Report to the Future Melbourne (Finance and Governance) Committee


1 October 2013

Presenter: Councillor Beverley Pinder-Mortimer

Purpose and background

1. The purpose of this report is to inform Committee on the outcome of Council related activity undertaken by Councillor Beverley Pinder-Mortimer whilst on private travel in Italy, Spain and England during July 2013.

2. On 25 June 2013 Council gave Councillor Pinder-Mortimer approval to represent the City of Melbourne in a range of meetings and activities.

Key issues

3. Councillor Pinder-Mortimer’s activities included the following key components. A more detailed summary of activities is outlined as Attachment 2.

City of Milan, Melbourne’s Sister City

3.1. 2014 marks the ten year anniversary of the Melbourne-Milan sister city relationship. While in Milan, Councillor Pinder-Mortimer met with city officials and discussed plans to mark the milestone and presented an official letter on behalf of Lord Mayor Robert Doyle to the Mayor of Milan, Giuliano Pisapia inviting him to make an official visit to Melbourne in 2014.

3.2. Other areas discussed included opportunities for international exposure through Italian media of Melbourne’s Spring Fashion Week.

Market operations in London and Barcelona

3.3. While in London, Councillor Pinder-Mortimer reviewed market operations through general observation. A meeting was held with officials involved in market management and development of Borough Market which is regarded as London’s best food market.

3.4. In Barcelona, Councillor Pinder-Mortimer reviewed operations at a number of premier markets including La Boqueria, Sant Antoni and Santa Caterina. These markets are managed by the Institute of Markets Barcelona which falls within the responsibility of the local municipal authority. These provided examples of markets which have undergone redevelopment and dealt with issues associated with heritage, stall merchandise and produce and precinct activation through entertainment and hospitality.

4. Councillor Pinder-Mortimer’s travel was privately funded.

Recommendation

5. That the Future Melbourne Committee notes:

5.1. the report by Councillor Beverley Pinder-Mortimer on meetings held in Milan, London and Barcelona on Council related activities associated with sister city relations and market operations

5.2. that opportunities associated with promoting the 10th anniversary of the Melbourne-Milan sister city relationship and potential Italian media coverage of 2014 Melbourne Spring Fashion Week will be advanced in discussion with management

5.3. that observations gained from meetings with London and Barcelona market operators will be shared in further detail as part of deliberations on proposed redevelopment of the Queen Victoria Market.
SUPPORTING ATTACHMENT

Finance

1. Councillor Pinder-Mortimer’s travel was privately funded.

Conflict of interest

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

Relation to Council policy

3. The Manager Governance Services has confirmed that the travel undertaken accorded with the requirements of the travel guidelines outlined in the Councillor Expenses and Resources Guidelines.

4. Melbourne’s relationship with Milan is one of six sister city relationships and will mark a ten year milestone in 2014.

5. A review of market operations will assist the work being undertaken on development of a long-term strategy for the Queen Victoria Market.

Environmental sustainability

6. The experience of international market operations can provide an insight into the approaches to sustainability and how such operations can occur with minimum environmental impact. This will complement some of the Queen Victoria Market sustainability initiatives including recycling programs, waste wise accreditation, solar energy, water harvesting and storm water quality.
MARKET OPERATIONS IN LONDON AND BARCELONA

CITY OF MILAN, MELBOURNE’S SISTER CITY

Overview and observations by Councillor Pinder-Mortimer, July 2013

1. REVIEW OF MARKET OPERATIONS

1.1. Borough Market London, United Kingdom

Meeting was held with David Matchett, Market Development Manager on Thursday 11 July which included a tour of the market.

Key observations:

- Market operates as a charity under a volunteer Board of Trustees.
- A popular London market with a reputation for quality and diversity in traders and produce offering local and international products including specialty bread, cheese, olives, artisan good and regional seafood. It has adopted an approach of setting the standard, not following the trend.
- Quality assurance involves interview, assessment and audit activities. Design guidelines provide for standards whilst allowing for an element of individual interpretation to come into play.
- The clustering approach adopted by the market provides an experience that allows visitors to take a journey. Instead of a line of cheese traders or bread traders, clustering on bread, cheese, olive oil and spreads etc provides a complete experience.
- Management of waste continues to be an area of focus for market management.
- Engagement and strong communication with traders in the revitalisation process was crucial.
- Special events including those marking cultural or historical events, such as Bastille Day, have proven successful in lifting the profile of the market. Use of social media to generate interest has also been valuable.
- Heritage issues have been key considerations as part of restoration projects. Market origins date back to 13th century.
1.2. MARKET OPERATIONS IN BARCELONA, SPAIN - LA BOQUERIA, SANTA CATERINA AND SANT ANTONIO MARKETS

OVERVIEW

Meetings and tour
Meetings were held with officials from the Institute of Markets, Barcelona which is an arm of the City of Barcelona. As part of meetings and associated briefings, a tour of three key markets (La Boqueria, Santa Caterina and Sant Antonio Markets) was provided.

Officials included the following:
- Mr Raimond Blasi, Councillor for Trade and Consumption, City of Barcelona
- Mr Jordi Torrades, General Manager, Institute of Markets
- Mr Oscar Ubide, Manager of the Association of Traders, La Boqueria Market
- Mr Oscar Martin, Research Director, Institute of Markets
- Ms Nuria Costa, Head of Communications, Institute of Markets

Size of operation
The operation promotes the modernisation and remodelling of Barcelona's markets with a view to adapting their commercial offering and infrastructure to meet the demands of local communities. It is a significant operation and one that involves:

- a network of 43 markets serving 73 neighbourhoods
- over 3250 market stalls
- over 2500 business owners
- visitors of approximately 65 million each year

The approach taken by the Institute involves working closely with the trader associations of which there are 43 across the network.

Rejuvenation and remodelling process
The market network has been undergoing major redevelopment and restoration work. Strong commitment and agreement between traders and Council has been required along with encouraging the active participation of traders from each market. Highlights and milestones to date have included the following:

- 20 Markets have undergone renovation and another nine are currently underway.
- Following feasibility studies, a redefinition of the commercial mix making it commercially sustainable and introducing new operators to enhance market offerings and to meet the needs and demands of consumers.
- Introducing new operators, such as supermarkets, to complete the offer if necessary
- Moving the market's logistics underground and creating car parking spaces and unloading bays where possible.
- Selective waste collection underground and commitment to environmental responsibility. Location of car park facilities underground where possible is an objective.
- Promoting the markets through commercial promotion and communication campaigns.
- High level of community satisfaction. This has been achieved through an effective and well managed community engagement process and supported by a strong communication program.
- Restoring the architectural and heritage value of the buildings and artistic features.
Results of the remodelling of markets

- Economic sustainability through the contributions of public and private funds
- Creation of jobs and economic development of local areas
- Increasing visitors and turnover
- Best satisfaction level of public acceptance of the new spaces and services
- A gathering place for communities
- Less inconvenience for residents
- More sustainable management

LA BOQUERIA MARKET - TOUR

Outlined below is a summary of the key observations made as part of the tour of La Boqueria Market which is one of the main markets in the Barcelona network.

- Overseen by a board comprising traders with a change-over every four years.
- Market has been in operation since 1836 and heritage issues have been key considerations as part of efforts to manage and develop one of Barcelona’s key landmarks and tourism assets.
- City Council and traders keen to retain the essence of the market’s ‘food-to-go’ approach to capitalise on tourism which is estimated at 20,000 each day, all year round.
- Comprises 68 fruit and vegetable stalls offering incredible variety in quality and healthy products.
- Marketing and promotion is key to success of La Boqueria. This includes:
  - events, annual promotions at the market and in the city centre under the banner ‘Mercats de Mercats’
  - strong use of social media including Pinterest, Instagram and You Tube.
  - establishment of a mobile phone app
  - active coverage in newspapers including editorials.
- Visitor satisfaction in market experience is very high. The market caters for all demographics and this is reflected in hours of operation.
- Sustainability is an area of continued focus. A vacuum waste management system has been installed as part of work in this area. Underground parking and logistical facilities have also featured as part of redevelopment work.
- The overall atmosphere of the market provides a feeling of exhilaration. Outstanding technical care, passion and enthusiasm were evident from all involved.
OTHER MARKETS VISITED

Tours of Santa Caterina and Sant Antonio Markets were also provided. Outlined below are some general comments and observations.

Santa Caterina Market
- Latest built market in Barcelona and one of the largest.
- Restored in 2005 with the construction of a wave multi-coloured ceramic roof providing a unique architectural point of difference. Good example of balancing the need for modernisation and protection of heritage features.
- Includes four floors underground to provide for car parking and a range of logistical requirements.
- Complete range of offer including fruit, vegetables, meat, poultry, fish and flowers.
- Includes a supermarket to complete the offer for visitors as well as a popular tapas bar at the entrance.

Sant Antonio Market
- Currently undergoing major restoration and dealing with the challenges of heritage structures
- Market covers a large area with one of the largest market halls in Barcelona
1.3. SISTER CITY – MILAN, ITALY

On Thursday 25 July, Cr Pinder-Mortimer met with the following councillors and city officials from the City of Milan, Melbourne’s sister city.

- Councillor Pierfrancesco Majorino, Commissioner for Social Affairs and Culture of Health
- Councillor Franco D’Alfonso, Commissioner for Commerce, Tourism, Productive Activities and Territorial Marketing
- City Director Renato Galliano representing Councillor Cristina Tajani, Commissioner for Fashion

Cr Pinder-Mortimer presented an official letter on behalf of Lord Mayor Robert Doyle to the Mayor of Milan, Giuliano Pisapia inviting him to make an official visit to Melbourne in 2014.

A speech of welcome by Cr Majorino to Cr Pinder-Mortimer was followed by the delivery of the Lord Mayor’s letter to the Mayor of Milan along with the warm wishes from the City of Melbourne. Cr Pinder-Mortimer’s delivery of the letter in Italian was well received.

The meeting covered a variety of aspects of the relationship including

- 10th Anniversary in 2014 of the Melbourne-Milan sister city relationship
- Melbourne Spring Fashion Week (MSFW)
- Project group MELMI youth exchange disability program

The City of Milan places a high value on the ongoing exchange of ideas between the two cities. Face to face contact was deemed a terrific bonus, particularly in the lead up to various projects. Outlined below is a summary of discussions.

**MELMI exchange project**

- The MELMI disability project group was discussed at great length with emphasis on the learnings from City of Melbourne in focusing on best practice accessibility and the holistic role required by local government in ensuring this. This was of particular interest to the City of Milan in their preparation in the lead up to hosting World Expo 2015.
- The City of Milan is keen to leave a legacy following Expo 2015 with mobility, environment, people, smart projects the areas of focus.
Fashion & Design

- Focus in Milan is on start-ups and incubator initiatives with an emphasis on the concept of open innovation including social innovation.

- Milan plays the role of broker integrating the needs to various stakeholders and bringing them all together to get projects off the ground. Within this, critical attention is given to managing international relationships from around Europe.

- Innovation in fashion and design is more on the manufacturing side with approaches made to financial institutions to finance projects.

Marketing

- Current marketing campaign being driven with the Chamber of Commerce is proving a winner under the umbrella of handicrafts/retail. The main aspect of the campaign is to ensure the value chain required to reach the end customer is given priority with time to develop every stage ensuring economic viability.

- The Acclaim Awards are seen by the City of Milan as an opportunity to enable participants to export the vision of Milan as an Arts Capital particularly as they are strategically positioned right opposite Teatro La Scala – an ideal start to nurturing talent in ballet, opera and stage.

- Opportunities involving University students from Milan in MSFW 2014 were also discussed.