

**St. Lawrence Market Complex  
Strategic Plan  
2017 - 2021**

## Table of Contents

<b>1. INTRODUCTION .....</b>	<b>2</b>
<i>Our Properties.....</i>	<i>2</i>
<i>Our Tenants and Programs.....</i>	<i>4</i>
<i>Our Strategic Plan.....</i>	<i>5</i>
<b>2. TRANSFORMATIONAL OPPORTUNITIES.....</b>	<b>6</b>
<i>North Market Redevelopment .....</i>	<i>6</i>
<i>Ongoing Development of the St. Lawrence Market Neighbourhood .....</i>	<i>6</i>
<i>Flourishing Food Scene in Toronto .....</i>	<i>7</i>
<b>3. VISION .....</b>	<b>8</b>
<b>4. MISSION .....</b>	<b>8</b>
<b>5. CORE VALUES.....</b>	<b>8</b>
<b>6. STRATEGIC GOALS .....</b>	<b>9</b>
<i>Goal One - Business Development.....</i>	<i>9</i>
<i>Goal Two - Quality of Life .....</i>	<i>11</i>
<i>Goal Three – Marketing .....</i>	<i>13</i>
<i>Goal Four – Placemaking.....</i>	<i>15</i>
<i>Goal Five - Operations and the Environment.....</i>	<i>17</i>
<i>Goal Six - Good Governance.....</i>	<i>19</i>
<i>Goal Seven - Finances .....</i>	<i>21</i>

## 1. INTRODUCTION

Since its establishment in 1803, the St. Lawrence Market has been a public asset that brings people together around shared values and experiences of food, community, culture, and heritage. Located in and around the original Market Reserve of the Town of York, the Market has served as an anchor for the St. Lawrence Market Neighbourhood, as well as an important social, civic and economic hub for Toronto as a whole, for over 200 years. The buildings of the St. Lawrence Market Complex are key downtown landmarks and are among the most valuable historical sites in Toronto. The Complex is a place that convenes diverse groups of people - merchants and shoppers, rural and urban, locals and visitors, young and old – to exchange goods and ideas, and to celebrate community.

In 2012 the St. Lawrence Market was recognized by National Geographic as the best public market destination in the world. The Market is a major tourist destination and is currently listed on Trip Advisor as the third most popular attraction in Toronto.

The St. Lawrence Market Complex is a key economic generator for the city and the broader region, creating economic opportunities, jobs, and networks for local independent businesses. The St. Lawrence Market is one of the last strongholds of independent food merchants who provide personalized service and quality merchandise that reflects the diversity of Toronto, Ontario and Canada. These entrepreneurial, independent, and diverse tenants play a strong role in the success of the Complex.

The St. Lawrence Market Complex is a public asset managed by the Real Estate Services Division of the City of Toronto. City staff work in close collaboration with the St. Lawrence Market Precinct Advisory Committee – a public committee that acts as an advocate for the Complex and provides advice on the mandate, strategic direction, growth, planning, budgeting and operations of the Complex.

### **Our Properties**

The St. Lawrence Market Complex consists of the North and South St. Lawrence Market buildings, St. Lawrence Hall, Market Lane Park, 125 The Esplanade and abutting pedestrian right-of-ways.

< MAP OF COMPLEX >

#### **St. Lawrence Hall**

St. Lawrence Hall is a four-storey brick and stone structure designed by prominent Toronto architect William Thomas and built in 1850. St. Lawrence Hall served as the primary social and cultural centre for Victorian Toronto. The Great Hall on the third storey of the building hosted grand balls, exhibitions and concerts, as well as public meetings and lectures on important social concerns of the day including slavery, women's rights and temperance. These events included several important gatherings of prominent Abolitionist leaders, including Lucie and Thornton Blackburn, in the years of

the Underground Railroad. By the turn of the century, the popularity of the Great Hall as a venue was waning and the building was underutilized for many years.

In 1967, St. Lawrence Hall was restored to its original grandeur as the City of Toronto's Centennial project. St. Lawrence Hall is a protected historic property under Provincial legislation, as well as a designated National Historic Site.

### *The North Market*

In 1803 Lieutenant Governor Peter Hunter proclaimed that the land bounded by Front Street, Jarvis Street, King Street and Church Street would serve as the public marketplace for farmers from nearby townships to sell produce and livestock to the residents of the Town of York. The original wooden structure that was built to house the public market was replaced in 1831 by a brick building that was also used as the first home for City Council meetings. The building has been rebuilt numerous times since 1831; however, the primary purpose of each building on the site since 1803 has been to house the Saturday Farmers Market.

In 2002, Toronto City Council endorsed the concept of redeveloping the St. Lawrence Market North property. This redevelopment project will replace the one-storey building built in 1968 with a new four-storey, multi-purpose building that is more environmentally sustainable, more energy efficient, and more respectful of the heritage fabric and history of the surrounding neighbourhood. In the redeveloped North Market building, the established Farmers Market will continue to operate in a ground floor Market Hall. The second storey mezzanine will host a variety of special event and community uses, including a new Seniors Program to service the surrounding community. Toronto Court Services' court rooms and administrative offices will occupy the upper floors, a move that will consolidate their operations in one location and result in service improvements. A new 250-space underground parking garage will serve the building, the Complex, and the neighbourhood.

### *125 The Esplanade (the Temporary Market)*

The City has built a temporary market structure at 125 The Esplanade to accommodate the Farmers Market and other programs and events for the duration of the North Market redevelopment project.

### *The South Market*

The original structure of the South Market was built in 1844 on the southwest corner of Front Street East and Jarvis Street. This building served as the second home for Toronto City Council as well as the City's police station and jail. In 1899 the structure underwent major renovations for use as a large, central public market. In 1901, the side wings were demolished, and the rear enclosed in the long shed structure we see today. The structure was renovated and restored again in 1975-1977. Today the three-story central block, the former council chambers, and the three ground floor arched

entranceways still remain, echoing the original design from the 1840s. The South Market building is a protected heritage property under Provincial legislation.

### Market Lane Park

Market Lane Park is a public space located along the west side of the North Market and St. Lawrence Hall properties. This public open space serves as a key pedestrian connection between St. James Park and Front Street East. The revitalization of Market Lane Park will take place following the North Market Redevelopment project.

## **Our Tenants and Programs**

### St. Lawrence Hall

St. Lawrence Hall includes retail, office and event spaces and currently houses a number of unique tenants, including a restaurant, a bank, a local opera company, a charitable agency and City of Toronto offices. The third floor of the St. Lawrence Hall contains the Great Hall – a unique and historical event rental space that is popular for an array of social, civic and business functions.

### The South Market

The retail area of the South Market is open daily from Tuesday to Saturday and is located on the main floor and lower level. The Market currently houses 65 specialty merchants, known for the quality, variety and freshness of their fruit, vegetables, meat, fish, grains, baked goods, dairy products, speciality and prepared foods, as well as for the uniqueness of the non-food items for sale. Visitors of the South Market can find something to meet anyone's taste and price-point.

The second floor of the South Market is home to the Market Gallery, an exhibition space for the City of Toronto's Cultural Services. The second floor also houses the Market Kitchen, which offers cooking classes inspired by local products and new food traditions from across Toronto's vibrant cultural tapestry.

### The Farmers Market

The Saturday Farmers Market has taken place in the Complex since 1803 and continues today, providing space for the producers of Southern Ontario to bring their seasonal produce to market in the city. Currently, 38 merchants participate in the Farmers Market every week throughout the year, upholding traditions and providing vibrant energy to the authentic public market experience offered by the St. Lawrence Market Complex. The Farmers Market currently operates out of the temporary structure at 125 The Esplanade while the North Market property is redeveloped.

## **Our Strategic Plan**

The 2017 – 2021 St. Lawrence Market Complex Strategic Plan provides direction to guide City staff and the St. Lawrence Market Precinct Advisory Committee in their actions and decision-making over the next 5 years. The vision, mission, values, goals and objectives contained in this document were developed through extensive engagement with a wide range of key stakeholders, including the City of Toronto, the St. Lawrence Market Precinct Advisory Committee, current tenants and users of the Complex. This document presents a collective vision for the Complex that reflects and activates the ideas and values of these stakeholders.

### *A "Living Document"*

The Strategic Plan should be reviewed annually in order to measure our progress towards achieving each goal, and to adjust our strategies where necessary in response to evolving environmental factors.

## 2. TRANSFORMATIONAL OPPORTUNITIES

The 2017 - 2021 Strategic Plan covers an exciting period of change and opportunity at the St. Lawrence Market Complex, most significantly through the redevelopment of the North Market property. The neighbourhood and the city as a whole are also evolving and creating new contexts and opportunities that need to be taken into account when planning the future of the Complex. We must be prepared to seize opportunities as they arise and maximize their benefit to both the St. Lawrence Market Complex and the surrounding neighbourhood. The following three *Transformational Opportunities* set the stage for many of the *Strategic Goals* and objectives outlined in Section 6.

### **North Market Redevelopment**

This initiative will replace the existing one-storey building with a new multi-storey, multi-purpose building that will improve the utility of the Complex for tenants and visitors, while contributing to the economic development of the area. The weekly Farmers Market, currently being held in the Temporary Market structure located at 125 The Esplanade, will find a permanent home in the ground floor Market Hall of the new building. The Market Hall will be programmed and utilized for a variety of purposes throughout the day, 7-days a week. Toronto Court Services' court rooms and administrative offices will occupy the upper floors, creating new weekday foot traffic in and around the Complex. A new 250-space underground parking garage will serve the building, the Complex and the neighbourhood.

The design of the new multi-storey building includes a view corridor to the south façade of St. Lawrence Hall, drawing the historic structure into the public eye in an unprecedented way. This provides an impetus for making strategic investments to revitalize St. Lawrence Hall in a way that complements and connects with the new North Market while maintaining its unique character. The redevelopment project also presents the opportunity to find new integrations between the North Market, Market Lane Park, the South Market, and Market Street through landscaping and streetscaping connections.

Needless to say, the redevelopment project will bring a high level of positive exposure to the Complex and present significant opportunities for accessing diverse new communities, creating complementary spaces and programming, and providing memorable experiences. The Complex must be ready to seize and make the most of these opportunities over the next five years.

### **Ongoing Development of the St. Lawrence Market Neighbourhood**

The St. Lawrence Market Neighbourhood has been undergoing significant redevelopment over the past decade, with new high-density residential and commercial buildings emerging within walking distance of the Complex. The influx of people to these new spaces has resulted in a shift in the overall demographic profile of current and potential users of the St. Lawrence Market Complex. This shift provides an opportunity for the St. Lawrence Market Complex to explore new types of programming, products

and services to appeal to these new demographics. At the same time, it will be crucial to ensure that we maintain and enhance the programs, products, service and atmosphere that keeps loyal long-term visitors coming back. The engaged residents and businesses of the St. Lawrence Market Neighbourhood have a strong history of supporting, defending, and championing the Complex over the years, and will continue to be instrumental to its success in the future.

The influx of new development comes at the same time as a strengthened grassroots push for protecting and animating the rich variety of heritage buildings that comprise the neighbourhood, which is roughly bound by the original footprint of the Town of York. In 2015 City Council designated the neighbourhood as a Heritage Conservation District, holding development activity in the neighbourhood, including the redevelopment of the North Market, to a high standard of compatibility with surrounding heritage properties. The St. Lawrence Market Complex is committed to community development and heritage preservation and must seize all opportunities to strengthen its deep-rooted connections to the neighbourhood and its role as the anchor of the evolving community over the next five years.

### **Flourishing Food Culture in Toronto**

From high-end restaurants to food trucks, and from urban agriculture to our strong food manufacturing sector, Toronto is being recognized around the world as a city with an exciting emerging food scene. The St. Lawrence Market has been a central hub of Toronto's food culture and infrastructure since the city was founded. Over the next five years it will be crucial for the South Market and the Farmers Market to tap in to the city's flourishing food movement, and solidify the reputation of the St. Lawrence Market as the central urban hub where chefs, health enthusiasts, culinary tourists, and casual foodies come to find the best food available from local farmers and merchants. The farmers and merchants of the St. Lawrence Market have shared a long history of catering to evolving tastes, while retaining the traditional products and personalized service that keep the market authentic. They prove that public markets, by nature, are more flexible than other forms of retail - able to adapt to shifting trends and lead innovation. Through exploring new types of programming, understanding customer demands and supporting tenants as they experiment and grow, the Complex will be celebrated as a leader of Toronto's internationally acclaimed food scene over the next five years.

### 3. VISION

The St. Lawrence Market Complex is a vibrant living landmark that builds connections between people in its world-class public food market and dynamic social spaces.

### 4. MISSION

The *Mission* of the St. Lawrence Market Complex is to:

1. Recognize and celebrate the iconic properties of the Complex for their historic and ongoing role as anchors of the St. Lawrence Market Neighbourhood and Toronto.
2. Provide vibrant and welcoming spaces for community gathering and celebration.
3. Provide world-class food experiences.
4. Improve quality of life by providing inspiration to eat, cook and share good food.
5. Support the local economy by providing opportunities for the businesses of our tenants, farmers and the surrounding neighbourhood to thrive.
6. Pursue operational excellence and environmental sustainability through continuously improving our facilities and processes.
7. Maintain long-term financial sustainability.

### 5. CORE VALUES

Our *Core Values* guide all of our actions and serve as metrics to aid decision-making and measure progress:

Authenticity: *We are committed to providing authentic experiences.*

Connections: *We are committed to honouring and strengthening the connections between the Complex and the diverse communities of merchants, farmers, visitors, neighbours and partners that support it.*

Service Excellence: *We are committed to providing respectful, courteous, transparent and accountable service to our visitors and stakeholders.*

Collaboration: *We are committed to working collaboratively with colleagues, partners and stakeholders towards a common purpose.*

Continuous Improvement: *We are committed to seeking every opportunity to improve our operations and exceed expectations.*

Stewardship: *We are committed to operating in a financially responsible and environmentally friendly manner, emphasizing responsible stewardship of public funds and assets, including heritage resources.*

## 6. STRATEGIC GOALS

Our seven *Strategic Goals* provide clear descriptions of what we will achieve at the St. Lawrence Market Complex over the next five years. They serve as the roadmap that directs our actions so that we can achieve our *Vision* and *Mission*. Each of the seven goals is supported by a set of clearly defined shorter-term objectives. The tactics listed below each objective lay out the specific initiatives to be undertaken in order to achieve that objective.

### Goal One - Business Development

*Goal Statement:* Over the next 5 years, the Complex will continue to earn and uphold its strong reputation locally, regionally, and internationally. We will maintain an environment that enables innovation, creates economic opportunities, and stimulates the symbiotic development of the businesses of tenants, the Complex and the St. Lawrence Market Neighbourhood. The South Market and the Farmers Market are economic generators for the city, and they will continue to stimulate local economic growth and serve as a flagship and anchor of the local retail system. Our tenants are one of our most valuable assets, and it is important to acknowledge the strong role and responsibility they have in supporting the *Mission* of the Complex through their businesses and the passionate and knowledgeable customer service they provide each visitor. The variety, quality and freshness of their products is unmatched in the city. We aim to work alongside tenants to consistently improve customer service, product offerings and the visitor experience. We will invest in the growth of the local independent businesses of our tenants and we will invest in the programming that sustains the Complex and drives it forward.

1. *Develop customer-oriented improvements that cater to existing and new visitors.*
  - Explore opportunities for value-added services for visitors of the South Market and Farmers Market.
  - Partner with the St. Lawrence Market Neighbourhood BIA to complete a neighbourhood parking study, assessing the availability and cost of parking, and building on past parking studies and plans to ensure that we meet the needs of visitors in the future.
  - Study the potential for extended hours of operation at the South Market to meet evolving customer demands and shopping patterns.
  - Work with Transportation Services Division to develop a strategy for meeting the needs of cyclists visiting the Complex.
  - Work with Transportation Services Division to ensure that the Complex is well-served by public transit.
2. *Actively support tenant development throughout the Complex and ensure that all tenants contribute to achieving the Vision and Mission of the Complex.*
  - Continue to provide equitable opportunities for independent food retail businesses and local farms to thrive at the South Market and Farmers Market.

- Develop a leasing strategy for the South Market that attracts tenants who contribute to the authentic public market experience.
- Develop a leasing strategy for the Farmers Market that attract tenants who contribute to the authentic farmers' market experience.
- Support the branding and marketing initiatives of tenants in order to help them develop and maintain thriving businesses.
- Work with South Market and Farmers Market tenants to develop a mix of product offerings that appeal to new and existing visitors and improve tenant revenue.
- Develop a leasing strategy for St. Lawrence Hall that attracts tenants who enhance the use of the building.

3. *Optimize the use of existing and evolving spaces in the Complex.*

- Develop and implement a business and marketing plan for the redeveloped North Market.
- Develop a feasibility study for St. Lawrence Hall that considers how to improve the third floor event spaces, enhance public use of the building, and transform the main entrance into a gateway to the Complex.
- Actively support improvements to the physical and programmatic connections between the redeveloped North Market and St. Lawrence Hall.
- Work with the Parks, Forestry and Recreation Division to improve Market Lane Park in a way that complements the redeveloped North Market and serves as a central public open space for the Complex.
- Explore opportunities to enhance the use of the mezzanine level of the South Market, and its connectivity to the main floor.

4. *Enhance the tourist experience and boost the positive impacts of tourism on the business of the Complex and its tenants.*

- Establish relationships and work cooperatively with tour providers to provide meaningful tourist experiences.
- Develop informational material for tourists.
- Work with tenants to develop products that appeal to tourists, without compromising their product offerings for locals.
- Continue to collaborate with Tourism Toronto, Toronto Attractions Council, Culinary Tourism Group and other local or regional tourism organizations to promote the Complex as one of the region's top tourist attractions.

## Goal Two - Quality of Life

*Goal Statement:* If the heartbeat of the St. Lawrence Market Complex is its commercial activities, then its soul takes the form of the countless relationship-forming, community-building, artistic and educational opportunities that find a home here and improve the quality of life for all in the St. Lawrence Market Complex community. The Complex is, and will continue to be, a family-friendly environment. We will continue to enhance the livability of downtown Toronto by providing access to fresh, local, and healthy food within walking distance of people's homes. The population of the St. Lawrence Market Neighbourhood, like the City of Toronto as a whole, is growing and diversifying at a rapid pace. We will encourage a sense of collective ownership of the Complex among both new and existing visitors by promoting community engagement and cultural diversity. We will continue to honour the role of the public market as a facilitator between the rural and urban cultures.

### 1. *Foster connections, collaborations and partnerships*

- Maintain an environment that promotes the long-term relationships between farmers, merchants and customers that are central to our authentic public market experience.
- Enhance the strength of the local food system by facilitating a network of farmers, food producers, retailers, and consumers.
- Maintain an environment that recognizes and celebrates diversity and provides spaces for positive interaction and community-building.
- Connect with diverse communities across Toronto and actively encourage them to participate in the life of the Complex as shoppers, as community members and as merchants.
- Actively pursue partnerships with organizations whose missions overlap with the *Mission* of the Complex.
- Encourage and enable tenants to participate in local social, charitable and cultural activities.

### 2. *Create spaces for creativity and innovation in arts and culture, to complement the core food-related programming of the Complex.*

- Provide local artists and craftspeople with unique opportunities to showcase and sell their products through the Arts at the Market program.
- Develop a structured busker program to provide talented musicians with opportunities to perform on a regular basis, animating key areas around the Complex.
- Provide event space for artistic and cultural performances, exhibits, fundraisers and other events.

### 3. *Use the Complex as a platform for formal and informal educational opportunities.*

- Develop programs to animate and engage people in the rich cultural and built heritage of the Complex, the neighbourhood, and the city.
- Explore opportunities to display and interpret findings from the North Market archaeological excavation.

- In partnership with local school boards and educators, develop educational materials and programs for visiting school groups.
- Expand the existing offering of cooking classes to teach culinary skills and promote healthy eating habits.
- Encourage tenants to continue sharing their immense product knowledge with customers, and enhance the availability of product traceability information, which is increasingly in demand by today's shoppers.
- Work with the Farmers Market to re-launch regular Farm Talks, teaching the public about agriculture and locally-grown food.

## Goal Three – Maximize Brand Appeal

*Goal Statement:* The St. Lawrence Market can build on its strong brand as the authority on fresh and high quality products. Over the next 5 years, we will enhance this brand through our marketing and communications efforts, incorporating innovative new digital media tactics and collaborating with tenants wherever possible. Our communications will position the Market as a central urban food hub and a leader of Toronto's flourishing food movement, on the cutting edge of evolving tastes and local food culture. The aim is to drive awareness of what the St. Lawrence Market Complex has to offer and increase the number of daily visitors to the Complex. We will launch newsworthy public events and activations to generate increased publicity and position the Complex as the ideal year-round destination. One of the most important first steps will be to complete in-depth consumer research – identifying who visits the Complex, who does not, and how we can bring them here.

1. *Perform market research and develop visitor profiles in order to better understand and meet the preferences of our visitors.*
  - Define and analyze the demographics and preferences of existing visitors.
  - Define and analyze the demographics and preferences of potential visitors, and the current barriers to accessing these groups.
  - Develop visitor profiles based on research and analysis, and implement targeted communications strategies for each profile.
  - Use traffic counting infrastructure and software to establish a baseline of visitor numbers in the South Market, and continuously measure progress in attracting more visitors.
2. *Work with South Market and Farmers Market tenants to highlight product offerings and generate increased revenue.*
  - Establish a Farmers Market Advertising Fund based on the same model as the South Market Advertising Fund.
  - Use the St. Lawrence Market social media channels to highlight specific tenants and their products, where appropriate.
  - Encourage and support point-of-sale initiatives, including marketing material and promotions.
  - Collaborate with tenants on integrated advertising and on-site signage.
3. *Strengthen marketing and communications efforts through planning and performance measurement*
  - Develop and implement a comprehensive annual Marketing and Communications Plan for the Complex.
  - Develop, implement and publicize an annual Events and Programs Calendar.
  - Continue to implement the North Market Redevelopment Communications Plan for the duration of the redevelopment project to keep tenants and the public informed about progress.

- Define and monitor key performance indicators that will help build stronger integrated marketing campaigns year-to-year.

4. *Expand digital marketing initiatives.*

- Implement the Social Media Strategy.
- Redevelop the St. Lawrence Market Complex website to enhance its functionality.
- Develop an e-newsletter database and regularly share information about events, activities and promotions at the Complex.
- Engage in digital community-building activities through all digital platforms.
- Incorporate new digital trends and technology into our expanded marketing efforts, as they arise.

## Goal Four – Placemaking

*Goal Statement:* Since its founding in 1803, the St. Lawrence Market Complex has been a popular public market and civic hub at the heart of Toronto. It is a place that people feel a strong connection to - bringing their friends and families to the Complex to share an authentic public market experience. By strategically implementing the principles and best practices of placemaking over the next 5 years, we will ensure that the Complex has public spaces for people from all walks of life to gather and enjoy a festive and dynamic atmosphere. The North and South Market buildings should become more permeable and oriented towards the neighbourhood from a pedestrian traffic point of view. We will develop vibrant new public spaces and improve existing public spaces, ensuring that they are integrated into the rich urban fabric of the neighbourhood at the same time as being destinations in their own right. These spaces will be defined in part by their flexibility – with a mix of formal and informal programming that allows families, shoppers, and tourists alike to participate in and enjoy a variety of experiences.

1. *Animate the exterior of the South Market building throughout the week.*
  - Launch Arts at the Market as an interim program during the North Market redevelopment project to animate the exterior of the South Market building.
  - Collaborate with tenants to offer new events, activities and services on the patios.
  - Invest in public amenities, including flexible seating, shading devices, bicycle parking and seasonal plantings.
  - Enhance the north entrances to the patios to create a sense of entrance to the Market, through signage, plantings or other means.
2. *Revitalize the lower level of the South Market to enhance its functionality and its relationship to the newly revitalized Market Street.*
  - Redesign the lower level interior layout to maximize retail area, improve circulation, enhance connections with the upper level and exterior of the Market, and accommodate the retail support needs of merchants.
  - Improve the function and aesthetics of the areas under the patios along Market Street, Jarvis Street and The Esplanade.
  - Minimize the visual impact of loading docks from the public realm and adjacent properties on The Esplanade.
  - Install wireless internet and new furniture to improve the use and atmosphere of identified seating areas on the lower level in the short term.
3. *Ensure that all public spaces in the Complex are as user-friendly as possible.*
  - Integrate improved wayfinding measures to help visitors orient themselves and navigate throughout the Complex.
  - Improve the type and availability of seating for visitors on the exterior and interior of the South Market.
  - Ensure universal physical access to all spaces and buildings within the Complex.

4. *Explore opportunities for special events, programs and activities that can animate the Complex throughout the year and advance placemaking.*

- Develop weekly, monthly and seasonal programs that are publicly accessible.
- Continue to deliver maximum-impact special events that exceed quality expectations and improve the business of the Complex and its tenants.
- Pilot a variety of temporary placemaking activations throughout the public areas of the Complex.

## Goal Five - Operational and Environmental Excellence

*Goal Statement:* Over the next 5 years, the St. Lawrence Market Complex will work to achieve the highest standards of cleanliness, maintenance, safety and security in a way that minimizes the impact of our operations on all aspects of the environment. Data collection around resource consumption and waste will help to inform investments in programs to improve our processes and facilities. We will improve the operational and environmental efficiency of our buildings in a way that is respectful of and integrated with the heritage fabric of the Complex. We recognize that providing a safe and secure environment is absolutely necessary for the Complex to thrive, and plan to comprehensively update and implement new safety and security programs throughout the Complex.

1. *Ensure a high standard of cleanliness and maintenance of buildings, leased spaces and common areas throughout the Complex.*
  - Establish standards of cleanliness and maintenance for tenants and custodial staff to uphold.
  - Establish a clear system for reporting, tracking and responding to custodial, maintenance and security issues in an efficient, accountable and consistent manner.
  - Encourage a sense of collective ownership of the public spaces in the Complex as a means of deterring littering and vandalism.
  - Develop design solutions for space efficient back-of-house areas in the South Market, including storage, loading, and waste management.
2. *Uphold high standards of food safety and public health.*
  - Ensure adherence to all applicable food safety guidelines and regulations.
  - Work with Toronto Public Health to continuously promote food safety and educate tenants and visitors about safe food handling practices.
3. *Improve safety and security measures for the public, tenants, employees, and properties of the Complex.*
  - Develop and implement comprehensive crisis contingency plans for each property within the Complex.
  - Develop safety and security plans for the future North Market building, a mixed-use property with unique risks and requirements.
  - Educate employees and tenants about risk management practices and emergency response procedures through training courses and engagement.
4. *Invest in sustainable and efficient buildings.*
  - Progressively retrofit the historic properties of the Complex to achieve greater operational and environmental efficiencies.
  - Minimize the environmental impact of the redeveloped North Market building through innovative design features, including an extensive green

roof system, geothermal heating system, and chilled beam cooling system.

- Work with the Environment and Energy Office to perform an energy consumption audit of the South Market.
- Develop a comprehensive energy efficiency program to address identified challenges.
- Monitor tenants' electricity consumption through a metering system in order to encourage less consumption, gaining efficiencies for tenants and the Complex.
- Understand and communicate the long-term and wide-ranging benefits of efficiency upgrades for the Complex.
- Invest in upgraded lighting systems for the South Market that conserve energy while enhancing the heritage character of the building's interior and exterior.

5. *Improve waste management and reduce waste.*

- Explore the feasibility and potential timeline of implementing an improved solid waste management system in the South Market.
- Explore opportunities to install a water metering system in the South Market to monitor water consumption and reduce wastewater.
- Encourage the widespread use environmentally-friendly packaging options at the South Market and Farmers Market.

6. *Support a robust and sustainable regional food system.*

- Continue to support local farmers by providing opportunities for their products to be sold at Farmers Market and by the merchants of the South Market.
- Educate visitors about agriculture and local food systems through Farm Talks and an urban agriculture learning garden.

## Goal Six - Good Governance

*Goal Statement:* The success of the St. Lawrence Market Complex, historically and today, lies in its deep-rooted connections to the neighbourhood, its tenants, and the diverse communities across the GTA that come here as visitors. Through continuously fostering these relationships and forging new relationships with communities and like-minded organizations, we will create a stable environment for the success. We will show leadership by supporting a culture of continuous improvement, collaboration and learning. We will demonstrate our commitment to transparency and accountability through ensuring clear and consistent policies, processes and communication. We will reflect on our work and measure our progress through strategic planning and benchmarking. We respect, and are proud of the fact, that we are stewards not only of the physical properties of the Complex, but also of the family traditions, memories and heritage that are woven into these properties.

1. *Build strong and collaborative working relationships with tenants of the Complex.*
  - Systematically modernize and clarify internal policies and processes.
  - Ensure that all tenant policies and processes are consistently and fairly enforced.
  - Support tenants in their efforts to improve and invest in their spaces by providing clear design guidelines.
  - Communicate with all tenants through a regularly distributed internal newsletter.
  - Maintain effective dialogue with the Farmers Market Committee and the South Market Tenants Association to receive feedback and suggestions, discuss joint initiatives, and resolve issues.
  
2. *Ensure decision-making processes are transparent and accountable to the public and key stakeholders of the Complex.*
  - Maintain effective dialogue between the St. Lawrence Market Precinct Advisory Committee and the City of Toronto around the mandate, strategic direction, growth, planning, budgeting, and operations of the Complex.
  - Ensure that information provided to visitors and the public is coordinated and easily-accessible.
  - Incorporate information management best practices and open government principles into our processes and policies.
  
3. *Serve as responsible stewards of the public properties in the Complex.*
  - Continuously invest in protecting, maintaining and enhancing our heritage properties, and promoting their cultural heritage value to the public.
  - Work in a coordinated and strategic way with the St. Lawrence Market Neighbourhood BIA around major public realm projects, supporting the implementation of the BIA's Public Realm Master Plan.

4. *Expand the network of communities and organizations linked to the Complex by embracing dialogue and partnerships.*

- Ensure that the Complex continues to have a strong presence in local associations and decision-making, establishing shared visions, policies and actions that help to achieve the *Mission* of the Complex.
- Provide ongoing opportunities for public participation in decision-making.
- Embrace partnerships with like-minded businesses, organizations and local, Provincial and Federal institutions.
- Engage with other City of Toronto divisions and programs to identify and pursue unique opportunities for joint programming.

5. *Enhance long-term planning and performance management activities.*

- Develop annual work plans and performance targets, based on the 5-year Strategic Plan, to guide our work.
- Improve and systematize the collection of information about the performance of the Complex in order to establish baseline data and inform decision-making.
- Establish key benchmarks to measure the performance of the Complex against baseline data over the long term.
- Improve internal information management processes to ensure that staff are equipped to operate with consistent information in a coordinated way.
- Continuously study and correspond with other major North American public markets to keep pace with best practices and industry standards.

## Goal Seven – Financial Sustainability

*Goal Statement:* As a public entity, it is imperative that the St. Lawrence Market Complex demonstrate the responsible and effective use of the public funds under its control. Over the next 5 years, we will continue to strategically plan our investments, monitor our performance, and seek efficiencies. We will pursue additional revenue opportunities that help to achieve the *Mission* of the Complex, in particular the unique opportunities that will open up through the redevelopment of the North Market. The Complex should be financially sustainable. However, being self-supporting does not mean profit maximization at the expense of the *Mission* of the Complex. By maintaining a positive operating financial performance, the Complex will be able to effectively pursue each of the *Strategic Goals* identified in this Plan.

### 1. *Effectively monitor costs and revenues.*

- Develop and implement a 10-year capital plan.
- Develop and implement operational work plans and ensure operating budgets are met or show a surplus to budget.
- Review and revise financial and organizational systems to strengthen controls and processes.
- Seek efficiencies with the public funds under our control to increase revenues and decrease costs.

### 2. *Continue to identify and develop additional revenue opportunities that contribute to the Mission of the Complex.*

- Explore opportunities to achieve additional revenue through new programming.
- Create new rental revenue through redeveloping the North Market into a multi-use building with a variety of leasable spaces.
- Conduct a feasibility study to explore additional revenue opportunities at St. Lawrence Hall.
- Evaluate potential alternative rental revenue models for the South Market and Farmers Market.

### 3. *Demonstrate the economic impact of the St. Lawrence Market Complex.*

- Assess, in qualitative and quantitative terms, the economic and social impact of the Complex, its tenants and programs on the neighbourhood and the city of Toronto.

### 4. *Continuously improve our management and governance model in order to enhance the financial viability and public accountability of the Complex.*

- Explore best practices in the management and governance of similar properties owned by the City of Toronto.
- Explore best practices in the management and governance of other publicly-accessible properties in Toronto and public markets in other cities.

[back cover]

### **Acknowledgements**

*This document was developed by key staff at the City of Toronto:*

**Joe Casali** – Director, Real Estate Services Division  
**Nick Simos** – Manager, St. Lawrence Market Complex  
**Sarah Corey** – Toronto Urban Fellow

*With thanks to the St. Lawrence Market Precinct Advisory Committee:*

**Steven Alikakos**, Citizen Appointment  
**Francisco Alvarez**, Heritage Toronto  
**Michael Besser**, St. Lawrence Farmers Market Association  
**Robert Biancolin**, St. Lawrence Market Tenants' Association  
**Patrick Carnegie**, Citizen Appointment  
**Marlene Cook**, Sunday Antique Market  
**Marvin Creighton**, St. Lawrence Farmers Market Association  
**Tom Davidson**, Councillor Pam McConnell's Office  
**Dan Eldridge**, Citizen Appointment  
**Odysseas Gounalakis**, St. Lawrence Market Tenants' Association  
**Suzanne Kavanagh**, St. Lawrence Neighbourhood Association  
**Carol Mark**, Citizen Appointment  
**Pam McConnell**, Deputy Mayor and Councillor Ward 28  
**Simon Miles**, Citizen Appointment  
**George Milbrandt**, St. Lawrence Market Neighbourhood BIA  
**George Pazmino**, St. Lawrence Hall

### **Contact Us:**

St. Lawrence Market Complex Administrative Office  
105 The Esplanade  
<http://www.stlawrencemarket.com/>  
email: [stlawrencemarket@toronto.ca](mailto:stlawrencemarket@toronto.ca)

<City of Toronto logo>