

Management report to Council

Agenda item 6.2

**Queen Victoria Market Precinct Renewal Program (QVMR)
Implementation Framework**

Council

Presenter: Rob Adams, Director City Design and Projects

26 July 2016

Purpose and background

1. The purpose of this report is to seek endorsement of the Queen Victoria Market Precinct Renewal (QVMR) Implementation Framework (refer Attachment 2).
2. At its meeting on 28 July 2015 the Council endorsed the QVMR Masterplan which outlined a series of renewal projects to revitalise the market precinct, including new and improved trader and customer infrastructure and amenity and new public open spaces. The Masterplan was developed following four phases of community and trader engagement throughout 2013 to 2015.
3. The Masterplan committed to the development of an Implementation Framework, for completion by mid-2016, to outline timing and staging of market renewal projects.

Key issues

4. The QVMR Implementation Framework (the Framework) reflects the key projects included in the QVMR Masterplan and outlines the intended approach for delivering the QVMR Program over the next five years.
5. The Framework provides detail on proposed key timeframes for all renewal projects and, importantly, sets out how the market will continue to operate throughout renewal, including the development of new temporary market sites for relocated traders.
6. A significant program of engagement and communications has already commenced to support the Framework's release. This includes face to face conversations and advanced briefings with all trader groups and market service providers, including the box hire operators, and other key stakeholders such as heritage and community interest groups.
7. Broader communications with customers, residents and the wider community will take place following endorsement by Council, including information sessions at the market throughout August and extensive information on the City of Melbourne website.
8. A key focus of the Implementation Framework is to ensure the market continues to trade throughout the entire renewal Program, whilst managing impacts and maintaining a safe environment for traders and customers alike.
9. Whilst the Framework aims to provide certainty to traders and customers about the nature and timing of the renewal projects, importantly it also acknowledges that an open and flexible approach will be required as the Program is delivered over the next five years. In this regard, the Framework identifies opportunities for further input and engagement in informing functional designs of the new temporary market sites, re-imaging new public open space, and appropriate recognition of the market's history.

Recommendation from management

10. That Council:
 - 10.1. Endorses the Queen Victoria Market Precinct Renewal Program (QVMR) Implementation Framework.
 - 10.2. Authorises the Director City Design and Projects to make any further minor editorial changes to the QVMR Implementation Framework prior to publication.

Attachments:

1. Supporting Attachment (page 2 of 16)
2. Implementation framework (page 3 of 16)

Supporting Attachment

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 QVMR Program.

Finance

2. The QVMR Program Reserve (QPR) was established in December 2015 to facilitate the capital redevelopment of the QVMR Program. The financial performance of the QPR is reported to Council on a quarterly basis.

Conflict of interest

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

Stakeholder consultation

4. Extensive stakeholder analysis and engagement has been conducted throughout the planning and development of the Implementation Framework with details outlined in the body of the report.

Environmental sustainability

5. The QVMR Sustainability Plan has informed the Framework which includes clear pathways for achieving carbon/energy, water and waste targets that support the delivery of the QVMR Program goals as identified in the Masterplan.

QUEEN VICTORIA MARKET PRECINCT RENEWAL

IMPLEMENTATION FRAMEWORK

SUBJECT TO MELBOURNE
CITY COUNCIL ENDORSEMENT

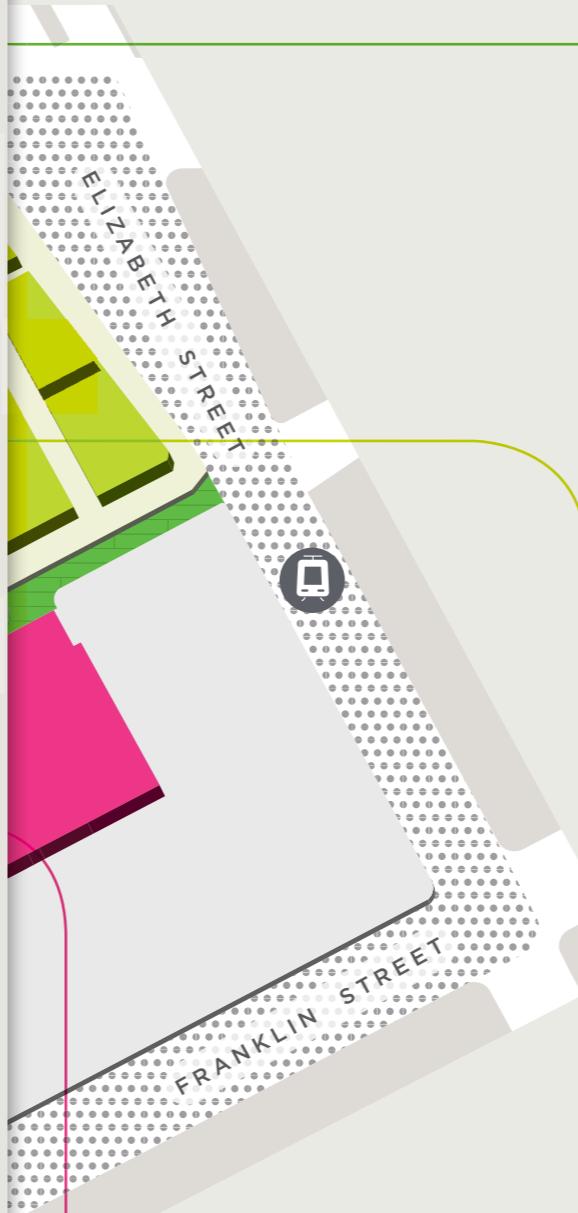


This Implementation Framework outlines our intended approach for delivery of the Queen Victoria Market Precinct Renewal Program over the next five years. It reflects the key projects outlined in the Master Plan which, following extensive trader and community engagement, was endorsed by Council in July 2015.

We believe this framework takes us in the right direction, but it is by no means prescriptive. We will continue to seek input and involve our traders and customers throughout the renewal program to ensure the best possible outcomes for the market precinct.

As we move into the next stage of detailed planning, we will look for ways to strengthen the renewal program by incorporating and aligning with other key City of Melbourne projects and objectives. This will include reducing the market's environmental footprint, introducing smart technology, exploring opportunities for public art and acknowledging the rich heritage of the site.

We will not forget that the market is the home of small business and has a critical role to play as a key community meeting place.



Q4

Quarter Four's new mixed-use development, on the former Munro site, will accommodate complementary retail and hospitality, affordable housing, private dwellings, childcare and a family and children's centre. This new development will provide formal recognition of the Munro family legacy, ensuring the important connection of this family to the site it owned for more than 100 years is retained forever. Quarter Four will include new car parking for the market and a new pedestrian laneway or arcade linking Franklin Street to Therry Street.

Q1

Victoria's freshest meat, fish and dairy will be showcased in Quarter One, home to the market's iconic produce halls. The halls will be supported by a new below-ground operational area, with delivery, storage, food preparation and waste management facilities created under sheds H and I. This will ensure this busy area not only operates safely and efficiently, but retains its vibrant atmosphere at street level.

The iconic exterior of the Meat and Fish Hall will be revitalised, with the familiar façade restored. The inside of the Dairy Produce Hall will also be refreshed. Importantly, all works to the existing halls will take place outside of trading hours where possible.

The heritage-listed Elizabeth Street terraces and Victoria Street terraces will receive a facelift, while the Food Court will be enhanced to better connect customers with the Meat and Fish Hall.

MARKET CROSS

By investing in below-ground facilities and improved market infrastructure, the market's main public areas can now be devoted to people. Welcoming, flexible and pedestrian-friendly public spaces will surround and connect the market precinct with high quality buildings and the restored market sheds.

The intersection of Queen and Therry Streets will be transformed into the 'Market Cross', an iconic public space that will draw the quarters of the market precinct together, creating a pedestrian-friendly meeting place that can host markets, festivals and busking, as well as greener spaces for sitting, eating and relaxation.

Sheds H and I, currently home to organics and fruit and vegetables, will be transformed into a key food and hospitality destination. This area will feature exciting new dining areas and hospitality offers designed to encourage customers to sample more of the market's renowned local produce. Space for casual eating, new seating and weather protection will add to the market experience and create a link to the provedore offering within the Dairy Produce Hall.

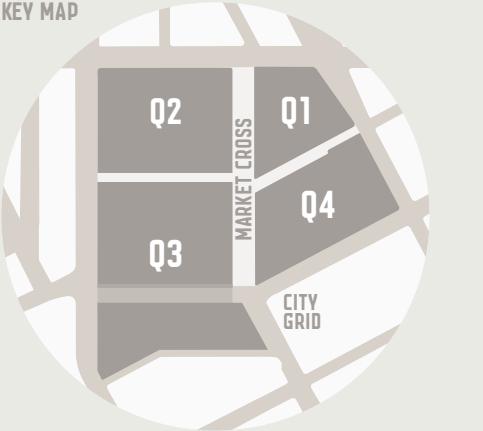
Deli Lane, currently doubling as a delivery zone and eating area, will become a community meeting place and outdoor dining area. With new seating and greenery, Deli Lane will be the perfect place to meet up with friends and family, right through out the year.

QUEEN VICTORIA MARKET PRECINCT RENEWAL AT A GLANCE

This section provides a summary of the key renewal projects and how they will restore, renew or reimagine parts of the market precinct.

As we did with the Queen Victoria Market Precinct Renewal Master Plan, the market precinct has been divided into four quarters and two additional areas – the Market Cross and the wider city grid.

KEY MAP



Q2

The market's historic open air sheds, A-D, will be carefully dismantled and restored, before they are returned to where they stand today. Customers and traders will continue to enjoy the open air atmosphere they love, with this historic part of the market revitalised into a fresh food market.

Beneath the fully restored sheds A-D will sit a major new below-ground operational area, separating the market's busy service zones from customers. Traders will receive enhanced amenities in the form of new back-of-house facilities, such as showers, toilets, break-out space, loading areas and storage. Below-ground customer car parking will also be explored.

There'll also be spaces to support the movement of goods and produce in line with the City of Melbourne's Last Kilometre Freight Plan.

Specialty goods traders will have easy access to the new operational area and will no longer need to set up and pack down each day, greatly improving the efficiency of their business and security of stock stored on site.

The Quarter Two operational area will incorporate a seamless below-ground connection under Queen Street to the Quarter One operational area, ensuring the market can continue to operate outside of hours without disturbing local residents and freeing up some of the market's main public areas for pedestrians.

Sheds E and F will be restored with enhanced weather protection, lighting and other amenity improvements. These enhancements will also incorporate design elements for the acknowledgement and interpretation of the Aboriginal section of the Old Melbourne Cemetery.

The market precinct will reduce its environmental footprint with a strong focus on maximising energy efficiency, reducing waste, and promoting climate resilience. Smart technology will be used to improve market operations.

These improvements will create space for more stalls on the trading floor and allow customers to move more easily and safely around the market.

Enhancement works to Victoria Lane, between the Victoria Street terraces and Shed A, will provide much needed open air seating and greenery, greatly adding to the customer experience.

Q3

The current customer car park will be transformed into 'Market Square' - a 1.5 hectare backyard for all Melburnians to enjoy, including our growing number of inner-city residents.

With a design developed in consideration with the broader community, Market Square will be an important new meeting place in the city's north, playing host to festivals, street markets and community events.

Incorporating interpretive elements such as artworks and landscape features, the new public space will acknowledge the site's significant history. We will minimise potential disturbance of remaining burials in the area of the former cemetery and respectfully manage the site.

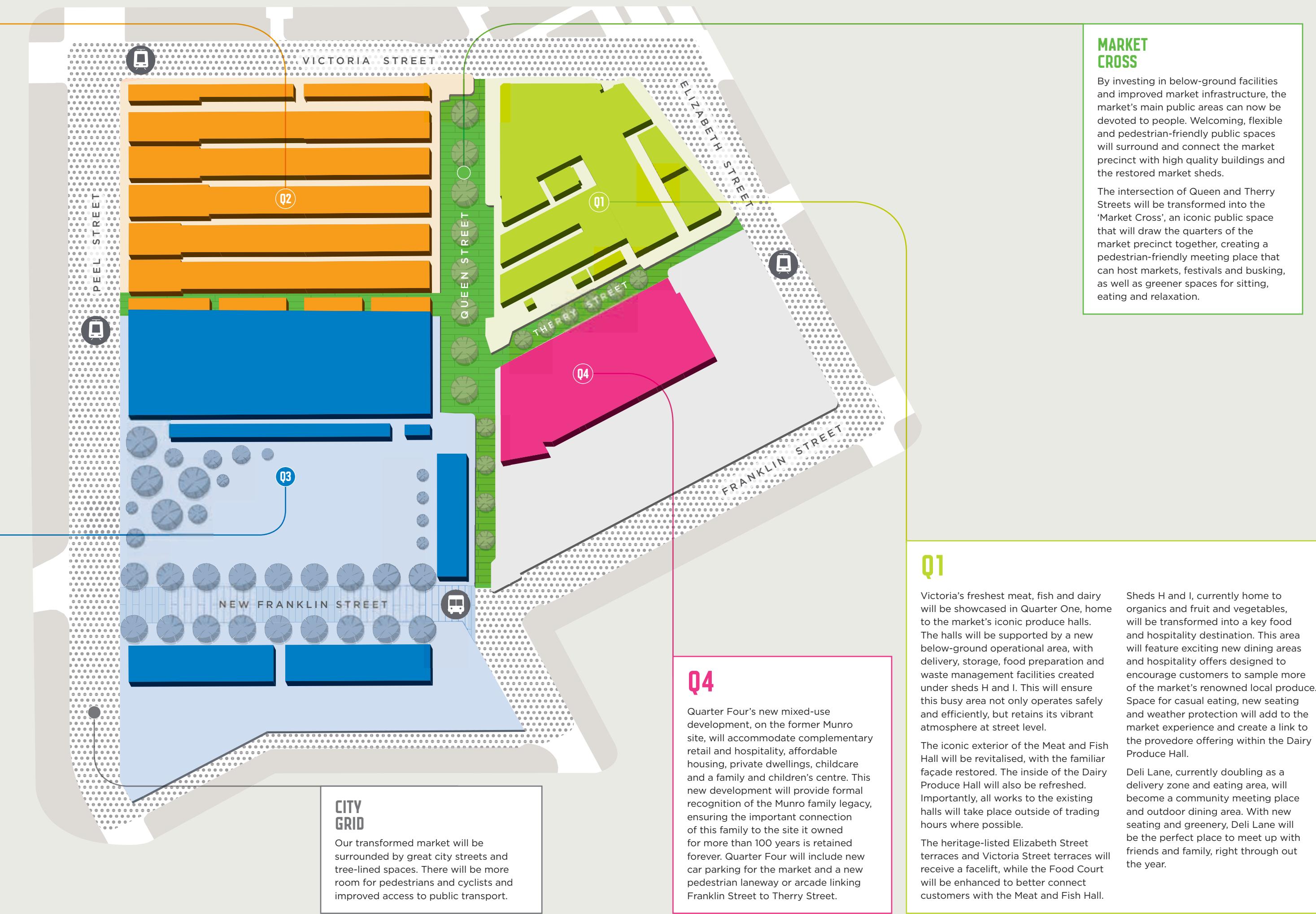
The new Queen's Corner building will provide a central information point for visitors and tourists to engage with our market, and showcase Victoria's regional

produce and cultural heritage within a proposed visitor centre. The building will be located at the edge of Market Square, providing a contemporary addition to this historic part of the city and a connection between Queen Street and the new public open space.

Sheds J, K, L and M will be upgraded with new infrastructure and facilities, supporting day trading while creating a new destination for a range of events, including the popular night markets.

Realigning and improving Franklin Street will better connect the market to the east and west parts of the city while providing an extension to Market Square during busy events and festivals.

The historic Franklin Street stores will be revitalised and feature a new retail and hospitality offer, opening up onto the new Market Square and ensuring the market precinct retains a genuine connection with these heritage buildings.





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The City of Melbourne respectfully acknowledges the Traditional Owners of the Land. For the Woiwurrung (Wurundjeri), Boonwurrung, Taungurong, Dja Dja Wurrung and the Wathaurung groups who form the Kulin Nation, Melbourne has always been an important meeting place for events of social, educational, sporting and cultural significance. Today we are proud to say that Melbourne is a significant gathering place for all Aboriginal and Torres Strait Islander peoples.

The City of Melbourne respectfully acknowledges that there are sites of cultural heritage sensitivity in and around the Queen Victoria Market Precinct, and recognises the tangible and intangible connection of Aboriginal people to place. These connections include the Aboriginal section of the Old Melbourne Cemetery, as well as the burial site of two Tasmanian Indigenous men, Tunnerminnerwait and Maulboyheenner, the first people to be publicly hanged by the Government in the District of Port Phillip, the colony to become known as Melbourne.

FOREWORD



The Queen Victoria Market has remained one of the world's greatest open air markets during its proud and diverse history.

The market holds a special place in the hearts of Melburnians and is one of the most visited tourism attractions in Victoria, which is why we are making the largest investment in Council's history to preserve and renew it.

An independent report by SGS Economics and Planning recently revealed that this major project will produce a net benefit of up to \$1.2 billion for the community with an impressive benefit cost ratio of 6:1.

Council has endorsed the master plan for the Queen Victoria Market Precinct Renewal and we are now ready to commence implementation of a project which will have the largest 'reach' in terms of economic uplift and job creation of any project the City of Melbourne has undertaken.

The SGS Economics and Planning Report revealed that the project will create around 12,000 jobs, result in an additional 7000 dwellings and generate around \$500 million in real estate construction.

Following an approach from traders concerned about the future viability of the market, the City of Melbourne began an intensive program of community consultation in 2013, seeking feedback and advice from stallholders, customers and visitors.

In 2014 we purchased the Munro site for \$76 million which opened up a range of opportunities for the market precinct. The City of Melbourne will soon appoint a preferred developer for a mixed-use development of the site.

The formalisation of a land transfer agreement with the Victorian Government was another key milestone and we have also initiated a planning scheme amendment to create more certainty around development for the market precinct.

We have taken the first step towards UNESCO World Heritage Listing by nominating Queen Victoria Market for inclusion on Australia's National Heritage List in 2015.

This Implementation Framework outlines how we will stage the program to minimise business disruption and keep traders open and operating throughout the entire renewal program. We are committed to maintaining an open dialogue with traders and customers throughout the renewal program.

I encourage all Melburnians to continue to visit the market during this exciting period, support their traders and see the revitalisation of this world-class market taking shape.

Robert Doyle
Lord Mayor



We all love the Queen Victoria Market, which is why it is so exciting to provide more details on the plans to renew the precinct to ensure it remains forever a Market for Melbourne.

The market has been central to our city for almost 140 years, but we know our customers and traders want improved facilities to ensure the market remains the destination of choice for future generations of retailers, customers and visitors.

Now is the time to invest and we are very grateful for the funding commitment from the City of Melbourne which has made this renewal possible.

As with any project of this significance, there will be disruptions. However this document outlines how the works will be carefully staged over the next five years to minimise impacts and manage safety across the site.

Crucially the market will remain open for business throughout construction thanks to new temporary on-site markets, where all existing traders can continue to trade. We will also continue to work with and listen to all our stakeholders, including the Trader Advisory Committee, throughout the entire renewal, to ensure customers and visitors are welcomed.

Much of the work will take place below-ground, where we will create new infrastructure for our traders and for our services. During this time some of the open air sheds we all know and love will be carefully dismantled, taken off site and restored. They will then be returned and reinstated, ready for the next 100 years.

We also know car parking is important and this is reflected in the staging. Construction of the new car park on the Munro site will be completed well before work begins on transforming our current car park into a wonderful new open space.

We are confident this renewal will bring exciting new opportunities to the market and that our new market sites will inspire the next generation of market traders and customers, whilst embracing the traditions of our current traders.

Every great city has a great market and the Queen Victoria Market will continue to be that for Melbourne for many generations to come.

Paul Guerra
Queen Victoria Market, Chairman of the Board



The City of Melbourne is making the largest investment in its history to transform the Queen Victoria Market into a world-class market precinct for traders and customers alike.

Over the next five years, up to \$250 million will be spent restoring and renewing the Queen Victoria Market, with better facilities and new public open spaces at its heart.

OUR VISION

Queen Victoria Market will be a 'market of markets,' a true Melbourne experience and much-loved community destination. The market will continue to provide customers with a unique shopping experience, offering quality produce, along with an eclectic mix of shops, stalls and experiences. It will showcase the best of our state to local and international visitors.

Its rich heritage will be celebrated and preserved. The market will offer a range of new public spaces, perfect for meeting up with friends and family, or finding a place to sit, relax and take in the theatre of the market.

The current customer car park will be transformed into 'Market Square' – a new 1.5 hectare backyard for the growing community of inner-Melbourne residents to enjoy. Likewise, the new Market Cross, with its variety of pedestrian-friendly streets and plazas, will also create new opportunities for market festivals and performances.

The market will be a safer place to work and visit. Traders will have the infrastructure they need such as storage, preparation areas, cool rooms, weather protection and dedicated loading and unloading areas, while customers will benefit from improved laneways, dedicated pedestrian areas, more places to sit and eat, new toilets and other amenities.

With surrounding streets revitalised and improved and new customer car parking, the market will be strongly connected to the city. Getting to and around the market, whether it's by foot, bicycle, car, tram or train, will be even easier and the Metro Tunnel will offer a handy new public transport option when complete.

From first thing in the morning, right through to the evening, seven days a week, the market precinct will play an active role in the life of the city. We won't be asking traders to work around the clock, instead we will be programming a variety of changing offers and events to reflect the needs of loyal customers and the increasing number of local, city residents.

Our renewal program will make sure Queen Victoria Market stays part of our city forever.

DELIVERING OUR VISION

There will be short-term disruption, but it will be well-managed. Keeping the market open right throughout renewal is our key focus. This Implementation Framework outlines our intended approach for delivery of the Queen Victoria Market Precinct Renewal program over the next five years. It provides details on proposed timeframes and, importantly how the market will continue to operate throughout renewal. The document details where new market sites will be created to ensure relocated traders can continue to trade and customers have exciting and vibrant places to shop and visit.

We want to give traders, customers, and anyone with an interest in the market, as much clarity as possible around how we intend to manage the renewal program, and importantly how we will work together to revitalise the market precinct. In saying that, we appreciate that five years is a long time and circumstances can and will change which may influence the way the market renewal program is implemented.

In parallel with this Implementation Framework, a retail strategy will be developed by Queen Victoria Market management. This will seek to ensure the future retail market offer keeps our loyal customers coming back as well as attracting new customers to QVM during and after the renewal.

We will work with all traders affected by the works to explore new opportunities and temporary trading locations within the market. We are committed to finding places for all existing traders within the market precinct during the market renewal program.

Our focus has been on balancing short term disruption with providing a safe construction environment when delivering all projects in the Master Plan.



STARTING WITH THE BASICS

OPEN FOR BUSINESS

Before major construction works begin in 2017, we will start by getting the basics right. This includes refreshing the toilets behind the Dairy Produce Hall, screening of waste areas, improving lighting, a new pedestrian crossing connecting the upper and lower markets, weather protection between sheds E and F and more areas for outdoor eating. These critical infrastructure and amenity improvements will benefit those most important to the market - our customers and traders.

The market will be open for business throughout the entire renewal program. This is a five year plan but many of the projects will be completed within one to two years of starting. Renewal works have been staged to minimise business impacts where possible. Despite this, we recognise that delivery of the renewal program will inevitably cause some disruption, and we will work with traders to ensure they not only continue to meet the needs of their customers, but provide them with exciting new experiences along the way.

NEW MARKET SITES

Stringbean Alley and Queen Street will be home to two new market sites, offering exciting and vibrant locations for traders and customers.

The new market sites will give Queen Victoria Market management an opportunity to test new ideas and ways of trade, including opening hours, visual merchandising and storage with a stronger focus on the customer experience.

These new areas will be separated from construction works and will give traders access to better facilities such as weather protection, refrigeration and storage, so they won't need to set up and pack down each day. It will also help ensure deliveries are safely and efficiently managed, with minimal disruption from construction vehicles while providing a centralised shopping destination for customers.

We'll also take the opportunity to explore and test options around sustainability and smart technology.

These new sites will help inform our long-term plan to create a permanent Fresh Food Market under the upper market heritage sheds once restored.

New digital directional signage and information boards throughout the market precinct will direct customers to Queen Street and Stringbean Alley. We will work with traders to plan and manage these exciting new market sites, and expect them to be up and running before Christmas 2017.

REIMAGINING THE QUEEN VICTORIA MARKET PRECINCT COMMUNITY AND TRADER ENGAGEMENT

While the projects in this Implementation Framework have been confirmed following extensive trader and community consultation, there will be more opportunities to help shape some exciting aspects of the market renewal program.

We will continue to communicate and involve traders in the market renewal program in coming years to achieve the best outcomes for the market precinct while considering their needs and views.

We want to work with traders, customers and the broader community to reimagine important areas within the market precinct including:

New market sites

What will trading look like in the new markets, how can we make life easier for traders while giving customers the market experience they want?

New public spaces:

How can we best transform the current customer car park into the new Market Square and create the new Market Cross? What type of new public spaces do our customers and nearby residents want in the market precinct and how would they like to use them?

Heritage:

How can we celebrate and appropriately acknowledge the market's long history? How can we recognise its connection to Aboriginal communities and as the site of the former Old Melbourne Cemetery?



We will work with traders and the broader community to transform the current customer car park into new public open space, to be known as Market Square.

2016 TO 2017



WHAT WILL BE HAPPENING IN THE MARKET PRECINCT?

During this time, we'll be planning and preparing for construction works to improve amenities for traders and customers. We'll start with the basics, including lighting, refreshed toilets, weather protection, improved pedestrian safety, access for people of all abilities and more outdoor seating.

Safety and ensuring the market continues to trade through the renewal program are our top priorities, so some traders will be relocated to the new market sites when construction work begins. These new market sites will enable the market to remain open for business and welcoming customers throughout the entire renewal program.

Trader relocation

Before construction begins in 2018, fruit, vegetable and organic produce traders in sheds A, B, H and I will be moved to the new temporary fresh food market which will be created in sheds L and M near Stringbean Alley.

The new market site on Queen Street, near the current customer car park, will provide additional retail space during renewal works, accommodating general merchandise and other traders who need to relocate while works are under way.

Traders in the Victoria Street terraces will also need to be moved before construction begins on below-ground facilities in 2018. We will work with traders to provide opportunities to operate their businesses in the new market site in Queen Street or other areas of the market.

New customer car park

In 2017, construction will begin on the new customer car park, community facilities and complementary retail and hospitality in Quarter Four. Located in the former Munro site, this will be the first major construction in the market precinct. We will be working closely with the developer to ensure these works have as minimal impact on market trading as possible.

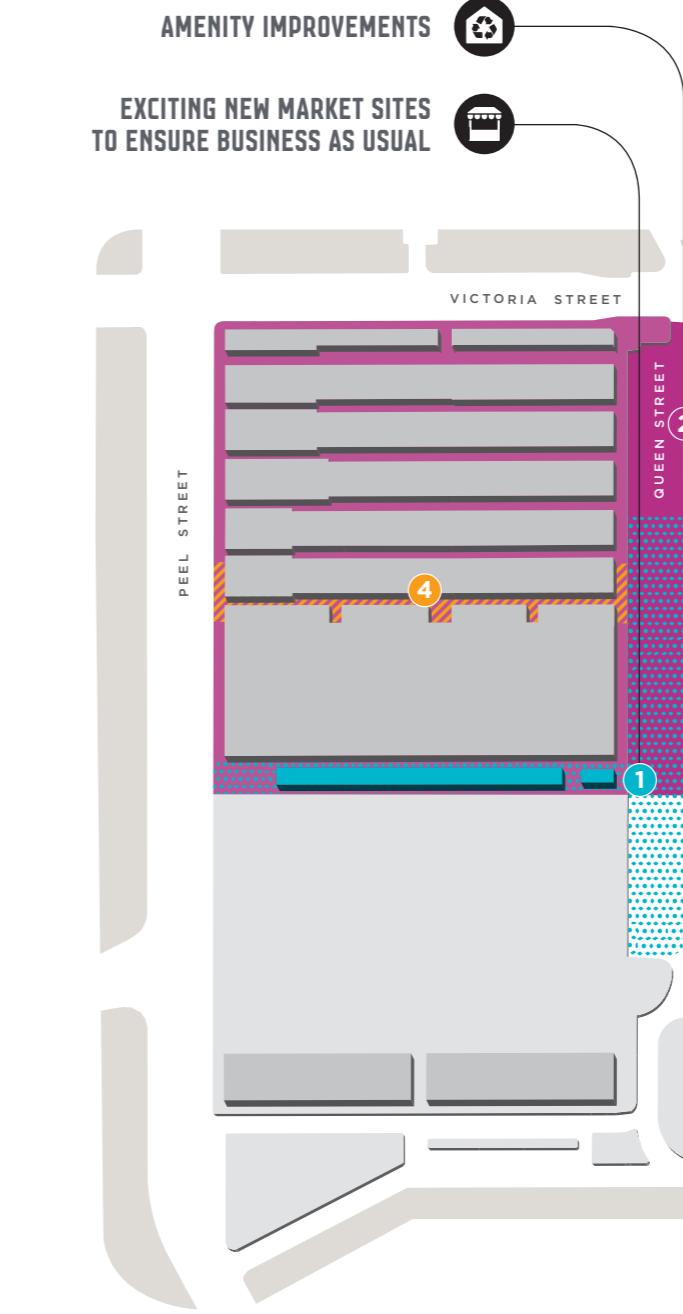
National Heritage Listing

By mid-2017, we expect to hear if Queen Victoria Market has been added to the National Heritage List. Inclusion on this list would acknowledge the market as being of outstanding significance at a national level, which is a prerequisite for nomination to the World Heritage List.

The rest of the market will be in preparation mode, with the next phase of design and planning underway.

RENEWAL PROGRAM WORKS IN 2016 TO 2017

- 1 Design and develop two new market sites near Stringbean Alley and Queen Street
- 2 Bring fruit and vegetable traders together for efficiency and to make way for renewal works
- 3 Relocate general merchandise, Victoria Street terraces and other vendors
- 4 Precinct-wide amenity improvements
- 5 Construction of new Q4 customer car park, retail and community facilities
- 6 Weather protection between sheds E and F



● Works in progress ■ Weather protection

WHAT WILL BE HAPPENING BEHIND THE SCENES?

- | |
|--|
| Progress detailed design of market infrastructure projects |
| Prepare updated conservation management plans for key heritage buildings and sheds |
| Develop an integrated public realm and transport plan |
| Finalise Cultural Heritage Management Plan for former Old Melbourne Cemetery site |
| Work with traders and the broader community to re-imagine the market's new public spaces |
| Co-host international World Union of Wholesale Markets Congress in collaboration with the Melbourne Wholesale Market in September 2017 |
| Explore a precinct wide approach to smart city technology and other innovations |

WHAT WILL BE HAPPENING IN THE MARKET PRECINCT?

In 2018, major works will get underway and our new market sites will be up and running, ensuring there are still many reasons for customers to visit throughout the renewal program.

Early in the year we'll start carefully dismantling and cataloguing heritage sheds A, B, C and D.

Once the sheds have been removed and transported off-site for storage, there will be an opportunity to undertake archaeological investigations in this area, once the location of a Volunteer Rifle Corps Drill Hall and Temperance Hall. Once these investigations are complete, construction of the below-ground market operational area will begin.

Loading docks, designated areas for delivery and trader vehicles will be created, in addition to below-ground storage, cool rooms and operations areas and new facilities for traders, including toilets and showers. Below-ground customer car parking will also be explored.

We'll turn our attention to the environmental sustainability of the market precinct, with a focus on maximising energy efficiency, reducing waste, and promoting climate resilience. This will be done by incorporating renewable energy, state-of-the-art recycling and waste management facilities and water saving initiatives in design, construction and operation. We also want to encourage biodiversity by introducing more trees and plants across the market precinct.

Stormwater harvesting facilities and storage tanks will be housed underground. Smart technology will be used to improve market operations. Dedicated spaces will be created to support the efficient movement of goods and produce in and out of the market, as part of the City of Melbourne's Last Kilometre Freight Plan.

We will work with the market's management, traders and customers to find new ways to add vibrancy to the Peel Street corner of the market precinct by finding exciting new uses for the western ends of sheds A, B, C and D. The new below-ground facilities will be accessed via Peel Street but the street must also play an important role as the gateway corner for customers and visitors from the city's north.



TRADE FACILITIES WILL MOVE BELOW-GROUND



DELIVERY



STORAGE AND COOL ROOMS



FORKLIFTS

RENEWAL PROGRAM WORKS IN 2018

- 1 New market sites trading
- 2 Construction of Q2 below-ground operational area
- 3 Removal and restoration of sheds A, B, C, D
- 4 Construction of new Q4 customer car park, retail and community facilities

WHAT WILL BE HAPPENING BEHIND THE SCENES?

Work with stakeholders on the integration of cultural heritage and art interpretation opportunities within the market

Progress detailed design of Market Square and Queen's Corner building

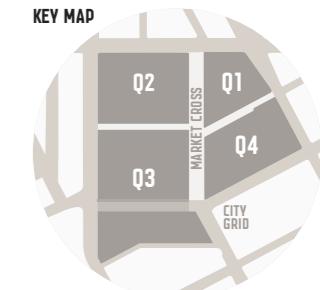
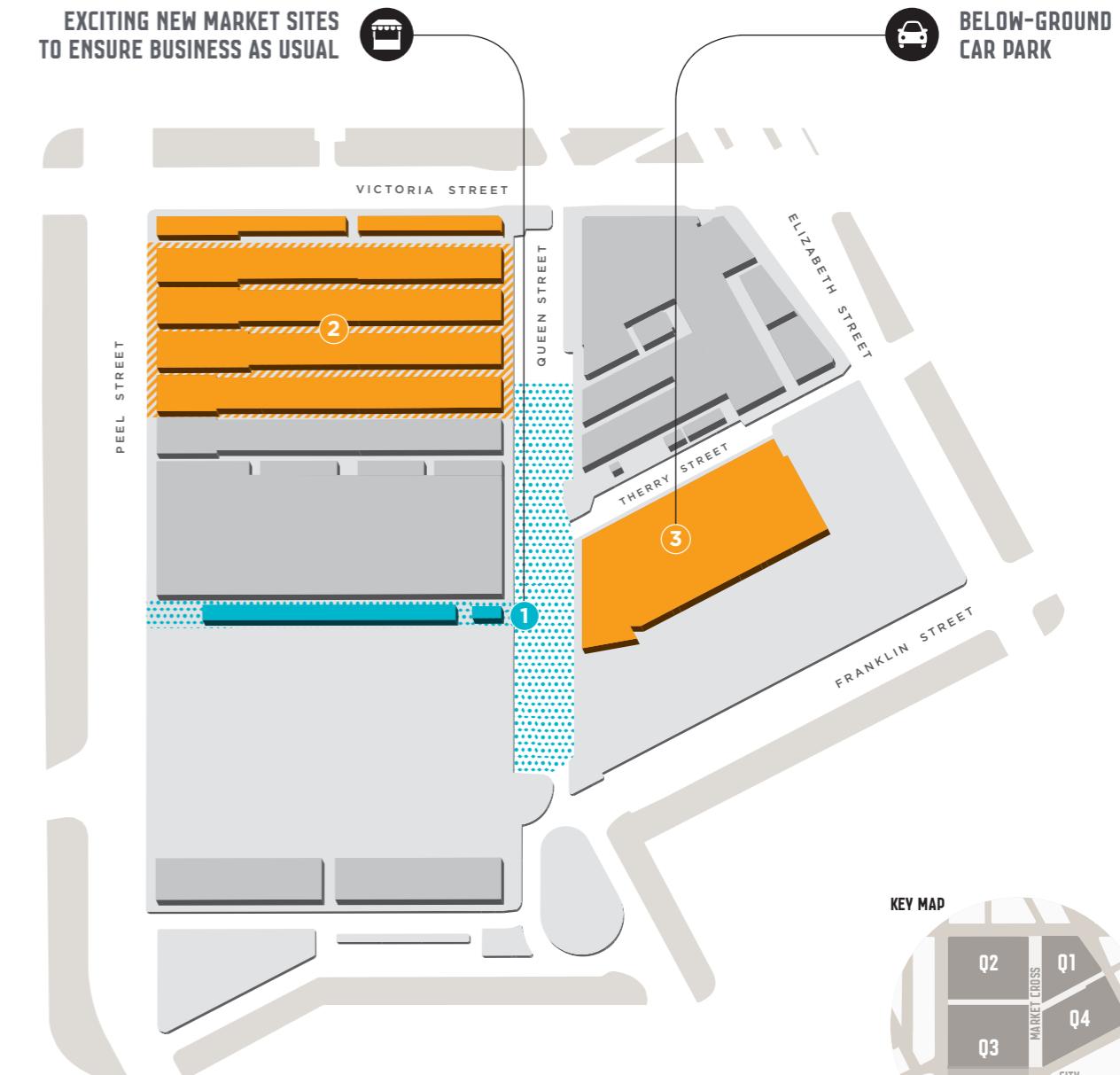
Archaeological investigations

Plan for sheds E and F enhancements

Finalise design of the new Franklin Street and prepare for construction

Celebrate the 140 year anniversary of the market with special events and programming

EXCITING NEW MARKET SITES TO ENSURE BUSINESS AS USUAL



● Works in progress ■ Works below-ground

Illustrative purposes only

2019



WHAT WILL BE HAPPENING IN THE MARKET PRECINCT?

In 2019, works will continue on the market's new customer car park in Quarter Four and below-ground facilities in Quarter Two. We'll then start building the Franklin Street connection, removing two roundabouts, improving pedestrian access and linking the market precinct with the city's east and west.

Early in the year, tenants of the Franklin Street stores will need to be relocated to make way for construction of the new Franklin Street, subject to the staging of works. This will involve the relocation of cleaning and storage facilities, fruit and vegetable cool stores and box hire operators. Temporary facilities may be required as the new below-ground facilities are finalised.

By the end of 2019, we expect to have completed construction of the below-ground operational area and the heritage sheds will be restored and returned. As part of these works, sheds E and F will be restored to enhance their authentic character with improvements such as weather protection and lighting.

All the fruit and vegetable and organic produce traders will move from the new market sites into the restored upper market sheds, creating the Fresh Food Market. This includes those who had been located in sheds H and I before the renewal program commenced. General merchandise traders will also return to the sheds to trade in new fixed and flexible stalls.

The reopening of Franklin Street will fulfil a key part of our agreement with the Victorian Government. With the new Quarter Four customer car park also opened by the end of 2019, the Victorian Government can complete the transfer of land to the market's south and we will be able to start work converting the current customer car park into Melbourne's newest public open space, Market Square.

We will now be more than half way through our renewal program.

RENEWAL PROGRAM WORKS IN 2019

- 1 New market sites trading
- 2 Construction of Q2 below-ground operational area
- 3 Construction of new Q4 customer car park, retail and community facilities
- 4 New Franklin Street construction
- 5 Enhancement works in sheds E and F

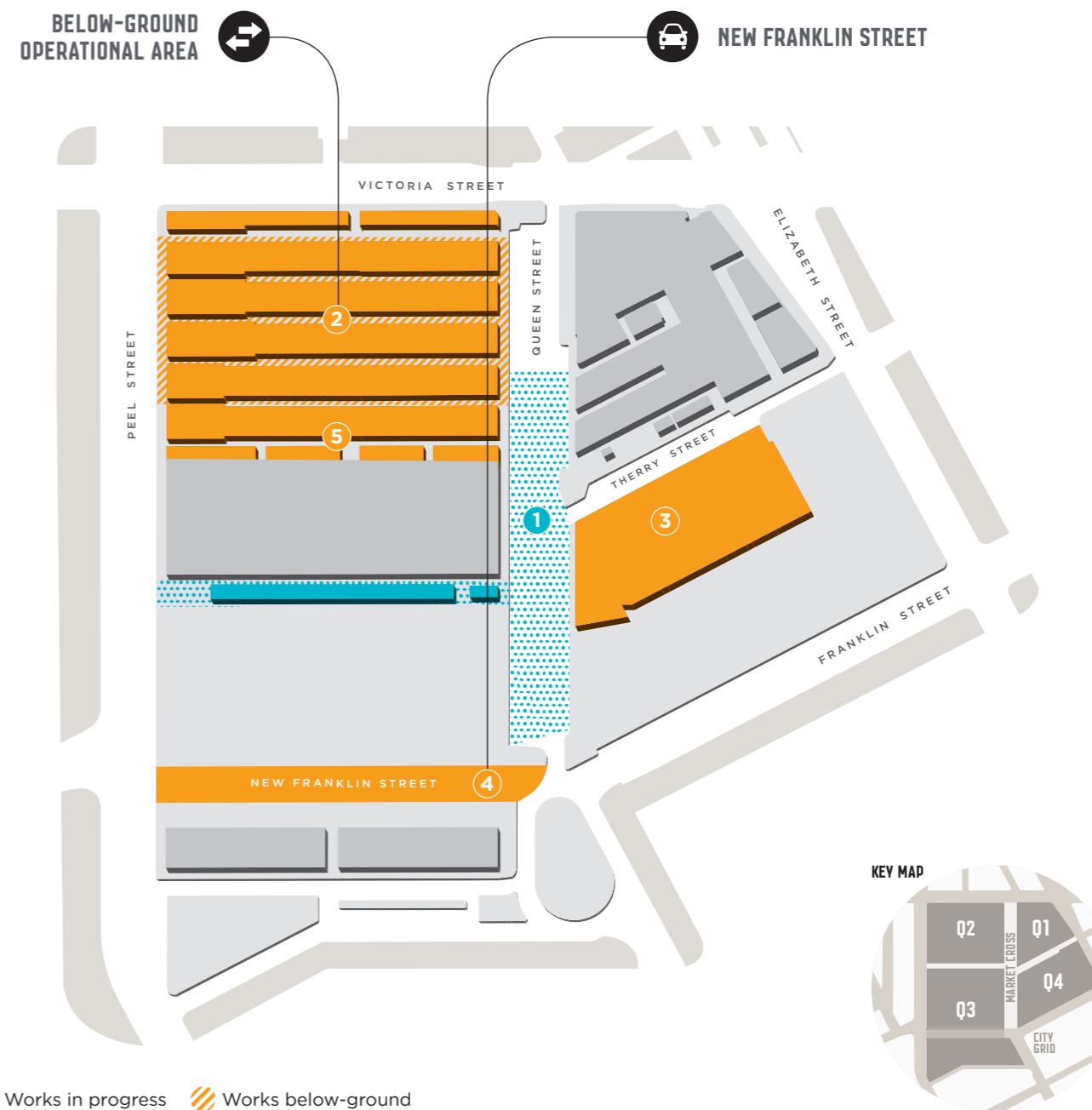
WHAT WILL BE HAPPENING BEHIND THE SCENES?

Work with fruit and vegetable traders and other vendors to move into sheds A-D and Victoria Street terraces

Progress detailed designs for the Q1 below-ground operational area

Plan for Elizabeth Street terraces enhancement works

Consolidate southern site land titles





WHAT WILL BE HAPPENING IN THE MARKET PRECINCT?

During this time, our attention will turn to works in Quarter One and to creating Market Square, a new public open space on the site of the former customer car park in Quarter Three. Construction of the Queen's Corner building will also commence.

In Quarter One, we'll start construction of the below-ground operational area to support the iconic Meat and Fish Hall and Dairy Produce Hall. It will include storage, food preparation areas, cool rooms and waste management, along with trader facilities such as lockers, showers and toilets.

This area will connect to the below-ground facilities in Quarter Two and will also feature upgraded technology and mechanical systems. Solar panels will be installed on the market's roofs supporting market operations and sustainability.

The Elizabeth Street terraces will have an enhanced hospitality offer and will receive some renovation works in keeping with the heritage of the market.

Sheds J, K, L and M will be given a new lease on life, with a new indoor-outdoor events space which combines flexible and multi-use areas. It will also bring the precinct with the central city and bring new vibrancy to this growing part of Melbourne.

RENEWAL PROGRAM WORKS IN 2020

- 1 New market sites trading
 - 2 Construction of Q1 below-ground operational area
 - 3 Elizabeth Street terraces enhancements
 - 4 Construction of Market Square and Queen's Corner building
 - 5 Sheds J, K, L and M enhancements
 - 6 Reconfigure southern site land parcels

WHAT WILL BE HAPPENING BEHIND THE SCENES?

Plan for Dairy Produce Hall, Meat and Fish Hall and Deli Lane enhancements

Progress designs for the Food Court area and Victoria Street terraces enhancements

Prepare to commence a public tender process
for the redevelopment of the southern site



2021



WHAT WILL BE HAPPENING IN THE MARKET PRECINCT?

This will be a time of transition as we near the end of construction. It will also signal a new business-as-usual for the renewed market precinct.

In 2021, following the development of the new below-ground facilities in Quarter One, sheds H and I will be transformed. Featuring new public dining areas and improved retail spaces, shoppers will be encouraged to stay and sample more of our local produce and hospitality.

Currently a delivery zone, Deli Lane, east of the Dairy Produce Hall, will be reimagined as a full-time community meeting place and outdoor dining area. The Food Court area will also be revitalised to better integrate with the Meat and Fish Hall.

The iconic exterior of the Meat and Fish Hall will receive some attention when we restore the iconic façade and artwork, install new lighting and create more inviting entrances and improved signage for customers.

Market Square is expected to be ready by mid to late 2021, providing 1.5 hectares of public open space in the heart of the city's north.

The construction of our new Queen's Corner building will bring an inspiring piece of architecture into the market precinct. The new building and rejuvenated sheds J, K, L and M are expected to be ready for a full summer season in 2021.

Our new Market Cross area represents the final piece of the market precinct's transformation, connecting the market's quarters and providing a pedestrian-friendly meeting place that can host markets, festivals and busking, as well as greener spaces for sitting, eating and relaxation. The Market Cross is expected to be complete in time for Christmas in 2021.

RENEWAL PROGRAM WORKS IN 2021

- 1 Enhancement of Food Court and adjoining Victoria Street terraces
- 2 Construction of Q1 below-ground operational area and transformation of sheds H and I
- 3 Enhancement of Dairy Produce Hall, Meat and Fish Hall and Deli Lane
- 4 Construction of Market Square and Queen's Corner building
- 5 Market Cross
- 6 Southern site development / Franklin Street stores adaptation
- 7 Finalise streetscape improvements

WHAT WILL BE HAPPENING BEHIND THE SCENES?

Transition to business as usual for market

Work with traders and vendors to move into sheds H and I

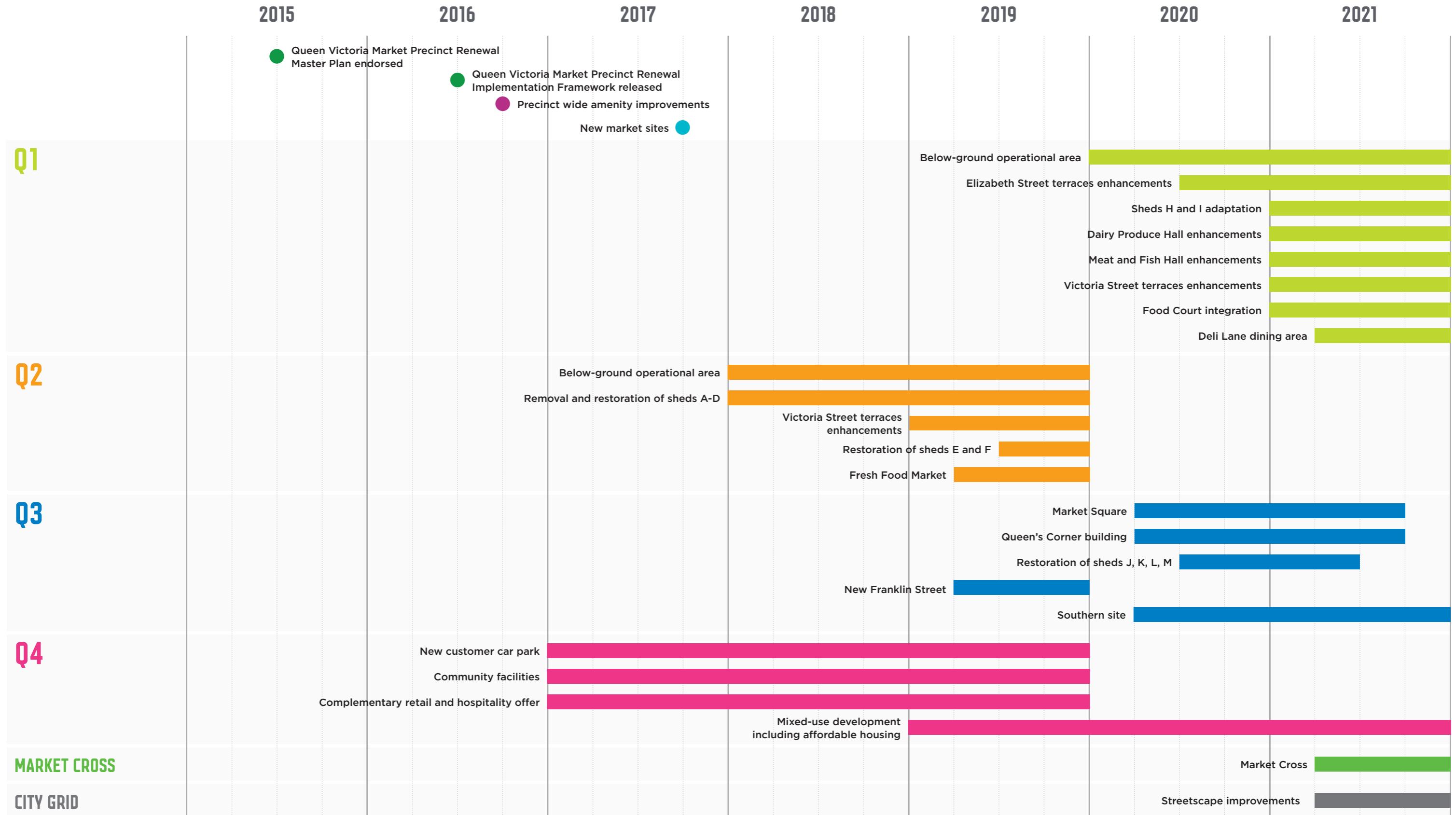
Develop new programs and activities for Market Square

Develop partnerships to deliver a Victorian visitor centre in the Queen's Corner building

Restore the old cemetery wall including the addition of interpretive elements to enhance awareness of this important part of the market precinct's history



PROJECT TIMELINE



DELIVERING THE RENEWAL PROGRAM

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VICTORIAN GOVERNMENT AGREEMENT

PROJECT GOVERNANCE

To support the market renewal program, the Victorian Government and the City of Melbourne have entered into a formal agreement to transfer some Crown land south of the Franklin Street stores to the City of Melbourne.

Freehold land will be created as a result of the land transfer, providing opportunities for mixed-use development to add to the vibrancy and potential of the area. Funds secured through the development of this land will be reinvested into the Queen Victoria Market.

Key development timing obligations:

- Construct new Franklin Street by 2019.
- Enhance and renovate northern upper market sheds to support trading and incorporate new market trading services and facilities by 2019.
- Replace current car spaces within the existing at grade car park elsewhere within the market precinct by 2019.
- Convert the existing car park to a high-quality public space by 2022.
- Upgrade streetscapes adjoining Queen Victoria Market (Elizabeth, Peel, Queen, Therry and Victoria streets) and public transport infrastructure by 2026.
- Construct a new Queen's Corner building within a portion of the Queen Street road reserve for a Victorian visitor centre and new market management facilities by 2026.
- Reconfigure land parcels, including the retained Franklin Street stores and portions of the Franklin Street road reserve to create mixed-use development sites by 2026.

PROGRAM FUNDING

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

OUR PROGRAM TEAM

We have put in place a program team that combines dedicated people from City of Melbourne and Queen Victoria Market's management that will work together for the duration of the renewal program to realise our vision. Guided by our Program Director, the renewal team is overseen by our Program Control Group, who ultimately report to Council to safeguard the future of Queen Victoria Market on behalf of the people of Melbourne.

The City of Melbourne has made a commitment to spend up to \$250 million to deliver the Queen Victoria Market Precinct Renewal (QVMPR) Program. The Queen Victoria Market (QVM) Program Reserve has been established as a dedicated fund to provide a transparent vehicle for administration of the QVMPR Program. Funds to be used solely for the capital redevelopment of renewal works are transferred into the QVM Program Reserve annually, or periodically, as approved by Council. Quarterly reports are presented to Council on the performance of the fund and the QVM Program Reserve is audited as part of the City of Melbourne's financial statements on an annual basis by the Victorian Auditor General's Office.



HOW TO KEEP INFORMED

For traders, market stall holders and service providers who want to know more, please contact QVM on **9320 5822** or via the email address below.

For general information on the renewal, or to sign up for our Queen Victoria Market Precinct Renewal newsletter, visit melbourne.vic.gov.au/queenvictoriamarket

Customers wanting more information on the renewal program can visit the information hub located at 452 Queen Street, right in the heart of the market precinct. Information sessions and drop-in times for the hub are listed on the website.

You can also follow the City of Melbourne on social media or call **9658 9658** for more information.

Any questions or feedback can be sent to
qvmrenewal@melbourne.vic.gov.au

How to contact us

Online: melbourne.vic.gov.au

In person:

Melbourne Town Hall - Administration Building
120 Swanston Street, Melbourne
7.30am to 5pm, Monday to Friday
(Public holidays excluded)

Telephone: 03 9658 9658
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(Public holidays excluded)

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Translation services:

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03 9280 0726	All other languages

National Relay Service: If you are deaf, hearing impaired or speech-impaired, call us via the National Relay Service: Teletypewriter (TTY) users phone 1300 555 727 then ask for 03 9658 9658
9am to 5pm, Monday to Friday
(Public holidays excluded)