

MINUTES

St. Lawrence Market Precinct Advisory Committee

Date: Wednesday, April 20, 2022

Time: 4:00 pm - 6:00 pm

Location: Virtual Meeting via WebEx

Attendees: Suzanne Kavanagh, Shane MacMillan, Graham Hnatiw, Lawrence Mosselson, Kathryn Wakefield, Marina Queirolo, Simon Miles, Jeremy Roach, Elizabeth Seibert, Marlene Cook, Robert Biancolin

Regrets & absences: Allison Bain

Alternates and Guests: Doug Fry, Brandon Arkinson, Sara Spector, Dov Goldstien, Natalie MacLean,

City Staff: Daniel Picheca, Samantha Wiles, Graham Leah

ITEM	ITEM DESCRIPTION	ACTION ITEMS
Gather	<ol style="list-style-type: none">1. Gather Host (Daniel Picheca) started WebEx meeting.2. Suzanne Kavanagh chaired the meeting.	
2. Agenda and Minutes	<ol style="list-style-type: none">3. Agenda approved.4. February meeting minutes approved.	
3. Review of the Strategic Plan	<p>Update from Lord Consulting:</p> <ol style="list-style-type: none">5. Market Precinct Strategic Plan is a two-phase project6. Plan will cover 2022 to 20267. The main goal is to define, establish, and formalize a Market District in Toronto8. There are six guiding principles that inform the singular goal9. The plan has 13 action items consisting of specific tasks that are intended as core tasks to achieve the main goal. They are broken into three categories.10. In the process of drafting a template of action items to outline how things will be rolled out, who is responsible for leading, who is responsible for progress monitoring, partners, and timelines11. The action items template will have KPI metrics, as well as priority level and required resources12. The City of Toronto with its partners are responsible for developing specific tasks and success metrics for each action item.13. Feedback was shared about the need to set clear physical boundaries of the new district in order to develop a good brand image	<p>Daniel:</p> <ul style="list-style-type: none">• To finalize Market Precinct Strategic Plan based on the received feedback.• To share action items template.• To set up working groups and schedule meetings with partners to finalize action items template together and develop KPI metrics.

	<p>14. Marina emphasizes the potential to create a Market District in the area that already has character, history, and social and cultural components. It can also provide a model and strategic direction for other districts/markets.</p>	
<p>4. South Market Hours of Operation Pilot Project</p>	<p>15. General meeting was held with merchants and concerns received were:</p> <ul style="list-style-type: none"> a. Ensuring that the business is adequately staffed and profitable. b. Suggesting flexible hours to assess the impact on business. <p>16. To establish the new hours of operation a number of studies were conducted in 2022 including:</p> <ul style="list-style-type: none"> a. Merchant consultations b. Stakeholder consultations c. Public survey d. Comparative analysis of other markets e. Shopping patterns analysis <p>17. To inform the pilot the previous studies were considered including:</p> <ul style="list-style-type: none"> a. 2019 consumer research b. 2021 strategic plan survey c. Community consultations for hours of operation conducted in 2019 and 2020 <p>18. Based on the 2022 public survey and all the previous surveys there is an emerging trend from customers that indicates a strong interest in shopping at the Market in the evening and on Sundays.</p> <p>19. The 2022 public survey had 3,201 responses. It was set up to allow only one response per individual/device. There were 881 fraudulent responses that were removed from the survey results and the IT team is investigating. The fraudulent surveys responses were all against changing the hours of operation and in favour of the current hours. The Responses came from 1-3 IP addresses.</p> <p>20. The new hours of operation are Monday closed, Tuesday to Friday open from 9am to 7pm, Saturday from 7am to 5pm, and Sunday from 10am to 5pm.</p> <p>21. The Market will be open for 57 hours a week. Staff feel this will provide a good</p>	<p>Daniel and Samantha:</p> <ul style="list-style-type: none"> • To develop and finalize marketing and communications plan, success metrics, and evaluation methods. • To organize a meeting partners to establish and finalize benchmarks to assess the success of the pilot project. • To develop a plan to assist merchants in the preparations before the launch of new hours.

	<p>balance between the customers' needs and the needs of the merchants.</p> <p>22. The new hours will be launched in late July or early August 2022.</p> <p>23. From May to July the marketing and communications plan, success metrics, and evaluation methods will be established. At the same time, the plan to assist merchants in preparing for the launch will be developed.</p> <p>24. Once the new hours are launched there will be an ongoing marketing and communications support, as well as ongoing monitoring and evaluation.</p> <p>25. At the request of tenants, a three month period will be given to tenants to prepare and hire new staff.</p> <p>26. The public surveys pulled people who lived close to the Market or one kilometre away. The GTA area was targeted through the social media boost. There was an intention to seek people further away but they didn't provide as many responses or feedback.</p> <p>27. City Staff took everything collectively into consideration to determine the hours, including merchant and customer feedback.</p> <p>28. The analysis consist of some local Canadian markets, markets across Canada and North America, as well as some markets in Europe.</p> <p>29. Comments that the decision to close the Market at 7pm on weekdays is fair considering that the public showed strong interest in the shopping after 6pm.</p> <p>30. High percentage of the population is on social media. The highest percentage of respondents accessed the survey through the press release link directly or through the media generated by it. The second highest number of respondents was through the Instagram boost targeting the GTA area, next to that was through Facebook, and then though the St. Lawrence Market website. There were multiple ways to access the survey, people just needed a computer to fill out the online survey. Media release attracted the most survey results.</p>	
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	<p>31. The results of this survey include the results only from the survey distributed in 2022.</p> <p>32. As stated at the south market tenant general meeting, the results of the survey with a breakdown of percentages and number of respondents that make up that percentage would be shared with merchants. The south market tenants weren't involved with developing the survey questions no are they required to be. The questions are developed by staff based on the overall feedback and strategy.</p> <p>33. The surveys included questions about reasons for coming to the Market. Of the respondents the highest percentage were coming to the Market to get their regular grocery items or specialty grocery items, then followed by to purchase food for take-out or to dine-in. Based on this information it's clear that people who responded to the survey have shopping as a primary goal when coming to the Market.</p> <p>34. The number of visitors varies from around 18,000 to 22,000 people per week. The intention of the survey was not just to speak to the people who already come to shop during the regular hours but to get some feedback from people who are not shopping. Previously, some onsite surveys with the public were done as a part of the consumer research. A number of regular Market visitors also filled out the survey. Survey respondents were asked to provide information on how frequently they come to the Market.</p> <p>35. Feedback was shared that sales are really challenging at Sunday markets. Based on the market research it makes sense to extend the hours during the week. However, there is a real concern that merchants might not be able to extend themselves as it's challenging to find staff.</p> <p>36. A comment was made that we are losing loyalty of consumers because they want convenience. There was a concern that we are not being</p>	
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	<p>aggressive enough. It was suggested to implement new hours by July 1st, 2022 at the latest.</p> <p>37. Other members suggested that it would be great to align new hours with the launch of the Market Street pedestrianization. It is possible to start promoting in June and open up in July.</p> <p>38. A suggestion was made to combine the launch of the new hours with the closure of the Market Street would be fantastic. A suggestion about increasing salaries to attract new employees. Bringing more people in will solve the work-life balance. The six-week timeline is feasible to find and hire more people.</p> <p>39. It was emphasized the need to be moving faster to launch new hours. Do the merchants have to be open according to the established hours or can they choose to close earlier? Does everyone open at the same time and closes at the same time.</p> <p>40. What is the employee value proposition to work in the Market? How do we sell working at the Market as a great opportunity for young people and potential candidates?</p> <p>41. Members commented that hybrid model works for many business. It's important to be more considerate of the merchants and their employees, that they don't think a six-day work week is supportive of that. Also merchants are working with people in high risk as essential workers. Mental and physical stress of these employees has to be taken into consideration. Many are feeling disgruntled and upset.</p>	
<p>5. Stakeholder Updates</p>	<p>42. No updates.</p>	
<p>6. Updates on Council items that affect the Market Street</p> <ul style="list-style-type: none"> • Pedestrianization Staff Report – TEYCC April 21 	<p>43. A motion is going to Community Council regarding the pedestrianization of Market Street.</p> <p>44. This motion is brought forward by the Councillor and Transportation to do a pilot project to pedestrianize Market Street starting from June 2nd to September 30th.</p> <p>45. This project was thoroughly discussed in the last meeting. The feedback from</p>	<p>The Antique Market to submit her feedback to the clerk's office.</p>

	<p>the Antique Market wasn't received due to absence.</p> <p>46. Some community stakeholders are doing deputations at the Community Council with regard to their position on the closure.</p> <p>47. The Antique Market commented that the closure of the Market Street was discussed before and it was evident that it wasn't successful and would have negative impact on the Antique Market. The Antique Market will send a letter to the clerk's office.</p> <p>48. City Staff emphasized that it's a responsibility of merchants to stay informed about all of the consultation processes and the governance structure.</p>	
<p>7. Other Business</p> <ul style="list-style-type: none"> • Future meeting format – virtual or in person 	<p>49. Majority of the people voted for a hybrid model to allow everyone to either come in person or join virtually based on their preferences.</p>	
<p>8. Adjournment</p>	<p>50. Next meeting: Wednesday, June 15</p>	