

# MINUTES

## St. Lawrence Market Precinct Advisory Committee

**Date:** Wednesday, October 16, 2019

**Time:** 7:00pm – 9:30pm

**Location:** Boardroom, 105 The Esplanade

**Attendees:** Daniel Picheca, Nick Simos, George Milbrandt, Dan Eldridge, Amanda Diep, Daniel Di Biagio, Samantha Wiles, Odysseas Gounalakis, Simon Miles, Marlene Cook, Marvin Creighton, Suzanne Kavanagh, Kathryn Wakefield, Elizabeth Seibert, Rose Becker, Jeremy Roach, Emily McCullough, Patrick Carnegie

**Guests:** Sara Spector, Robert Biancolin

ITEM	ITEM DESCRIPTION	ACTION ITEMS
<b>Gather</b>	Agenda, Presentation Deck, and Hours of Operation Work Plan distributed.	
<b>1. Welcome</b>	Dan E. chaired the meeting. <u>Approval of Agenda:</u> <ul style="list-style-type: none"> <li>• Correction to Item #3. Proposal of Hours of Operation – no proposed hours will be provided at this meeting, only decision principles</li> </ul>	
<b>2. Presentation of Feedback and Analysis</b>	Hours of Operation Review <ul style="list-style-type: none"> <li>• Recap of work plan</li> <li>• Review that was conducted included merchant one-on-one meetings, public consultation, stakeholder meetings, comparative analysis of other markets and food businesses and study of local shopping patterns</li> </ul> Merchant Feedback <ul style="list-style-type: none"> <li>• Opening at 5:00 AM on Saturdays no longer meet the needs of their customers and businesses</li> <li>• Approximately 50% of merchants are interested in opening on Sundays and/or feel that there is an opportunity to gain new customers on Sundays</li> <li>• Majority of merchants are satisfied with the total number of hours the Market is open in a week (53 hours) as it allows them to maintain a work-life balance</li> <li>• Opening additional days or hours may redistribute existing customers to other times and days of the week and may not attract a new crowd</li> <li>• The primary concerns of opening extended hours are ensuring businesses can be adequately staffed and profitable</li> <li>• Some merchants suggested flex hours, a pilot project or seasonal hours to assess the impacts of new hours to their businesses</li> <li>• If there are any changes to the hours, several merchants feel that the best time to implement new hours is in the Spring/Summer of 2020</li> <li>• Many merchants feel that an elaborate marketing and communications plan is required to properly advertise new hours prior to implementation</li> </ul> Stakeholder Feedback <ul style="list-style-type: none"> <li>• Majority of Farmers Market vendors feel that changes to the South Market hours will have minimal or no impact on the Farmers Market but they would like the City to assess impact if there are any changes</li> </ul>	

	<ul style="list-style-type: none"> <li>○ Very few vendors feel that the Farmers Market hours should change to mirror the South Market start and end times</li> <li>○ The general consensus is to only have a Saturday market as a majority are not interested in a Sunday Farmers Market</li> <li>● The Sunday Antique Market believes that the South Market opening on Sunday will have a positive impact on the Antique Market given that further discussions follow to address logistical concerns</li> </ul> <p>Community Feedback</p> <ul style="list-style-type: none"> <li>● Many customers feel that the current hours are not inclusive or accessible and want the opportunity to shop at the Market more often</li> <li>● Customers are shopping at other food retailers in the neighbourhood due to limitations of the current hours</li> <li>● Closing at 6pm on weekdays is challenging for customers who work nine-to-five jobs and wish to visit after work</li> <li>● Customers are avoiding Saturdays because the Market is too crowded and busy</li> <li>● Many customers suggested that the Market should open on Sundays but some are concerned that opening on Sundays will affect the merchants' personal lives and family time</li> <li>● Opening additional or longer hours may compromise the quality of service and products</li> </ul> <p>Market Comparative Analysis</p> <ul style="list-style-type: none"> <li>● Average number of hours that a public market is open per week in North America is approximately 72 hours and in other countries is approximately 63 hours</li> <li>● 68% of public markets around the world are open on Sundays</li> <li>● 57% of public markets around the world are open 7 days a week and 39% are open 6 days a week</li> <li>● A few public markets operate flex hours where not all merchants open or close at the same time</li> </ul> <p>Local Shopping Patterns</p> <ul style="list-style-type: none"> <li>● Majority of groceries and food businesses within 2 kilometres of the St. Lawrence Market are open 7 days a week</li> <li>● Shopping habits of people within this neighbourhood and similar urban neighbourhoods indicate that many people do their grocery shopping on weekdays after work hours and on Saturday and Sunday late afternoons</li> </ul>	
<p><b>3. Recommendation</b></p>	<p>Based on research results, the St. Lawrence Market administration team recommends a pilot program for new hours to begin on Tuesday, March 16, 2020 during March Break and the start of spring. The pilot program would continue through to the end of 2020 and end on Thursday, December 31, 2020.</p> <p>Guiding Principles – hours of operation should:</p> <ul style="list-style-type: none"> <li>● Be consistent</li> <li>● Be 10 to 12 business hours per weekday</li> <li>● Not exceed 12 business hours per day</li> <li>● Be suitable for the majority of businesses</li> </ul>	

	<ul style="list-style-type: none"> <li>• Reflect local shopping patterns in the neighbourhood</li> </ul>	
<p><b>4. Discussion of Hours and Approach</b></p>	<p>Questions:</p> <ul style="list-style-type: none"> <li>• What is the communications strategy for the pilot? There may be competing programs during March Break and it could be challenging to communicate new hours during that time. <ul style="list-style-type: none"> <li>○ Communications plan will begin now until March with a soft launch from Nov to Jan and a more robust strategy from Jan to March. Will take advantage of March Break to host various activations and events.</li> </ul> </li> <li>• What is the criteria for success of the pilot? <ul style="list-style-type: none"> <li>○ Evaluation measures are defined in the pilot action plan – analyzing merchant sales, compiling data from people counting systems, conducting customer/merchant surveys, assessing operational/financial impacts</li> <li>○ Success factors will be established</li> </ul> </li> <li>• Are flex hours not being considered in this pilot? <ul style="list-style-type: none"> <li>○ No. Flex hours are being considered for this pilot but further discussions are required to determine if flex hours are viable or the best option.</li> </ul> </li> <li>• Is there a theme of vendors who wish to open on Sundays (i.e. do all fast food merchants want to open on Sundays?) <ul style="list-style-type: none"> <li>○ Will look into this information</li> </ul> </li> <li>• Are there any updates related to operational/financial impacts if any changes were made? <ul style="list-style-type: none"> <li>○ No concrete financials yet but factors affecting operations and budget are known. More information will be available when a decision is made about changing the hours.</li> </ul> </li> </ul> <p>General Feedback/Suggestions</p> <ul style="list-style-type: none"> <li>• Pilot should last at least one full year to be able to properly measure success</li> <li>• March Break may be a slow time thus, Easter or April may be a better launch period</li> <li>• Public feedback did not include the increase in noise/disruptions that unloading/loading may cause to the neighbourhood residents if hours are extended</li> <li>• Public feedback should be considered as priority over merchants and stakeholders</li> <li>• Merchants should be consulted prior to the launch of any proposals in a general meeting format for open group discussions</li> <li>• Comparative analysis is not accurate due to the small sample size of markets (did not look at ALL the markets in North America)</li> </ul> <p>Feedback/Suggestions on Flex Hours</p> <ul style="list-style-type: none"> <li>• Confusing for customers</li> <li>• Challenging to communicate in marketing efforts</li> <li>• Difficult to benchmark/measure success for pilot</li> <li>• Inconsistency may frustrate/disappoint customers, resulting in bad experience</li> <li>• Works for merchants who know when they are profitable</li> <li>• Allows merchants to adjust according to their own business needs</li> </ul>	

<b>5. Adjournment</b>	<b>Next Meeting: Wednesday, November 20, 2019</b> <b>Large Boardroom, St. Lawrence Administration Office</b> <b>105 The Esplanade, Toronto, On, M5E 2A2</b>	
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