

MINUTES

St. Lawrence Market Precinct Advisory Committee

Date: Wednesday, November 2, 2022

Time: 4:00 pm - 6:00 pm

Location: Virtual Meeting via WebEx

Attendees: Suzanne Kavanagh, Allison Bain, Lawrence Mosselson, Kathryn Wakefield, Simon Miles, Jeremy Roach, Elizabeth Seibert, Robert Biancolin, Simon Miles, Rebekah Lobosco Gilli

Regrets & Absences: Shane MacMillan, Graham Hnatiw, Marina Queirolo, Sara Spector

Alternates and Guests: Doug Fry, George Milbrandt, Dov Goldstein, Natalie MacLean

City Staff: Daniel Picheca, Samantha Wiles, Graham Leah

ITEM	ITEM DESCRIPTION	ACTION ITEMS
1. Welcome	<p>Gather Host (Daniel Picheca) started WebEx meeting.</p> <p>Suzanne Kavanagh chaired the meeting.</p> <p>Introduction of Rebekah Lobosco Gilli the new representative for the St Lawrence Hall.</p>	
2. Approval of Agenda and Minutes	<p>Agenda approved</p> <p>June and July meeting minutes approved.</p>	
3. Strategic Action Plan	<ol style="list-style-type: none">1. Lord Cultural Resources facilitated workshop:2. Strategic Plan is approved. There are 13 Action items with tasks per item (approximately 75 tasks total). The plan is a living document and should be reviewed quarterly or every six months to adjust for any unexpected changes and unseen circumstances.3. Action items are not chronological as they necessarily jump around.4. Exercise of this workshop is to review and prioritize the action items. Action items were analyzed and sorted through priority categories, Category 1 being High Priority, Category 2 being Medium Priority, and Category 3 being Low Priority. The higher the priority the sooner the Action item will be completed. In addition, the reasoning behind this exercise is to identify any overlaps with the items.5. Priorities are based on various criteria – City	

of Toronto resources available to carry through the tasks (many other competing priorities in the City), the cost (people, cost to continue analyzing and revising the plan as time progresses do these items, budgets and how to implement), environmental factors (North Market redevelopment, St Lawrence Hall coming online), specific audience and target market, whether the action items are foundational.

- 6. Strategic Plan term is 2023 - 2027.
- 7. Action items in the High Category (1) have a year 0-1 timeline to start: 2023-2024, action items in the Medium Category (2) usually have a year 1-3 timeline to start: 2024-2026, and action items in the Low Category (3) have a year 3-5 timeline to start 2025-2027.

8. Action 1: Seek and implement, if warranted, alternative governance and operating models that best supports the vision of the District.

Category (1) High Priority. This action item is the foundational part of the District and aligns with the aspirations of change we have. Will be focused on this action item early in the plan. (Estimated to be completed by Q3 2023)

9. Action 2: Initiate strategic partnerships and alliances with organizations, institutions, associations, and private sector businesses within the District and beyond to strengthen the District's position and extend its draw

Category (2): Medium Priority. This can be also thought of as a high priority. Note: To be reviewed further as tasks 11, 9 and 2 should be looked upon as they overlap.

10. Action 3: Develop a business model for the Market that seeks to create a greater diversity of offerings, services, and programs and optimize all the spaces within the building and its immediate surroundings

Category (1): High Priority A foundational piece as it takes into account what is being spoken in a lot of the other action items. This is directed to the Market not the District (Estimated completion by Q1 of 2024, a year to do so)

11. Action 4: Explore digital tools, processes, and technologies that will both enhance visitor experience, maximize commercial opportunities, and optimize District operations

Category (3): Low Priority. There is a financial aspect attached to it, no further comments made (to be started in Q1 of 2026)

12. Action 5: Consult with the Indigenous Affairs Office and other COT divisions for guidance on approach to engage the local indigenous community

Category (1): High Priority. Feels foundation but only if Indigenous voices are included in creation. Will be working with the City Office of Indigenous Affairs and various Indigenous community members to help develop our plan. We cannot lose sight of it, so it will be high priority and given the fact the City has a truth and reconciliation plan we can carve out through the tasks where the touch points are. (There is no due date as it will continue throughout the 5 years, will begin in year 1.)

13. Action 6: Explore incentives such as grants, tax abatements, and subsidies for food and food-related start-ups to establish themselves at the District

Category (2): Medium Priority. Other actions require more focus as this action is not foundational. This action is to help attract new entrepreneurs to the District, tying into diversity and providing a platform for food incubators/start-ups. We do not have the budget or resources to support start-ups and incubator programs and this action item will help assist with it. We will be focusing on food start-ups and partnerships with organizations like George Brown College and others to develop programs, allocating funds and developing metrics. (Start Q4 2024 to be completed Q4 2025 with any tasks ongoing)

14. Action 7: Reduce barriers such as permitting, bylaws, and other municipal tools to encourage greater activation and participation of the District

Category (2): Medium Priority for now. This directly ties into the tools available to the Municipality and not Provincial. This will be around planning legislation. Requires further development. (To be started in Q1 2025, Efforts will be ongoing as anything can come up)

15. Action 8: Using the Market as a platform and working with community partners, examine the potential to develop a citywide food network that would share food resources and help marginalized communities and those living in poverty

Category (2): Medium Priority. It is a medium priority but close to a high priority. This has a lot to do with where we end up or the Market ends up with the District governance model and what the priority would be in terms of expansion of admission. (To be started in Q2 of 2024, and to be in place by Q1 2025)

16. Action 9: Provide open, inclusive and accessible space for activities and events such as pop ups, performances, food related events, and exhibitions

Category 2): Medium Priority (possibly high). As we are working on it and others, we will be inclusive and accessible. As opportunities appear we can jump on them when they present themselves. Goal of the action is to open the doors beyond current tenants and building. It is not only about the programming of events but more around the users and access – to extend the experiences and position of the Market beyond food. Note: To be reviewed further as tasks 11, 9 and 2 and possibly task 5 should be looked upon as they overlap.

17. Action 10: Create a plan that will communicate the District's history and heritage through objects, artifacts, signage, interactive and multi-media, and other means

Category (3): Low Priority. This is in addition to or outside the responsibilities of the museum the City runs in the Market. Working with partners and organizations to develop this. (Plan to be created early)

	<p>18.Action 11: Establish an operating model to produce and/or present public and educational programs, events, and activities in the District</p> <p>Category (2): Medium Priority. This is the heart and soul of the strategic plan. (To begin Q1 2024 in January) Note: To be reviewed further as tasks 11, 9 and 2 should be looked upon as they overlap.</p> <p>19.Action 12: Align the uses, operations, and management of the City's current and planned physical assets within the District with the vision of the District and the core principles</p> <p>Category (1): High Priority. Foundation of what the District can be in its aspirations. Foundational as the North Market building is opening and the St Lawrence Hall as well. Leans to more long term planning as it aligns with capital budgets and repair budgets. It will be a priority for us to start looking at the state of repair of the District assets and put a plan in place. This is an action item we cannot hold off for long. (Estimated for completion by Q4 2023, Starting Q1 of 2023)</p> <p>20.Action 13 Seek ways to make the District more pedestrian and cyclist friendly</p> <p>Category (3): Low Priority. The City and St Lawrence Neighbourhood Association are already doing so, COT Transportation Services is working on it. Tasks are to study how other cities have created pedestrians zone, develop cyclist friendly plan and consult with staff and Market stakeholders to allocate budget resources to support the program's delivery. Will need to revisit this action item.</p> <p>21.Lord to share colour coded task list</p>	
<p>4. Stakeholder Updates</p> <ul style="list-style-type: none"> a. BIA b. Farmers c. Neigh. Assoc. d. St. Law Hall 	<p>Held off for November 16th</p>	

e. Tenant's Association f. Heritage Toronto		
5. Updates on Council items that affect the Market	Held off for November 16 th	
6. Other Business	Held off for November 16 th	
7. Adjournment		