

MINUTES

St. Lawrence Market Precinct Advisory Committee

Date: Wednesday, August 19, 2020

Time: 4:00pm-6:00pm

Location: Virtual Meeting via WebEx

Attendees: Graham Leah, Daniel Picheca, Samantha Wiles, George Milbrandt, Dan Eldridge, Simon Miles, Suzanne Kavanagh, Robert Biancolin, Lawrence Mosselson, Jeremy Roach, Liz Seibert, Alexandra Skoczylas, Edward LaRusic, Marvin Creighton, Rose Becker, Emily McCullough

Regrets & absences: Marlene Cook, Patrick Carnegie, Allison Bain, Katherine Wakefield

Guests: N/A

ITEM	ITEM DESCRIPTION	ACTION ITEMS
Gather	Host (Daniel P.) started WebEx meeting	
1. Welcome	Dan E. chaired the meeting.	
2. Governance Model	<p>Graham gave overview of near-term plan to re-evaluate Governance Model options</p> <ul style="list-style-type: none">• Goal of discussion is to begin discussions on best suited governance model for the St. Lawrence Market Complex.• Discussion to lead to plan to evaluate and adapt governance model to one that best suits the Market's needs.• Determine scope of work for governance structure evaluation.• Review relevant examples of governance structures that work for other or similar organizations (examples: Exhibition Place, Pike Place Market, Granville Island, etc.)• What type of structure would benefit the Market?• How do we gather information and evaluate models?• How might other governance structures serve to improve the Market?• Suggestion given to look at other Markets around the world from competitive landscape list used for Hours of Operation Pilot Project.• Suggestion given to look at other historic sites and City buildings as well (examples: civic squares like Nathan Phillips Square, etc.)• Question: are we considering a board of management model? Answer: all models to be considered and evaluated for what might best suit the Market considering the pros and cons of the models.• Suggestions given to be mindful of where we want this initiative to go , what results we are looking to achieve, paying attention to considerations such as, how much power should the committee structure have in relation to City council and what the Market's relationship with the City should be, how much autonomy the Market should be given.• Terms of reference should follow what the governance structure will be.• Having a view of the Market's finances and what is involved financially in the governance models will help to evaluate models that would be a good fit.	

	<ul style="list-style-type: none"> • Determine what the strengths and weaknesses of the structure that we have now to ensure we are evolving to something better. • Look at model in context of re-evaluating the Strategic Plan and Precinct Plan as well as potential operating partners. • Consensus that now seems like the right time to look at the governance model in the context of other changes happening in the near future with the Complex. • Reminder that although model is being evaluated near term goals and solutions should also continue to happen to ensure decisions and action are not frozen by development of new model. • Consider a multiphase approach to a model that addresses quick wins and near term solutions. • One near term item to tackle is subcommittee structure. • Evaluate potential risks for near term decisions with the following lenses: <ul style="list-style-type: none"> -financial -process -partnership -legal -impact of current state (ie: COVID-19) -liability • Quick win: improve efficiency of meetings. Send material 1 week in advance and have members pre-read to speed up discussions. 	<p>ACTION: evaluate and refine sub-committee structure to find efficiency</p>
<p>3. Level Setting on JC Williams Project Work</p>	<p>Graham provided high level review of scope of work for JC Williams project and facilitated discussion on rationale for sole source and next steps for committee involvement</p> <ul style="list-style-type: none"> • JC Williams has been brought on board to help formulate a model for a partner to conduct venue and facility management for St. Lawrence Hall and components of the North Market site. • JC Williams will gather information and report on items such as: <ul style="list-style-type: none"> -other good examples of operating models for similar venues -financial arrangements of other models -details of venue or facility management agreements -work involved in partnership -viability of partnership -other factors involved in partnership (example: legal) -overall picture of best practices to consider • Will need to consider governance structures around the models as well to further evaluate best fit of both elements. • JC Williams may also at a high level identify organizations that may have capacity or interest in working with the City as a partner. • The JC Williams project includes a full engagement structure with touchpoints with the City and consultation with SLMPAC and other stakeholders. • JC Williams will help to build the RFP to select the operator. • Committee brought up that venue is unique and contains many elements. Voiced concern that a single operator may not have the breadth of knowledge to operate all elements. Recommended including in the scope of work that more than one operator may be required. 	

	<ul style="list-style-type: none"> • COVID-19 impacts may mean that previous operators who would be a good fit may have adjusted or may no longer be viable due to changes in the event centre business model in general. • Clarification that third party model recommendation as arrived at internally with City stakeholders as the City does not have the resources or expertise to execute internally. • Committee recommended that further consultation with stakeholders and potential community consultation is required. • SLMPAC and the City will work with JC Williams to determine which elements of St. Lawrence Hall and the North Market are included in the scope of the project. Committee noted items including the Seniors Resource Centre, the demonstration and incubator kitchen, community space, etc. • Clarified that the City developed the Scope of Work that JC Williams is working with and if needed this can be edited as the project is developed. • Examples provided of single operator models that exist include Casa Loma with Liberty Group, Design Exchange, the Carlu, etc. • SLMPAC shared concern with a for-profit operator and expressed need to ensure models respects community components of heritage site. • JC Williams should be given the Strategic Plan and informed of the Precinct plan to ensure their work mirrors these goals. • JC Williams work can continue in tandem with re-evaluation of Strategic Plan and development of Precinct Plan as an added layer or environment scan for these projects. • Graham suggested that a subcommittee meet to better understand the scope of work and make edits if required. • Suggestion to ensure the further actions related to culture and community are imbedded in the scope of work as it is event and food service heavy. 	<p>ACTION: Schedule meeting to discuss project scope of work further.</p>
<p>4. Strategic Plan / Precinct Plan</p>	<p>Overview of near-term plan to evaluate performance of existing plans (what worked well vs. didn't, what was accomplished vs. needs work, what needs to be added / removed / re-framed, etc.) Direction required to establish a preferred approach, forum and timing.</p> <ul style="list-style-type: none"> • Given the context of upcoming projects in the Complex and current Strategic Plan nearing its end date there is currently an opportunity to re-evaluate the Strategic Plan and Precinct Plan. • What is the best sequence to evaluate these plans? • What is the purpose of the Strategic Plan and Precinct Plan? • Are both plans required or would a different plan structure be a better fit? • What is the process to evaluate the plans and how the next versions will be developed? • Recommended that plans should be looked at collectively. • Strategic Plan currently exist. Precinct Plan is yet to be developed. • Evaluate previous plan. What worked? Were goals achieved? What did not work? Where the right tactics used? • Requested recommendations on best way to evaluate previous plan and achievements. • Clarify difference and definition of strategic plan and precinct plan. 	

	<ul style="list-style-type: none"> • Precinct includes all areas around St. Lawrence Market Complex buildings, some are not managed by Real Estate Services. This was original reason that Strategic Plan was for the Complex and not the Precinct. • Re-engage with Real Estate Services colleagues who were consulted on Precinct Plan development. • General understanding that Strategic Plan should be a higher level plan and that supplemental operational plans may be required. • Suggestion to have strategic planning facilitated or a group virtual retreat. • Next step to bring a subcommittee together for work plan for updated Strategic and/or Precinct Plans. 	<p>ACTION: Activate Strategic Planning Sub Committee for next steps and timeline</p>
<p>5. Other Business</p>	<p>Update on Cohort A Replacement</p> <ul style="list-style-type: none"> • Daniel and Graham in discussion on next steps for replacement of Cohort A members • Daniel to engage with City Clerks • Recruitment required by January to begin in August. • Skills assessment to be completed to aid in recruitment <p>COVID19 update</p> <ul style="list-style-type: none"> • COVID-19 precautions at the Market are beginning to normalize • Mask compliance very high with customers, merchants and staff • Experience less line-ups and quieter time period at the end of August • Customer feedback is positive <p>Farmers Update</p> <ul style="list-style-type: none"> • Line-ups sometimes impact sales and customers coming to the Market. • Sales are steady but estimated to be 50-65% of regular <p>SLNA Update</p> <ul style="list-style-type: none"> • Reminder of SLNA email newsletter <p>Communications Update</p> <ul style="list-style-type: none"> • COVID-19 information is still primary communication • Public Health is cautions of communication that could encourage gathering • Fall Winter advertising campaign in the works and to be sent to Strategic Communications for approval <p>Request for Future Agenda Items</p> <ul style="list-style-type: none"> • Standing item on how current state of Market is and how merchants are doing • Request to have regular updates on general sales trends and figures <p>Question about Marketing Subsidy for lost event revenue</p> <ul style="list-style-type: none"> • Subsidy very likely does not exist to recoup lost event revenue which would have increased advertising spend. • Advertising fund is 50% merchant's contribution with 50% City match. • Fund is contributed to annually and increases by 4% every year • Funds not used for 2018 will be carried over to 2021 <p>Councillor Update</p>	

	<ul style="list-style-type: none">• Addressing concerns of increased homelessness in neighbourhood	
6. Adjournment 6:30 p.m.	Next Meeting: tbc Virtual Meeting	