

MINUTES

St. Lawrence Market Precinct Advisory Committee

Date: Wednesday, November 18, 2020

Time: 4:00pm-6:00pm

Location: Virtual Meeting via WebEx

Attendees: Daniel Picheca, Samantha Wiles, Daniel DiBiagio, Graham Leah, George Milbrandt, Dan Eldridge, Simon Miles, Suzanne Kavanagh, Robert Biancolin, Lawrence Mosselson, Jeremy Roach, Liz Seibert, Emily McCullough, Alexandra Skoczylas, Allison Bain, Marlene Cook, Edward LaRusic, Katheryn Wakefield, Graham Hnatiw

Regrets & absences: Marvin Creighton, Patrick Carnegie, Sara Spector

Guests: N/A

ITEM	ITEM DESCRIPTION	ACTION ITEMS
Gather	Host (Daniel P.) started WebEx meeting	
1. Approval of Agenda and Minutes	Dan E chaired the meeting. Agenda approved. Previous minutes approved.	
2. Other Updates	<ul style="list-style-type: none">Rose Becker has resigned from the committee	
3. JC Williams	<ul style="list-style-type: none">Daniel P circulated the JC Williams Scope of workIntention to review the scope of work to ensure that it is complete and that nothing was missed or misaligned.Some members believe that the foundation of the Hall and North Market event components is valuable as a revenue stream for the Market.Looking forward to progressing forward with this approach.It would be good to be able to utilize the facility after hours and in a manner that's conducive to the businesses that are already there.Some members are not convinced that going to a third party operator is the right approach.Was the City profitable when it previously rented the North Market? Would a third party be more or less profitable?On the value of a 3rd party partner, it's important to keep in mind that the exercise is to gather enough information to fully inform the decision. A comprehensive kind of environmental scan of what a 3rd party could provide.The governance piece that JC Williams is looking at, is to educate us on what quality of governance exists in relationships like this.Some members voiced concern with the initial scope of work document, which states that the intention of the project is to go out and decide whether a 3rd party is the right way to go or not. Everything in the JC Williams and Corporate Real Estate document is assuming that it is going to be a 3rd party.Some members not satisfied with the sole source and consultation process.	

	<ul style="list-style-type: none"> • Members asked if the JC Williams study is a result of a City Council Directive. Members feel that it is important to understand where the direction for the report is coming from to understand where it is going. • The JC Williams report project was done as a sole source, based on the work that they did on the North Market business plan. • The report is intended to review revenue opportunities, based on the business case for the North Market, to request funds for renovations and programs. • Members wonder what analysis has been done to determine that a 3rd party would be more profitable than the City operating the space. • The JC Williams report is developed to understand what a 3rd party operating model would look like, including what the financial arrangements would be. The concept of a 3rd party like the Carlu operating the Hall was discussed in the past. • The goal of this discussion is to get feedback from the advisory committee around the components such as community. • Need to define the objectives of the space. Need to inform JC Williams of what we are looking for. • Members requested clarification on the next report date from JC Williams and what the process of evaluation will be. • The timeline for a meeting with JC Williams has not yet been defined. • The study needs to also evaluate the balance of maximizing revenue and matching the Market's mission and values. • The study should look at all properties as one unit. This includes the event space but also that it's a national historic site. There's ground for retail. Need to develop a baseline for what we are potentially giving up in a partnership. • The next steps would be to come back to this group with the product of JC William's work to date to give perspective before they complete any further amount to the exercise. • JC Williams is currently paused and a timeline can be provided when work is resumed. • The City would work on analysis of what a City operation would look like. 	
<p>4. Governance</p>	<ul style="list-style-type: none"> • Minutes from the previous meeting that looked at different governance models was circulated. • The subcommittee meeting discussed the role of SLMPAC, why the committee exists and what members feel works or doesn't work. • Main discussion points include that the committee feels that they only give advice and it is not binding. • The feeling that there's not a collective voice or position on issues. • The committee does not vote. • Some feel that the structure does not lend itself to a strategic approach. • Other recommendations that decision making should be guided by financial information. 	

	<ul style="list-style-type: none"> • Recommendation to discuss governance models with other organizations that are guided by various models. This includes other City divisions. • Daniel will be putting together a schedule and we will continue to investigate different structures. • Committee members asked for information on the sales trends of Market vendors. How to deliver more details on this in currently being evaluated by the City. • Committee members agree that specifics from merchants should not be included and a declaration of conflict of interest should be part of the agenda. 	
<p>5. SLMPAC Recruitment</p>	<ul style="list-style-type: none"> • SLMPAC applications closed on November 15. • Clerks department is compiling applications and interviews will be scheduled for early December. • New BIA member Graham of Old Spaghetti Factory will replace George. • Members feel that we need to use their skills and the skills of new member to our greater advantage. • Food retail experience is currently the most in need. • There are two open positions on the committee. Liz and Catherine are currently alternates who are in the pool for replacing current members. • Need to also ensure that we do not deplete the alternates. • Need to ensure the process is clear for when someone resigns. • Jeremy and Dan to work on a committee self-evaluation. 	
<p>6. Stakeholder Update</p>	<ul style="list-style-type: none"> • BIA: Shop to Win Contest is going well. Weekly \$100 draw for customers and the business that they shopped at. • SLNA: Had their virtual AGM. Directors will be announced soon. Request for update on time capsule. • Time capsule: has not found concrete recommendation but after discussion SLMPAC recommended that we confirm that we will move forward. • St. Lawrence Hall: no major updates, majority working from home. Opera Atelier has created a video performance. • Tenants Association: looking for an update on The Esplanade bike lanes. • Bike Lanes: Transportation Services will provide updates. Transportation Services will be doing further public consultation. • Tenant's Association further request: update on marketing communications. • Update on Marketing Communications: Advertising in the City is still paused but we received permission to run a small advertising campaign for the fall and winter. This campaign could get cancelled if the COVID-19 environment changes again. • We also have permission to keep our social media channels open but only communicate need to know information and not nice to know info. Main message is that the Market is open and here to serve you and that small businesses need your support. 	

	<ul style="list-style-type: none"> • Updates from Councillor's Office: There is currently road work on Market Street. Contractor is working with Daniel to ensure business continuity. 	
7. Other Business	<ul style="list-style-type: none"> • Councillor Wong-Tam brought forward a motion to Council to give permission to the Executive Director of Corporate Real Estate Management to enter a license agreement to execute the Inabuggy partnership. This will help get the platform up and running to support the merchants. • There is a reserved advertising amount and a marketing plan for the launch of the online shopping program. It will need to be approved by Strategic Communications. Inabuggy will also promote through their channels. 	
8.	Next Meeting: Virtual Holiday Social	