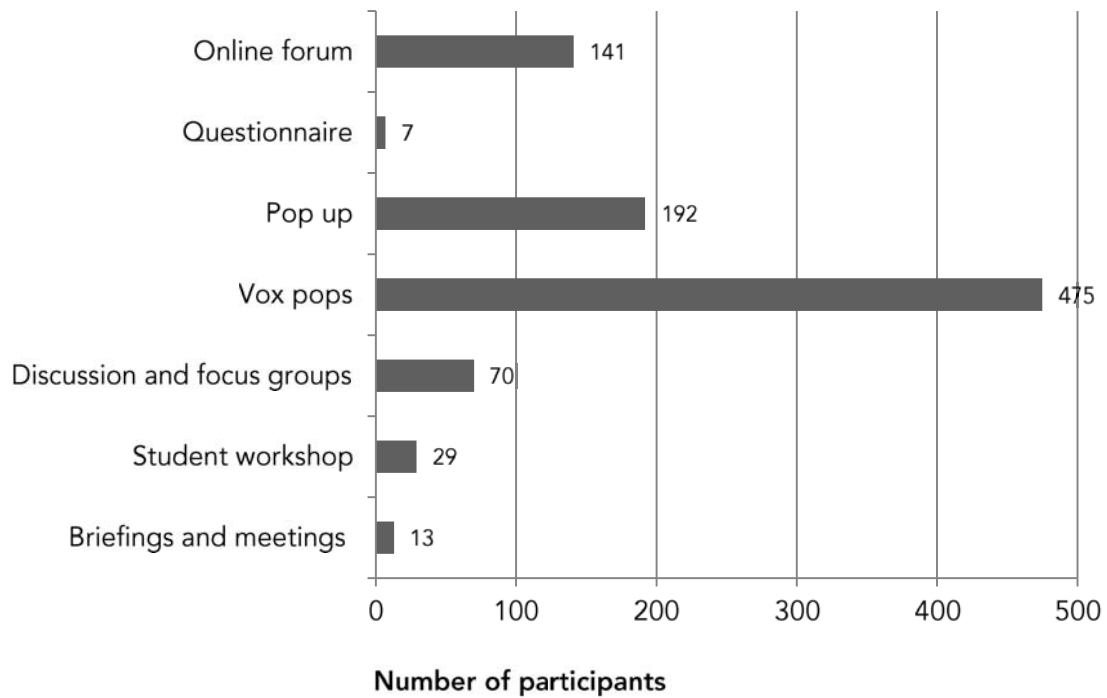
Techniques used to consult the community included:

- a two day '**pop up**' structured as a 'drop in' style event was held on 9 and 10 November at String Bean Alley, QVM
- **vox pops** (intercept surveys) completed in a range of locations throughout the city and inside the market, designed to capture the views of diverse visitors and customers
- a series of **discussion groups** with a range of traders from different areas of the market

- an **online forum** providing a moderated space for the community to express ideas, aspirations and any concerns for the QVM
- **questionnaires** were available on Participate Melbourne
- a **workshop** was held with planning students from the University of Melbourne and RMIT University to generate feedback on the QVMPR initiatives and future innovations
- **briefings and meetings** throughout the engagement process to keep stakeholders informed on the project's progress and to obtain ideas and seek feedback.

Approximately 930 people participated in the consultation activities. The table below illustrates how people chose to participate.

Figure 2. Levels of participation



# 3 Consultation findings

This chapter summarises feedback gathered throughout the consultation period and is divided into a series of key themes and observations. Responses are provided from a range of participants including customers, traders, QVM staff, tourists, children and students.

## 3.1 The market experience

### The architecture, urban planning, 'look and feel' and general atmosphere of the Queen Victoria Market.

#### ATMOSPHERE AND EXPERIENCE

The 'atmosphere' was the most common response when asked 'what do you love about the market?' Many participants remarked on the noises, smells, colours, spaces and people as contributors to the atmosphere. Specific comments included 'I love the atmosphere, there is no place like it' (vox pop, 2 November 2013), 'I like the atmosphere and sense of openness' (vox pop, 1 November 2013) and 'the friendly atmosphere' (vox pop, 28 November 2013). Other comments comprised 'I love the variety, atmosphere, hustle and bustle of a great market!' (Participate Melbourne, November 2013) and 'the atmosphere, I just love to wander around' (vox pop, 30 November 2013). Additionally the 'warmth' and 'inclusivity' of the market was also described as elements that attract people to the market. One participant described the market as 'just a nice place to walk without a purpose. I love the smells of the market, it reminds me of being overseas' (vox pop, 30 November 2013).

The atmosphere was considered something to be protected when the market is renewed. For example participants commented 'keep the atmosphere of the market, I like the way it is now' (vox pop, 28 November 2013), 'protect the atmosphere and don't turn it into a shopping centre' (vox pop, 17 November 2013) and 'protect the feel of the market' (vox pop, 6 November 2013).

**'keep the atmosphere of the market, I like the way it is now.'**

*Vox pop, 28 November 2013*

An overarching topic was how people valued the market experience. Regular customers mentioned they enjoyed the market's capacity to 'turn a shopping chore into an event' (vox pop, 2 November 2013) and how 'it is more of an experience than just shopping' (discussion group, 19 November 2013). Additionally people said they loved 'the stallholders and the produce' (vox pop, 30 November 2013) and

'the ambience, the traders and their passion for their product, the freshness and the speciality of each stall. We are able to support our own country producers' (Participate Melbourne, November 2013).

The 'relaxed' 'rough and ready' feel of the market was valued by many and considered an important element that should remain. For example one participant said 'the market should not become too sterile – the grittiness and anarchy of the market is what makes it special' (pop up, 10 November 2013).

It was also described that the market should be seen as a single experience and 'not 5000 little experiences' (Participate Melbourne, November 2013). Regarding this comment, it was suggested that customers should be able to 'collect everything and pay at one time, perhaps using printed barcodes from individual traders, or some other system which encourages us to want to visit more stalls and not have to conduct so many separate transactions' (Participate Melbourne, November 2013).

#### UNIQUELY MELBOURNE

Many participants discussed the 'Melbourne-ness' of the market. Specifically the market was described as having 'authenticity and a great atmosphere that is uniquely Melbourne' (Participate Melbourne, November 2013) and depicted as 'an iconic part of Melbourne' (vox pop, 17 November 2013). Others felt the market is a place of cultural significance and one for the benefit of all Melburnians. A few named it a 'Melbourne institution' (vox pop, 2 November 2013) and highlighted its role as 'primarily a produce market for the residents of Melbourne' (Participate Melbourne, November 2013).

'authenticity and a great atmosphere that is uniquely Melbourne'

*Participate Melbourne, November 2013*

The multiculturalism of Melbourne and Victoria was also believed to be reflected in the market. It was also felt that the market plays an important role in Melbourne's society as it has 'great culture and is a welcoming place to be' (vox pop, 30 November 2013) and it was also felt that it is responsible for 'bringing together the good aspects of Melbourne – the food and multiculturalism' (vox pop, 17 November 2013).

There is opportunity for QVM to utilise these strengths and create better integration with existing Melbourne events. This was suggested during the planning students' workshop, where students discussed opportunities for greater integration with events such as Melbourne International Jazz and film festivals.

An opportunity to support the Melbourne community and economy was identified by some participants. For example one participant said 'the market is a positive environment where I feel like I'm making a contribution to locals and supporting local industries' (vox pop, 11 November 2013). While another spoke about the importance of protecting Victoria's farming industry, 'any future market must protect the agriculture and heritage of Victoria and avoid the supermarket feel' (vox pop, 28 November 2013).

## LOCATION

The proximity to Melbourne's CBD and the accessibility and size of QVM were often mentioned during the conversations. There were also many views expressed regarding the high-rise apartment buildings surrounding QVM. There appeared to be concern around future development and its affect on the market in that it may be possible for it to become 'shadowed' or 'lost'.

## 3.2 Physical improvements

### Upgrades and improvements to the existing infrastructure, buildings and facilities.

#### BETTER FACILITIES

Participants discussed the need for more public toilets, ATMs and the inclusion of other core services such as a 'post office and bank office' (discussion group, 19 November 2013). Additionally, a participant stated the market should have more 'disabled services, accessibility, lighting, a little more security and information at times, information point and more open space' (vox pop, 6 November 2013).

From a trader's perspective, improvements to facilities included 'power, water, car parking, storage (discussion group, 7 November 2013) and 'a covered walkway to link the upper and lower markets' (discussion group, 7 November 2013).

#### WEATHER PROTECTION

There were some suggestions for physical improvements for the market. Some of these included weather proofing the sheds, 'the sheds are too cold in winter and too hot in summer – it's bad for employees' (vox pop, 2 November 2013) and 'protection from rain and wind' (vox pop, 6 November 2013). Additionally it was felt by a participant that because 'our city is windy and wet most of the year and while we expect and love the feel of an outdoor market, designs should be considered for more protection from the elements for both the traders and the customers' (Participate Melbourne, November 2013).

#### LIGHTING AND "LOOK AND FEEL"

People also suggested having 'more light and better protection from the weather' (vox pop, 28 November 2013), 'southern pitched roofs over the sheds to provide filtered, even light' (vox pop, 2 November

**'more light and  
better protection  
from the weather'**

*Vox pop, 28 November 2013*

2013) and enclosing the buildings 'during winter to maximise potential' (vox pop, 1 November 2013).

Some suggested improving the look and feel of the market by making it 'greener' and 'brighter.' Specific comments included 'make the market brighter, fresher in appearance' (pop up, 10 November 2013) and 'there is some much needed greening of market. There could be more planter boxes' (pop up, 10 November 2013).

#### OPEN AIR

The open air environment was also highly valued. 'The open air aspect must be kept. It's the biggest open air market in the southern hemisphere' (Discussion Group, 7 November 2013).

Another suggestion was to make the entire precinct smoke free and to enforce it 'or at the very least properly section off a small area away from the action where people may smoke' (Participate Melbourne, November 2013).

#### WAY FINDING

Participants felt that the market could be improved with the addition of signage. Some suggestions included 'more signage, like maps, as orientation can be confusing for visitors' (vox pop, 1 November 2013) and an iPhone app that 'helps me find what I want' (Participate Melbourne, November 2013). Additionally one participant suggested that 'the signage for each section could be made more prominent by bringing it down to ground level instead of hanging from the top... and make it look more interesting' (Participate Melbourne, November 2013).

'some north facing open space where you can grab coffee and lunch and sit on a patch of grass in the sun'

*Vox pop, 17 November 2013*

### 3.3 Open space

#### The design and use of public open space in the market and neighbouring areas.

##### OPEN SPACE

Participants explored opportunities for open space. Spaces with picnic tables, umbrellas, chairs and barbeques were suggested with participants proposing

'some north facing open space where you can grab coffee and lunch and sit on a patch of grass in the sun' (Participate Melbourne, November 2013) and 'open space provision so people can relax and absorb the sunlight' (vox pop, 17 November 2013). Creating spaces for family picnic areas was also suggested and it was thought that these could include 'food stalls and a playground for kids and also a stage for performers, singers and dancers. There could

be an area with seats and an area to sit on the grass with some picnic rugs set out' (children's consultation, 10 November 2013). Another participant said 'more available seating and particular attention paid to children's activities and facilities for families that need a break from shopping' (vox pop, 11 November 2013).

To encourage additional visitors to the market, participants suggested that there be 'more eateries dotted throughout the place, with more taste testing and cooking demonstrations' (Participate Melbourne, November 2013) and an area that includes a 'community edible garden, landscaping for urban improvement and sustainability' (Participate Melbourne, November 2013).

It was also suggested that Queen and Therry streets be activated and that they be used 'as market space rather than street space' (Participate Melbourne, November 2013) with the addition of 'some sort of roof to bring the two sheds on either side of Queen Street together' (Participate Melbourne, November 2013). Including concepts like a 'European tasting plate concept, where people can socialise and eat but not be required or pressured to sit down like at a café' (vox pop, 1 November 2013) were also discussed.

## 3.4 Market operations

### How the market operates and functions as a business.

#### DELIVERY AND LOADING ZONES

Issues about delivery and car parking were explored by traders. These included the location and accessibility: 'it cuts the market in half' (discussion group, 12 November 2013) and 'people are meant to have 15 minutes but instead they take two hours and some even park there all day' (discussion group, 12 November 2013).

Traders also discussed the need for loading zones 'there is no place for people to load – especially for the butchers and fish mongers' (discussion group, 12 November 2013).

#### OPENING HOURS

Participants had some suggestions for improving the operation of the market. These comments included extending the hours of the market to 'make it more consistent' (vox pop, 6 November 2013) and having 'longer opening hours such as during the evenings' (vox pop, 28 November 2013). It was also felt that 'the market needs to operate seven days from 8.00am to 4.00pm' (Participate Melbourne, November 2013), have 'longer hours and open every day' (Participate Melbourne, November 2013) and to be open 'outside of regular working hours' (Participate Melbourne, November 2013).

It was felt by one participant that the 'trading hours are archaic – they need to be lengthened and standardised' (discussion group, 19 November 2013), while another felt the current trading hours are confusing and suggested 'make it open every day and not have any off days



to make it more accessible to tourists and make it open for longer on weekdays 6am to 3pm at least' (Participate Melbourne, November 2013). It was also thought that there could be 'a concierge service to deposit shopping bags. It's very heavy to carry all your goods while shopping, particularly when it's difficult to go through crowds with shopping trolley' (Participate Melbourne, November 2013).

Additionally it was suggested that after hours activities such as night markets should be encouraged and that these could be 'extended to comprise weekends and most evenings' (vox pop, 1 November 2013). During the vox pop at the night market participants said that they liked the 'variety and diversity' (vox pop, 6 November 2013), the 'fun and vibrant atmosphere' (vox pop, 6 November 2013) and the 'mix of people at the evening market' (vox pop, 6 November 2013). One participant also commented on the winter market 'the winter night market is awesome' (vox pop, 6 November 2013). However participants also said that the night is market overcrowded and suggested that the 'layout change to accommodate crowds' (vox pop, 6 November 2013) and suggested that the night market run on 'Monday and Wednesday to take some of the crowds away' (vox pop, 6 November 2013).

'what will be developed and how will it affect us financially?'

*Discussion group, 7 November 2013*

#### QVMR IMPLEMENTATION

There were some concerns from the trader groups when discussing the future renewal of the market, some stating 'it may cause a major disruption' (discussion group, 7 November 2013). The uncertainty of what is to happen in the future, for example 'what will be developed and how will it affect us financially?' (discussion group, 19 November 2013) was also mentioned. Participants also had concerns that during the renewal 'customers will think the market is not in full operation' (discussion group, 7 November 2013).

Trader participants also stated that during the renewal 'we need to be careful not to ruin the existing market' (discussion group, 7 November 2013), 'there needs to be functioning onsite car parking at all times' (discussion group, 19 November 2013) and 'the market must still be able to function during the renewal and continuity of trade with minimum interruption or adequate compensation' (discussion group, 19 November 2013).



## 3.5 Community and culture

The network of people and relationships not only within QVM (traders and QVM staff), but also connections with surrounding key stakeholders (for example media and politicians).

### COMMUNITY SPIRIT

Participants frequently spoke about the QVM community, including the traders and specifically the important role the market plays in Melbourne's social fabric. The market was described as having a 'social importance to Melbourne' (vox pop, 1 November 2013) and other participants spoke of the traders saying they loved 'the local experts who run the stalls and community around the market – it's unique and rare to find these days' (Participate Melbourne, November 2013) and valued the stall owners because 'they have pride in their products (vox pop, 30 November 2013).

### RELATIONSHIPS

A key theme was the number, type and quality of relationships the market fosters. Customers valued the unique relationships they had with stallholders. One participant said 'I know the stallholders and they know me' (vox pop, 2 November 2013).

Traders not only valued the relationships with their customers but also with other traders and their suppliers. It was also acknowledged that the relationships with management and CoM presented opportunities for improvement. The QVM staff also valued the relationship and culture embedded in the workplace. People spoke about how the traders should be protected with specific comments including 'traders should continue to be small businesses and family traders' (discussion group, 7 November 2013) and that there should be protection of the 'groups of small businesses and the continuity of ownership' (discussion group, 19 November 2013).

### FAMILY LIFE

The word family was raised throughout the consultation. There are many family trader groups within the market and some customers described the joy of watching the trader family members grow up. One particular comment was 'the traders treat us as part of their family' (Participate Melbourne, November 2013).

Others described the market as being part of their family ritual, a meeting space to meet with family members and as a 'nice place to bring the kids and just wander around' (vox pop, 30 November 2013).

## DIVERSITY

Participants commented on the diverse range of people that visit the markets and in particular enjoyed 'being able to meet and be exposed to diverse groups of people' (discussion group, 19 November 2013). Others described the markets as 'a community where you can meet and help a lot of people from all walks of life – each day is different and vibrant' (vox pop, 1 November 2013) and as 'a Noah's ark of humanity'(discussion group, 7 November 2013). A participant stated 'QVM is to Melbourne as SBS is to television: a rich blend of multi-culturalism unlike anything else out there. Sometimes a comedy, sometimes a horror story, commonly a drama, but always something interesting'(discussion group, 7 November 2013).

In thinking about the future of QVM, participants felt the sense of community should be protected and cultivated. A participant stated that that the market should be 'a hub of activity, a place to meet, a must visit for tourists and locals alike' (Participate Melbourne, November 2013), while another said that the market should be 'a community hub, a meeting place for Melbourne, an entertainment/social area not just a fresh food market, an international tourist attraction' (Participate Melbourne, November 2013).

### 3.6 Market offer

#### Type and variety of food produce and products, including general merchandise.

'variety, freshness, the great service and support and the friendly, good relationships'

*Vox pop, 17 November 2013*

#### QUALITY, PRICE AND VARIETY

The quality, price and variety of produce and products available at the market, as well as the ease of having so many products available in the one location were highly valued by the community. One participant stated that they loved 'the variety of fruit and vegetables, the meat and the deli – I always know the quality' (vox pop, 2 November 2013) and another said 'you can find everything here! Whatever you need to fill your fridge or pantry' (vox pop, 28 November 2013). Other comments included 'the variety, the unique goods and the high quality and affordable fresh foods' (vox pop, 30 November 2013) and the 'variety, freshness, the great service and support and the friendly, good relationships' (vox pop, 17 November 2013).

## GENERAL MERCHANDISE

People had mixed comments about the general merchandise section of QVM. Some regular customers felt the size of this section was unnecessary. Participant comments included 'the general merchandise is too big and too much duplication and too much non-quality' (discussion group, 7 November 2013) and suggested the section have 'less tacky and touristy merchandise' (vox pop, 2 November 2013). It was also suggested that this section could provide more of a mix as 'a mix would help make the market more appealing to locals' (pop up, 10 November 2013).

Some additional suggestions for improving this section included making it 'more appealing to local people with scope for more cooked food to be sold, similar to night market' (vox pop, 2 November 2013) and showcasing 'more independent locally made products' (vox pop, 28 November 2013). Participants also felt that the general merchandise section could be improved if it had a focus on local produce. Specific comments included 'it would be good to see a revamped section of 'Aussie tourist stuff' with a focus on handcrafted and local products as opposed to mass produced products that may be sourced from overseas' (Participate Melbourne, November 2013) and that the market should showcase 'local design and art hub, focus on our clothing, accessory, home decor and artists! Make it the tourist gem it once was by focusing on our Melbourne talent!' (Participate Melbourne, November 2013).

## 3.7 Heritage

### The Old Melbourne Cemetery, heritage listed buildings, and the indigenous and European history of the QVM.

#### SENSE OF HISTORY

Many identified with the history of the market and named it as a unique component of QVM. People shared their own personal memories of the market and described a sense of nostalgia when visiting.

Specific comments included 'the historic feel of the market should be protected – it's an iconic part of the city' (vox pop, 20 November 2013) and it was felt 'the heritage feel of the market needs to be kept – especially the landmark site as it is a true public asset of great importance' (vox pop, 20 November 2013).

When discussing the future of the market some participants mentioned the opportunities available for increased heritage signage and sharing the historic stories and images of QVM. It was felt that there should be tributes to the aboriginal heritage as well as to the European settlement.

## BUILDINGS

The majority of participants valued the market's heritage buildings and felt it is essential they are protected as part of the renewal. Specifically it was discussed that the structure of the old buildings should be retained to enable a sense of rediscovering and to give the market a sense of history.

Many were concerned the market would lose its appeal and charm during the renewal if modernisation occurs. One participant commented 'the market has a great atmosphere, character and feel that I believe would be detracted from by adding big new modern attachments' (Participate Melbourne, November 2013). Some of the favourite heritage parts of QVM included the traditional buildings, the sheds, the facade and in particular the 'meat and dairy halls' (vox pop, 6 November 2013).

'the sheds, the heritage look and feel needs to be modernised a little bit'

*Vox pop, 6 November 2013*

It was however recognised that some of the existing buildings need to be modernised with participants making the following comments 'the exterior needs rebuilding to make it modern' (vox pop, 1 November 2013) and 'the sheds, the heritage look and feel needs to be modernised a little bit' (vox pop, 6 November 2013).

## CEMETERY AND BURIAL GROUND

Beneath a large part of the current QVM site lies the former Old Melbourne Cemetery which was used as the city's main cemetery from 1837 to 1854, and then intermittently until 1917. It is estimated that between 8,000–10,000 burials were conducted on the site.

The presence of the Old Melbourne Cemetery site and burial ground was raised by a small number of participants when discussing the renewal. Specific comments included 'there needs to be acknowledgement of the burial ground – perhaps a memorial to signify the importance of the heritage of the site' (vox pop, 1 November 2013) and the suggestion that 'the area between the wall in Shed F and Franklin Street to be converted to a park and garden commemorating the burials, including the earliest non-indigenous inhabitants of Melbourne, many of them children, are still buried there' (Participate Melbourne, November 2013).



## 3.8 Accessibility and transport

The mode of transport that customers, the local community and commuters use to travel to the market - including considerations to pedestrians, cyclists, tram, train and car users and the infrastructure that surrounds these modes.

### VEHICLE AND CAR PARKING

There were strong views and significant concern within the trader community regarding future car parking at QVM and the potential impact the loss of car parks may have on their business. Some customers shared the trader's sentiment, as they are concerned that less car parking may impact on the QVM's overall accessibility.

In general, the majority of comments about car parking focused on the provision of more (and cheaper) car parking, however there were some who felt that if public transport was improved, the need for car parking would be less. For example, 'first I'd consider running a spur train line from Melbourne Central to the market and having an underground train station there so that people don't need to worry about taking their cars, catching trams and taxis. Forget car-parking'. Some felt that 'car parking is reasonable' (vox pop, 2 November 2013).

Comments about providing more car parking included improving 'parking fees and the amount of parking' (vox pop, 2 November 2013), having 'free parking during weekdays and not just on the weekend' (vox pop, 6 November 2013), creating 'better parking' (pop up, 10 November 2013) and constructing 'underground car parking' (vox pop, 2 November 2013). Additionally people requested making 'car parking affordable' (pop up, 10 November 2013), having 'more parking spaces' (vox pop, 11 November 2013) and 'better car parking facilities' (vox pop, 11 November 2013). One participant also suggested 'a voucher system for QVM customers to ensure that others do not take advantage of the free parking' (discussion group, 12 November 2013).

During the trader discussion group on 19 November 2013, many participants favoured a multi-storey car park as opposed to an underground car park as they believed it would be safer, cheaper and a less disruptive option.

### ACCESS FOR PEOPLE WITH DISABILITIES

Some participants discussed universal access for all, including 'equitable access for all to the market including wheelchair access, accessible toilets and parking for people with disabilities and frail aged' (Participate Melbourne, November 2013) and suggested that the disabled toilet be improved because 'the baby change facilities get in the way' (vox pop, 28 November

2013). The same participant also suggested wider aisles as the deli section 'is too small for wheelchairs' (vox pop, 28 November 2013).

One participant felt that the market was not very accessible for people with disabilities 'there are steps everywhere and it is very dark inside, which isn't great for me as I am legally blind' and suggested 'a flat surface throughout the markets, better signage directing you to key points in the market and better lighting' (Participate Melbourne, November 2013).

**'remove the cars from Queen Street and create a new public event space'**

*Questionnaire, November 2013*

#### PEDESTRIAN AND BIKE

In thinking about pedestrian access, participants suggested that the market itself could better accommodate pedestrians. Specific suggestions included 'more pedestrian thoroughfares with wider and less congested spaces to promote permeability' (vox pop, 11 November 2013), 'remove the cars from Queen Street and create a new public event space' (questionnaire, November 2013) and 'there should be no cars on Queen Street, making more pedestrian

access' (vox pop, 17 November 2013). It was also felt that the internal car park between the fruit and vegetable and meat section 'should be turned over to market. It's crazy fighting with cars while traversing that space' (Participate Melbourne, November 2013) and that 'Queen Street is dangerous due to the number of deliveries' (discussion group, 12 November 2013).

A small number of participants had some suggestions for improving bike access to the market. These included 'improved bike parking' (vox pop, 1 November 2013), 'integrating bike lanes, storage and bike stations' (vox pop, 1 November 2013) and 'including off road secure bicycle parking which incorporates signage and security measures' (Participate Melbourne, November 2013).

People also had some ideas for linking the market up with the surrounding areas. These included 'connect the market with a walking path or high line park to Docklands' (Participate Melbourne, November 2013) and 'improve connectivity to other nearby areas to ensure easy, pedestrian/cycle travel to north Melbourne and west Melbourne (links without having to cross roads to other parts of the city – either underground or overground or lowering the road' (Participate Melbourne, November 2013).

During the planning student workshop, students were strongly recommended increased linkages from the market to Flagstaff Station and Flagstaff Gardens.

#### PUBLIC TRANSPORT

Public transport was mentioned by a small number of participants. While some people felt that the market has 'easy access via public transport' (vox pop, 17 November 2013) the majority suggested ways that improving public transport would support visitors to the market. For instance it was felt that the public transport connections should be improved 'we need better public transport integration with the market' (pop up, 10 November 2013), 'more public transport connection and accessible public transport connections' (vox pop, 21 November

2013) and that the 'existing trams are not efficient enough and the whole city is lacking in cross connections' (vox pop, 1 November 2013).

Others felt that the market was not very accessible from the city by public transport and suggested 'a shuttle or tram back and forth' (vox pop, 1 November 2013), for 'the city circle tram to link up and improve the accessibility' (discussion group, 12 November 2013) and to provide 'regular minibuses to go to few accessible train stops' (Participate Melbourne, November 2013). Further suggestions for improving public transport access to the market included 'opening Flagstaff Station on weekends' (vox pop, 17 November 2013).

### 3.9 Sustainability

The longevity of the market both from an environmental and financial business perspective.

'recycling of vendor waste and use of recycled materials should feature heavily in the new development'

*Participate Melbourne,  
17 November 2013*

#### BUILDING SUSTAINABILITY

Many people had suggestions for how to make the market more sustainable. One particular comment was to make the market 'an icon of sustainability including the infrastructure and produce and products sold – and use it to educate the community' (Participate Melbourne, November 2013). Another comment suggested that the market 'should be setting an example to sustainability – everything is to be guided by that' (vox pop, 2 November 2013), that the market have '100 per cent renewable power' and that the 'sheds be renewed to perform better and preserve foods better, especially in summer' (vox pop, 1 November 2013). Additionally it was proposed that the market be 'a sustainable precinct, providing the majority of its power from solar panels' (Participate Melbourne, November 2013) and that the 'recycling of vendor waste and use of recycled materials should feature heavily in the new development' (Participate Melbourne, November 2013).

#### EDUCATION

Participants also had some ideas about how to increase education and knowledge concerning food produce and sustainability. Some suggestions included providing 'places where people can be educated on their foods and their purchases' (vox pop, 28 November 2013) and to 'see the food policy strategies integrated into the market, making it a place that promotes food and educates the community about where our food comes from' (Participate Melbourne, November 2013). A participant also suggested that the market could be 'the most ecologically sustainable market in the world and an incubator for social enterprise and new migrants coming to Melbourne' (Participate Melbourne, November 2013).



# 4 Observations

Described below are the key observations and findings from QVMPR's first phase of stakeholder and community engagement.

- Participants of QVMPR's stakeholder and community engagement valued the opportunity to contribute to the consultation process and most are genuinely excited about the renewal of QVM.
- 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 retrofitting 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 be used for other community uses outside of market opening hours.

- When discussing the future of the market, many participants struggled with the concept of change and there was a lack of interest in seeing radical developments in the future. With this in mind, a focus on rediscovering, renewing and revisiting the market should be central to the renewal process.
- 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.

## Long live the Queen Vic!

*The Age, Melbourne, 4 Nov 2013*

## Market reborn

*Melbourne Leader, 4 Nov 2013*

## Historic market revamp

*Weekend West, Perth, 2 Nov 2013*

## Yes to fixing Queen Vic

*Herald Sun, Melbourne, 1 Nov 2013*

## Queen Vic Market gets a makeover

*The Australian, Australia, 1 Nov 2013*

## Big plan for old market

*Australian Financial Review, Australia, 1 Nov 2013*

## Queen Vic makeover

*Herald Sun, Melbourne, 1 Nov 2013*

Thousands of jobs in market revamp

## Long live the Queen

*MX (Melbourne), Melbourne, 31 Oct 2013*

City market set for \$250m revamp

# 5 Next steps

This report and the associated engagement outcomes will help inform a set of renewal concepts for the future of the market. A second phase of consultation is scheduled to take place in April 2014. The second phase will share ideas for the QVMPR and outline project objectives. More details of this consultation process will be available in early 2014.

This report will be circulated to key stakeholders and posted on the Participate Melbourne website for the public to view.

For further information about QVMPR and for updates please visit the project website <http://www.melbourne.vic.gov.au/queenvictoriamarket>.



# Appendices

On the following pages are the communications materials for phase 1 QVMPR. This includes:

- A4 pamphlet
- A5 post card
- A3 poster
- questionnaire
- media release
- media coverage.

# FOREVER

# MAKING A GREAT MARKET EVEN BETTER

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**THE RENEWAL OF QUEEN VICTORIA MARKET PRESENTS A  
ONCE IN A CENTURY OPPORTUNITY TO CREATE ONE OF THE  
WORLD'S GREAT MARKET PRECINCTS.**

We will work with the community to develop a shared vision for the market. This will lead to detailed plans, with projects to be staged over the next five to 10 years.

**The first phase of community consultation takes place until  
30 November 2013.**

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**JOIN THE CONVERSATION:**

**MELBOURNE.VIC.GOV.AU/QUEENVICTORIAMARKET OR CALL 03 9658 9658**

# HEART OF OUR CITY'S GROWING NORTH

As the city continues to grow and change, we have a unique opportunity for the Queen Victoria Market precinct to become an important civic and community focal point of the central city's northern fringe.

By 2031 it's expected the number of people living within 800m of Queen Victoria Market will almost double from 67,000 to 128,000.

Connecting Franklin Street to Dudley Street presents an opportunity to link the market with the central city and surrounding neighbourhoods, and improve access to Docklands.

## Other renewal opportunities include:

- Development sites to create residential and business growth around the market precinct and raise funds to reinvest in market improvements and public spaces.
- Transforming Queen Street into a key public space, creating new visitor services, seating and customer facilities around the market precinct.
- A review of height controls affecting land in the market's south and east.



# OPPORTUNITIES FOR IMPROVEMENT:

We want to preserve, celebrate and enhance Queen Victoria Market's iconic features, atmosphere and heritage. Affordability and making the market more competitive in a changing retail environment are front of mind.

Research with traders and visitors tells us there is need for improvement at the market. A number of ideas have already been suggested:

- Make it easier to walk around.
- Develop better street connections.
- Identify an improved car park location to meet the needs of customers and traders.
- Create new public spaces for events and community gatherings.
- Improve weather protection in open sheds.
- Provide upgraded facilities for traders such as storage and cool rooms.
- Improve management of deliveries and waste collection.
- Enhance K and L sheds to better service the famous night markets and support a broader range of events.
- Upgrade streets leading to the market, planting trees and improving pedestrian access.

# WE WANT TO KNOW:

DO YOU VISIT THE MARKET?  
.....

WHAT'S YOUR BIG IDEA FOR THE FUTURE OF QUEEN VICTORIA MARKET?  
.....

WHAT DO YOU SEE AS THE KEY OPPORTUNITIES?  
.....

WHAT DO YOU LOVE ABOUT THE MARKET?  
.....

WHAT WOULD YOU IMPROVE?  
.....

WHAT MAKES QUEEN VICTORIA MARKET UNIQUE?  
.....

WHAT KIND OF PLACE IS QUEEN VICTORIA MARKET?  
.....

WHAT PARTS OF QUEEN VICTORIA MARKET ARE IMPORTANT TO YOU?  
.....



**In the first phase of consultation we want to know what you love about Queen Victoria Market, what makes it unique and what could be improved.**

The first phase of community consultation takes place until 30 November 2013.

Key opportunities to participate include:

**Saturday 9 and Sunday 10 November  
10am to 3pm.**

Come and chat with the community engagement team at the Queen Victoria Market pop-up. You'll find them in the green container on String Bean Alley.

You can also speak with the community engagement team at the market on:

- Friday 1 November (noon to 3pm)
- Saturday 2 November (10am to 1pm)
- Wednesday 6 November (7pm to 10pm)
- Sunday 17 November (1pm to 4pm)
- Thursday 28 November (11am to 2pm)
- Saturday 30 November (10am to 2pm).

Throughout the month, the community engagement team will also be popping up across the city to chat about the market.

To find out more details or have your say visit [melbourne.vic.gov.au/queenvictoriamarket](http://melbourne.vic.gov.au/queenvictoriamarket)

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**VISIT: [MELBOURNE.VIC.GOV.AU/QUEENVICTORIAMARKET](http://MELBOURNE.VIC.GOV.AU/QUEENVICTORIAMARKET)  
OR CALL 03 9658 9658**

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As owners of Queen Victoria Market, the City of Melbourne will have oversight and responsibility for the suite of projects to renew the market. Day-to-day operation of the market will continue to be managed by Queen Victoria Market Pty Ltd.





# FOREVER

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25/10/2013 12:43 pm

Queen Victoria  
MARKET  
Since 1878

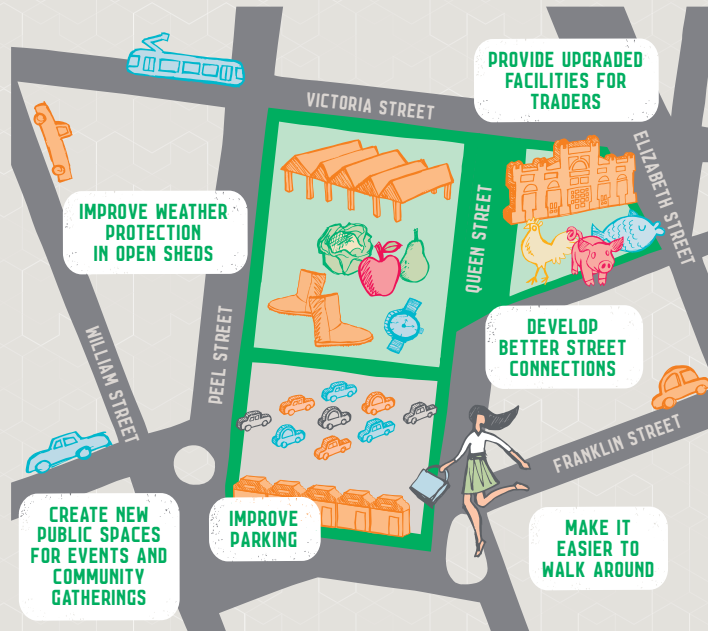
## FOREVER

### MAKING A GREAT MARKET EVEN BETTER

The renewal of Queen Victoria Market presents a once in a century opportunity to create one of the world's great market precincts.

Our goal is simple - a thriving working market and vibrant meeting place in the heart of the city now and forever.

If you have an interest in our city's oldest and favourite market, join the conversation and help us make a great market even better.



OPPORTUNITIES FOR IMPROVEMENT

JOIN THE CONVERSATION: [MELBOURNE.VIC.GOV.AU/QUEENVICTORIAMARKET](http://MELBOURNE.VIC.GOV.AU/QUEENVICTORIAMARKET)  
OR CALL 03 9658 9658



CITY OF MELBOURNE

12713 COM QVM A5 post card FA.indd 2

25/10/2013 12:43 pm

Queen Victoria  
MARKET  
Since 1878

FOREVER

MAKING A  
GREAT MARKET  
EVEN BETTER

---

IF YOU HAVE AN INTEREST IN ENSURING OUR CITY'S OLDEST AND FAVOURITE MARKET STAYS GREAT FOREVER, JOIN THE CONVERSATION AND HAVE YOUR SAY. THE FIRST PHASE OF COMMUNITY CONSULTATION TAKES PLACE UNTIL 30 NOVEMBER 2013.

VISIT: [MELBOURNE.VIC.GOV.AU/QUEENVICTORIAMARKET](http://MELBOURNE.VIC.GOV.AU/QUEENVICTORIAMARKET)  
OR CALL (03) 9658 9658

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# FOREVER

What is your name? \_\_\_\_\_

What is your age group? **18-24** **25-33** **34-44** **45-54** **54-65** **66 or above**

What gender are you? **Male** **Female**

Where do you live? \_\_\_\_\_

1. Do you visit the Queen Victoria Market? **Yes** **No**

If yes, why? If no, why not? \_\_\_\_\_

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2. What do you love about Queen Victoria Market? \_\_\_\_\_

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3. What would you change about the Queen Victoria Market?

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4. What's your big idea for the future of Queen Victoria Market?

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5. What parts of Queen Victoria Market are important to you?

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6. Any other ideas or thoughts?

Feel free to attach additional pages to this form, or visit [melbourne.vic.gov.au/queenvictoriamarket](http://melbourne.vic.gov.au/queenvictoriamarket)

## Securing Queen Victoria Market's future: a once in a century opportunity

Thursday 31 October 2013

The City of Melbourne will make the largest investment in its history to preserve and renew the Queen Victoria Market, creating an expanded market precinct.

Making the announcement today with Premier Denis Naphine, Lord Mayor Robert Doyle said that the City of Melbourne will seek UNESCO World Heritage listing for Queen Victoria Market following a comprehensive renewal program.

"The renewal of the market presents a once in a century opportunity to create a world class market precinct.

"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," the Lord Mayor said.

The Lord Mayor welcomed the decision by the Victorian Government to enable the extension of the market precinct by transferring Crown land located at the southern end of the market to the City of Melbourne.

As a result of the transfer, freehold land will be created, 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. The land changes will remove two roundabouts and improve pedestrian and traffic connections around the market.

"Providing this land to the City of Melbourne will enable the QVM to expand its footprint and cater for the growth in patronage which is expected to reach 17 million annual visitors by 2031," Premier Naphine said.

The Lord Mayor said these changes created a unique opportunity for the market precinct to become an important civic and community focal point of the CBD's northern fringe.

"Key upgrades could include new public open spaces, essential infrastructure for traders, event spaces, improved car parking and pedestrian access. We have an invaluable opportunity to create dynamic spaces for events and activities, bringing new vitality to the market precinct, particularly at night and outside current hours of operation.

The Lord Mayor said that in the next 20 years the number of people living within 800 metres of Queen Victoria Market will almost double from 67,000 to 128,000.

**City of Melbourne Media Adviser:** Katie Hall 0417 095 111

(03) 9658 9858 / [kathryn.hall@melbourne.vic.gov.au](mailto:kathryn.hall@melbourne.vic.gov.au)

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# MEDIA RELEASE



“Despite the growth, traders have told me that business is tough. I have listened to their concerns about parking, infrastructure and the needs of customers. The time to act and invest is now. Our research indicates that retail spending at the market could be three-fold following a renewal process.

“The market will showcase the best in Victorian produce and sustainability with a unique retail and hospitality offering.”

The renewal of the Queen Victoria Market will be funded through a combination of revenue sources and carefully managed through a best-practice governance model.

The Lord Mayor emphasised that plans for the market and the surrounding precinct would be developed over the next two years, with the renewal project phased over the next decade. The market will continue to operate during this time.

Depending on the scope of the projects undertaken it is estimated that the renewal could generate 9,000 new jobs at the market, 12,000 jobs in the surrounding precinct and thousands of construction industry jobs.

The Lord Mayor emphasised that the long term suite of projects would be coupled with a comprehensive community engagement process.

“We know Melburnians are passionate about our great trading lady and we ask people to participate in this discussion and to help us arrive at the best possible outcome for the market, the city and Victoria,” the Lord Mayor concluded.

*Interested in having your say? You can register your interest in participating in the discussions about the future of the market at [www.melbourne.vic.gov.au/queenvictoriamarket](http://www.melbourne.vic.gov.au/queenvictoriamarket) or join the conversation on Twitter #qvmforever*

- ENDS -

*Media contact: Katie Hall, City of Melbourne Media Adviser (03) 9658 9858*

**Visit the City of Melbourne's new Online Media Centre and subscribe to receive email alerts:**  
[www.melbourne.vic.gov.au/mediacentre](http://www.melbourne.vic.gov.au/mediacentre)

**City of Melbourne Media Adviser:** Katie Hall 0417 095 111

(03) 9658 9858 / [kathryn.hall@melbourne.vic.gov.au](mailto:kathryn.hall@melbourne.vic.gov.au)

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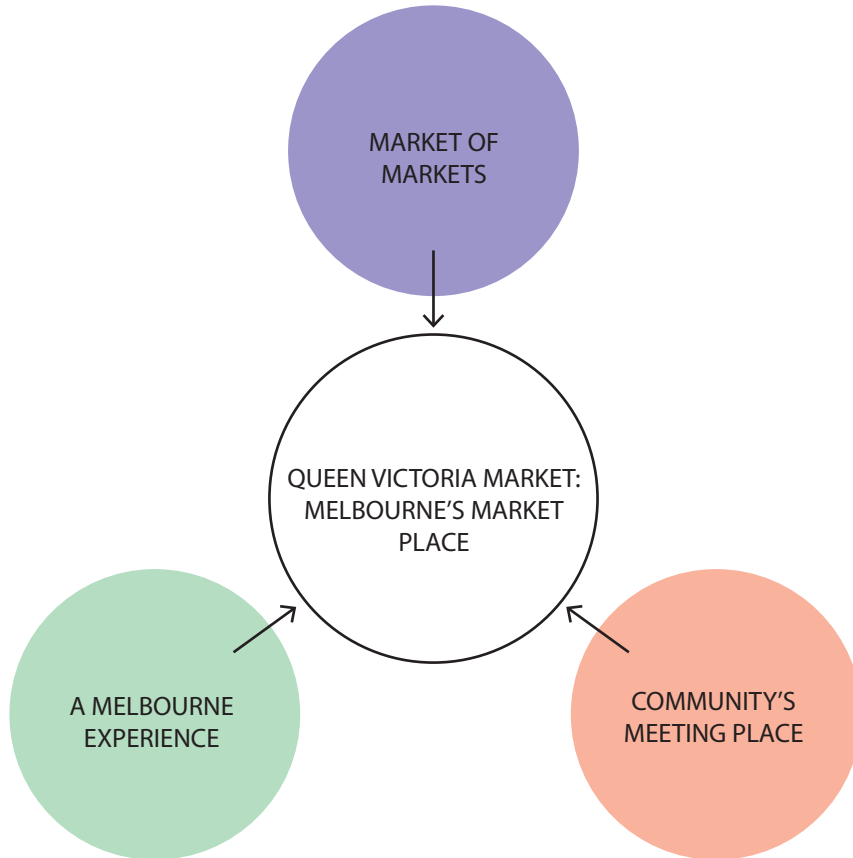
## Media coverage during the consultation period

Publication	Type	Title	Date
ABC Online	Online	Queen Victoria Market to get major upgrade	31/Oct/13
ABC Online	Online	Queen Victoria Market to get major upgrade	31/Oct/13
ABC Online	Online	Queen Vic Market to get \$250m overhaul	31/Oct/13
ABC Online	Online	Afternoons 02:37PM	31-Oct-13
ABC NewsRadio Sydney	Online	Afternoons 02:37PM	31-Oct-13
Adelaide Advertiser	Online	\$250 million overhaul for Vic Market	31/Oct/13
Architecture and Design	Online	City of Melbourne seeks world heritage listing for market	31/Oct/13
Herald Sun	Online	Market revamp to create thousands of jobs	31/Oct/13
Herald Sun	Online	Yes to fixing Queen Vic Market	31/Oct/13
Local Today	Online	Securing Queen Victoria Market's Future	31/Oct/13
Sydney News	Online	Queen Victoria Market in line for \$250 million overhaul	31/Oct/13
The Australian	Online	Queen Victoria Market for listing	31/Oct/13
Yahoo 7 News Australia	Online	Melbourne icon set for major makeover	31/Oct/13
MX Melbourne	Print Daily	Long live the Queen City market set for \$250m revamp	31-Oct-13
3AW Melbourne	Radio Melbourne	08:30 News 08:30AM	31-Oct-13
3AW Melbourne	Radio Melbourne	09:00 News 09:00AM	31-Oct-13
3AW Melbourne	Radio Melbourne	10:00 News 10:00AM	31-Oct-13
3AW Melbourne	Radio Melbourne	11:00 News 11:01AM	31-Oct-13
3AW Melbourne	Radio Melbourne	12:00 News 12:01PM	31-Oct-13
3AW Melbourne	Radio Melbourne	15:00 News 03:02PM	31-Oct-13
3AW Melbourne	Radio Melbourne	18:00 News 06:03PM	31-Oct-13
3AW Melbourne	Radio Melbourne	Breakfast 07:09AM	31-Oct-13
3AW Melbourne	Radio Melbourne	Mornings 08:35AM	31-Oct-13
3AW Melbourne	Radio Melbourne	Mornings 08:58AM	31-Oct-13
3AW Melbourne	Radio Melbourne	Mornings 09:28AM	31-Oct-13
3AW Melbourne	Radio Melbourne	Mornings 09:34AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	09:00 News 09:00AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	10:00 News 10:00AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	11:00 News 11:00AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	12:00 News 12:00PM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	13:00 News 01:00PM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	14:00 News 02:00PM	31-Oct-13

ABC 774 Melbourne	Radio Melbourne	15:00 News 03:00PM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	16:00 News 04:00PM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	17:00 News 05:00PM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	18:00 News 06:04PM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 08:36AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 08:37AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 08:43AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 08:46AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 08:46AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 09:07AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 09:14AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 09:21AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 10:40AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 10:54AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 09:26AM	31-Oct-13
ABC 774 Melbourne	Radio Melbourne	Mornings 10:50AM	31-Oct-13
GOLD FM 104.3 Melbourne	Radio Melbourne	10:00 News 10:03AM	31-Oct-13
GOLD FM 104.3 Melbourne	Radio Melbourne	11:00 News 11:03AM	31-Oct-13
GOLD FM 104.3 Melbourne	Radio Melbourne	12:00 News 12:02PM	31-Oct-13
GOLD FM 104.3 Melbourne	Radio Melbourne	16:00 News 4:00PM	31-Oct-13
MIX FM Melbourne	Radio Melbourne	12:00 News 12:00PM	31-Oct-13
MIX FM Melbourne	Radio Melbourne	16:00 News 4:01PM	31-Oct-13
SEN Melbourne	Radio Melbourne	09:00 News 09:00AM	31-Oct-13
SEN Melbourne	Radio Melbourne	10:00 News 10:00AM	31-Oct-13
SEN Melbourne	Radio Melbourne	11:00 News 11:00AM	31-Oct-13
SEN Melbourne	Radio Melbourne	12:00 News 12:01PM	31-Oct-13
Triple M Melbourne	Radio Melbourne	11:00 News 11:00AM	31-Oct-13
Triple M Melbourne	Radio Melbourne	16:00 News 4:02PM	31-Oct-13
ABC NewsRadio	Radio National	Afternoons 01:36PM	31-Oct-13
ABC NewsRadio	Radio National	Afternoons 02:37PM	31-Oct-13
ABC Radio National	Radio National	Bush Telegraph 11:00AM	31-Oct-13
ABC Radio National	Radio National	The World Today 12:51PM	31-Oct-13
BAY FM Geelong	Radio Regional	12:00 News 12:02PM	31-Oct-13



BAY FM Geelong	Radio Regional	13:00 News 01:00PM	31-Oct-13
BAY FM Geelong	Radio Regional	13:00 News 01:01PM	31-Oct-13
K-ROCK FM Geelong	Radio Regional	12:00 News 12:03PM	31-Oct-13
ABC1 Melbourne	TV Melbourne	ABC News 7.16PM	31-Oct-13
Channel 10 Melbourne	TV Melbourne	Ten Eyewitness News 5.08PM	31-Oct-13
Channel 7 Melbourne	TV Melbourne	Seven News 6.04PM	31-Oct-13
Channel 9 Melbourne	TV Melbourne	National Nine News 6.07PM	31-Oct-13
JOY 94.9 FM Melbourne	Radio Melbourne	09:00 News 09:01AM	01-Nov-13
Hobart Mercury Hobart	Print Interstate Daily	\$250m upgrade for market	01-Nov-13
ABC1 Melbourne	TV Melbourne	7:30 Victoria 07:45PM	01-Nov-13
3AW Melbourne	Radio Melbourne	Drive 05:38PM	01-Nov-13
Australian Financial Review	Print National Daily	Big plan for old market	01-Nov-13
The Australian	Print National Daily	Queen Vic Market gets a makeover	01-Nov-13
The Age	Print Daily	Decade-long renewal project for Queen Vic site	01-Nov-13
Herald Sun	Print Daily	BODIES TO BE LEFT IN PEACE	01-Nov-13
Herald Sun	Print Daily	Yes to fixing Queen Vic	01-Nov-13
Herald Sun	Print Daily	Queen Vic makeover	01-Nov-13
Weekend West Perth	Print Interstate Daily	Historic market revamp	02-Nov-13
West Australian	Print Interstate Daily	Historic market revamp	02-Nov-13
The Age	Print Daily	Long live the Queen Vic!	04-Nov-13
Frankston Standard Leader	Print Local	ON THE MARKET	04-Nov-13
Melbourne Leader	Print Local	Market reborn	04-Nov-13
Melbourne Leader	Print Local	Have your say	11-Nov-13
Local Government Focus	Print Specialist	Securing Queen Victoria Market's future	01-Dec-13



ROLES



MEASURES OF SUCCESS



Home to Melbourne's most diverse array of independent retailers, merchants and vendors Queen Victoria Market is a Melbourne institution. Experience the true Melbourne as the locals do - the characters, the soul of the city. Chaotic, unpredictable and always alive.



Market of Markets  
Supports and encourages market trading in all its varieties  
Promotes and develops successful independent, small businesses  
Supports business innovation, incubation  
Promotes viable and sustainable initiatives  
Maintains respect for traditions of market trade  
Actively encourages a broader understanding of the benefits of markets



A Melbourne Experience  
An attraction to locals and visitors alike  
An 'open air' market to experience Melbourne's seasons  
Engage with our city's heritage, history  
Make connections and be connected  
A place of discovery and adventure  
Connect with our shared past, present, future  
A part of the city - green, fine grain, public realm, laneways, vertical retail



Community's Meeting Place  
A place that is welcoming, affordable, participatory, inclusive  
Promotes health and well being and a sense of connectedness  
Is multi cultural and fosters a sense of community  
Expresses what it means to be from Melbourne - what we like to do, where we like to go  
Values personal connections - a place to be social, make friends and join with the community  
A place that encourages chance meetings and interactions