

**Queen Victoria Market Precinct Renewal Program – Provision of Market Infrastructure**

17 September 2019

**Presenter:** Rob Adams, Director City Design and Projects**Purpose and background**

1. The purpose is to report back to the Future Melbourne Committee (FMC) on the detailed design, indicative programme and costings of market infrastructure following endorsement of Option A at the April 2 FMC meeting.
2. Option A, which arises from the People's Panel Report (December 2018), proposes new market infrastructure in four locations:
  - 2.1. Former G Shed (Trader Shed) – new undercover, segregated and controlled loading docks for traders, secure climate controlled trader storage, waste management facilities for Meat, Fish and Dairy Produce Halls, dedicated trader amenities including toilets, showers, lunch room, meeting rooms and lockers and public toilets and parents room.
  - 2.2. Queen Street North (Northern Shed) – centralised waste and recycling facilities, new undercover, segregated and controlled loading docks for fruit and vegetable traders, multi-use space dedicated for trader deliveries and later converting to a public space for customers and visitors with integrated street furniture.
  - 2.3. Point of Sale (POS) storage in Sheds A, B, H & I – purpose built storage and refrigeration within fresh produce traders' stalls.
  - 2.4. Queen's Corner Building – 24 hour loading docks, dedicated storage for Queen Victoria Market Pty Ltd (the Company) operations and events, security control room, public amenities, including a Changing Places accessible toilet, and retail to activate the future public space.

**Key issues**

3. Since the April 2019 FMC meeting, City of Melbourne and the Company have worked with NH Architecture to advance the design of the Trader Shed, Northern Shed and Queen's Corner Building. Refer Attachment 2.
4. Comprehensive engagement with fresh produce traders has also occurred to develop a design brief for purpose built storage at traders' stalls. Refer Attachment 3.
5. In May 2019, Council approved new governance arrangements, with the Board of QVM P/L accountable for the delivery of the renewal program. In August 2019 the Board of the Company (Board) confirmed the delivery of Option A would address key challenges facing the market as identified in the Business Case (2017), supported the further design of market infrastructure components and identified areas requiring further analysis before finalisation. Refer Attachment 4.
6. The Board has specifically requested Council to endorse the provision of a total 1000 market dedicated car park spaces, with 500 spaces to be provided in the Munro development currently under construction and 500 spaces to be provided in the proposed Southern Development Site in a configuration to be determined. A budget allowance of \$25 million has been made for the provision of 500 car parks across a mix of podium and basement car parking in the Southern Development Site, with further work to be undertaken to ensure the optimum solution is delivered.
7. An updated works delivery program re-confirms the renewal program will be delivered in stages to minimise disruption to the market, with all works delivered by end 2025, and importantly within the end date outlined in the State Agreement. Refer Attachment 5.
8. Donald Cant Watts Corke has prepared a cost plan for Option A. The cost estimate for the delivery of the Trader Shed and Northern Shed is \$22 million and \$6.09 million respectively. Since the cost estimate provided to the FMC in April 2019, there has been no material change to the cost of these projects and it is proposed that heritage and planning applications now be prepared and lodged.
9. The Northern Shed is within the area proposed to be included within the Victorian Heritage Registration. The City of Melbourne has prepared a written submission to the Heritage Council of Victoria confirming its support for the extension, and assumed that Heritage Victoria approval will be required for works in this area.
10. The budget for the provision of Point of Sale (POS) storage at fresh produce traders' stalls is currently \$6.15 million, with no change to the cost estimate provided to the FMC in April 2019. It is proposed to move this project to the design and delivery phase, engaging more broadly with traders with the increased provision of point of sale enhancement opportunities across the market to a total budget of \$10 million.
11. With the design of the Queen's Corner Building now further advanced, it is important to further consider the functionality of and the integration with the new Market Square. A two phase engagement process is proposed, commencing with community engagement in October 2019 on the development of a Charter to confirm the purpose, objectives and function of Market Square. The outcome will inform a future report to Council on the integration of Queen's Corner Building and Market Square before undertaking more extensive engagement on the design of Market Square.

**Recommendation from management**

12. That the Future Melbourne Committee:
  - 12.1. Endorses a total budget commitment of \$38.09 million for the delivery of the Trader Shed, Northern Shed and Point of Sale storage, including an additional \$4 million to the \$6.15 million already budgeted for further point of sale enhancement opportunities across the market.
  - 12.2. Notes that management will prepare and lodge heritage and planning applications for the Trader Shed and Northern Shed and progress the detailed design and delivery of trader Point of Sale storage.
  - 12.3. Acknowledges support of the Board of the Queen Victoria Market Pty Ltd (the Board) of the further design of the Northern Shed, Trader Shed, Point of Sale storage and Queen's Corner Building, with further analysis of the functionality of the Queen's Corner building and its integration with Market Square to be undertaken before finalisation.
  - 12.4. Notes that management will commence a public engagement process to develop a Charter for Market Square to confirm the purpose, objectives and function of the new public space, and its integration with the Queen's Corner Building, with a report to Council in December 2019.
  - 12.5. Notes that delivery of the Trader Shed, Northern Shed, Point of Sale storage and Queen's Corner Building will address the challenges facing the market as identified in the approved Business Case (2017).
  - 12.6. Notes an allowance of \$25 million has been included in the QVMPR Program budget for the delivery of up to 500 car parks across a mix of podium and basement parking in the Southern Development Site, with further work to be undertaken to ensure the optimum solution is delivered.
  - 12.7. Notes that the QVMPR Program will be delivered in stages to minimise disruption to the market and will be completed within the timeframe outlined in the State Agreement (2014).
  - 12.8. Based on the approved costs and programme, notes that management will prepare an updated QVMPR Business Case and Implementation Framework, including the retail vision for QVM, restatement of Masterplan projects and sequencing of renewal works, to be presented to a future Council meeting in February 2020.

**Attachments:**

1. Supporting Attachment (Page 3 of 69)
2. Market Infrastructure Design (Page 4 of 69)
3. Point of Sale Storage – Illustrative Brief (Page 5 of 69)
4. Letter from Queen Victoria Market Pty Ltd – Client Comment and Acceptance (Page 67 of 69)
5. Indicative QVMPR Works Delivery Programme (Page 69 of 69)

## Supporting Attachment

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### Legal

1. Whilst no direct legal issues arise from the recommendation from management, legal advice has and will continue to be provided on all aspects of the QVMPR Program.

### Finance

2. Financial implications applicable to the QVMPR Program are contained in the body of this report.

### Conflict of interest

3. The Director City Design and Projects and Chief Financial Officer of the City of Melbourne are Directors of Queen Victoria Market Pty Ltd. No other 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.

### Health and Safety

4. In developing this report, no Occupational Health and Safety issues or opportunities have been identified.

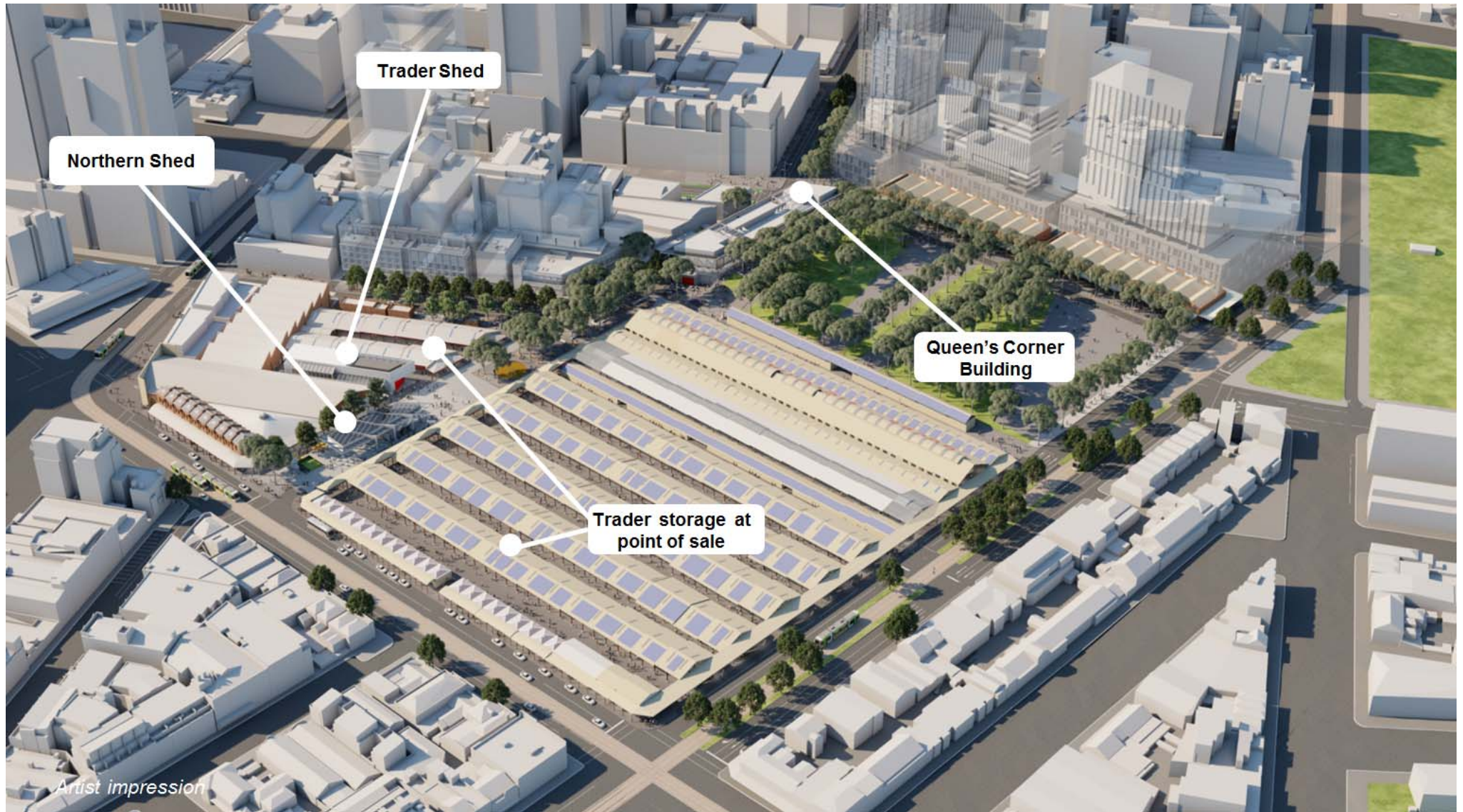
### Stakeholder consultation

5. This report was developed in conjunction with the Board and executive team of Queen Victoria Market Pty Ltd.

### Environmental sustainability

6. Delivery of the QVMPR Program will allow for the development of a sustainable Queen Victoria Market which is guided by a Precinct Sustainability Plan, rated through the use of the Green Star – Communities tool and which delivers on the six sustainability principles detailed in the QVMPR Master Plan.

Queen Victoria Market Precinct Renewal Vision (*artist impression*)



# Queen Victoria Market Point of Sale Storage - Illustrative Brief

August 2019





Queen Victoria Market, Melbourne, 1962  
Maggie Diaz (State Library of Victoria)

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# 1 Introduction

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# 1.1 Introduction

NH Architecture have been engaged by City of Melbourne (CoM) to lead the design team for the Queen Victoria Market Precinct Infrastructure Renewal Project.

As part of this work, NH Architecture have also been engaged by Queen Victoria Market (QVM) to develop a Point of Sale Storage solution for the fresh food traders in Sheds A, B, H and I.

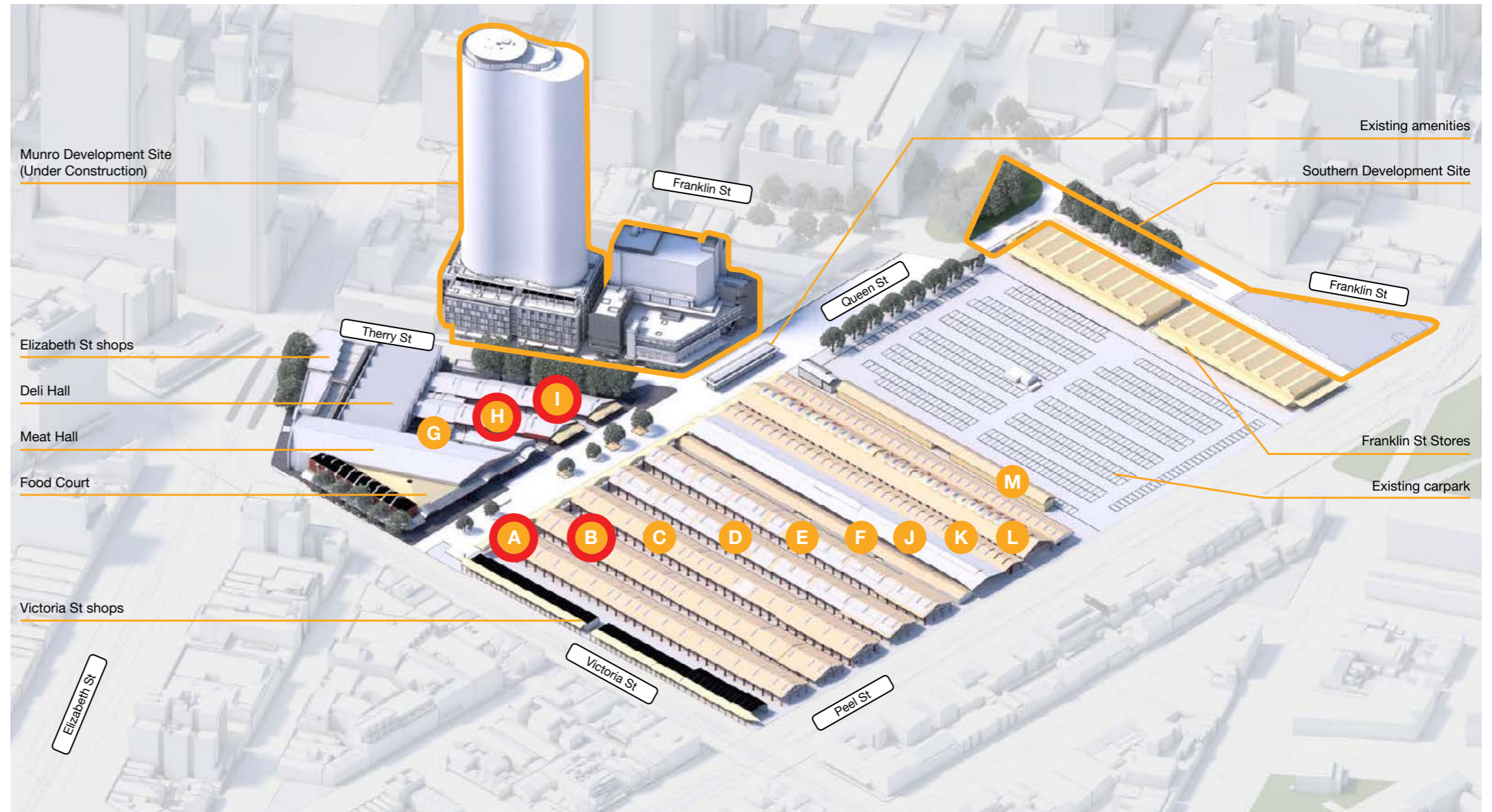
In April 2019, CoM's Future Melbourne Committee endorsed an allowance of \$6M for purpose built storage at traders' stalls.

This report covers the work undertaken to develop the initial brief for the point of sale storage with QVM, CoM and traders.

Extensive consultation as has been undertaken throughout this stage including:

- Initial meetings with QVM and CoM;
- Two rounds of workshops with traders, representing 15 workshops in total;
- A detailed survey prepared by the team, sent to all 62 traders and filled out by 41, providing further insight into how they operate, the challenges they face and their requirements.

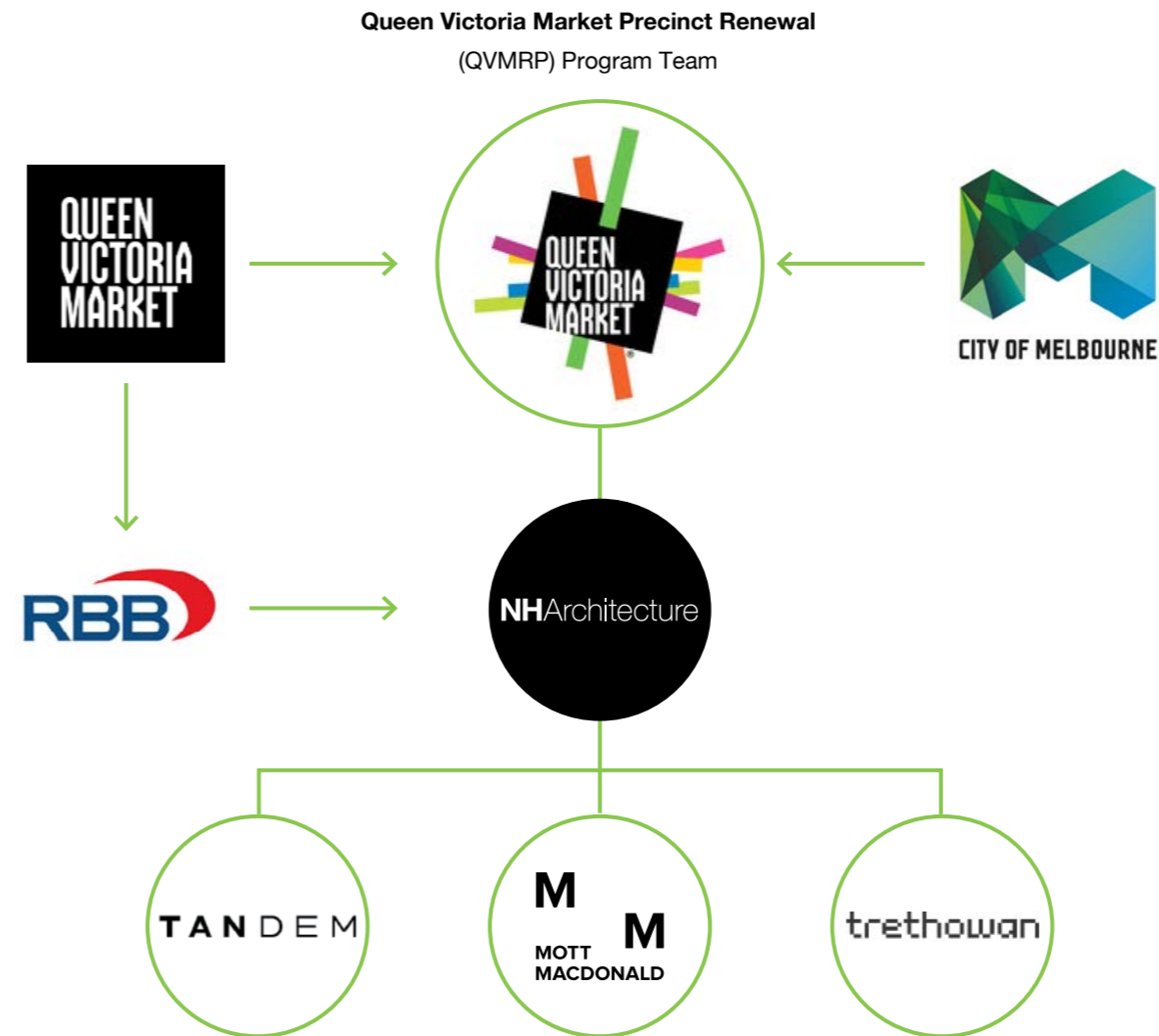
This report provides an illustrated concept design brief for the Fruit & Vegetable Point of Sale Storage Project. Subsequent to this, Schematic Designs to be developed and reviewed in the next phase of work.



## 1.2 Project Team

The consultant team that has contributed to this report is outlined below:

<b>NH Architecture</b>	Lead Consultant – Architectural
<b>Tandem</b>	Collaborating Architect
<b>Trethowan</b>	Heritage Consultant
<b>Mott MacDonald</b>	Services Engineer
<b>RBB</b>	Cost Consultant





Victoria Market, Melbourne, 1981  
Ruth Maddison (State Library of Victoria)

## 2 Context

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## 2.1 Foundation Documents and Project Brief Development

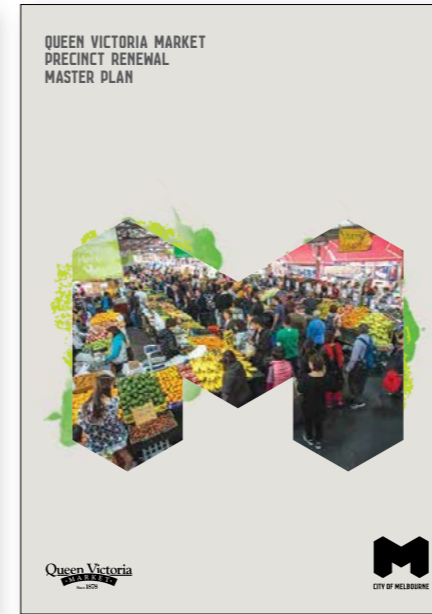
### Foundation Documents

The project team built on the information provided in following documents to form the project brief:

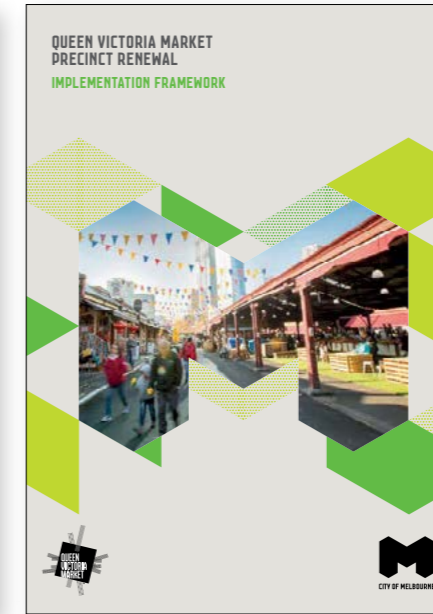
- People's Panel Report (November 2018)
- Queen Victoria Market Precinct Renewal Master Plan (July 2015)
- Queen Victoria Market Precinct Renewal Implementation Framework (July 2016)
- Queen Victoria Market Precinct Renewal Program Business Case (June 2017)
- Melbourne's Marketplace Retail Plan (QVM) (May 2017)
- Making a more sustainable market (February 2017)
- QVMPR Final Conceptual Design Report (March 2019)
- EY Sweeny Trader Storage and Amenity Survey (March 2019)



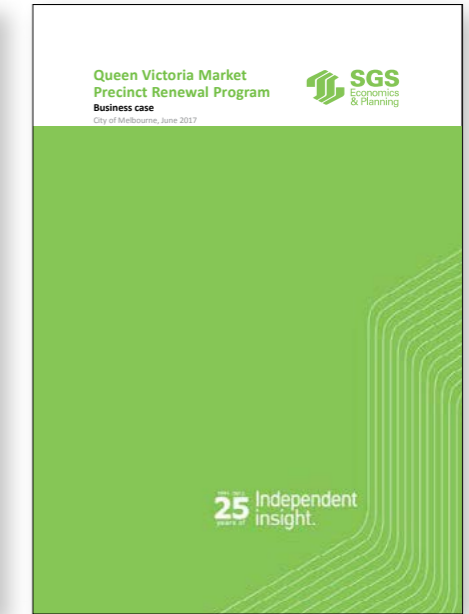
**People's Panel Report**  
City of Melbourne



**Master Plan**  
City of Melbourne



**Implementation Framework**  
City of Melbourne



**Business Case**  
City of Melbourne



**QVM Retail Plan**  
City of Melbourne



**Sustainability**  
City of Melbourne



**Concept Design Report**  
NH Architecture



**Trader Storage & Amenity Survey**  
EY Sweeny

## 2.2 Context

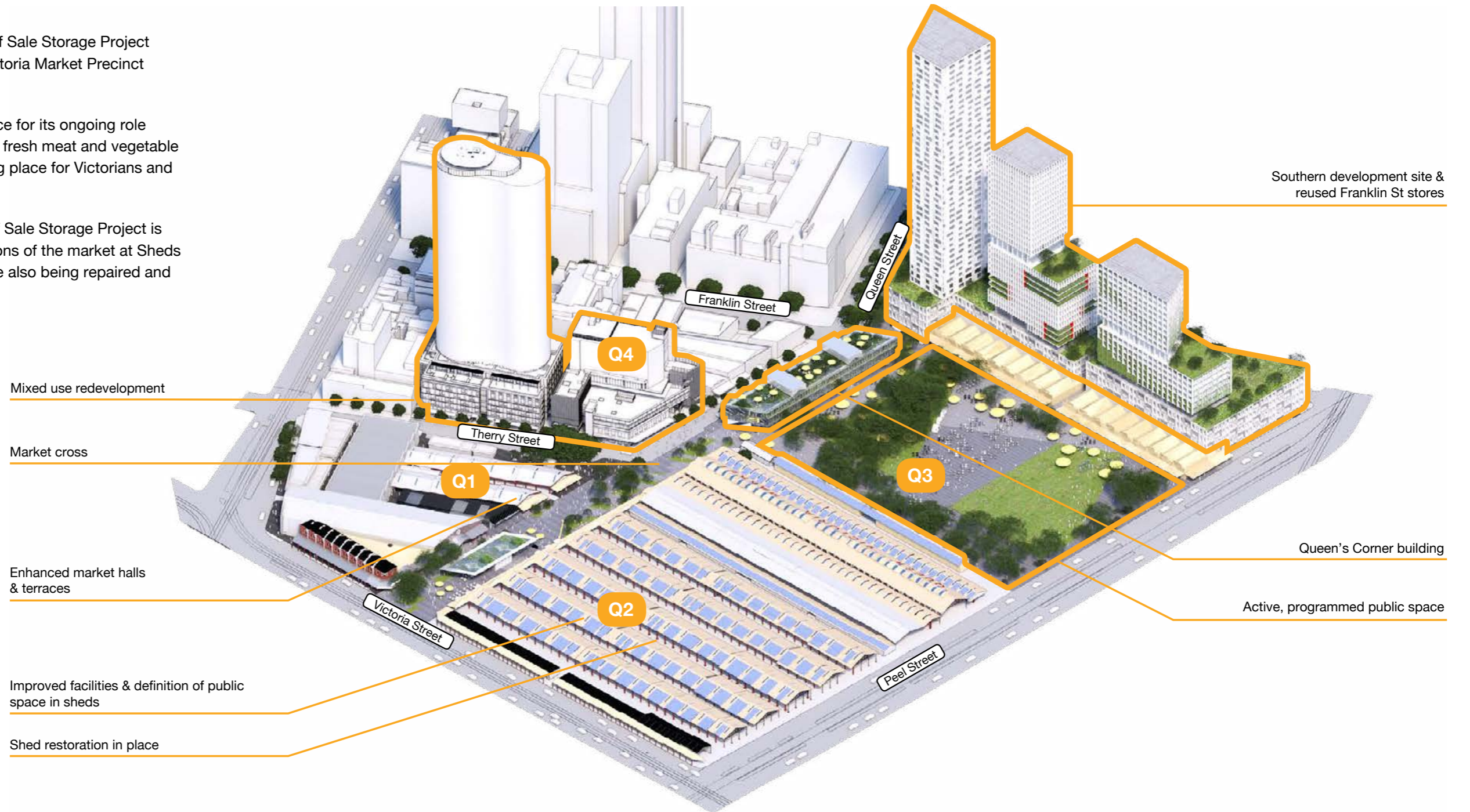
### Wider project

#### Queen Victoria Market

This Fruit & Vegetable Point of Sale Storage Project is part of the larger Queen Victoria Market Precinct Renewal project.

The site is of social significance for its ongoing role and continued popularity as a fresh meat and vegetable market, shopping and meeting place for Victorians and visitors alike.

The Fruit & Vegetable Point of Sale Storage Project is limited to the fresh food portions of the market at Sheds A, B, H and I. These sheds are also being repaired and strengthened.



## 2.3 Context Heritage

### Market site

The Queen Victoria Market was established over various stages from 1877 to 1936. The Market has been used for retail market purposes since the departure of the wholesale market in 1969. The transition involved a range of changes to the market from the 1970s into the 1990s. Substantial refurbishment occurred, and a number of market buildings were demolished to make way for the establishment of the present car park. Demolition included that of sheds N and O, and the market stores fronting Peel Street and Queen Street, as well as the former northern Franklin Street Stores. Although the Market has undergone many changes and development over a 140-year period, it still retains most of the attributes from its fullest extent of development in the 1930s.

### Significance

The Queen Victoria Market has outstanding heritage value to the nation as an outstanding example of an Australian metropolitan food market established in the nineteenth century. The Market contains a substantially intact array of Victorian era buildings and structures, which is unique in its demonstration of all four key building typologies of a market from this period, including open sheds, enclosed market halls, warehouses, and perimeter shops. Together with its continued functioning as a modern day marketplace with a particular emphasis on produce, the layout and integrity of these features are significant aspects of the Market which strengthen its historic value.

Operating for almost 140 years as a food market, and prior to that as a meat market, the Queen Victoria Market has borne witness to the huge changes in food science, technology, transport and communications that have revolutionised the production, distribution and retailing of food. While evidence of these changes can be seen in modern market day practices, the Queen Victoria Market still retains many of its original attributes, liveliness and character.

Nineteenth century markets played a vital role in establishing the colonies of Australia, allowing population expansion and growth. The Queen Victoria Market contributed to the wealth of the early colony, provided opportunities for newly arrived immigrants, as well as introducing the colony to new varieties and cultural diversity of foods.

The Queen Victoria Market is the only nineteenth century market to display all of the building typologies of a market of this time, and is the largest and most intact nineteenth century market in Australia. It continues to operate as a city produce and general market, and exhibits a high degree of social interaction, mixture of cultural experiences and authenticity in its practices, providing a tangible link to the Market's origins in the nineteenth century.

The Market's continued operation as a produce market in its original location provides further representation of these values. The intangible and experiential qualities of the Market, including its distinctive character and open setting, cultural variety, liveliness and traditional interactions between customers and traders all contribute to the authenticity and readability of the site as a marketplace with its origins in the nineteenth century. (Australian Heritage Database, Queen Victoria Market)

### Sheds A, B, H and I

Features expressing these values include but are not limited to the collection of open sheds in upper and lower markets, enclosed market halls, stores and perimeter shops. Significant features of the market sheds include their open design to allow accessibility and circulation, absence of permanent stall structures, layout in regular row pattern flanked by laneways, and construction of post and beam system, with exposed triangulated trusses supporting a gabled roof (sheds A-E) or other original construction design (sheds F, K, L and M).

The eastern portions of Sheds A and B were among the original sheds constructed on the market site between 1877 and 1888, they were then extended between 1891 and 1903.

Shed H was constructed prior to 1878 and Shed I was constructed between 1877-78. The eastern portion of these sheds was demolished in 1928 to allow for the construction of the Dairy Hall. The demolished sections were then reconstructed at the Queen Street end of each shed. (QVM CMP 2017, Datasheet 04).



Trader at QVM 1975

James O Nicholls (State Library of Victoria)

Queen Victoria Market



Date	Construction	Demolition
1877–1888	Sheds A, B, C, D, E and F.	
1878	Shed C extended west to Peel Street.	
1887	12 single-storey terraces on Victoria Street.	
1890	8 single-storey terraces on Victoria Street west of the 1887 terraces.	
1891	Shed B extended, with free-standing extension, to Peel Street.	
1903	Sheds A–E extended east to Queen Street.	
1905	Orderly Room site purchased and Orderly Room removed. Small open market shed constructed on the land. Shed A extended west to Peel Street across the former Orderly Room site.	Orderly Room.
1920	Jewish section of cemetery becomes part of market site. Graves removed.	
1922	Sheds D, E and F extended west across the former Jewish cemetery site. The remainder of cemetery cleared and made part of the market site.	Small open market shed on the corner of Victoria and Peel Streets demolished.
1923	New shops constructed on the corner of Victoria and Peel Streets. Sheds K and L constructed.	
1923	Wall of F Shed, the original market/cemetery boundary, opened up in sections.	
1930	Franklin Street stores, Market stores and service areas constructed on the southern end of the market site.	
1936	Sheds M, N and O constructed.	
1975	Public carparking commences on site of old wholesale market and Presbyterian and Episcopalian portions of the underlying cemetery.	Northern row of the 1930 Franklin Street Stores, the 1930 Market Stores and the service areas.
1986	Additional public carparking where Sheds N, O stood, above the Wesleyan, Independent and Roman Catholic cemetery.	Sheds N and O.
1992	Construction of New J Shed between F Shed and K and L Sheds.	



Historic operation of the sheds and laneways

Image from QVM



Saturday morning in the Queen Victoria Market

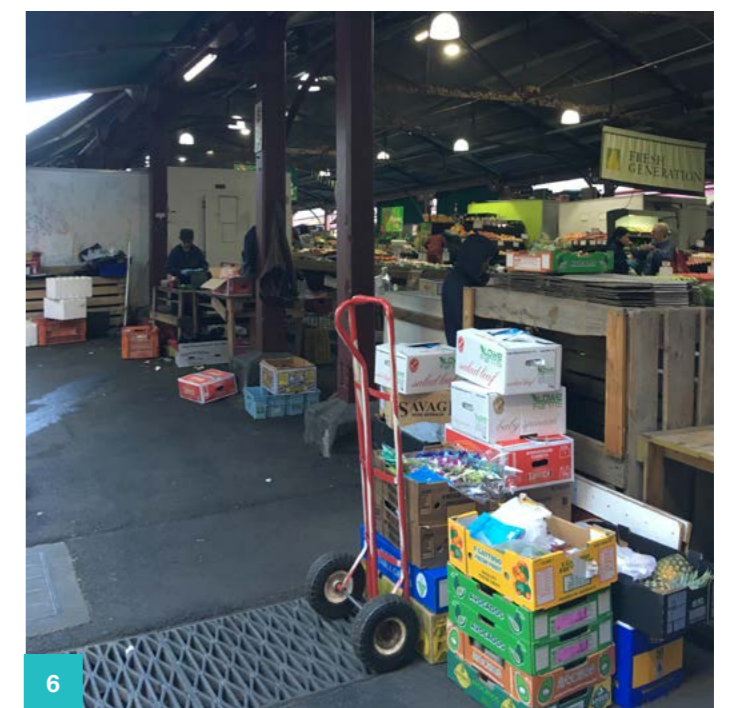
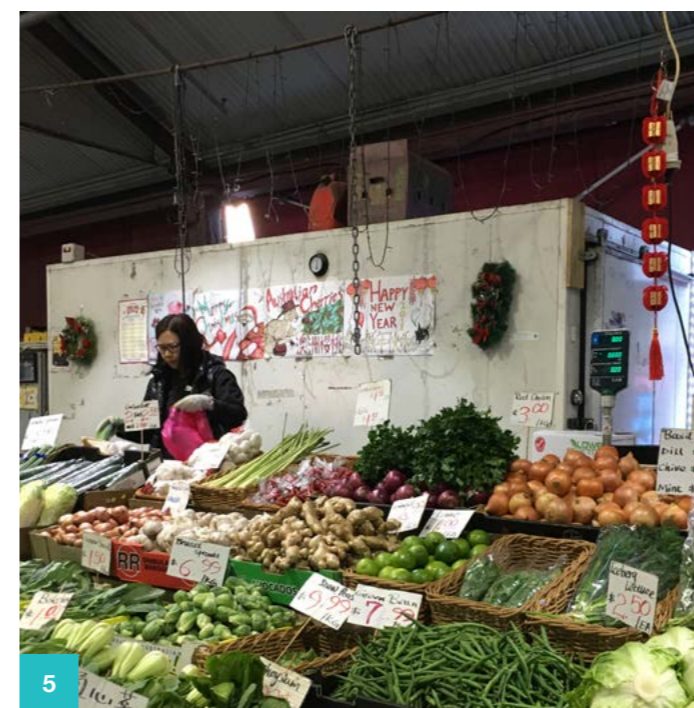
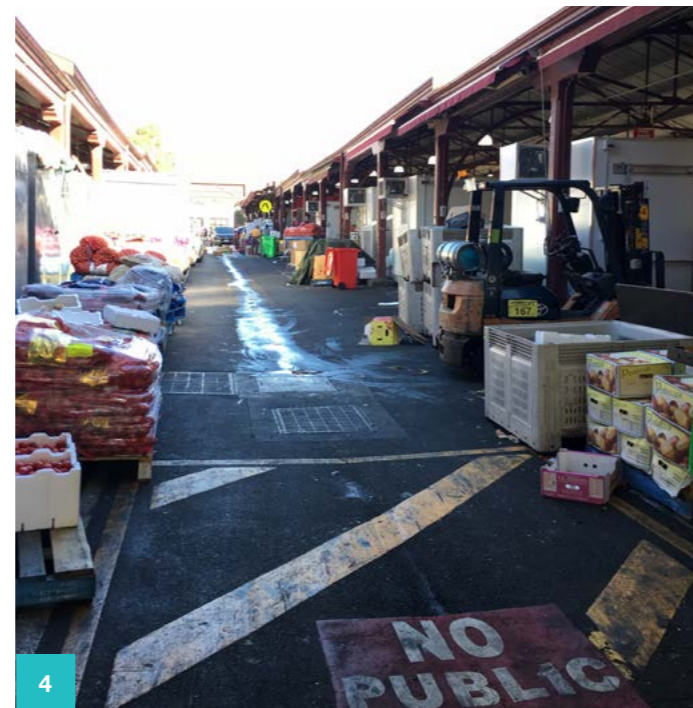
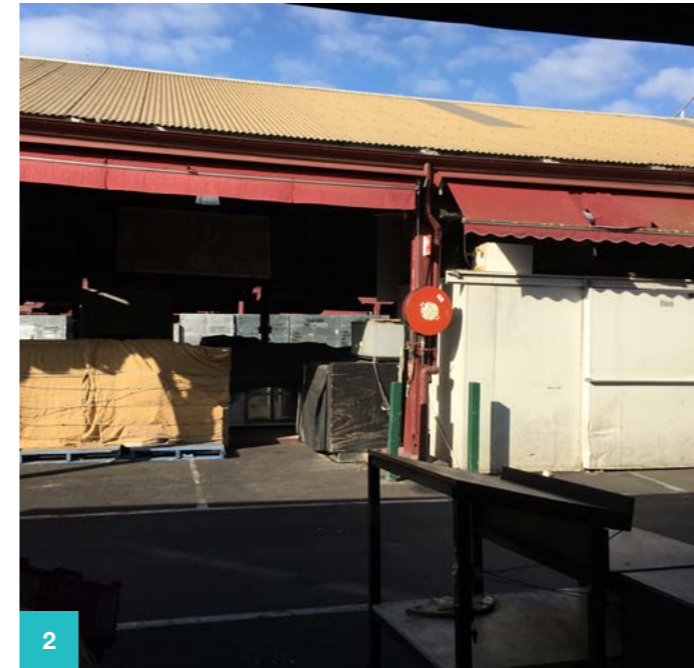
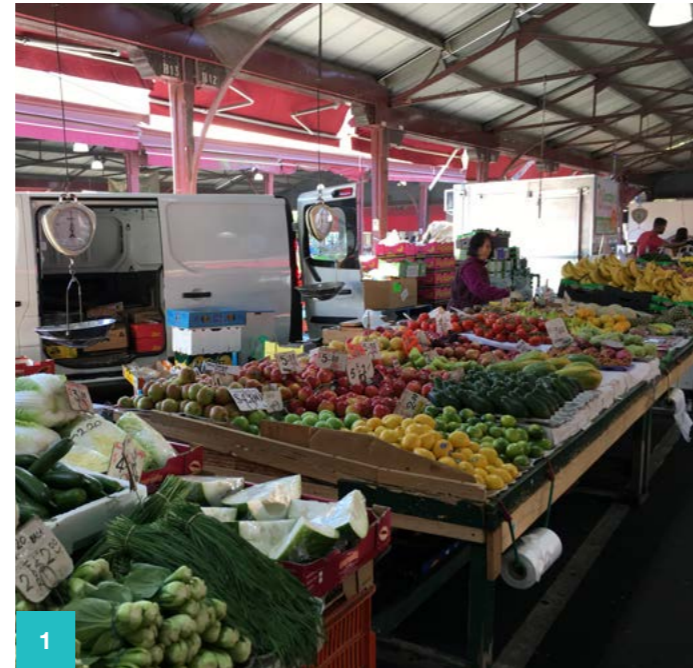
The Age 1879 (State Library of Victoria)

## 2.4 Context

### Existing conditions

#### Current at stall storage

Most traders currently have some form of storage located at their stall, varying from large coolrooms on concrete plinths to display tables. One of the more common types of storage is a standard pallet with the produce stacked on them in boxes and wrapped in hessian.



#### Legend

- 1 Stall during opening hours
- 2 Rear of stall when closed
- 3 Interior of I shed when closed
- 4 Service lane during opening hours
- 5 Stall during opening hours
- 6 Rear of stall during opening hours

## 2.5 Site Analysis & Constraints

### Location within market

Sheds A and B are located at the Upper (North West) portion of the market, between Queen and Peel Streets, south of Victoria St. Sheds H and I are located in the Lower (South East) portion of the market between Queen Street and the Dairy Hall and to the north of Therry Street.

The licensed areas within these sheds is approximately 6122m<sup>2</sup>, currently divided between 62 license holders with a portion of the western end of Shed A and some of the smaller stall license spaces to at the south west corner of I Shed currently unoccupied.





## 3 Project scope

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## 3.1 Design Brief

### People's Panel Recommendations

Prior to the commencement of Concept Design, NH Architecture and Mott Macdonald provided support for a 'People's Panel' process which was to then inform the Concept Design Process. The People's Panel process was enacted by CoM in response to community concerns in the determination of Heritage Victoria to refuse Council's application for works to Sheds A-D (previous Schematic Design proposal).

Importantly, the People's Panel report reinforced many aspects of the QVMPR Master Plan, including the restoration of the heritage sheds, weather protection, necessary upgrades to the Food Court, the need for more public spaces around the market, the Munro development, Queens Corner Building and the Southern Development Site.

An outcome of the People's Panel recommendations was however that the recommended sites for possible development could not fully yield the amount of storage and back of house connectivity and functionality originally briefed within the original 2017 schematic design and current Queen Victoria Markets briefed requirements.

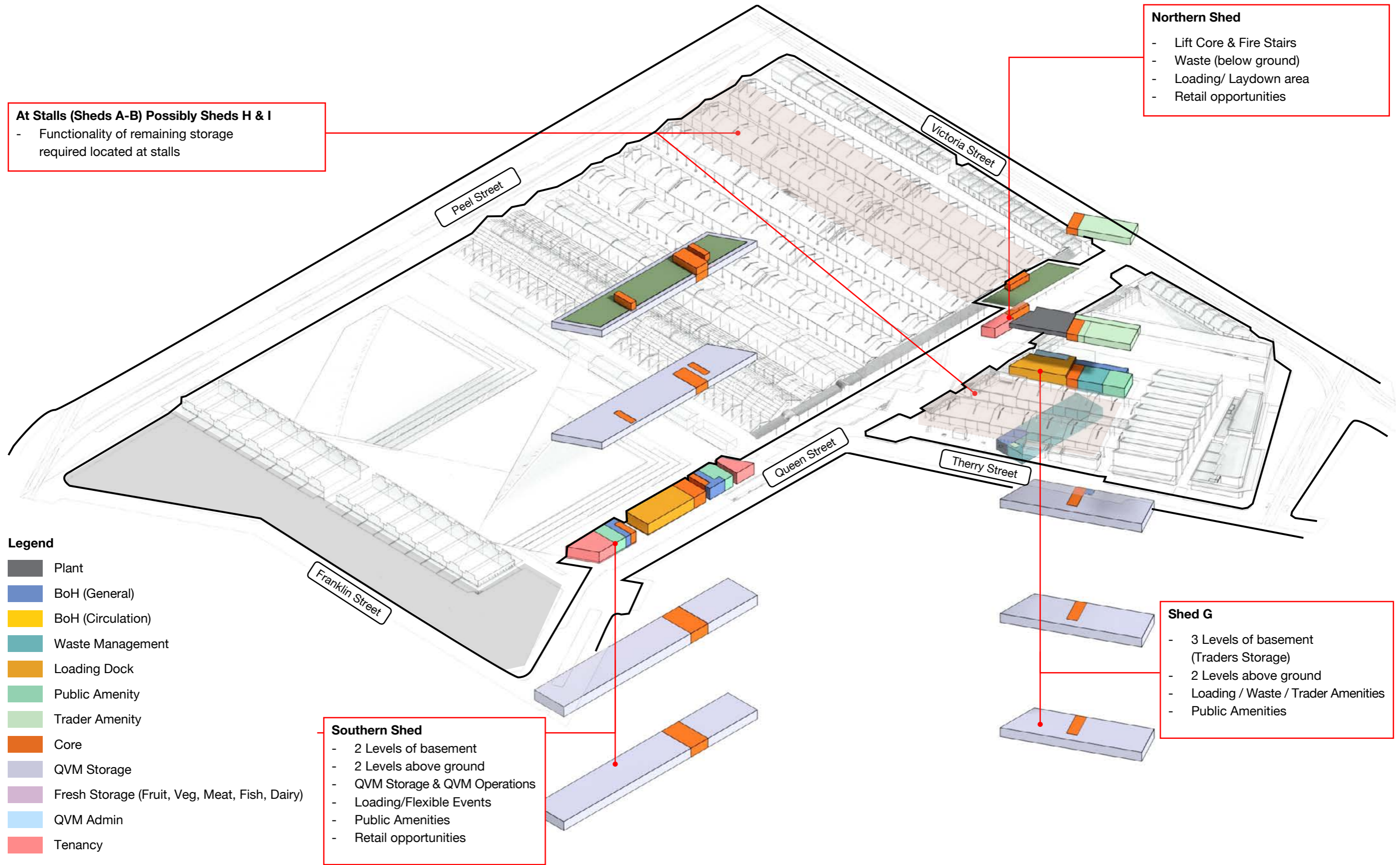
### New Option Arising from People's Panel

Option A Concept Design is confined to the recommendations of the People's Panel Report. QVM operations and storage is located within the Queens Corner Site (Southern Shed) whilst the bulk of the Market Trader storage and Amenity upgrades are located in the below ground area in the proposed Shed G location. In addition a more formalised 'out of hours' loading area with an underground waste processing space is planned within Queen Street.

Although during 'business hours' Queen Street (Market Cross) is proposed to be closed to traffic at yet to be finalised times, and will be realised as a public space when not utilised or required for loading. The movement of goods and waste will need to be carried out above ground in a managed fashion. The Shed G location alone is not large enough for the briefed trader storage requirements, additional trader storage at their stalls is proposed.

### Future Melbourne Committee Approval

The Concept Design Options A and B were presented to The Future Melbourne Committee on Tuesday the 2nd of April 2019. Option A was unanimously endorsed and a budget was approved to create purpose built storage at traders' stalls.



**At Stalls (Sheds A-B) Possibly Sheds H & I**

- Functionality of remaining storage required located at stalls

**Northern Shed**

- Lift Core & Fire Stairs
- Waste (below ground)
- Loading/ Laydown area
- Retail opportunities

- Legend**
- Plant
  - BoH (General)
  - BoH (Circulation)
  - Waste Management
  - Loading Dock
  - Public Amenity
  - Trader Amenity
  - Core
  - QVM Storage
  - Fresh Storage (Fruit, Veg, Meat, Fish, Dairy)
  - QVM Admin
  - Tenancy

**Southern Shed**

- 2 Levels of basement
- 2 Levels above ground
- QVM Storage & QVM Operations
- Loading/Flexible Events
- Public Amenities
- Retail opportunities

**Shed G**

- 3 Levels of basement (Traders Storage)
- 2 Levels above ground
- Loading / Waste / Trader Amenities
- Public Amenities

## 3.2 Objectives, Scope & Staging

### Objectives

The purpose of this project is to provide purpose-built storage solutions for the fresh fruit and vegetable (F&V) stalls including dry and cool storage.

The objectives of the project are to:

- Create efficiency and opportunities for traders businesses
- Create practical storage solutions
- Improve business practices and compliance with relevant food handling regulations
- Appropriately manage OHS risks around movement of goods through the market
- Enable both retail and business-to-business (B2B) opportunities to exist and flourish

### Scope

The F&V Point of Sale project scope includes:

- Cool rooms
- Fridges
- Dry Storage
- All storage systems to meet relevant standards and be rodent proof and allow for ease of cleaning, around and under the units.
- Services as required to support point of sale storage infrastructure.

Stage	Description	Completion
1	Inception	May 2019
2a	Trader engagement Workshop 1 and survey	June 2019
2b	Trader engagement Workshop 2	July 2019
2c	Concept design brief	September 2019
3	Schematic design including Heritage Victoria Permit Application	February 2020
4a	Trader engagement/feedback	February 2020
4b	Design development	March 2020
5a	Trader engagement/feedback	April 2020
5b	Detailed design	May 2020
6	Tender documentation	May 2020
7	Procurement	August 2020
8	Construction	August 2021
9	Closure	August 2022

**Note:** this timing is subject to coordination with the wider project timelines.



Market Stall Storage Precedents





## 4 Briefing outcomes

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## 4.1 Illustrated Concept Design Brief Overview

### Conceptualising the Point of Sale Brief

Conceptualising the Point of Sale Brief involved:

- Meeting the trader's requirements
- Working within the constraints of the heritage listed built form
- Deep knowledge of the design proposal for the QVM renewal

While the design team understand the background infrastructure, and the theory of market driven retail design, QVM's traders are the basis of the 'market theatre' identified time and time again as the heart and soul of QVM.

There are two challenges that needed to be met to develop an effective approach to the illustrative brief of the Point of Sale Storage at QVM:

- Bridge the gap between the design team's broader knowledge of the QVM renewal project

and

- Develop a deep understanding of trader's particular operational needs and future plans

### Steps Undertaken

#### Survey

It was proposed to conduct a detailed survey and a series of workshops with the traders in A, B, H and I sheds in conjunction with regular meetings with QVM management in order to develop a detailed brief for the Point of Sale Storage. All traders in Sheds A, B, H and I were approached to participate.

The survey was developed with reference to the results of the broader EY Sweeny trader survey conducted in February 2019. Using these survey results as a guide, the team developed a further series of questions to help the project understand in greater depth the issues faced by the traders and their requirements.

#### Workshop 1

The first series of nine workshops were held in June, and the second series of six were held in July 2019.

The first round of workshops worked through the survey and expanded upon the questions covered to get a fuller understanding of the issues faced by traders.

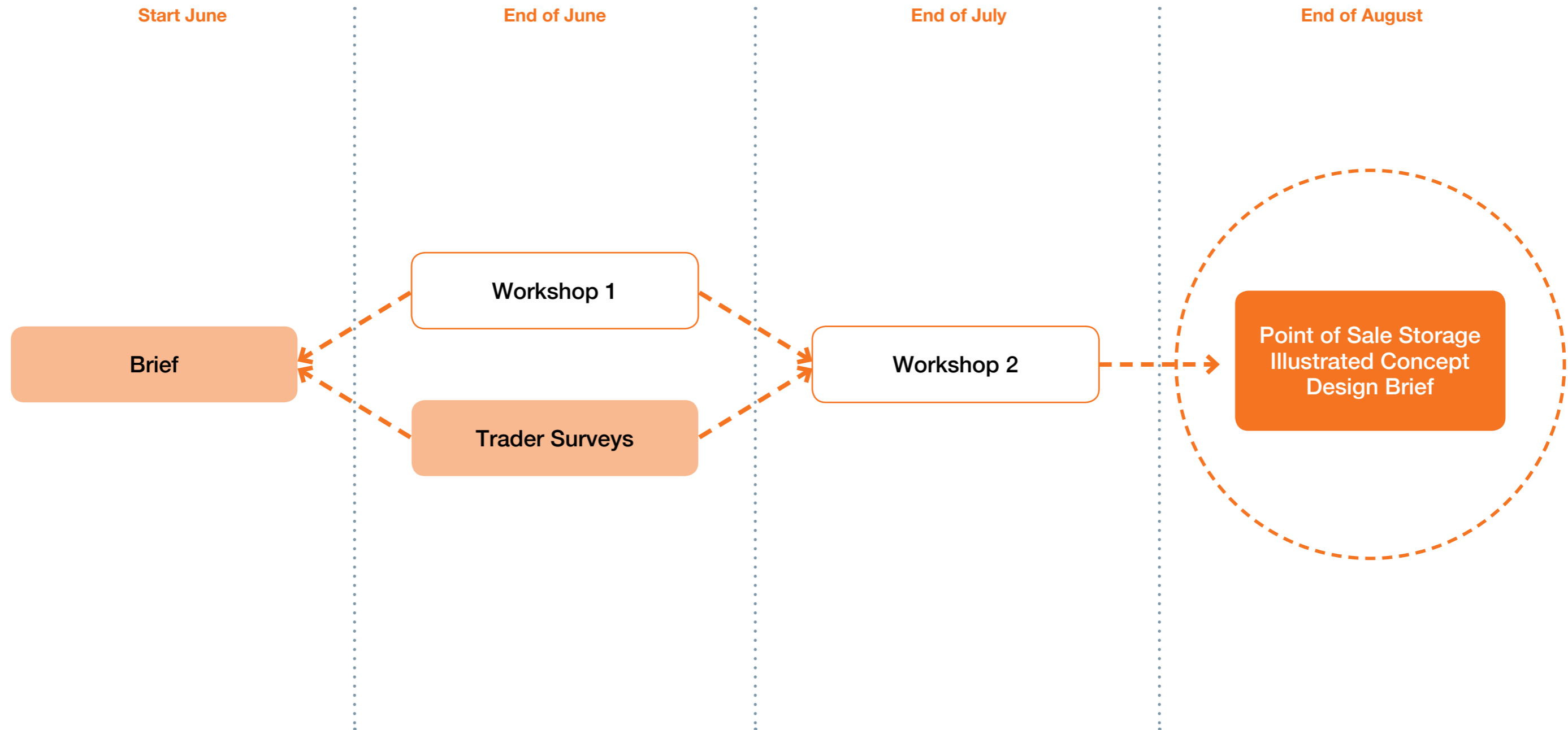
#### Workshop 2

After the first round of workshops was held, the team analysed and responded to the data received in order to develop an initial diagrammatic brief to take back to the traders for further consultation.

The second round of workshops was conducted with the aid of a series of scale models to create and test traders at stall storage briefs.

### Feedback to wider project team

As the Point of Sale Storage Project has progressed, we have communicated feedback and outcomes to the wider QVMPR project team. There are some implications from the Point of Sale Storage Project for aspects of the broader renewal program. Specifically related to services provision, logistics and the arrangement of on site storage.



## 4.1 Illustrated Concept Design Brief Outcomes

### Briefed storage can be accommodated at the stalls

One of the first requirements that was tested as part of this stage of the Point of Sale Storage Project was the briefed storage area of 2230m<sup>2</sup> at the fresh food stalls. This figure comes from the overall briefed storage area, less amount to be provided in the new basement storage areas.

The total leasehold area of the stallholders in Sheds A, B, H and I is 6221m<sup>2</sup>, so the amount of storage called for in the brief would represent 36% of this area.

### Storage needs are variable

The amount of storage area required was questioned in the People's Panel Report. In the EY Sweeny Traders Survey, 42% of fresh produce traders reported that there was the right amount of storage, while 44% reported there was not enough, 55% said they already have storage at their stalls.

In the first round of engagement for this project, we were also told by several traders that they had sufficient storage, while others said they wanted more, with 66% saying they would use on site storage close to their stalls.

### At stall storage needs to be flexible

Critically, the amount of storage required may change over time, so the storage system needs to be flexible to allow for this change. This flexibility is something that is inherently built into the open, wall free nature of the sheds themselves. This openness would have originally allowed for different carts, wagons and carriages of the various traders to access the stalls under the sheds, but now needs to take the form of secure storage that can be either left at the stall or removed with a short amount of notice. This approach is also in line with existing Heritage Victoria guidelines for QVM that at stall storage be impermanent.

### Kit-of-parts

Our response to the complex needs regarding storage at the stalls was to propose to the traders at the second round of workshops a storage solution composed of a kit-of-parts that they could choose from. We proposed the kit-of-parts approach because it enables each trader to install as much or as little storage as they need or want at their stalls.

The kit-of-parts proposal was well received in Workshop 2 engagement sessions with the traders. We observed that different traders selected different amounts of storage in their model stalls, further confirming that different traders have different needs and that a storage kit from which they are able to choose is a viable concept to develop further.

We received feedback during the Workshop 2 engagement sessions that potentially movable storage was preferable from the traders perspective also as it would give them the ability to adjust their stall layout in response to changes in their businesses.

### Customisation

In addition to allowing functional flexibility, the kit-of-parts is proposed to allow a degree of visual customisation, further allowing different traders to present and operate their businesses individually.

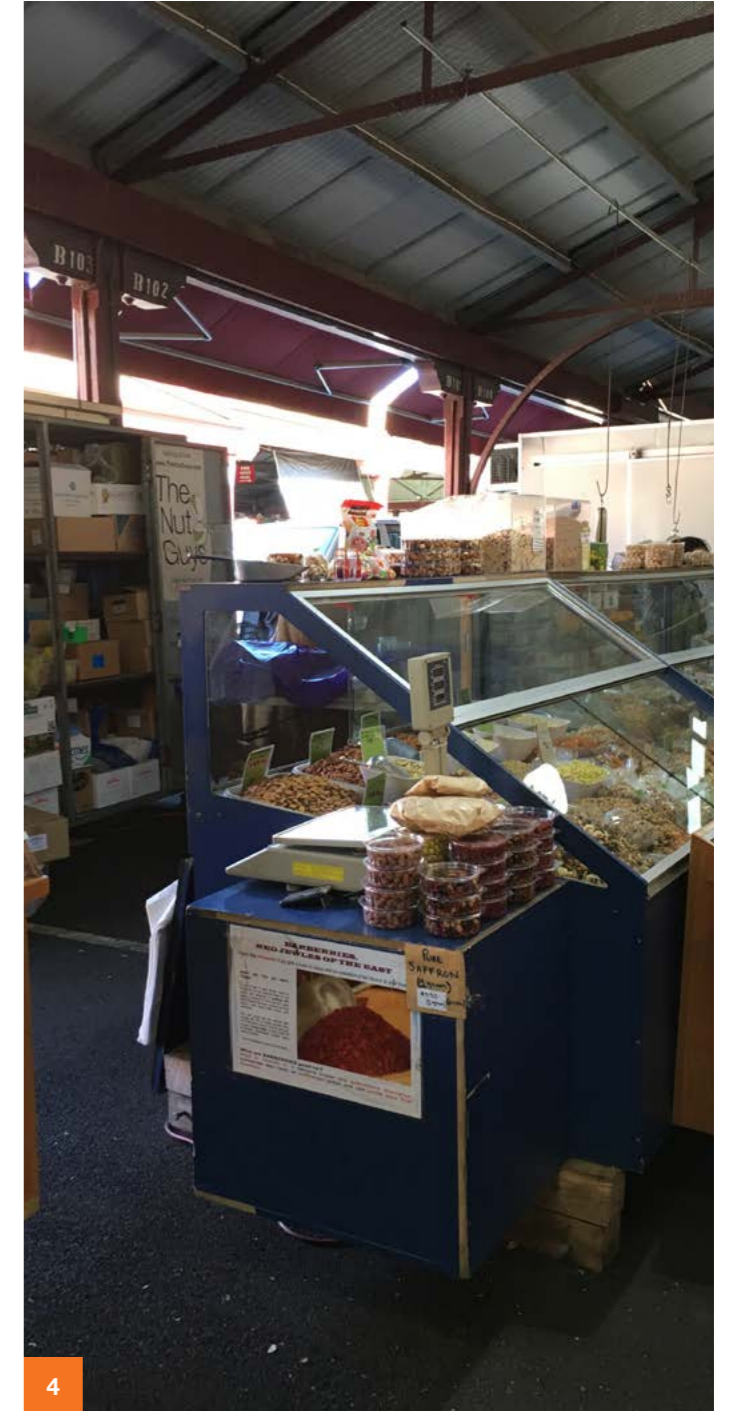
### Costs

Several traders commented that more secure storage at their stalls would enable a much faster set-up in the mornings and pack-up in the afternoons because the stock could largely stay at their stalls, that their staff costs could potentially be reduced through reduced time required for non-sales generating set-up and pack-up.

Some traders commented that the potential cost of the storage would be a key determinant of how much they would potentially install at their individual stalls, with a number saying that retail conditions are currently somewhat weak and that their revenue is down.

**Legend**

- 1 Boxes and pallets behind stalls
- 2 Different trader types
- 3 Laneways used for storage
- 4 Various storage and display types at stall



## 4.2 Workshop 1 Traders Survey

### Traders Survey

The survey was sent out to traders in advance of the first round of workshops to give the traders background information regarding what was to be discussed during the workshops and allow them the opportunity to complete.

The questions covered:

- Traders current and anticipated storage requirements
- Logistics
- Services
- Waste and hygiene

A total of 41 traders completed the survey out of a possible 62 in Sheds A, B, H and I.

During the workshop 1 the project team gave a presentation regarding the wider context of the renewal project and outcomes of the Peoples Panel and Future Melbourne Committee process.

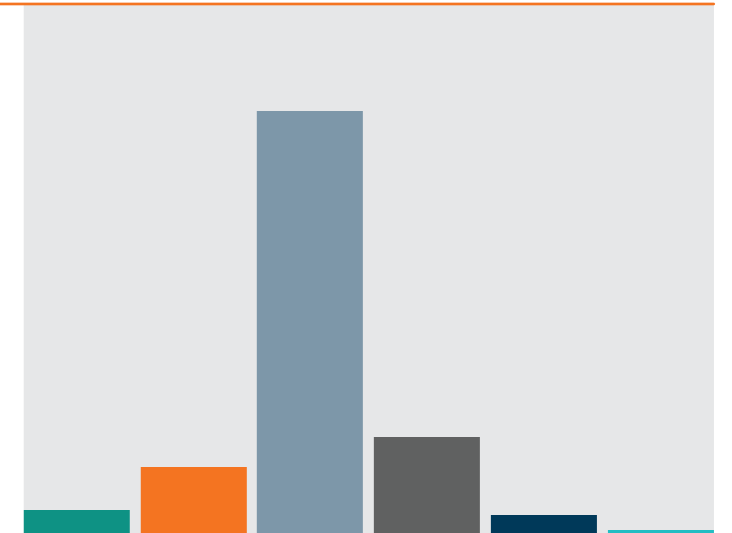
Within the workshop opportunities were provided to either complete the survey, clarify any questions regarding the process or raise other issues. Importantly, the workshops gave the project team, QVM and the traders an opportunity to more thoroughly discuss issues related to trader storage and wider services needs than was possible in a survey alone. This process yielded valuable insights that were necessary to further develop the brief.

Full survey results can be found in Appendix 6.5

## 4.3 Workshop 1 Survey Results

### Waste Generated

Organics bins	> 1
Polystyrene bins	> 1
Cardboard boxes	> 33
Timber pallets	> 10
General waste bins	> 1
Co-mingled recycling bins	> 0.25



### Services

- 63% stallholders undertake preparation at their stall
- 49% stallholders want more lighting for product display
- 46% stallholders want an internet connection at their stall





### On Site Storage

- 63% of traders would use on site storage, and access it 2 times per day
- 40% of traders re-stock using a trolley during the day
- 43% use a forklift to re-stock during the day



### At Stall Storage

- 57% of traders want more refrigeration at their stall
- 26% want pallet racks
- 23% want cupboards
- 17% want shelving
- 91% said pests are a problem at their stall
- 63% use coolrooms to protect their goods from pests



### Business to Business

- 51% of stallholders deliver to other businesses
- 51% prepare goods for other businesses to collect
- 43% have other businesses select produce at their stall
- 11% don't sell to business customers



## 4.4 Workshop 1 Feedback from Traders

### Waste

- Odour can be an issue.
- Bin supply and location are unpredictable.
- Summer spoilage of organic waste is a problem.
- Pallet storage nearby would be useful.

### Services

- The health department requires all stalls to have hot water.
- It would be better to have individual sinks.
- It would be useful to have lockable power points.
- Fans would be appreciated in summer.

### On site storage

- Storage near stalls would be useful.
- A coolroom may not be needed at the stall if one is available elsewhere on site.
- A laydown space is needed where storage is provided for big deliveries.
- More storage on site could result in fewer trips to the wholesale market being required.

### Business to Business trade (B2B)

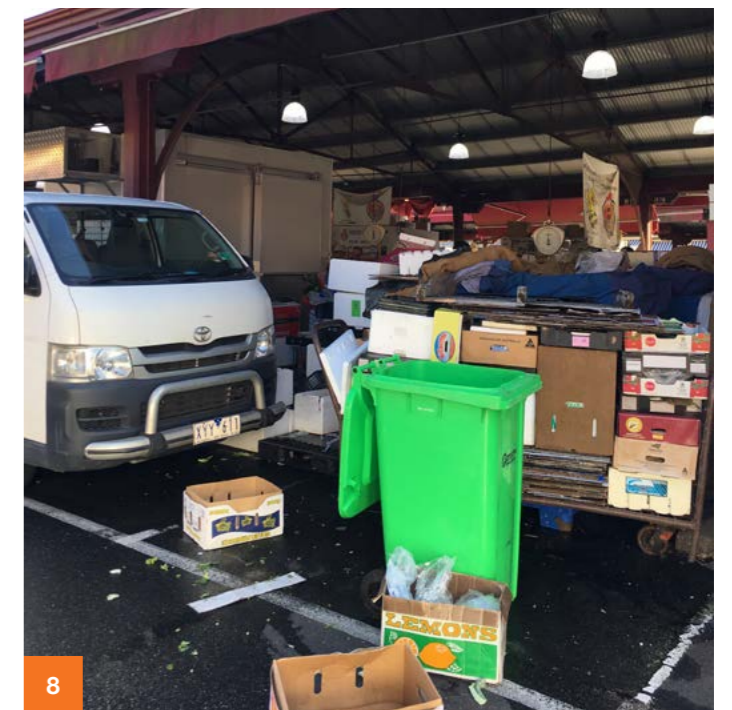
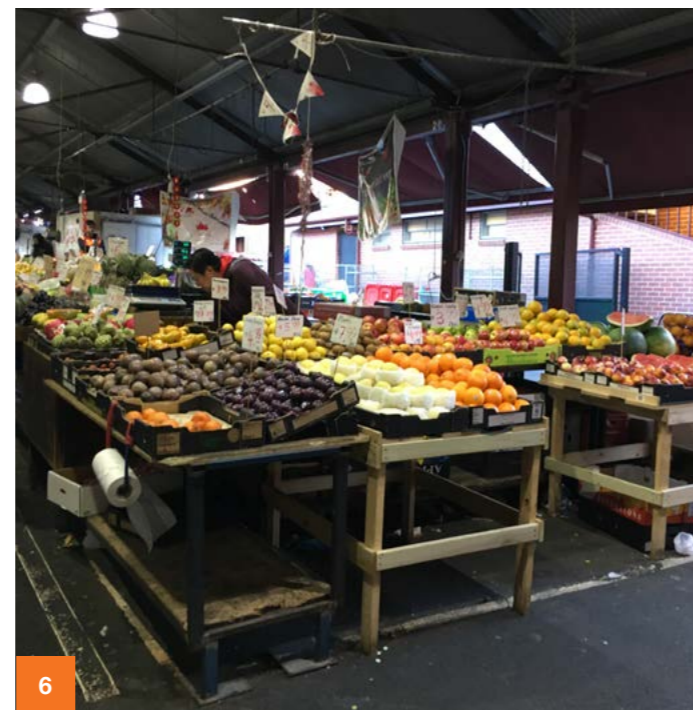
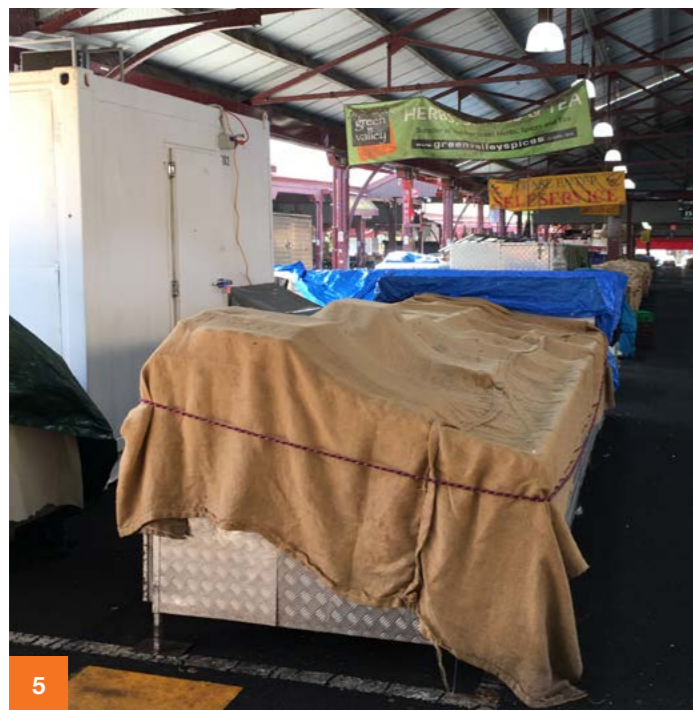
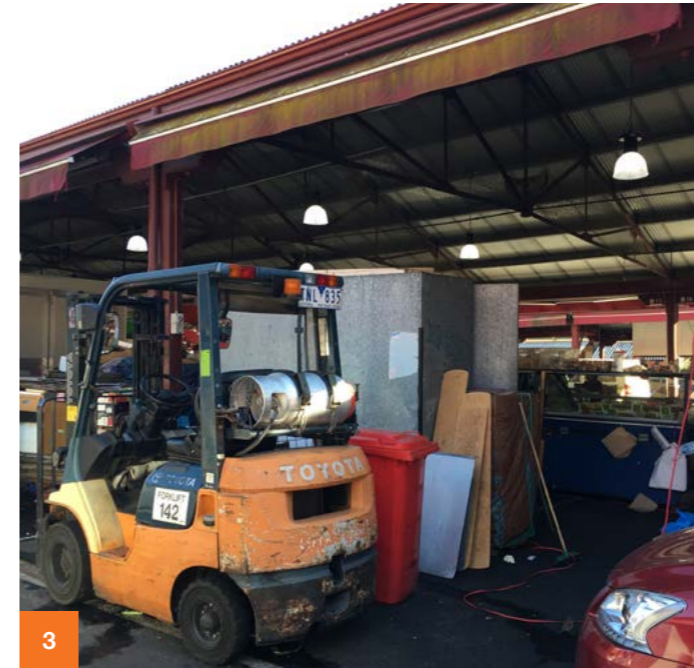
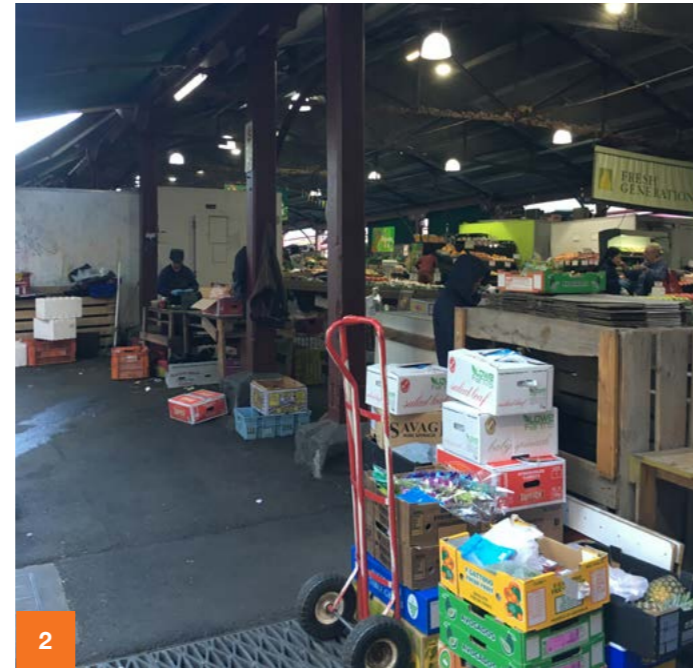
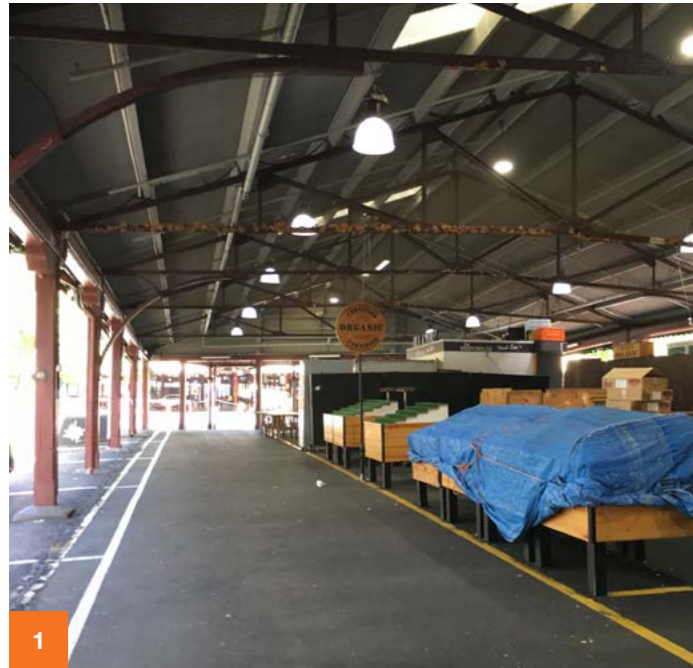
- If there was better storage, it would be easier to do Business to Business trade.
- A dedicated Business to Business pick-up/delivery point might be useful.
- Business to Business can be too time consuming currently for some traders.

### At stall storage

- A mix of storage types would be useful, including a mix of refrigeration types.
- It would be useful to be able to put pallets directly into coolrooms.
- Coolrooms are sometimes used simply to provide some at stall storage and/or storage that is pest proof.
- New storage needs to be secure, pest and weather-proof.
- At stall storage needs to be able to be customised to a degree to enable each trader to carry out their business the way they want to and present their stall in their own way.
- Ideally storage would be re locatable to allow flexibility in terms of stall layout.

**Legend**

- 1 Stock as stored currently at stall
- 2 Rear of stall
- 3 Minimal storage at stall means forklifts must be used
- 4 Some stock is stored in boxes after hours
- 5 Hessian covering used to protect stock
- 6 Shed lighting
- 7 Undefined bin locations
- 8 Current at stall waste handling



# 4.5 Workshop 2 Development & Implementation

## Workshop 2

Using the results gathered in the first round of workshops and from the workshop 1 trader survey results, the design team developed a series of responses to the traders needs.

Using this information, a kit-of-parts solution to the stall storage was conceptualised. Plugging into the overall QVM renewal's proposed services infrastructure backbone, to meet the trader's needs.

Through a series of workshops, traders were engaged in 'building' their own, ideal stall designs using small scale models. These models helped to both present the team's initial understanding of trader needs and further engage with traders to better understand how they run their stalls.

The scale models represented the kit-of-parts proposed by the design team for a range of flexible stall storage units. The use of scale models de-mystified the design process, creating direct, measurable results that would have been difficult with more abstract drawings alone.

By placing the designers on the same team as the traders, the traders became invested in finding their solutions, rather than simply critiquing designs provided to them by the design team.

This approach was highly successful, resulting in:

- a bottom up rather than top down approach to defining each particular stall
- a posture to 'engage the users' through encouraging traders to become pro-active in developing design outcomes
- a deep knowledge of trader's daily operational routines and requirements within the design team

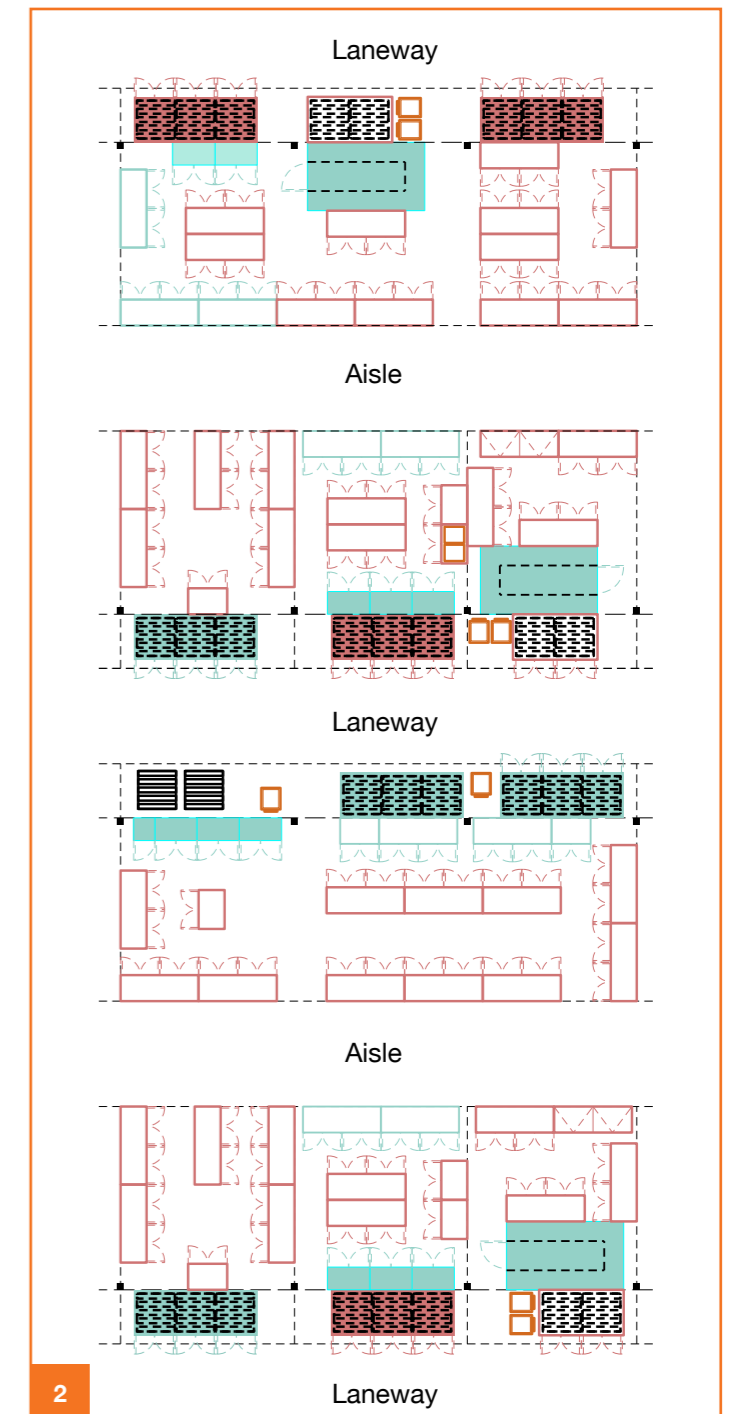
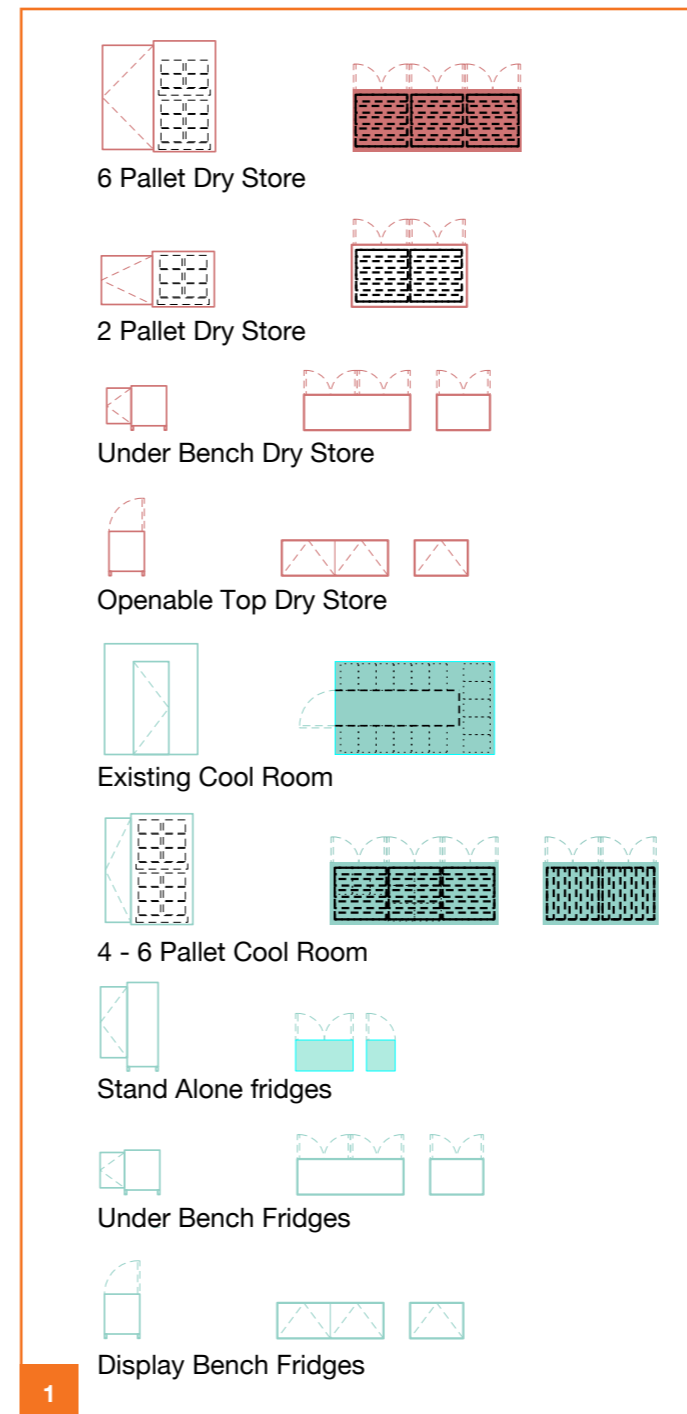
This energetic engagement created momentum and positive dialogue between design team and traders, while encouraging a full and frank exchange of views and needs in an atmosphere of constructive engagement.

The 'kit of parts' served to effectively identify particular traders requirements and outline a range of potential solutions to problems identified in the trader survey. These possibilities will subsequently be measured as budgetary outcomes, spatial requirements or functional solutions.

The outcomes will also need to critically measure the trader's solutions against site wide constraints such as the heritage, site infrastructure (such as water, electricity, stormwater, sewage, waste), logistics and on-site storage.

### Legend

- 1 Kit of parts
- 2 Test layouts



Workshop 2 : Model Building



## 4.6 Workshop 2 Outcomes

### Summary of findings

- The kit-of-parts approach was very well received.
- The most popular units were standing palletised coolrooms, under-bench refrigeration, standing refrigeration, underbench dry storage (pallet and non-pallet) and tall display cupboards.
- Traders want flexibility in terms of formats and arrangements of storage at their stalls.
- Additional storage should not impede into the stall sales area.
- Movable storage was well received and often requested specifically.
- Flexibility of coolroom locations was also requested and seen as very useful
- Storage that can take pallets was highly desirable.
- Pests are a noted problem, traders were very clear that all new storage must be pest and weatherproof.
- Lockable display storage was requested by some traders.
- Central waste points were well received, with underground removal of waste being suggested by traders.
- A very simple business to business arrangement was preferred, with just allocated parking and a staging/loading space.
- The closer on-site basement storage was well received.
- Many smaller and medium scale traders would use on-site storage if available.
- There was some concern about the use of lifts regarding functionality and timing.
- Services bollards were very popular, with permanent rather than retractable preferred.
- The location of services bollards was seen as critical.
- Services gantries worked for some traders and not others with the main concern being how to keep birds off them. It was requested that power be reticulated through them via soft wiring solutions if possible.
- The loss of fuel powered forklifts was seen as possible functional concern.
- The eccentric layout of leases in Shed I was seen as dysfunctional and an impediment to trader storage solutions.

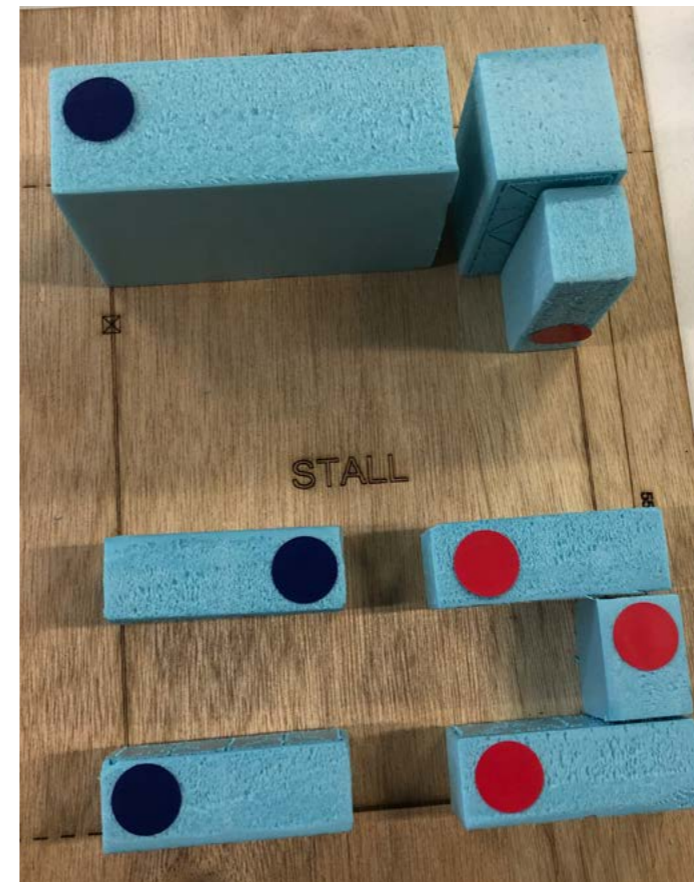
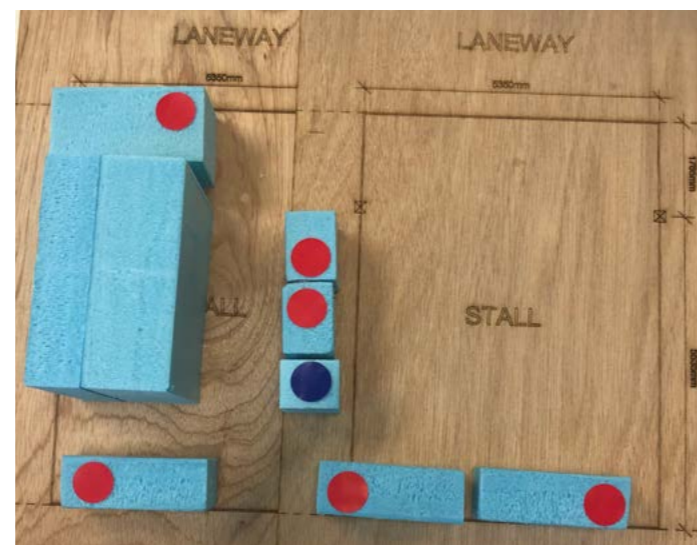
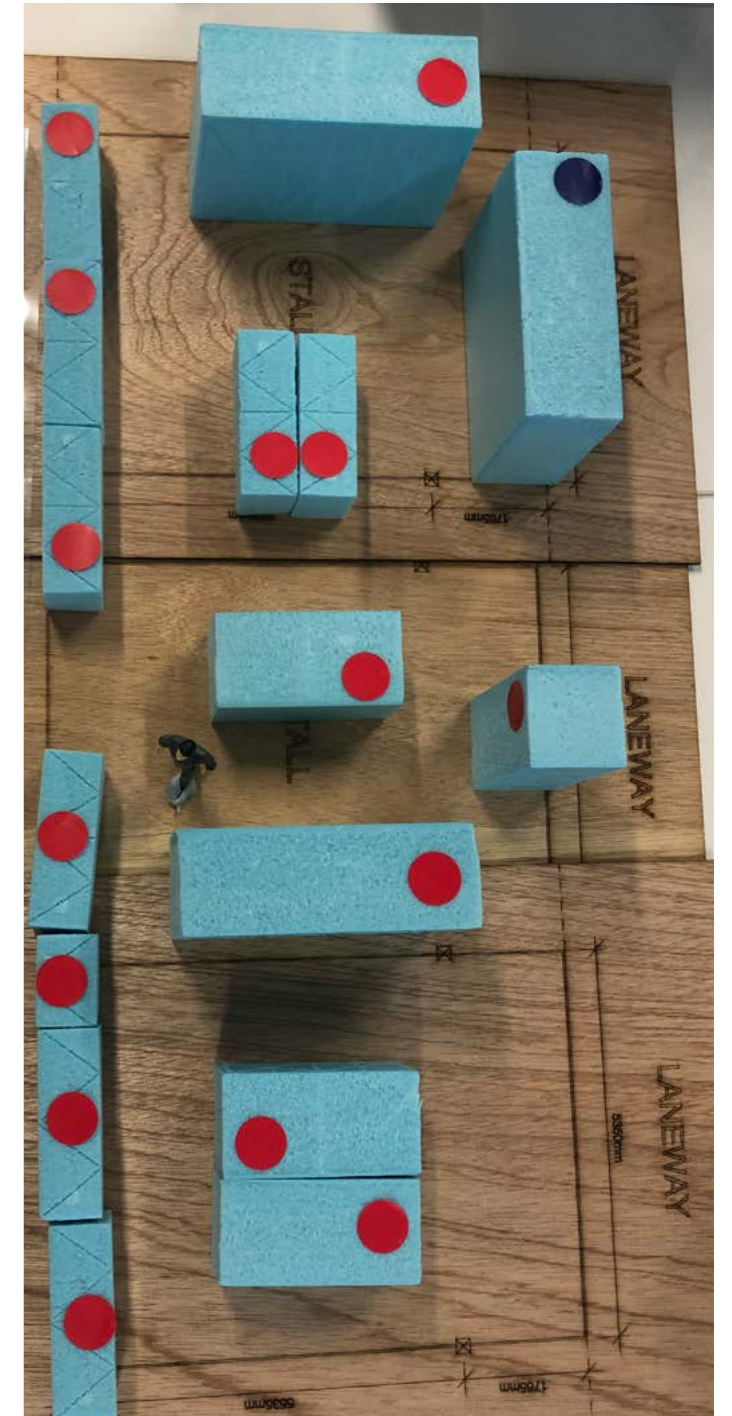
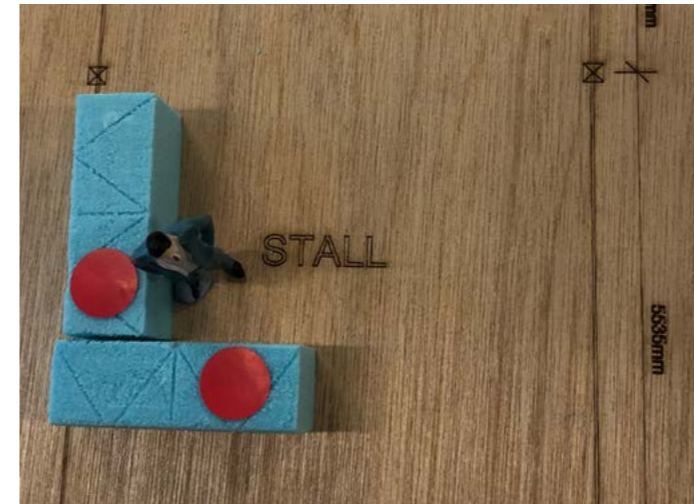
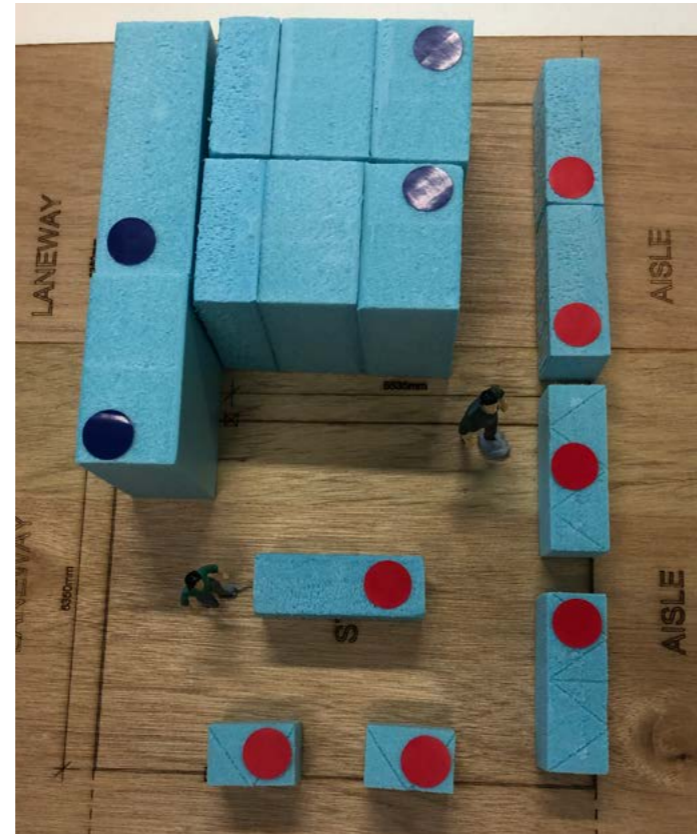
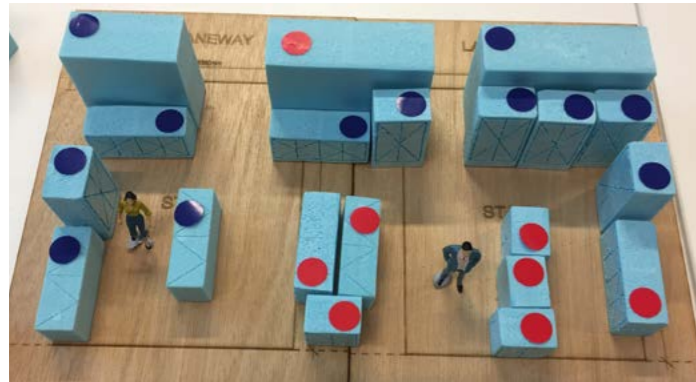
### Outcomes from traders' engagement

- 66% of traders have refrigeration at their stalls, either a coolroom, fridge freezer or some combination therein.
- Of the 66% traders who have refrigeration at their stalls, 65% want more refrigeration.
- Of the traders who do not have refrigeration at their stalls, 58% want refrigeration
- Only 16% of traders neither have nor want refrigeration at all at their stalls.

This reflects a variety of cool storage requirements across all stalls. Hence, there is a need for flexibility in cool rooms locations to suit variations.

Item	Proportion of storage footprint selected
Coolroom	17.2%
Large pallet tall cool store	13.7%
Medium pallet tall cool store	3.3%
Low pallet cool store	2.2%
Tall wide fridge	2.5%
Long underbench fridge	7.9%
Short underbench fridge	0.1%
Display fridge	1.6%
<b>Cool Total</b>	<b>54%</b>
Large pallet tall dry store	8.1%
Medium pallet tall dry store	0.6%
Low pallet dry store	13.8%
Long underbench cupboard	13%
Tall narrow cupboard	2.6%
Short underbench cupboard	2.5%
Long display cabinet	9.9%
Short display cabinet	0.7%
<b>Dry total</b>	<b>46%</b>

Example stall layouts using the kit of parts 1:25 massing models



## 4.7 Illustrated Design Brief Principles

1.



### Stock is the focus

The traders stock must always be the focus of their stall, storage solution needs to support this.

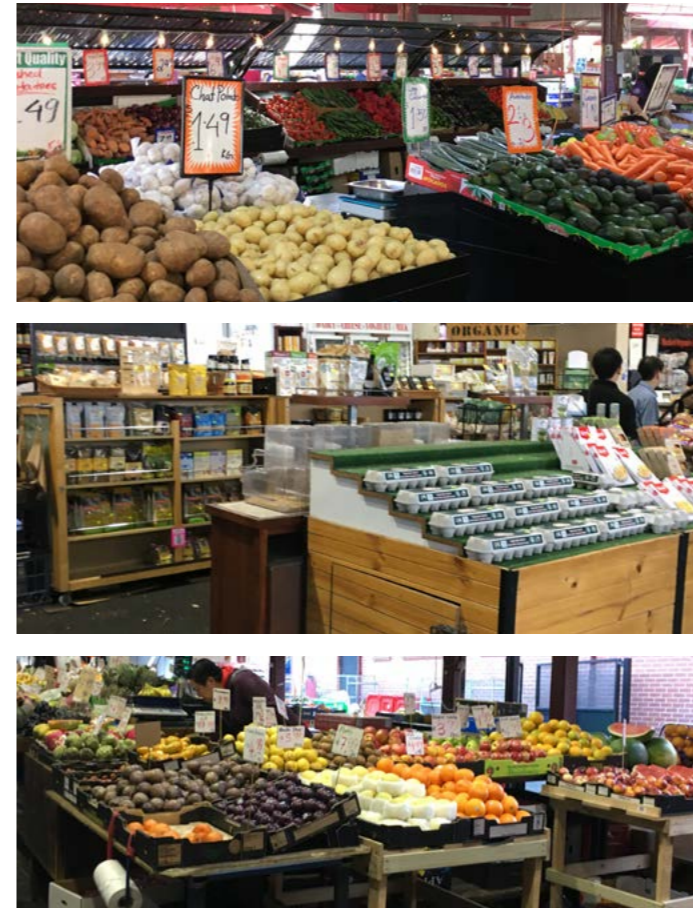
2.



### Operational needs

Storage on site and at the stalls needs to be designed to function with the logistical needs of getting stock to the site and to and from the stalls. Most stock is delivered to site and to stalls in pallets. In order to reduce handling time, storage need to be designed to work with pallets.

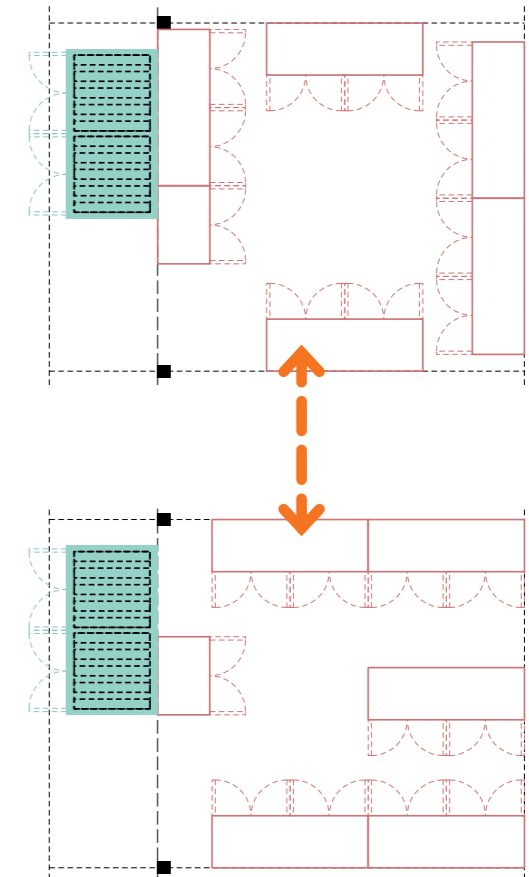
3.



### Customisation

Traders want to be able to customise their stalls to varying degrees. Stalls should not look the same as each other and should reflect the fact that each is a different business. Any storage units developed should have the ability to be easily customised by stallholders.

4.

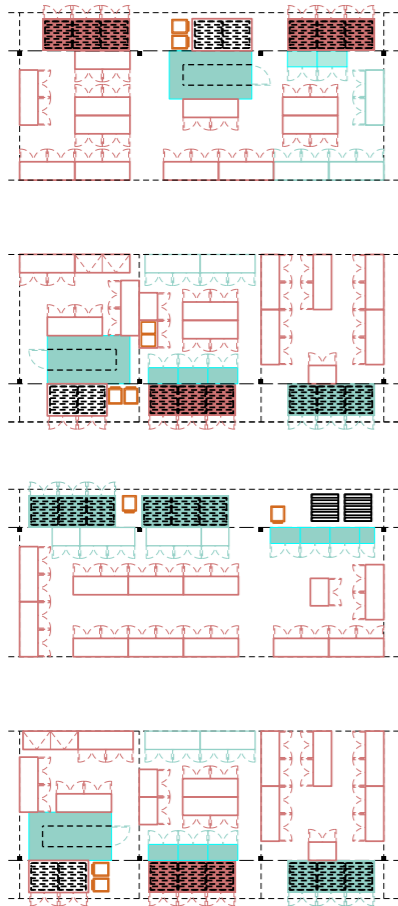


### Flexibility

The openness of the sheds enables traders to be able to move their storage and display fixtures within their stalls. As such, storage units need to be movable to allow traders to adapt their stall layouts as their needs change. Legs and feet of units need to be designed so that they don't sink into the asphalt.



5.



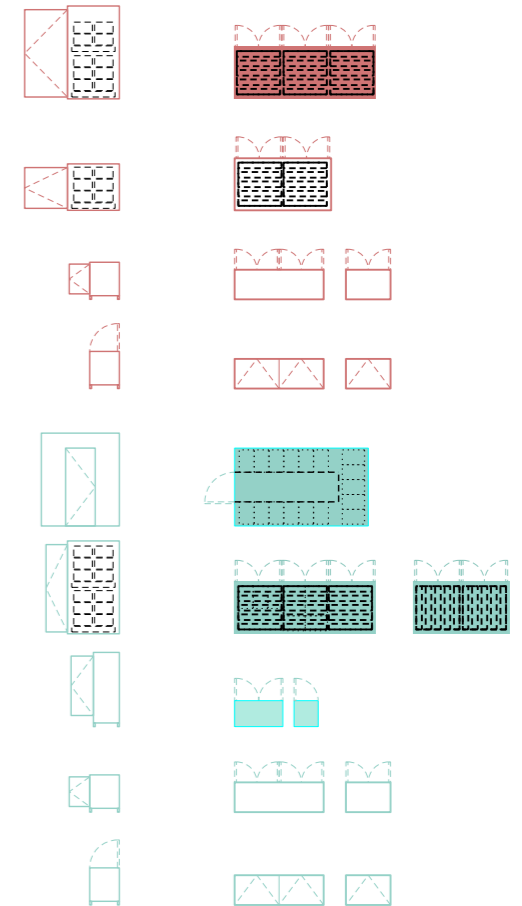
6.



7.



8.



**Spatial efficiency**

Storage needs to make efficient use of the space at the stalls to support rather than diminish the sales made by the stall holder.

**Security**

Given the openness of the sheds, at stall storage needs to be secure and protect stock from pests and the weather.

**Refrigeration**

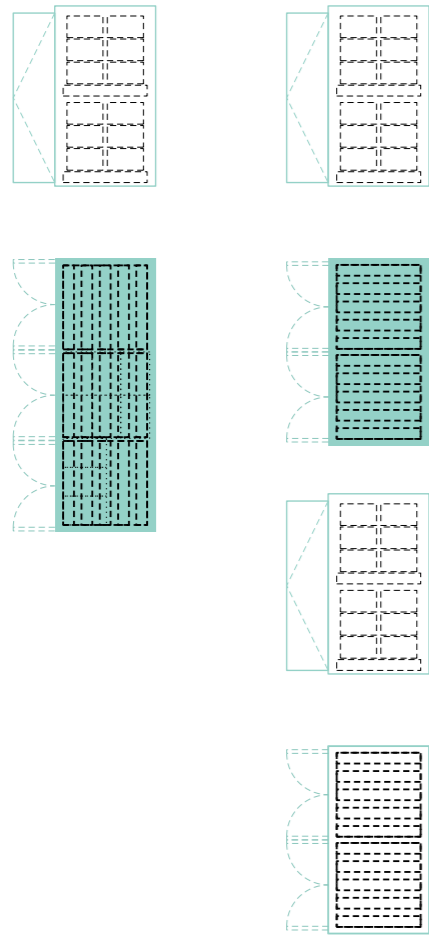
Most stallholders want refrigeration, of those who already have some form, most want more. The absence of walls in the sheds means that the storage itself must do the job of maintaining a temperature that will stop stock from spoiling, particularly in summer. Storage at the stalls needs to take this unique location into account.

**Kit of parts**

In order to achieve the desired flexibility and customisation, a kit-of-parts approach should be further developed that create repetition in functionality but allow traders to maintain customisation through their quantity selection and layout of units.

## 4.8 Illustrated Design Brief Kit-of-Parts Outcomes

1.

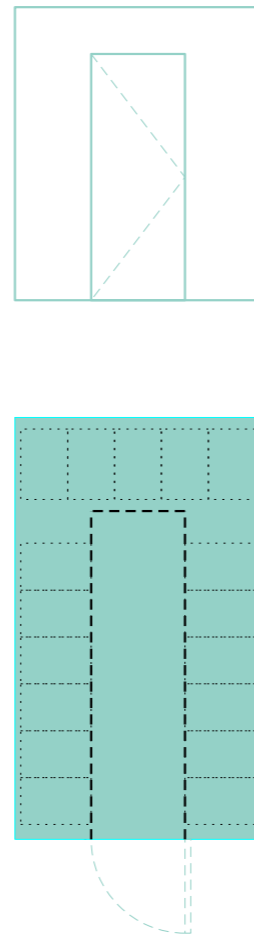


### Pallet cool stores

In the workshop 2 sessions, the refrigerated pallet cool stores proved the most popular overall, representing a total of 19.27% of the storage area selected by traders in Workshop 2.

Large pallet cool store	13.74%
Medium pallet cool store	3.32%
Low pallet cool store	2.21%

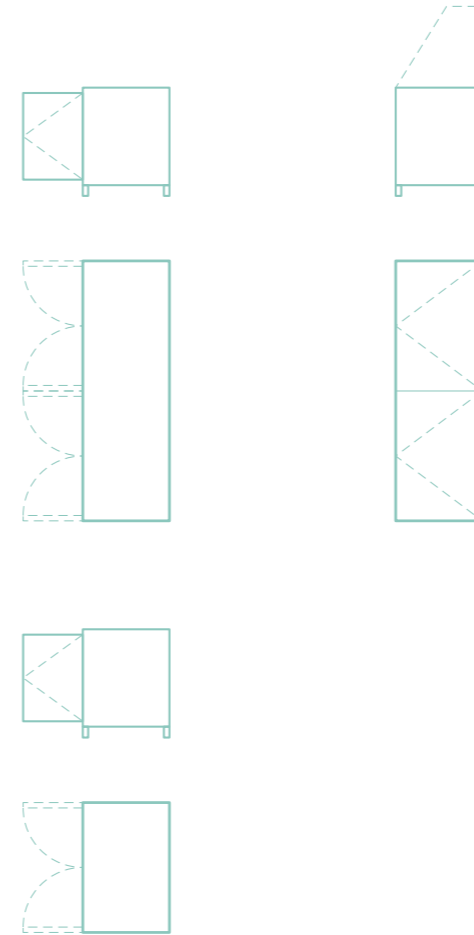
2.



### Coolroom

The second most popular storage item in the workshop 2 sessions were the existing coolroom format, representing 17.22% of the storage area selected.

3.

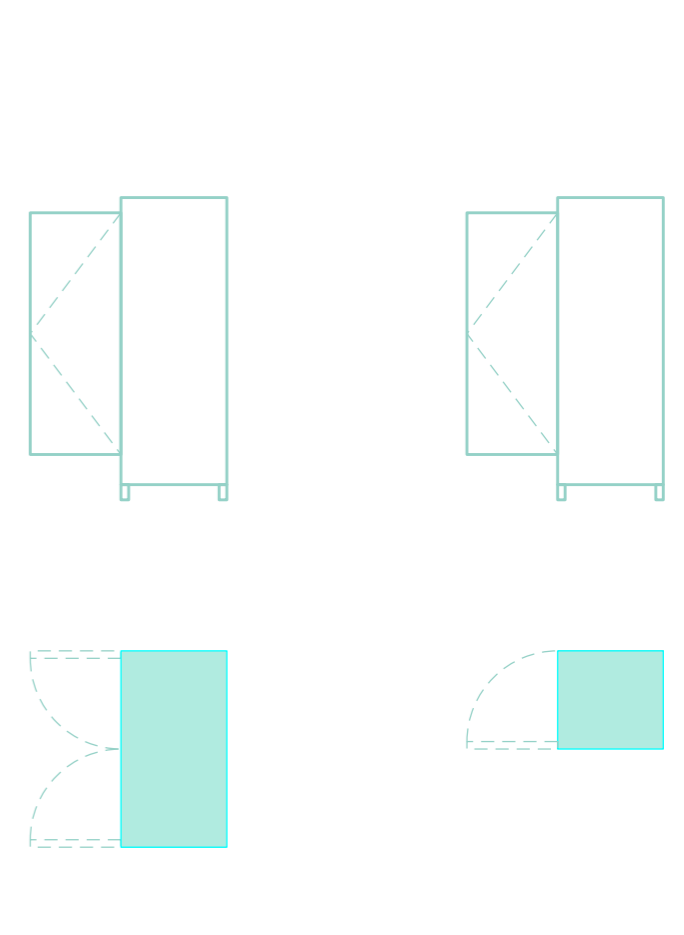


### Underbench and display refrigeration

Underbench refrigeration was popular as it was seen to work well with existing stall layouts and be an efficient use of space, representing 9.62% of the total storage area selected.

Long underbench refrigerator	7.87%
Display fridge	1.6%
Short underbench refrigerator	0.15%

4.

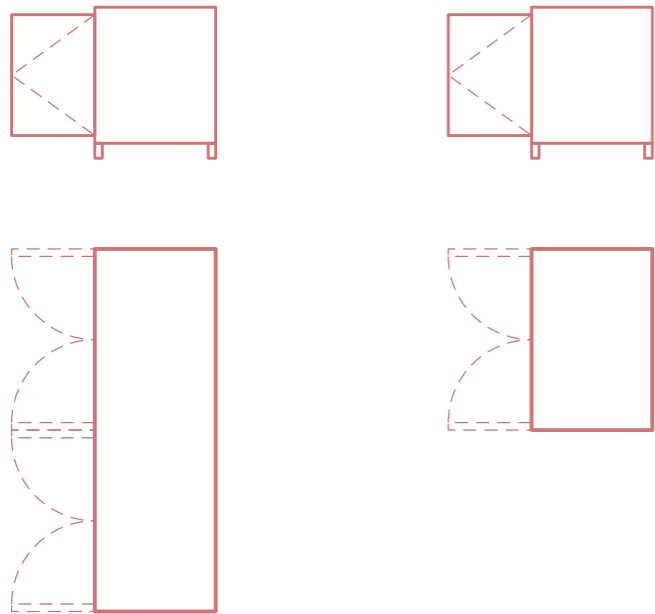


### Upright refrigerators

Upright refrigerators, both wider or narrow versions, represented 2.56% of the total storage area selected. These units were more often chosen when the stall layout allowed customers to come in to the stall to self select produce.

Wide upright	2.49%
Narrow upright	0.07%

5.

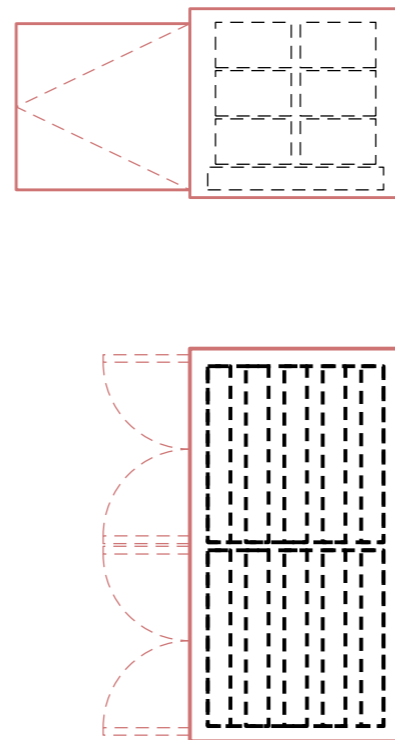


**Underbench dry storage**

The most popular dry storage options were those providing secure underbench storage, representing 15.6% of the total storage area selected.

<b>Long dry cupboard</b>	<b>13.12%</b>
<b>Short dry cupboard</b>	<b>2.62%</b>

6.

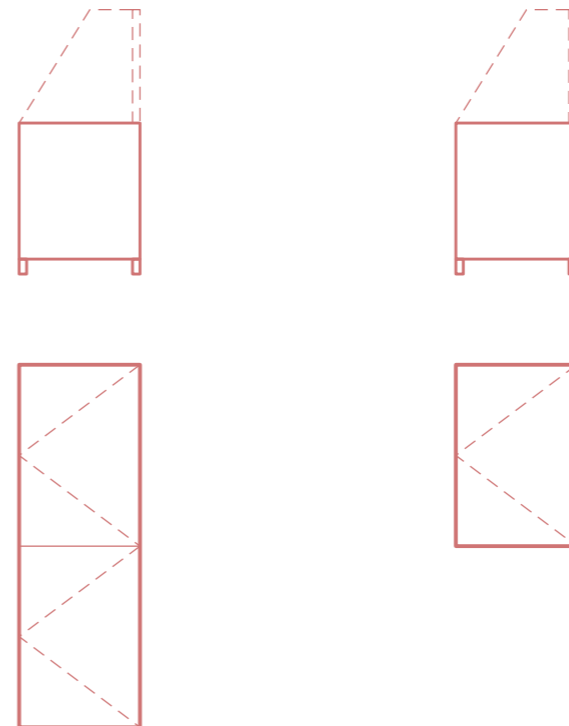


**Low pallet storage**

The low pallet dry storage was popular with traders as it was seen to perform a similar role as the pallets placed at the rear of the stalls currently, but with the added benefit of being secure.

This unit represented 13.82% of the total storage area selected. Traders expressed that this storage unit would work best if the top could double as a work surface.

7.

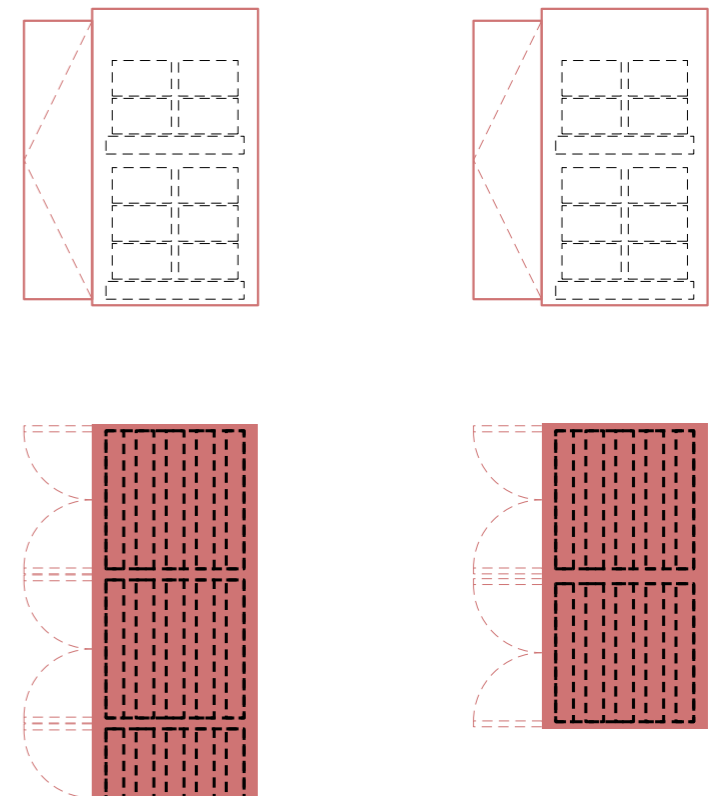


**Dry secure display**

Display that could also double as secure storage was popular, representing 10.65% of the storage area chosen, it was seen to reduce the amount of double handling as stock could be left in it's display configuration overnight.

<b>Wide dry display</b>	<b>9.92%</b>
<b>Short dry display</b>	<b>0.73%</b>

8.



**Tall pallet storage**

Tall palletised storage represented 8.63% of the total storage area selected by traders in the Workshop 2 engagement sessions.

<b>Large pallet storage</b>	<b>8.08%</b>
<b>Medium pallet storage</b>	<b>0.55%</b>

hot  
doughnuts

**HOT DOUGHNUTS**

**American Doughnut**



## **5 Additional works**

<b>5.1</b>	<b>Services implications</b>	<b>40</b>
<b>5.2</b>	<b>Logistics implications</b>	<b>41</b>
<b>5.3</b>	<b>On site storage implications</b>	<b>42</b>

## 5.1 Services Implications

As part of the traders' engagement workshops and survey undertaken to develop the Point of Sale Storage brief, queries into other aspects of the traders' requirements were made to gain a fuller picture of what they need to better operate their businesses. One of the major areas traders identified as lacking at their stalls was the provision of services such as electricity, hot and cold running water, sewage and internet access. These services will enable them to run their businesses more effectively and in accordance with health and safety requirements. These services needs were also noted within the People's Panel Report outcomes.

The outcomes of this engagement will be fed back into the overall Queen Victoria Market Renewal Program via the project team.

The following project Services implications were noted :

- Each stall requires hot and cold running water
- Each stall requires at least one sink, with two sinks being required if hand-washing and produce washing are both being carried out. As a result sewage connections are required at trader stalls.
- 54% of traders said they need more refrigeration at their stalls, necessitating a large increase in the electricity provision at Sheds A, B, H and I
- A majority of traders want internet access at their stalls
- A number of traders want additional lighting at their stalls to improve stock display and preparation, again necessitating an increase in electricity provision.
- Stall services need to be separately accessed and metered for each trader.
- Civil drainage was raised as being inadequate, with several traders noting that rainwater did not always flow into the drainage pits provided in the laneways and often flowed through their stalls instead, impeding the running of their businesses.

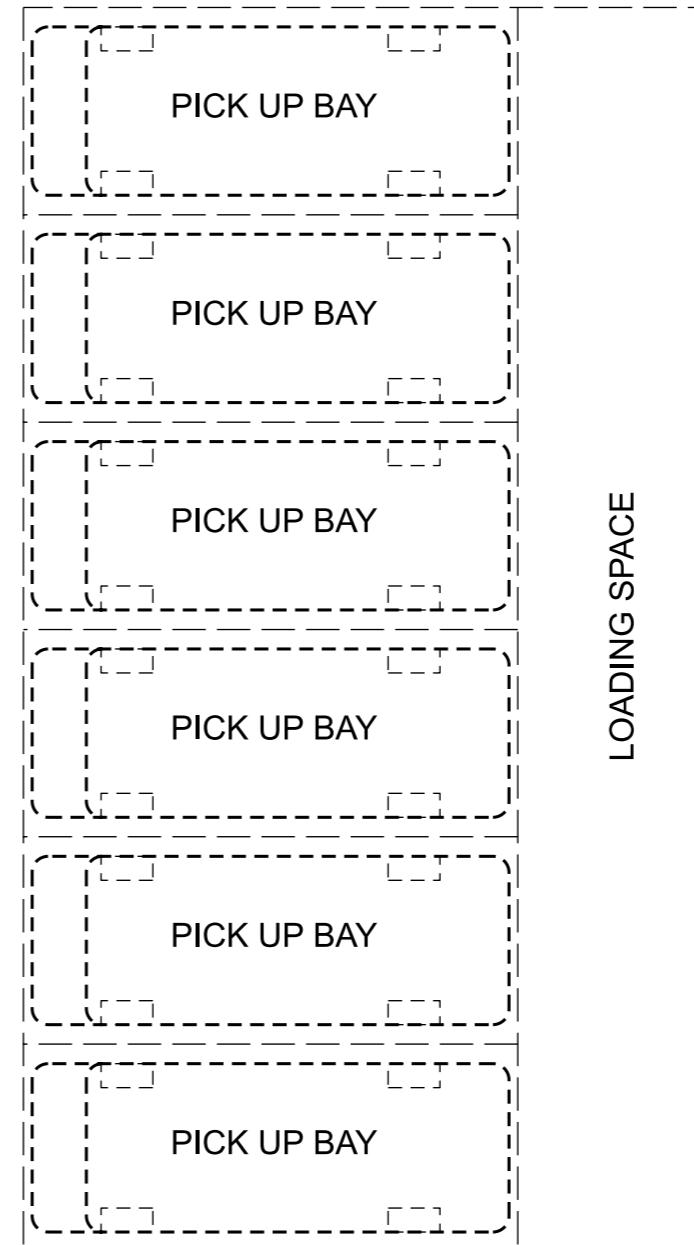


## 5.2 Logistics Implications

As part of the survey and workshops, the project team engaged with the traders about how they receive stock and make deliveries to their customers. The outcomes of this engagement will be feed back into the overall Queen Victoria Market Renewal Program via the project team.

The following project implications were noted:

- Most traders trade with business customers, either by delivering to them or having them come to the market to collect stock, sometimes just to a pick up point. It is often preferred if the customer comes to the stall to pick up their order, which may have been placed via email or phone to the stallholder beforehand.
- Several options were discussed with the traders to find out how to support their business to business trade. A simple system of dedicated loading parking spaces and small staging space adjacent was noted as preferable. This will enable both business customers to park and for traders to park and make deliveries to businesses.
- Most traders currently use forklifts for larger stock movements and hand trolleys for customer deliveries.



## 5.3 On Site Storage Implications

The proposed basement storage needs of the traders were interrogated at length via the survey and workshops. The location of the basement with regard to Sheds A, B, H and I was very well received but several key findings came out of the engagement process that were then communicated to the wider project team and incorporated into the basement storage.

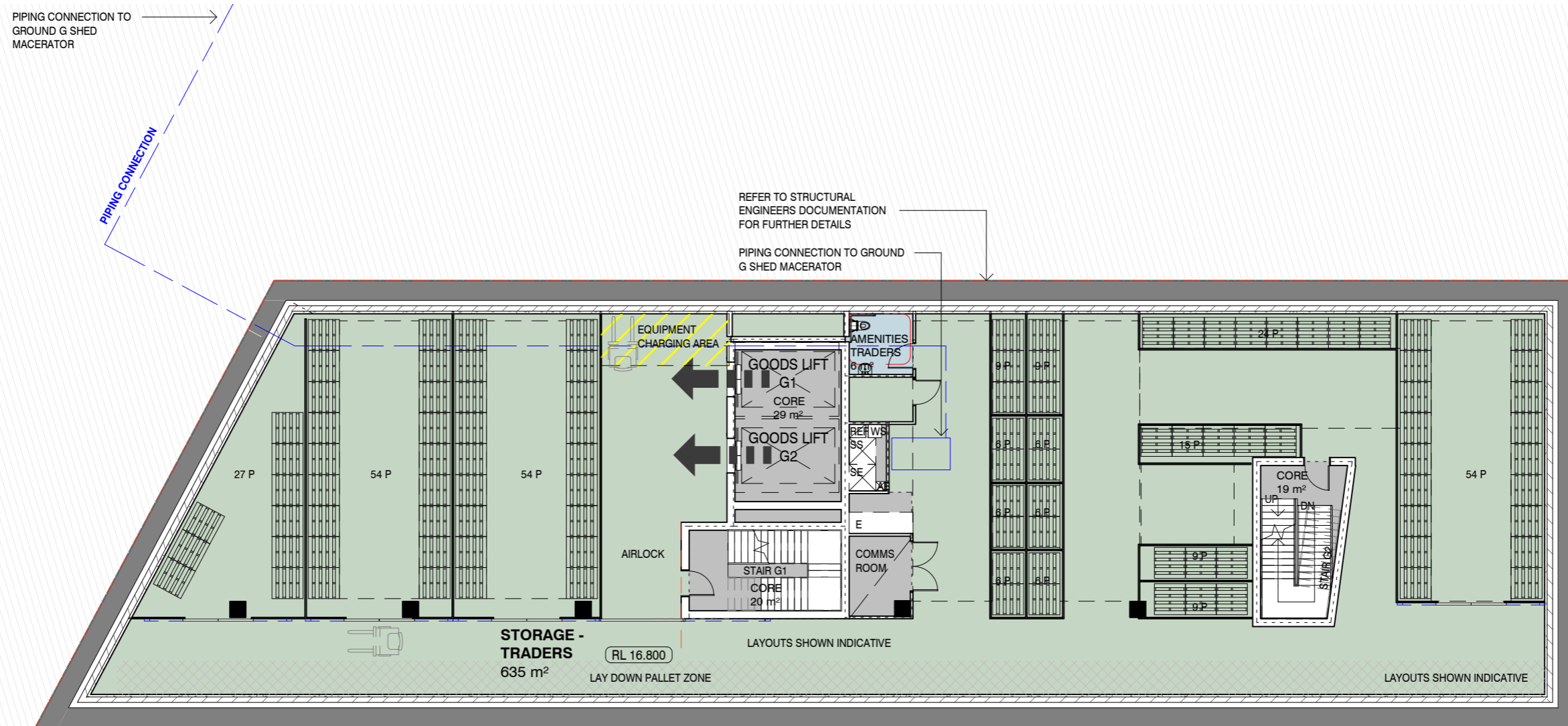
The following on-site storage implications were noted:

- The storage layout needs to be adjustable to enable traders to have their own lockable storage within the flexible basement floorplate.
- The storage needs to be divided into pallet wide units which can be used separately, enabling traders to lease only as much storage space as they need.
- A pallet layout space along one side of the basement is required.
- The basements will need to be divided by temperature, with some areas to be held at multiple temperatures to keep various types of produce fresh for as long as possible without damage. Traders are to be able to utilise space in differing sections at one time.





### Flexible trader storage over three levels



**STORAGE SUMMARY**  
PALLETS: 300  
AISLE : 3m - 2.5m



Victoria Market, Melbourne, 1984  
Ruth Maddison (State Library of Victoria)

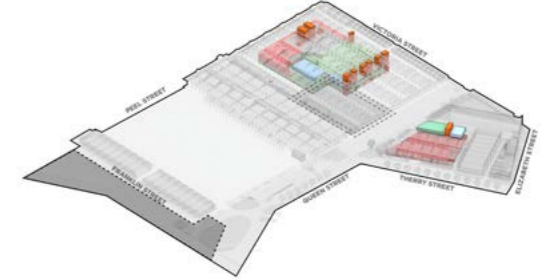
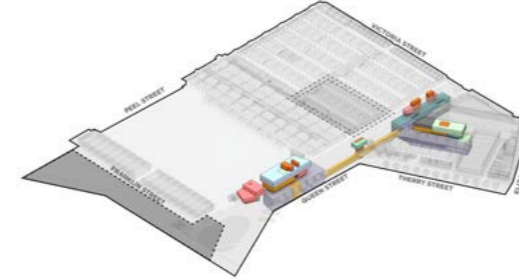
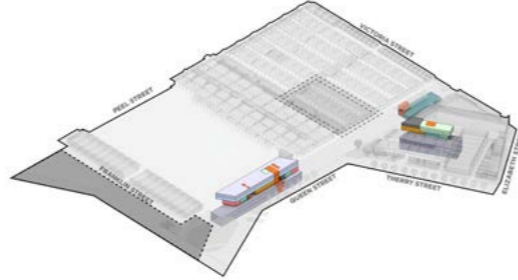
## 6 Appendices

6.1	Area Schedule	48
6.2	Services Advice	50
6.3	Heritage Advice	52
6.4	Presentations	54

# 6.1 Area Schedule

## Wider Project FMC recommended brief

### March 2019



GFA Areas (m<sup>2</sup>) noted  
Refer to section 5.3 for storage typologies

Category	QVM PTY Briefed Areas Peoples Panel	Option A People's Panel Report	Option B Meets QVM P/L Operational Recommendations	Option C Previous Schematic Design 2017 Area schedule provided for direct comparison of revised concept design options Area includes under Shed H & I
	October 18	March 19	March 19	July 17
Proposed Public Open Space	15,000 m <sup>2</sup>	15,000 m <sup>2</sup>	15,000 m <sup>2</sup>	15,000 m <sup>2</sup>
Trader Storage	4,030 m <sup>2</sup>	1,800 m <sup>2</sup> (+) 2,230 m <sup>2</sup> (equivalent function at stalls)	4,030 m <sup>2</sup>	4,700 m <sup>2</sup> (+) 670 m <sup>2</sup>
Retail Storage - Silver Boxes	1,000 m <sup>2</sup>	1,050 m <sup>2</sup> (+) 50 m <sup>2</sup>	1,000 m <sup>2</sup>	0 m <sup>2</sup> (-) 1,000 m <sup>2</sup>
QVM Operations Storage - Facilities & Operations - Services Events Activation	2,306 m <sup>2</sup>	2,400 m <sup>2</sup> (+) 94 m <sup>2</sup>	2,306 m <sup>2</sup>	0 m <sup>2</sup> (-) 2,306 m <sup>2</sup>
QVM Administration - incl. security / control room facilities	1,160 m <sup>2</sup>	1,200 m <sup>2</sup> (+) 40 m <sup>2</sup>	1,000 m <sup>2</sup> (-) 160 m <sup>2</sup>	346 m <sup>2</sup> (-) 814 m <sup>2</sup>
QVM Cleaning & Waste Operations / Storage	972 m <sup>2</sup>	550 m <sup>2</sup> (-) 422 m <sup>2</sup>	900 m <sup>2</sup> (-) 72 m <sup>2</sup>	884 m <sup>2</sup> (-) 88 m <sup>2</sup>
Trader Amenities	1,100 m <sup>2</sup>	520 m <sup>2</sup> (-) 580 m <sup>2</sup>	720 m <sup>2</sup> (-) 380 m <sup>2</sup>	866 m <sup>2</sup> (-) 234 m <sup>2</sup>
Customer Amenities	735 m <sup>2</sup>	415 m <sup>2</sup> (-) 320 m <sup>2</sup>	345 m <sup>2</sup> (-) 390 m <sup>2</sup>	550 m <sup>2</sup> (-) 185 m <sup>2</sup>
Loading	2,160 m <sup>2</sup>	800 m <sup>2</sup> (incl. flexible loading/retail/events zone in Nothern & Southern Shed) (-) 1,360 m <sup>2</sup>	1,000 m <sup>2</sup> (-) 1,160 m <sup>2</sup>	1,814 m <sup>2</sup> (-) 346 m <sup>2</sup>

# 6.1 Area Schedule

## Initial analysis of briefed areas

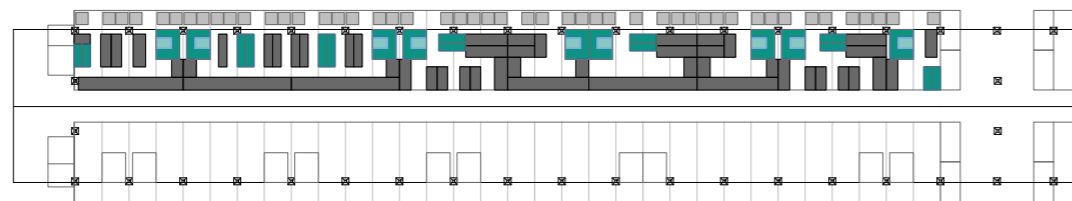
An initial feasibility of the briefed storage requirements at the sheds was undertaken prior to the commencement of this project. The areas below assume stacking of items within storage unit footprints.

This analysis only included areas under the roofline of the sheds. Through this study, it was established that the briefed area could be accommodated in a variety of storage formats.

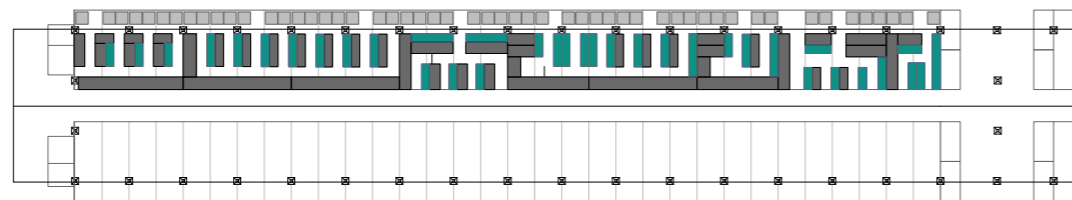
### Maximum under HV Guidelines



### Bulk + Under Bench



### Under Bench Only



\*Assuming

- Full height refrigeration = 4 shelves stack
- Under bench storage = 2 shelves stack

Area	Dry Storage Floor Area	Cold Storage Usable floor area	Dry storage Total stacked area	Cold storage Total stacked area
Shed A-B est	1,687	203m <sup>2</sup>	3,374m <sup>2</sup>	812m <sup>2</sup>
Shed H-I est.	414m <sup>2</sup>	81m <sup>2</sup>	829m <sup>2</sup>	323m <sup>2</sup>
<b>Total (A-B, H-I)</b>	<b>1,751m<sup>2</sup></b>	<b>665m<sup>2</sup></b>	<b>3,503m<sup>2</sup></b>	<b>2,133m<sup>2</sup></b>

**Est. total footprint storage A-I = 2,385m<sup>2</sup>, 12% cool Brief requirements (2,230m<sup>2</sup>) met**

Shed A-B est	1,406m <sup>2</sup>	534m <sup>2</sup>	2,812m <sup>2</sup>	1,712m <sup>2</sup>
Shed H-I est.	345m <sup>2</sup>	131m <sup>2</sup>	691m <sup>2</sup>	421m <sup>2</sup>
<b>Total (A-B, H-I)</b>	<b>1,751m<sup>2</sup></b>	<b>665m<sup>2</sup></b>	<b>3,503m<sup>2</sup></b>	<b>2,133m<sup>2</sup></b>

**Est. total footprint storage A-I = 2,416m<sup>2</sup>, 28% cool Brief requirements (2,230m<sup>2</sup>) met**

Shed A-B est	1,318m <sup>2</sup>	601m <sup>2</sup>	2,636m <sup>2</sup>	1,203m <sup>2</sup>
Shed H-I est.	324m <sup>2</sup>	148m <sup>2</sup>	648m <sup>2</sup>	296m <sup>2</sup>
<b>Total (A-B, H-I)</b>	<b>1,642m<sup>2</sup></b>	<b>749m<sup>2</sup></b>	<b>3,284m<sup>2</sup></b>	<b>1,499m<sup>2</sup></b>

**Est. total footprint storage A-I = 2,391m<sup>2</sup>, 31% cool Brief requirements (2,230m<sup>2</sup>) met**

## 6.2 Services Advice

**M**  
MOTT  
MACDONALD

**M**

**Technical Note**

---

<b>Project:</b>	Queen Victoria Market Point of Sale		
<b>Our reference:</b>	393256	<b>Your reference:</b>	
<b>Prepared by:</b>	Stewart Mann	<b>Date:</b>	9 <sup>th</sup> August 2019
<b>Approved by:</b>	Quentin Suckling	<b>Checked by:</b>	Sargeet Gundarra
<b>Subject:</b>	Queen Victoria Market – Point of Sale - Building Services Implications		

---

**General Understanding**

It is understood from the current briefing sessions the following has been interpreted from the discussions and the implications to the services provisions for stall holders

- Each stall requires hot and cold running water
- Each stall requires at least one sink, if handwashing and produce washing are required, they require two sinks
- Sewage is also required at each stall
- 56% of traders said they need more refrigeration at their stalls, necessitating a large increase in the electricity provision at Sheds A, B, H and I
- A significant minority of traders want internet access at their stalls
- A significant minority of traders want additional lighting at their stalls to improve stock display and preparation.
- Stall services need to be separately accessed and metered for each trader
- Lockable, permanent, individual services bollards were very well received

In terms of refrigeration/electricity requirements:

- 63% of traders have refrigeration at their stalls, either a coolroom, fridge freezer or some combination therein.
- Of the 63% traders who have refrigeration at their stalls, 55% want more refrigeration.
- Of the 37% traders who do not have refrigeration at their stalls, 58% want refrigeration
- Only 16% of traders neither have nor want refrigeration at all at their stalls

**General provision**

As part of the QVM infrastructure works we will be providing a series of containment routes within the Laneways, between the rear of Victoria St terraces and Shed C/D additionally between Shed G and Shed I, that will allow for the installation of power, water (hot / cold) and also connection to sewer. The containment will allow for the reticulation of these services which will then be connected to proposed services bollards with the trader areas. The use of the bollards will be subject to planning approvals, including Heritage

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Mott MacDonald  
Queen Victoria Market – Point of Sale – Building services

2

Victoria. The services bollards will allow the traders to connect electrical services back to the bollard via a soft wiring system which can be reticulated either through the stalls or via the possible overhead gantry system. It will also allow for the connection of refrigeration units either walk in units, tall units or under bench units. It is intended that we would provide one bollard at every other column on either side of the shed for the whole length.

The service bollards will provide both a connection to the electrical supply, water supply and sewer connections. The power will provide separate power to the general power and refrigeration power, this will allow the traders to decide if they wish to use either both or the individual sections. The water section will be either below the power section or to the rear of the bollard. It will allow the traders to connect to both hot and cold water that can be connected to sinks via a standard hose connection. Additional connections will be provided by a tundish as the connection to the sewer, this will need a pipe connection from the sink provision to the tundish.

The bollard arrangement will allow the traders to soft wire electrical connections (i.e. without the need for an electrician) for power and lighting elements of their stalls. Refrigeration requirements will also be supplied via a soft wired solution with any of the refrigerated solutions being able to be connected to the bollard.

The bollards will be provided by dedicated supplies from a switchboard with a metered provision, which will allow for individual metering for each trader/stall.

The provision of internet access will be provided by Wi-Fi provision which will be located in the shed areas to reduce the impact on the shed structures (final location will be decided later in the design phase).

Hot water will be provided from a central boiler location, with 2 boilers for security of supply of hot water which will then supply the bollards. The bollard connection will be provided with a Thermal Mixing Valve (TMV) which will restrict temperatures for safety reasons.

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## 6.3 Heritage Advice

  
 47 Dove Street Telephone 613 9421 5448  
 Richmond Victoria 3121 Facsimile 613 9421 5449  
 P O Box 221 renee@trethowan.com.au  
 East Melbourne Victoria 8002  
 Australia  
 ABN 44168657823

12 August 2019

### POINT OF SALE STORAGE WORKS

#### MEMORANDUM OF HERITAGE ADVICE

Queen Victoria Market Victorian Heritage Register H0734

##### 1. Background

The following comments relate to the Point of Sale Storage upgrade, detailed in the illustrated Design Report, proposed at the Queen Victoria Market (QVM). The production of the illustrated design report is the result of extensive trader engagement, with the project designed to:

- Create efficiency and opportunities for trader businesses;
- Create practical storage solutions;
- Improve business practices and compliance with food handling, and other legislation;
- Appropriately manage OHS risks around movement of goods through the market;
- Enable both retail and Business to Business (B2B) opportunities to exist and flourish.

Overall, the aim of the project is to provide for the ongoing and long term use of the market, in a compliant and safe manner.

This memorandum is limited to commentary on the proposed at stall Point of Sale Storage units, put forward as part of the design brief. It does not discuss waste management, stall services (including the installation of services outside stall boundaries, and installation of any services bollards or gantries), creation of dedicated B2B areas, and the like. There is no consideration of archaeological matters or requirements for consent. These will be considered as part of the Main Infrastructure project (subject to separate assessment).

##### 2. Guidelines & Existing Condition

The creation of at-stall storage units is guided by the *QVM Guideline for Food Stalls* (henceforth known as the 2011 Guidelines) and *Queen Victoria Market - Guidelines for refrigerated storage within the Open Sheds* (henceforth known as the 2002 Guidelines).

The 2011 Guidelines provide specifications for display units, under bench refrigeration / storage and cool rooms / bulk storage which do not require a Heritage Permit if constructed in accordance with the guidelines. The 2011 guidelines also include the provision for cool rooms and bulk storage (max 2.1m x 2.1m x 2.5m (h)) that are to be fixed on concrete plinths, in limited locations of the lease area.

The 2002 Guidelines mandate details of larger cool room units (max 2.1m x 3.6m x 2.5m (h)) that are appropriate on site, however these require a Heritage Permit according to the guidelines. They include further restrictions on the number, location, finish and connection details placed on each unit. For example, only one large cool room per four stalls is supportable under the 2002 Guidelines.

Both sets of guidelines seek to retain the open view through the market sheds, the traditional portable nature of the stalls, and to ensure that long term storage (dry or cool) is not provided in the sheds. Rather, the guidelines seek to allow sufficient storage of stock to satisfy daily trading requirements. Both sets of guidelines also stress that no part of any stall should be attached to the open shed structure, or prevent access to any part of the timber posts, and most importantly, both limit the number of large scale storage units (cool rooms) that can be installed on site to preserve the open views through the sheds.

Queen Victoria Market, 65-159 Victoria Street, West Melbourne

Point of Sale Storage

Observation on site indicates that storage is quite ad-hoc, resulting in clutter within the sheds which, in turn, reduces the ability to appreciate the overall geometry, form and open nature of the structures. It is also acknowledged that greater quantities of stock often stored at each stalls than anticipated in the guidelines. Overall, it appears that the storage on site is not constructed in accordance with either set of guidelines, and therefore, the documents are of limited use in managing the ongoing storage requirements at QVM.

##### 3. Heritage Review & Next Steps

The approach for the Point of Sale Storage brief, from a heritage perspective, should be to provide a series of moveable storage 'modules' that can be adapted to the individual traders needs and storage requirements, reducing visual clutter within the sheds and providing a model that can be adapted into the future.

The proposal includes four dry storage modules, comprising tall pallet storage, and three types of low scale storage, and five types of cool storage modules, including a cool room, tall refrigerators and pallet stores, and under bench / open top style refrigerators. All units are proposed to be mobile, and no units will be fixed into the existing fabric or to the ground plane. No detail has been provided at this stage on the materiality of these units, or their detailed design which will need to be considered prior to meeting with Heritage Victoria.

Further assessment on the proposed modules and the extent of implementation across the sheds will be required to determine the visual impact they will have on the sheds and the open character of the Market. Restrictions are likely to be required on the quantity of any one type of unit and the layout of the units within the leased area / per trader, similar to the current guidelines in place for storage (both 2002 and 2011) to protect the visual presentation of the market sheds, and to ensure free access is provided to the structure for ongoing maintenance.

Whilst it is acknowledged that these guidelines are not adhered to at present, similar restrictions may be required to reduce potential impact on the sheds. The following elements will need to be considered during the design development phase:

- Limitations on the number of larger scale units per stall;
- Restrictions on the overall number of storage units per stall;
- Restrictions on locations for all storage units, but particularly the larger modules; and
- Standardized colours, finishes, materials etc.

Finally, it is acknowledged that more storage and refrigeration is sought by the traders, and this will need to be carefully reviewed and balanced with the current guidelines, and CMP policies, that seek to maintain the traditional nature of the market – by avoiding long term storage of stock at the sheds. These will need to be considered moving forwards.

##### 4. Heritage Authorities & Permit Process

QVM is included on National, State and Local Heritage Registers as an outstanding example of an Australian metropolitan food market, established in the nineteenth century and still in operation today. The site of the QVM is also of significance as the site of the Old Melbourne Cemetery.

Works within the boundary of the State and National Listings will trigger approval process under both the Heritage Act and potentially, under the Environmental Protection and Biodiversity Conservation Act.

##### *Heritage Act 2017 – Victorian Heritage Register (VHR)*

Currently, the creation of at-stall storage units that conform to the 2011 Guidelines are Permit Exempt, meaning works can be undertaken without any permit requirements if in accordance with the guidelines. Works in accordance with the 2002 Guidelines require a Heritage Permit.

A review of the proposed at-stall storage units indicates that a total of four units (two dry and two refrigerated) will be outside the mandated module size for the Permit Exempt units prescribed in the 2011 Guidelines. The units do comply with the 2002 Guidelines, and as mandated by those guidelines, the installation of these type of units would be subject to future permit applications – a time consuming and potentially costly process.

Moving forwards, and given the limited adherence to the current guidelines (2002 and 2011), it may be timely to pursue an Amendment to the place under Section 38 of the Heritage Act 2017 to amend the current permit exemptions. This would allow the 2002 and 2011 guidelines to be combined and streamlined to reflect the proposed at-stall storage units. The review of the permit exemptions will require detail on the extent of storage proposed per trader / lease area, as well as the type of storage allowable, materials, colours and finishes of each unit and other elements that may impact the significance of the place.

trethowan architecture interiors heritage

Page 2



## 6.3 Heritage Advice

Queen Victoria Market, 65-159 Victoria Street, West Melbourne

Point of Sale Storage

Whilst this will trigger the full amendment process (including assessment by the Executive Director, advertising and public submissions and, if required, a hearing with the Heritage Council and associated costs) it would simplify the ongoing management and implementation of the proposed storage solutions across the site.

To understand the best approach to deal with the storage, it is recommended that a pre-application meeting be held with Heritage Victoria to discuss the proposed upgrades, and to seek feedback on the potential to amend the heritage permit exemptions currently in place for the site.

### **Environmental Protection & Biodiversity Conservation Act 1999 (EPBC Act) – National Heritage Listing (NHL)**

The EPBC Act protects the environment in relation to Matters of National Environmental Significance (MNES). Under the EPBC Act, if a development proposal involves an action that is likely to result in a significant impact on an MNES, the proposal must be referred to the Commonwealth Department of the Environment and Energy (DoEE) (an EPBC Referral).

Further information on the extent of the project will determine what, if any, impact the Point of Sale Storage will have on the National Heritage values of the place, and therefore, if they require a formal referral under the Act. This would be assessed via a Self Assessment, and if established to be a 'controlled action' referred to the DoEE for approval.

At this stage, consideration will need to be given to the extent of storage provided at the stalls against the NHL value that states 'Significant features of the market sheds include their ... absence of permanent stall structures...'. It will need to be demonstrated that the proposed units will not have a significant impact on this value, which may be achieved through mitigation methods or restrictions as noted above.

### **Other Listings**

The QVM is also included within the Heritage Overlay (HO7 Queen Victoria Market Precinct) under the Melbourne Planning Scheme.

A planning permit for works to a Heritage Place is not required under the HO provisions for places included in the VHR, with Heritage Victoria established as the responsible authority for heritage matters. It is noted that this does not apply to permit triggers that may exist under the Local Planning Scheme as a result of the applicable zoning, or other overlays. It is also noted that under the Heritage Act 2017, Heritage Victoria is required to refer permit applications to the local Council for comment.

# 6.4 Presentations Workshop 1



### KEY OBJECTIVES

The purpose of this project is to provide purpose-built storage solutions for the fresh fruit and vegetable (F&V) stalls including dry and cool storage.

The objectives of the project are to:

- Create efficiency and opportunities for traders businesses
- Create practical storage solutions
- Improve business practices and compliance with Food Handling
- Appropriately manage OHS risks around movement of goods through the market
- Enable both retail and B2B opportunities to exist and flourish

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### TRADERS SURVEY 2019

- 60% said more storage would make it easier to run their business
- 70% use coolroom storage, most want more
- 43% use dry storage, most want more
- 36% restock from storage at least once per day
- 43% make deliveries to other businesses, 67% have other businesses pick up orders
- 70% want water, 67% want electricity, 47% want wifi, 37% want customer pick up location and a website for sales, 17% want sewage, 3% want gas

**Key insights by trader type**

**Attitudes toward current storage**

- 42% Right amount
- 44% Not enough
- 1% Too much

**On site truck parking needs**

- 57% Require parking on site
- 42% Park a 6 metre van at the market

**Current storage on site**

- Within my stall / shop: 55%
- Cool room: 54%
- Dry storage: 34%
- Box hire: 6%
- Other: 2%
- No / don't use storage on site: 31%

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### Agenda

1. Background
2. Storage
3. Logistics
4. Services
5. Hygiene
6. Next steps

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Point of Sale - Traders Engagement Rev.01

### PEOPLES PANEL INFRASTRUCTURE PROPOSAL

**Key**

- PLANT
- BIOM (GENERAL)
- BIOM (CIRCULATION)
- WASTE MANAGEMENT
- LOADING DOCK
- PUBLIC AMENITY
- TRADER AMENITY
- CORE
- FRANKLIN ST STORAGE
- QVM STORAGE
- TRADERS STORAGE (RETAIL & EVENTS)
- FRESH STORAGE (FRUIT, VEG, MEAT, FISH, DAIRY)
- QVM ADMIN
- TENANCY

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### STALL TYPE

What format is your stall?

- Customers come into my stall
- I serve customers across a bench
- I serve customers from the aisle in front of my stall
- Other?

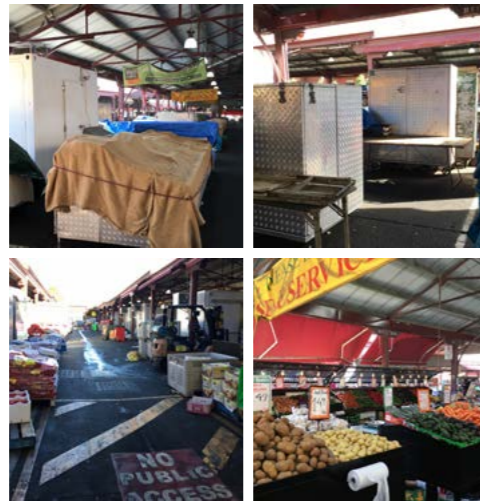
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# 6.4 Presentations

## Workshop 1

### STORAGE

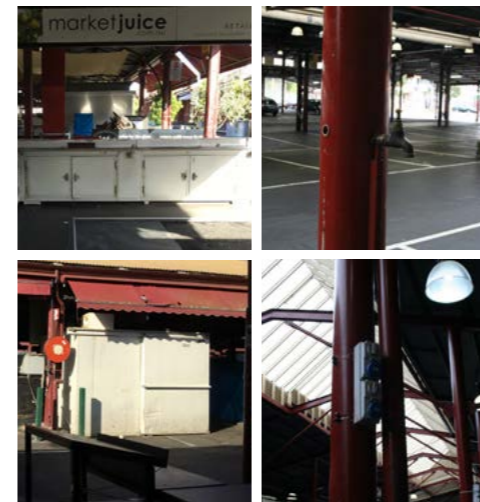
- How do you store goods at your stall?
- What do you store at your stall?
- How do you store goods overnight and how much?
- What type of refrigeration do you use at your stall?
- What types of storage do you need more of at your stall?
- How do you protect your goods from the weather?
- How do you protect your good from pests?
- If you had storage on site at QVM in close proximity to your current stall, would you use it?



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### SERVICES

- What are your power requirements at your stall?
- What are your water requirements at your stall?
- What are your lighting requirements at your stall?
- Is there an internet connection for your stall?



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### NEXT STEPS

- Compile feedback from questionnaires
- Prepare concept designs illustrating the feedback
- Present concept designs to traders for further input
- Update concept designs
- Concepts to be presented to Council to form the brief for the point of sale design



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### LOGISTICS

- What time(s) of day do you generally receive your stock deliveries?
- What size vehicle do your goods get delivered in?
- Which day and what volume of total stock do you deliver to your stall?
- How do you get goods to your stall?
- How do you restock during the day?
- Do you remove goods or pack your stall away at the end of the day?
- What is your business-to-business process?



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### HYGIENE

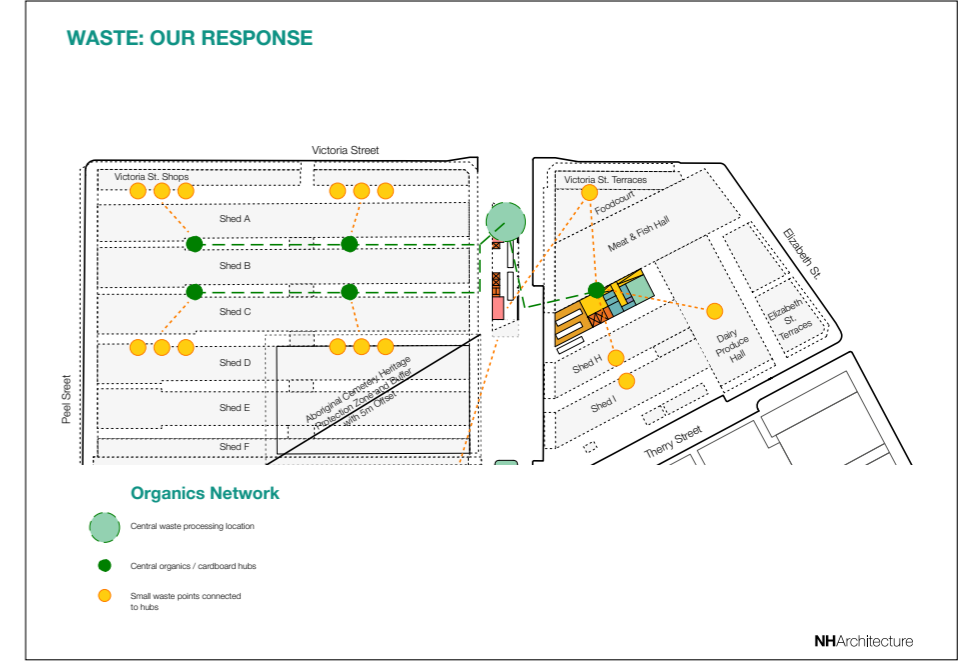
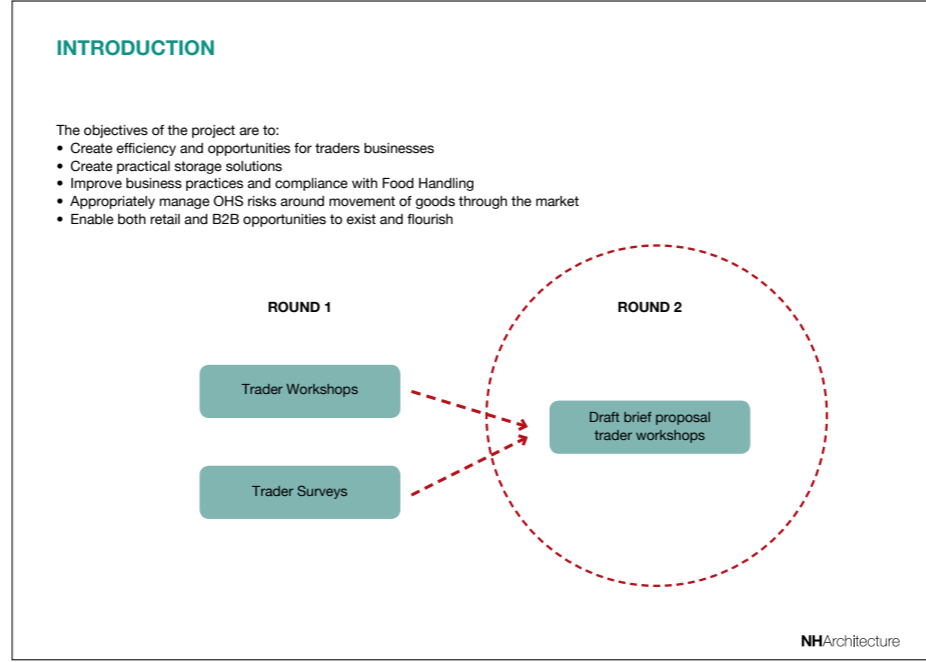
- Where do you do your preparation?
- Where do you wash your hands and/or products?
- Where do you wash your utensils?
- Are pests a problem at your stall?
- How do you clean up at the end of the day?
- What type and how much waste do you generate per day at your stall?



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# 6.4 Presentations

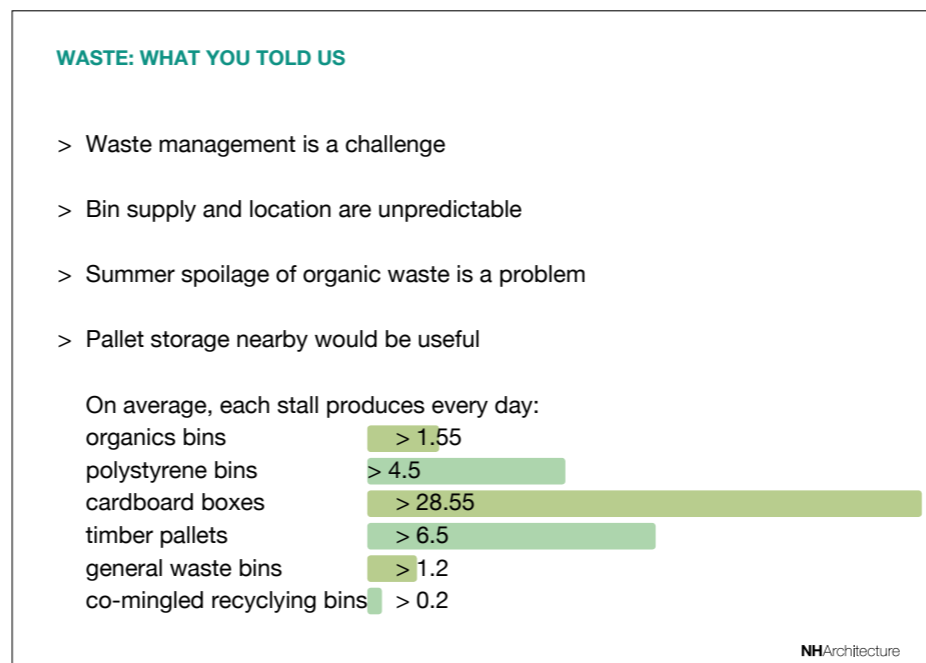
## Workshop 2



### Agenda

1. Introduction
2. Waste
3. Services
4. On site storage
5. B2B
6. At stall storage
7. Next steps

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- ### STALL SERVICES: WHAT YOU TOLD US
- > The health department requires all stalls to have hot water
  - > It would be better to have individual sinks
  - > It would be useful to have lockable power points
  - > Fans would be appreciated in summer
  - > 57% of stallholders do prep at their stall
  - 46% of stallholders want more lighting for for product display
  - 39% of stallholders want an internet connection at their stall

# 6.4 Presentations

## Workshop 2

**STALL SERVICES: OUR RESPONSE**

**SERVICES BOLLARD**

- supply power and water
- lockable
- individual



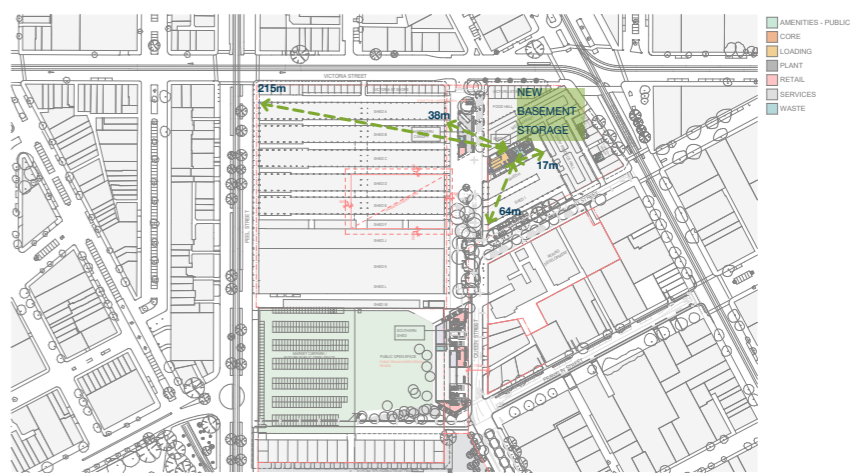

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**ON SITE STORAGE: WHAT YOU TOLD US**

- > Storage near stalls would be useful
- > A coolroom may not be needed at the stall if one is available elsewhere on site
- > A laydown space is needed where storage is provided for big deliveries
- > More storage on site would mean fewer trips to the wholesale market
- > 64% of traders would use on site storage, and access it 2.46 times per day
- > 39% of traders re-stock using a trolley during the day
- > 39% use a forklift to re-stock during the day

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**ON SITE STORAGE: OUR RESPONSE**



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**STALL SERVICES: OUR RESPONSE**

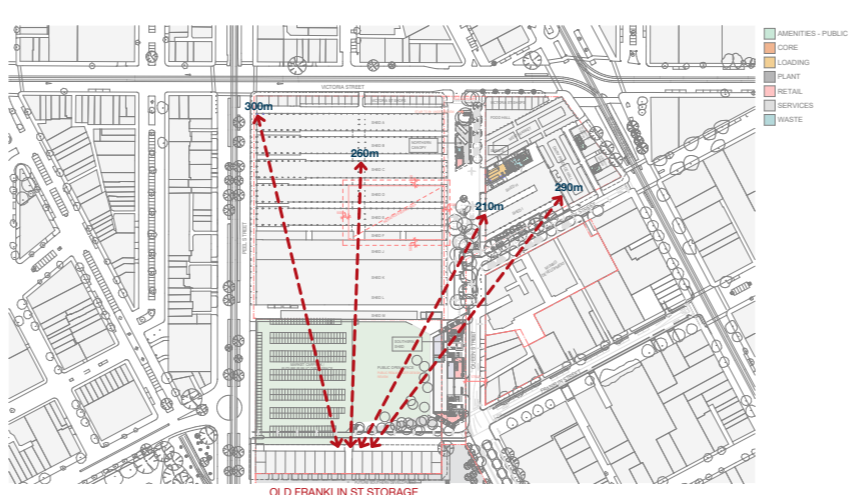
**SERVICES GANTRY**

- supply power and water
- flexible
- customisable




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**ON SITE STORAGE: OUR RESPONSE**



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**ON SITE STORAGE: OUR RESPONSE**

**Shed G Section**



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# 6.4 Presentations Workshop 2

### ON SITE STORAGE: OUR RESPONSE

**EXAMPLES**



**PROPOSED REMOTE STORAGE PLAN**



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### B2B: WHAT YOU TOLD US

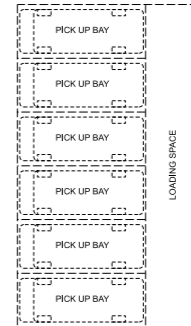
- > If there was better storage, it would be easier to do B2B trade
- > A dedicated B2B pick-up/delivery point would be useful
- > B2B is currently too time consuming
- > 50% of stallholders deliver to other businesses
- > 43% prepare goods for other businesses to collect
- > 36% of stallholders have other businesses select produce at their stall
- > Only 11% don't sell to business customers
- The average number of business customers is 7.9

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### B2B: OUR RESPONSE

**BEHIND PARKING SPACE**

5 minute parking bays

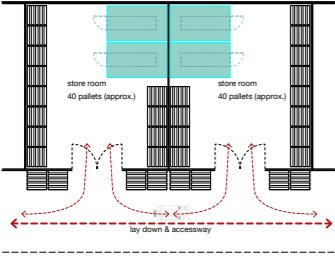


produce in from multiple traders

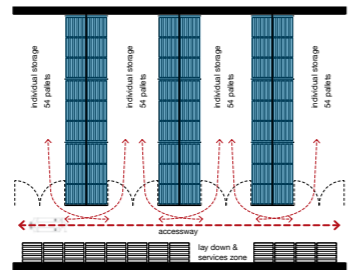
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### ON SITE STORAGE: OUR RESPONSE

**OLD FRANKLIN ST STORAGE DIAGRAM**



**NEW STORAGE DIAGRAM**

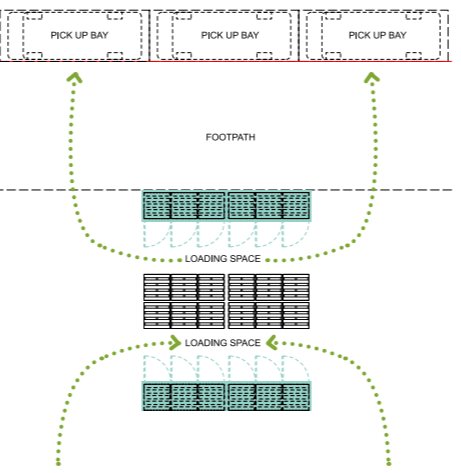


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### B2B: OUR RESPONSE

**ACROSS FOOTPATH OPTION**

5 minute parking bays



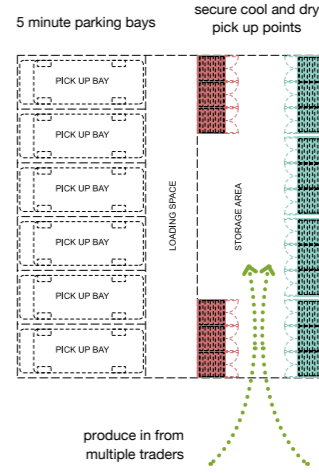
produce in from multiple traders

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### B2B: OUR RESPONSE

**BEHIND PARKING SPACE**

5 minute parking bays



produce in from multiple traders

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# 6.4 Presentations

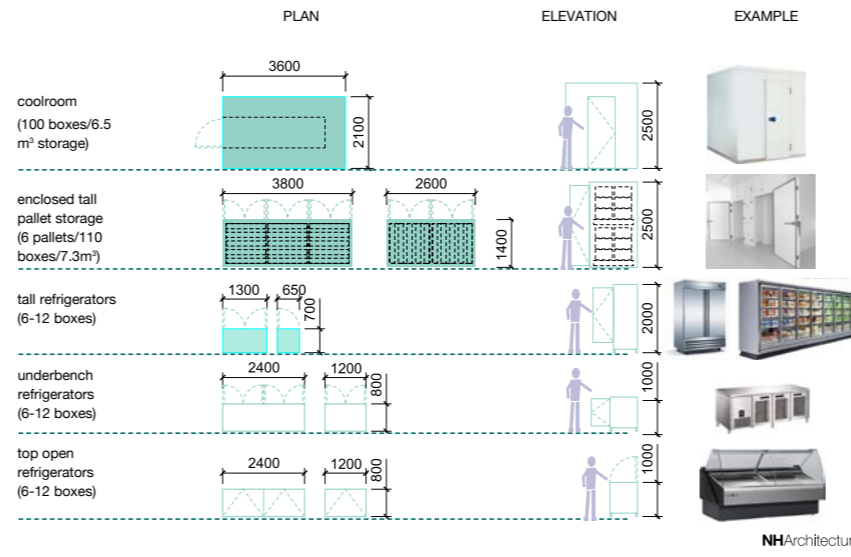
## Workshop 2

### AT STALL STORAGE: WHAT YOU TOLD US

- > A mix of storage types would be useful, including a mix of refrigeration types
- > It would be useful to be able to put pallets directly into coolrooms
- > Coolrooms are sometimes used mostly to provide at stall storage and/or storage that is rodent proof
- > New storage needs to be secure, pest and weather-proof
- > 54% of traders want more refrigeration at their stall
- 32% want pallet racks
- 21% want cupboards
- 11% want shelving
- 93% said pests are a problem at their stall
- 57% of traders rely on coolrooms to protect their goods from pests

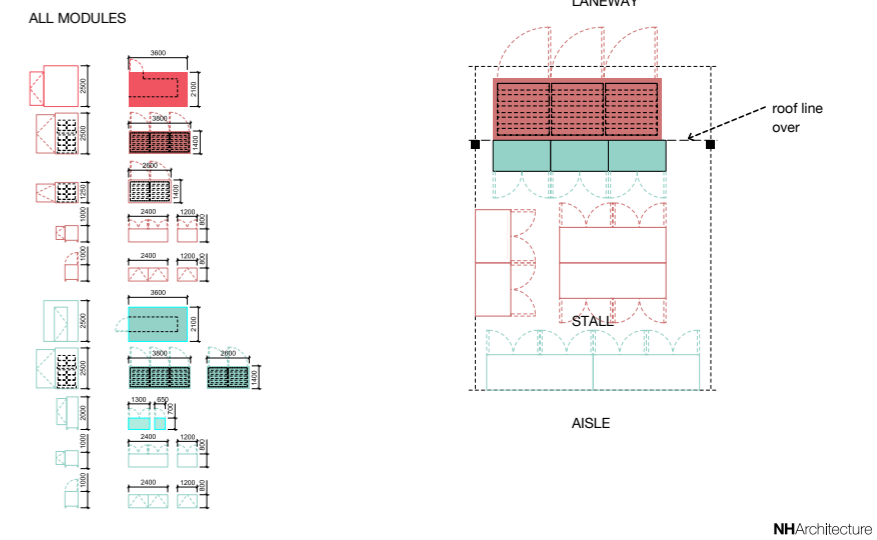
NHArchitecture

### COOL STORAGE MODULES



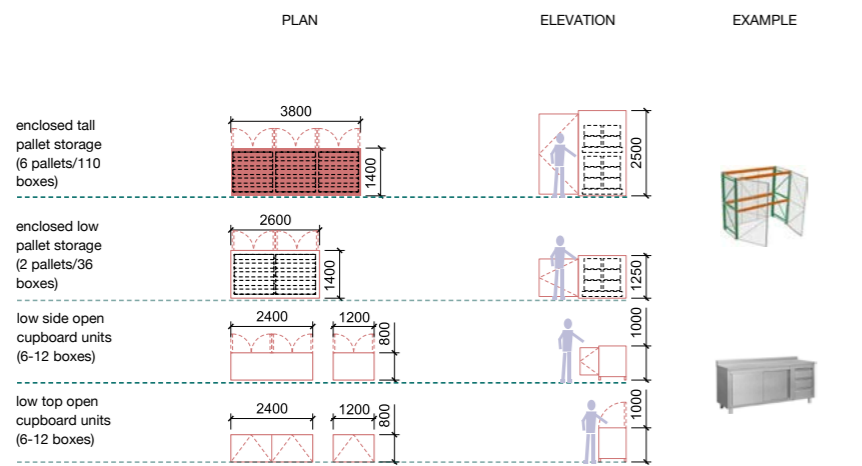
NHArchitecture

### SERVE ACROSS BENCH STALL EXAMPLE



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### DRY STORAGE MODULES



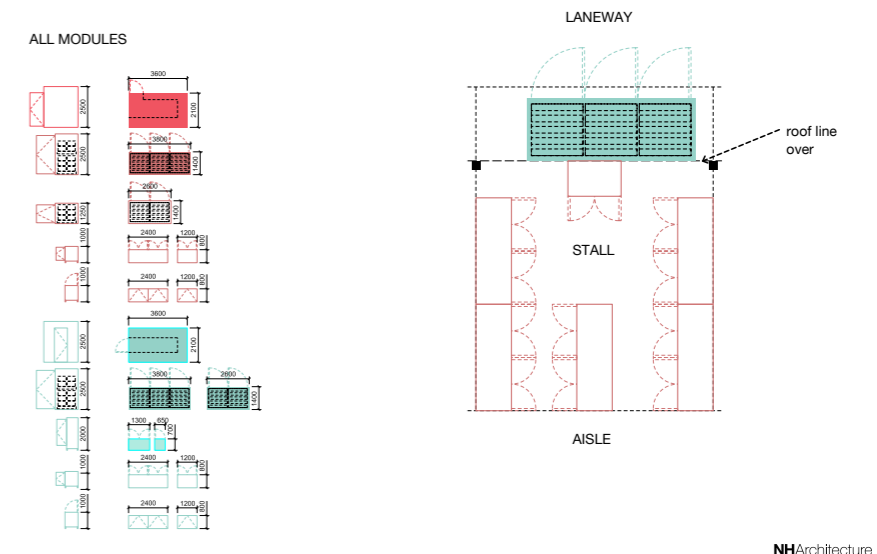
NHArchitecture

### SERVE ACROSS BENCH STALL EXAMPLE



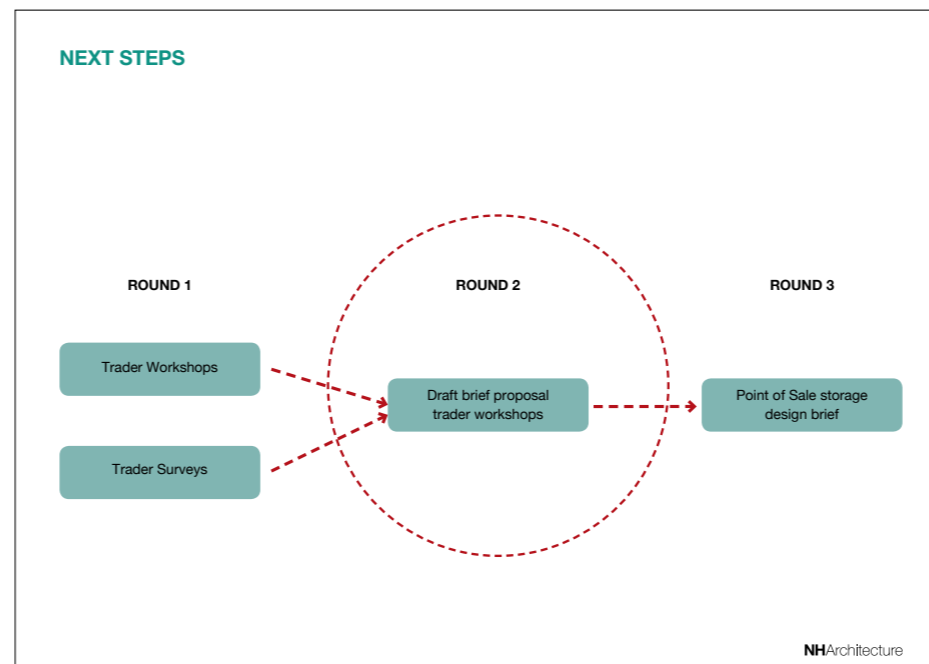
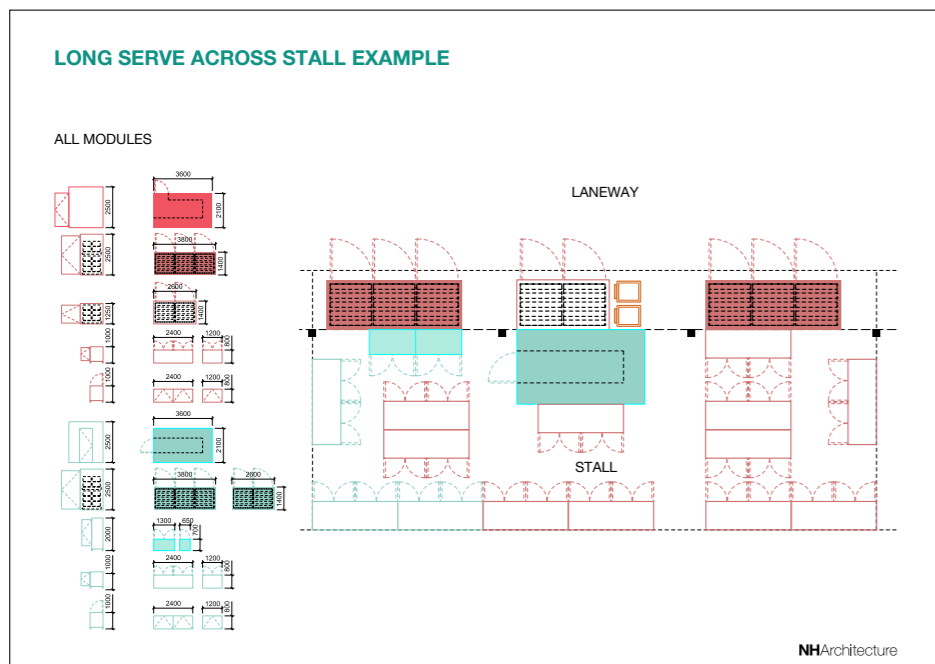
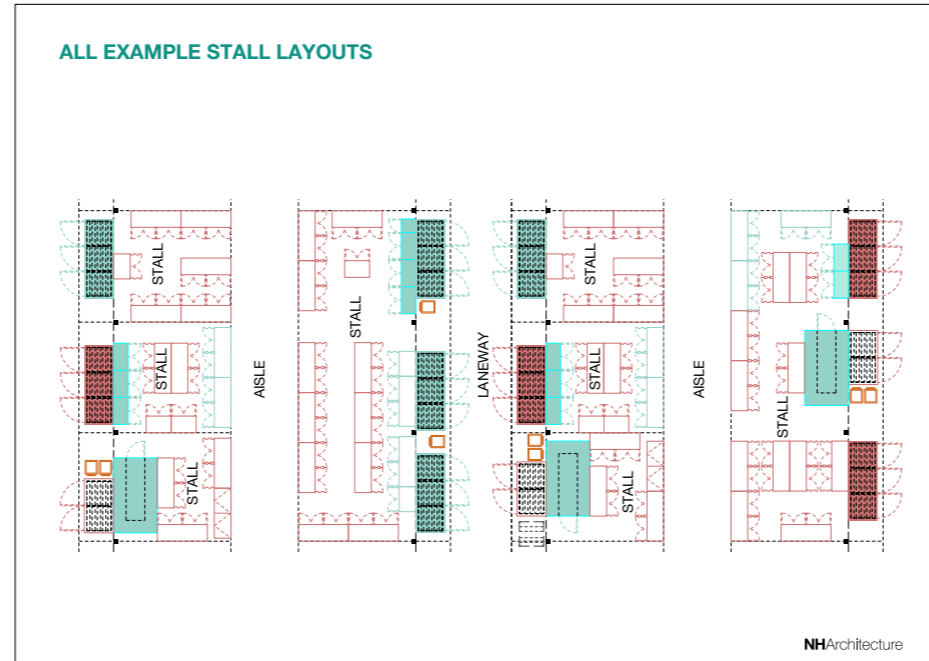
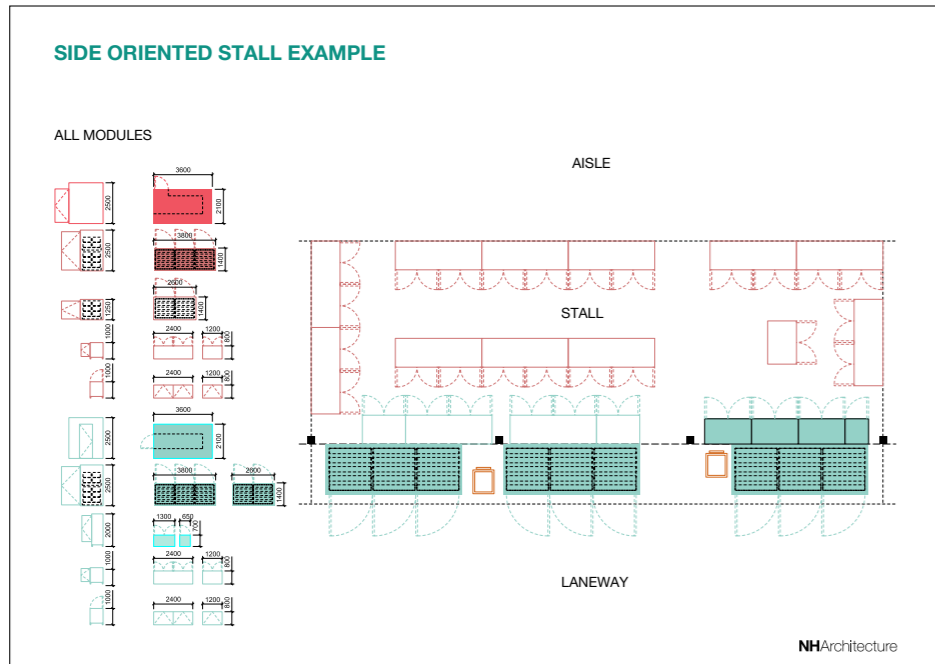
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### WALK-IN STALL EXAMPLE



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# 6.4 Presentations Workshop 2





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**Date of issue: 26 August 2019**

## NHArchitecture

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Attachment 4  
Agenda item 6.6  
Future Melbourne Committee  
17 September 2019

5 September 2019

Joanne Wandel  
Program Director - QVM Precinct Renewal Program  
City of Melbourne  
GPO Box 1603  
MELBOURNE VIC 3001

Dear Jo

**QVM Precinct Renewal - Provision of Market Infrastructure (client comment and acceptance)**

I write to confirm our Board's support for several important components of the QVM Precinct Renewal Program that will be the subject of consideration by Council at its Future Melbourne Committee on Tuesday 17 September. I understand that this letter will be incorporated as part of City of Melbourne management's intended report to Council.

As identified in the QVMPR Business Case (2017), the Market in its current form faces a number of operational challenges in relation to loading and deliveries, storage, cleaning and waste management, facilities and amenities, security and ageing assets across market and its immediate surrounds. Major reinvestment is required to enable the preservation and commercial prosperity of the market.

Following several months of productive, collaborative work between our respective teams with the support of various expert advisors and designers, and regular reporting to the Queen Victoria Market Board, I write on its behalf to:

- Confirm the Board's support for the schematic design, cost and delivery programme of the new "Northern Shed" and "G-Shed" for the provision of market infrastructure and the preparation and lodgement of development approvals for these facilities;
- Confirm its general support for the schematic design of the "Queens Corner Building" for essential QVM Pty Ltd operational requirements and associated market-complimentary commercial tenancies and active street-frontages, noting that the configuration and spatial requirements of this facility, including in the context of proximity to Market Square, require more time for analysis and review before finalisation;
- Note the risk analysis completed by engineering and safety advisors Cardno Consultants and the projected reduction in known risk profiles and request City of Melbourne QVMPR and QVM Pty Ltd management to continue to reduce risk profiles through the detailed design phase to follow approval of schematic designs;
- Note the operational impacts that "Option A" may create during construction and following implementation and request QVM Pty Ltd and QVMPR seek to address these and minimise ongoing resource requirements and impacts;
- Note the total cost estimates for the delivery of the QVMPR Program based on Option A and request City of Melbourne management and QVM Pty Ltd management to continue to identify ongoing options for efficient capital expenditure management;
- Request that Council endorse the provision of a total of 1,000 market-dedicated car park spaces with 500 spaces to be provided in the Munro development (currently under construction) and 500 spaces to be provided in the proposed "Southern Development Site/s" in a configuration to be determined;
- Confirm the Board's support for the preparation of an updated QVMPR Business Case and Implementation Framework based on the approved costs and programme.

Given the inherent constraints of the market site and its immediate CBD surrounds, it is not possible to solve *all* of QVM's operational challenges through the delivery of Option A. However, we believe the new infrastructure proposed will significantly increase efficiencies, mitigate operating and safety risks and improve QVM Pty Ltd's ability to implement new ways of working across the market. We are therefore highly supportive of its prompt delivery.

From a commercial perspective, the provision of 1,000 car parks within the immediate market precinct is very important for QVM – our market traders, our customers and for our company more generally – to ensure customer attraction and satisfaction and to maintain a downward pressure on car park fees for market customers and our 600-plus trader community.

As proposed by the "Option A" scheme, the provision of market infrastructure and facilities in four locations across the precinct, supplemented by proposed improved point-of-sale storage for our many fresh food traders across parts of our Open Market Sheds, means back-of-house facilities will ultimately be located far closer to where they are needed most, therefore significantly reducing high-risk vehicle movements across the site.

The new below-ground areas proposed along Queen Street and the former market G-Shed will provide much better separation of pedestrians from back-of-house activities, improving site safety and workplace practices and as well as improving market aesthetics,

The proposed new *Market Square* and improved Queen Street environment will increase opportunities to continue to grow the delivery of market-compatible events and festivals to attract more families, local residents and visitors to the precinct.

Notwithstanding the above, the Board of Queen Victoria Market recommends additional time be allowed to more fully resolve matters in relation to the car parking within the Southern Development Site, or elsewhere within the precinct if necessary, to ensure an optimum solution is delivered.

With regards to the development application for the Queens Corner Building, the Board further recommends time be allowed to undertake a public engagement process on the purpose and function of the proposed *Market Square* as this may have implications for the design of the Queens Corner Building and its sound interface with the new public space.

Yours sincerely,

Stan Liacos  
Chief Executive Officer

# QUEEN VICTORIA MARKET PRECINCT RENEWAL INDICATIVE PROGRAM WORKS TIMELINE - 2019 TO 2025

