



# **Findings, Measures and Recommendations for Davies Park Market, West End by Blue Sky Events (Davies Park Market Operator)**

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### **Introductory Remark on Findings**

As we are all aware, the Market at West End is a much-loved community hub. The current market environment provides a forum for local people to offer their produce and to express their artistic views or way of life. The Market is synonymous with the vibrant style of the area and offers visitors an enjoyable escape from their everyday routine.

On the handover and in the early months of managing the Market, we (Blue Sky Events) implemented a communications program seeking to engage the community and to request feedback & recommendations regarding the improvement of the Market. This program was undertaken via email, newsletters, our website and general publicity. Our office received well in excess of 100 feedback items, the majority coming from past & present stallholders. Some items were long and detailed and others were very brief. The feedback received greatly developed our understanding of the Market's history and its current operation. The vast majority of recommendations included in this paper resulted directly from feedback received.

## **1. Measures & Recommendations – Maintain Character & Rename to 'Davies Park Market'**

We find it of critical importance for the Market to retain its unique identity and culture. Our understanding of what makes for a great market and our vision for the Market at West End is that the Market is an active cultural representation of the local area.

In the course of the review it has become apparent that the continued use of the name "West End Market" is not possible because it is already utilised by a neighbouring shopping centre. We have adopted a new name for the Market, the "Davies Park Market". We believe the logo speaks for itself in terms of the character of the Market and the importance of the Park's heritage listed fig trees.

The Market is a commonly acknowledged community asset that we anticipate will endure for future generations. For this reason we thought it important to ensure that the Market's name is not a 'brand' nor should it be aligned with a particular Market operator. The Davies Park Market name allows for continuity and has been registered with the Queensland Government. In due course, this registration will be transferred to the Brisbane City Council as an entitlement provided to any individual or organisation given the privilege of operating the Market in the immediate future.



### **Finding**

On the handover of Market management in May 2009 ('the handover') the Market did not have in place any documented procedures, regulations, plans, policies, stall fee schedules, traffic management plan, websites, etc.

## **2. Measures & Recommendations – Preparation of Operations Manual**

A full set of documentation detailing the operational structure of the Market has been prepared. A number of these documents are referred to further in this Paper.

### **Finding**

A recent survey of market visitors indicates that the Market generates in excess of 10,000 visitors every Market day. In light of such high visitation levels, we believe that the current level of services and amenities to the Market needs to be improved as soon as possible.

## **3. Measures & Recommendations – Major Upgrade of Park Facilities & Services**

The Market requires improvements to lighting, parking, toilets, access to power, access for vehicles and pedestrians, access to water, etc. We are in the course of providing Council detailed feedback and recommendations intended to facilitate the improvement of such services and infrastructure.

### **Documents**

Austraffic – Traffic Survey Results 1 August 2009

### **Finding**

Since the handover, we have developed an excellent working relationship with the Souths Rugby League Club and have entered into a commercial agreement to access Club services and facilities such as toilets, power and storage. However the shared use of these services and facilities is problematic during the Club season or when it is utilised by other hirers.

## **4. Measures & Recommendations – Independent Power Supply & New Toilets**

In light of the Club's limited capacity to share the above services and facilities at all times we recommend that the Market be provided access to an independent power supply and that the Council provide new toilet facilities at Davies Park.



### Finding

The ground surface at the Riverside Drive level is compacted and deteriorated. It currently presents significant problems such as erosion and mud during rain; dust during dry summers and is a non-compliant surface for stallholders preparing and selling various food categories.

## 5. Major Proposal / Recommendation – Reconfiguration of Market Layout

The options are to provide a hard or semi permeable ground surface on the Riverside level or, alternatively, to re-configure the Market layout. We suggest that it is better to rehabilitate the turf on the Riverside level to allow this area to be enjoyed by the community as parkland at all times rather than reduce the amount of green space in the park for the sole benefit of a market operating one day per week. We therefore need to relocate stalls to alternative or additional areas in the Market.

We propose the following course of action:

- Discontinue the use of the Riverside level as a Market area. This area should be rehabilitated and utilised as an area for eating and passive recreation. There is incidentally a major need for this type of area during Market day.
- Remove the driveway adjacent to the beach volleyball courts on market day and add a new run of stall spaces in place of the driveway.
- Add a new run of stall spaces along the Montague Road exit.

We propose to undertake this exercise on the following basis:

- All regular stallholders currently located on the Riverside level are accommodated in the new Market areas
- We do not plan to increase the number of stall spaces or size of the Market during the course of this exercise. This exercise is simply a relocation of stall spaces and Market area. The Riverside level currently has 49 spaces that need to be relocated. A significant number of stallholders utilise more than one 3 metre space to make up their stalls.

Note that a significant proportion of regular stallholders on the Riverside level have expressed their preference to relocate to the upper level. It is also the least desirable section for casual stallholders. A significant number of casuals would prefer not to trade at all rather than being placed on the Riverside level.

In the longer term we believe that the Market layout could be reviewed again with a view to making the configuration and flow of stalls more interesting. The ideal scenario is that stalls would be configured in a way that took visitors through a more interesting journey across through Park.



This would add an element of discovery for Market visitors. The current configuration around the club house provides a good example of this preferred configuration. We anticipate that the new stall run that is to be established under the canopy of trees along Montague Street would enhance the Market visitor experience.

#### **Documents**

Davies Park Map – Soccer Field Run – Existing

Davies Park Map – Soccer Field Run – Proposed

#### **Finding**

The location of the vehicle exit access lane alongside the beach volleyball courts is inappropriate. The lane is immediately adjacent to pedestrian activity and greatly deters from the Market visitor experience.

### **6. Measures & Recommendations – New Exit from Souths Rugby League Club Car Park**

Removal of Vehicle Access Lane along Beach volleyball courts

Creation of an alternative exit from the Club parking area out into Jane Street. This will require Council engineers to redesign the entry and exit point at Jane Street

#### **Documents**

Current Market Stall Map – Upper Level

#### **Finding**

The Davies Park Market is not just about shopping; it is a recreation activity. At any point in time during Market trading hours, several hundred visitors are looking for a sitting area to eat; rest or generally enjoy the atmosphere of the Market. There is currently a significant lack of readily accessible passive recreation space that is shaded. This is a particular problem when a soccer game is on and the field cannot be used.

### **7. Measures & Recommendations – Use of Riverside Level for Passive Recreation**

We believe that the reconfiguration of the Market and the use of the Riverside area for passive recreation will address this issue.



### **Finding**

On the handover, the electrical distribution system in the Market was largely uncontrolled and non-compliant. The majority of stalls utilising power were non-compliant in terms of the use of tagged equipment etc.

## **8. Measures & Recommendations – Upgrade Electrical Distribution System & Compliance**

Upgrade electrical distribution system. An interim upgrade project is currently underway but we strongly suggest that a Council funded permanent system be installed asap. We have commenced a Stallholder compliance program which has been very successful and have engaged an electrical contractor to undertake regular visits to monitor compliance. Compliance audits are undertaken on a regular basis.

### **Documents**

Safety Management Plan (Stallholder Version pending)

Davies Park Market Manual

### **Finding**

On the handover, a number of sections within the Market were prone to pedestrian bottlenecks due to the current configuration of stalls at the Market.

The single most common piece of feedback received from stallholders is the inequitable allocation of stall spaces. Stallholders currently occupy anywhere from a single 3 metre X 3 metre space to a stall that is composed of eighteen 3 metre X 3 metre spaces and there is a significant proportion of stallholders who have requested for changes to either the location of their stall or the size of their stall.

## **9. Measures & Recommendations – Modifications to Existing Stall Layout**

The Market has had a number of minor modifications to its layout and a number of stallholders have been reallocated spaces to improve pathway widths. These measures have proven to be very successful.

In due course we also plan to develop an objective and fair basis upon which stall space may be allocated at the Market and to review the current allocation of spaces.



### **Finding**

Stalls along the Jane Street run have regularly extended out onto the shared bikeway. This occurrence is a safety hazard to the general public and cyclists in particular.

## **10. Measures & Recommendations – Installation of Temporary Barriers along Shared Pathway**

We have found that the only fail safe method to enforce compliance is to install barricade taping along the bollards along the pathway. We have found the installation of a temporary physical barrier to be very effective.

For quite a while, our alternative solution to this problem was a proposal to remove stalls on the side of the shared pedestrian-bicycle path. This solution would not have been ideal as the loss of stall structures would result in a significant loss of shade across the Jane Street run. The loss of shade would be bad for market visitors and stallholders who face directly into the Western sunlight.

### **Finding**

On the handover, Food Safety compliance amongst the stallholders was well below standard. Product labelling was very poor for a number of stallholders.

## **11. Measures & Recommendations – Improve Food Safety Compliance**

We have been liaising with a number of government agencies including Queensland Health and Brisbane City Council and have implemented a number of food safety compliance programs and initiatives to get all stallholders compliant with basic standards. We have addressed food labelling on a one on one basis to get stallholders up to speed on this standard.

Our site Managers undertake random audits of stalls and issue compliance requests as required. A number of documents and checklists have been prepared and distributed to assist stallholders in achieving necessary compliance standards.

### **Documents**

Food Safety Compliance Program Audit Checklist



### **Finding**

On the handover, there was no documented traffic management plan in existence and stallholders commonly referred to the set up time as 'organised chaos' at best. During the peak set up times the vehicle access lane resulted in gridlock and it usually involved some period of time before traffic could resume flowing. Emergency Vehicle Access pathways were often not maintained

## **12. Measures & Recommendations – Implementation of Traffic Plan**

Implementation and enforcement of Traffic Plan and utilise traffic control staff with proper accreditation. Note that, subject to the approval of Council, the Traffic Plan would be amended to account for the revised stall layout.

Note that a number of stallholders have already been reallocated stalls locations and access ways have been widened in some points to avoid pinch points during set up and pack up. These measures have already proven to be very effective.

### **Documents**

Traffic Management Plan & Stallholder Parking Permit

### **Finding**

High level of Vehicle/Pedestrian activity mixing on Jane Street Entrance

## **13. Measures & Recommendations –Saturday Morning Drop Off Zone at Jane Street**

We recommend that Council review the possibility of a special drop-off zone on Jane Street on Saturday mornings. It will also allow for people to be picked up by others and may encourage vehicles to park further afield

### **Finding**

In a few instances, stalls and stallholders vehicles are situated on tree roots or alternatively are contributing to further compaction on soil located within the perimeter of tree drip lines.

## **14. Measures & Recommendations – Removal of Stalls Causing Damage to Trees**

The Market layout needs to be realigned to avoid these occurrences. A site meeting with Council has been already been undertaken and it has been agreed that these problem areas will be reverted to areas for passive recreation rather than stall spaces.

### **Documents**

Environmental Management Plan



### **Finding**

The Market currently accommodates some stallholders' vehicles resulting in a reduction in space for visitors

## **15. Measures & Recommendations – Removal of non-essential Vehicles from Market**

Remove vehicles from the Market area except where the vehicles are assessed by the Manager as playing a critical role in the delivery of product from the Stallholder to customers.

### **Finding**

The Market currently generates an unnecessarily high level of food and packaging waste.

## **16. Measures & Recommendations - Environmental Food Packaging Program**

Implementation of an Environmental Food Packaging Program drafted for the Market.  
Review the option to distribute food waste to other productive uses e.g. mulch for adjoining community gardens, etc.

### **Documents**

Environmental Food Packaging Program  
Waste Management Plan

### **Finding**

On the handover, we have discovered a very erratic and inconsistent stall pricing structure. Stallholders are paying a broad range of prices for identical stalls spaces and we have not been able to ascertain the basis upon which stallholders pay differing stall fees.

## **17. Measures & Recommendations – Uniform Stall Pricing Structure**

In accordance with our previous undertaking stall fees are not scheduled for review in 2009. We plan to implement a new, uniform pricing structure for all stallholders in May 2010.

### **Finding**

On the handover, the Market's product control was not maintained at an appropriate standard and certain items were included for sale including knives, slingshots and counterfeit goods

## **18. Measures & Recommendations – Product Audits**

Complete product audits on a regular basis and with strict product control. This role is performed by the Site Manager and the outcomes reported on a daily basis



### **Finding**

Stallholder parking on Club grounds is not managed and on occasions result in major problems for the Club

## **19. Measures & Recommendations - Stallholder Parking Permit Scheme**

Implement a stallholder parking permit scheme

### **Documents**

Stallholder Parking Permit

### **Finding**

Insufficient way finding and traffic signage throughout the Market e.g. Toilets, Entry and Exit points, Sped limit signs

## **20. Measures & Recommendations – Market Signage**

Produce signage including speed limits, toilets, exits, etc

### **Finding**

Vehicles parked on Friday evenings are frequently located in Market area

## **21. Measures & Recommendations – Council Signage / Saturday Tow Away Zone**

Council to install signage to notify use of Saturday Market - possible tow away zone

### **Finding**

On the handover, the majority of stall locations were allocated to weekly regular stallholders. Only approximately 10% - 15% stalls are available to new or Casuals stallholders. The vast majority of applicants to the Market are unable to secure a stall.

## **22. Measures & Recommendations – Ensure Broad & Varied Intake of New Stallholders**

We need to manage a priority system so that new applicants are selected on the basis of objective criteria. Relevant determinants for future eligibility would include the admission of stalls with a not for profit or community focussed objective, stalls presenting a broad range of arts & crafts , actual primary producers and producers of seasonal product, etc.



**Finding**

The ground surface is in poor condition in some of areas of the Market

**23. Measures & Recommendations – Minor Repairs to Ground Surfaces**

Council to patch up surfaces as required. Liaise with Council officers

**Finding**

Drainage is poor in food court area and in certain areas along the Montague Road exit

**24. Measures & Recommendations – Improve drainage in Food Court**

Review condition of grounds with view to re-surfacing at some later stage. This situation is currently manageable.



## **List of Documents**

- 1. Austraffic – Traffic Survey Results 1 August 2009**
- 2. Current Market Stall Map – Upper Level**
- 3. Davies Park Map – Soccer Field Run – Existing**
- 4. Davies Park Map – Soccer Field Run – Proposed**
- 5. Environmental Food Packaging Program**
- 6. Environmental Management Plan**
- 7. Food Safety Compliance Program Audit Checklist**
- 8. Market Manual**
- 9. Safety Management Plan**
- 10. Stallholder Parking Permit**
- 11. Traffic Management Plan**
- 12. Waste Management Plan**