

# MINUTES

## St. Lawrence Market Precinct Advisory Committee

**Date:** Thursday, November 15, 2023

**Time:** 6:00 p.m. to 8:00 p.m.

**Location:** In Person – 105 The Esplanade

**Attendees:** Suzanne Kavanagh, Kathryn Wakefield, Allison Bain, Marina Queirolo, Robert Biancolin, Paul Moyer, Graham Hnatiw (virtual)

**Regrets & Absences:** Jeremy Roach, Elizabeth Seibert, Larry Smith

**Alternates and Guests:** Al Smith, Sara Spector, Brandon Arkinson

**City Staff:** Daniel Picheca, Samantha Wiles, Graham Leah

ITEM	ITEM DESCRIPTION	ACTION ITEMS
<b>1. Welcome</b>	a) Gather (group met in 105 The Esplanade board room). b) Suzanne Kavanagh chaired the meeting. c) Suzanne began the meeting with a land acknowledgment. d) Group did introductions.	North Market Redevelopment tour: defer or prepare video for group.
<b>2. Agenda and Minutes</b>	a) Agenda b) Minor revisions to October minutes	
<b>3. Mural Presentation Al Smith</b>	a) Al Smith presented Old Towne BIA mural proposal. b) Original Farquas Lane mural proposed in 2019 as part of an area master plan with goal of transferring laneway into vibrant space and communicating the history of the waterfront neighbourhood. c) Theme: Toronto heritage shoreline interpretation until the beginning of the industrial age. d) Public consultation occurred, an artist was selected, and heritage was consulted, creating the resulting artwork. e) An Indigenous representative was consulted to review the artwork, stories and slides. f) COVID changed the plan for the mural, Farquas project had to be abandoned for a number of reasons. g) BIA was still interested in the shoreline interpretation project. h) Looked in the area for a new suitable place for the mural. i) Connected with the condo at 109 Front Street East who were looking for artwork and upgrades, as well as the St. Lawrence Market who would be a natural fit with the shoreline study subject. j) Next steps: connect with artist, revise artwork for current available walls with consultation with the mural working committee and heritage. k) BIA has already secured Section 37 funding for the Farquas Lane project: \$137,000.	Al to provide details of consulted groups.

- l) BIA hopes to move funds over to this project.
- m) BIA looks to Market and condos to become partners in the project. This involves troubleshooting, potential help with permits and potential small budget contributions.
- n) Discussed using the first two walls on the east side of the Market for larger eye-catching panels.
- o) Group looked at mural mock ups.
- p) Some panels on Market side and condo side.
- q) Mural would animate the Jarvis Street side of the Market that could use additional attention.
- r) Fulfills BIA mandate of creating spotlight areas.
- s) Artwork can help to visually connect the North Market and South Market as well as Market Lane Park and Market Street.
- t) In addition, there is a proposed revamp of the front area at condo at 109 Front Street East.
- u) Lighting can be added to enhance safety and security. As well the mural will help with this by drawing more people to the area and deterring anti-social activity.
- v) Artist can paint panels on site and interact with the public, creating social media buzz.
- w) Slides are new and revised to SLMPAC members. These are a mock up of the new area, based on the original design. Artist would further adjust.
- x) Feedback from SLMPAC members:
- y) Some apprehension due to colonial connotations.
- z) Might need to evaluate content for city streets.
- aa) Could consider if artwork sends the right message moving forward.
- bb) Additional Indigenous consultation may be required.
- cc) Concept of a mural in general is well received.
- dd) Heritage concern with lack of representation of diverse history of Toronto, especial BIPOC and equity-deserving groups.
- ee) May need to evaluate the timeline as study only goes until the industrial age.
- ff) Timeline currently is from Indigenous community to industrialization.
- gg) Should review with Recognition Review Committee related to historic names.
- hh) Committee very supportive of idea of street art in general.
- ii) Suggestion to work with StreetArt Toronto to identify canvases and identify diverse voices.
- jj) Mural proposed is a lot of real estate to one artist.
- kk) Diverse groups should have the opportunity to tell their own stories.
- ll) Mural artwork was a part of an international competition to bring artist, need to be sensitive to that.

	<p>mm) Artist is John Kuna</p> <p>nn) Interest in logistical elements, such as how it would be affixed to the wall with heritage considerations.</p> <p>oo) Section 37 funding was approved by previous councillor and should be reviewed with City staff.</p> <p>pp) Consider anti graffiti treatment.</p> <p>qq) City can offer due diligence and facilitate additional consultation to ensure project is executed well.</p> <p>rr) East side of Market is a good space for the mural project in general to animate and increase vibrance of the space.</p> <p>ss) Public feedback around the content of the mural.</p> <p>tt) Heritage Conservation District is now in place (was not when project began)</p> <p>uu) Should run project under lens of St. Lawrence Market Strategic Plan.</p> <p>vv) Need to consult with Heritage Committee of SLNA.</p> <p>ww) Focus on something that will bring people to see it, rather than being a nice surprise when discovered.</p> <p>xx) Look at this mural as a part of a whole neighbourhood plan.</p>	
<p><b>4. Venue Handbook</b></p>	<p>a) Venue handbook for North Market bookings circulated to the group.</p> <p>b) Internal document at the moment.</p> <p>c) Looking for feedback on the eligibility of space users and priority booking policy.</p> <p>d) Document is a rough draft and base to build external and public facing materials.</p> <p>e) Guidelines are for all public spaces in the Market district including St. Lawrence Hall, North Market, Market Lane Park, Market Street, South Market spaces and Temporary Market (at the moment).</p> <p>f) Developed based on guidelines of similar sites including Exhibition Place, Wychwood Barns, YDS, etc.</p> <p>g) Daniel reviewed required elements.</p> <p>h) Feedback on eligibility of space users:</p> <p>i) Clarify types of groups such as not-for-profit, corporation, etc. Defining individuals vs. organizations.</p> <p>j) Should explore preferred suppliers' insurance. This can help facilitate events for priority groups and remove barriers while ensuring liability is covered.</p> <p>k) Other venues have preferred suppliers' insurance and venue does not incur additional liability as insurance provider works directly with clients.</p> <p>l) Can community groups use spaces for a minimal set-up fee. This would be rather than a not-for-profit discount.</p>	<p>Suzanne to review with SLNA board once fees are revised or redacted.</p>

- m) Need to balance between profit and strategic plan fit. Anyone can rent if they can pay but how do you protect community access?
- n) Eligibility is a good idea including a ladder program to ensure groups use space appropriately.
- o) Application process should cover these questions to define the user.
- p) Complaints process will go to the office.
- q) Strategic Plan priorities community development. Potentially look at City vs. not-for-profit discounts. Current suggestion is based on existing policy.
- r) Other venues look at discounts for non profit groups in a number of different ways and a consistent pattern has not emerged.
- s) Some groups allocate number of dates based on calendar year, many are moving away from this and just offering a rate.
- t) Look to ensure corporate rates cover expenses.
- u) Explore larger discount for charities and NFPs, however recognize that some charities are in much more abundant financial situations than others and create a scale that addresses this.
- v) Flesh out partnerships outside of regular corporate rates and not for profit discounts. This would cover use of space when organizations provide a community service or valuable programming.
- w) Partnerships can include discounts or space in kind.
- x) Link discount to a metric such as size of operating budget.
- y) Councillor's can sponsor events (City of Toronto corporate policy).
- z) Example 20% reserved for not-for profits, 80% available for full rates.
- aa) Consider sliding scale on costs depending on day of the week and time of the year.
- bb) Look at St. Lawrence Market vendors as preferred suppliers.
- cc) Look at chart with more affordable, less used dates and high range of that as well.
- dd) Be transparent with sliding scale.
- ee) Consider how many times single users can use space.
- ff) Target food industry due to reputation of the Market.
- gg) Connect with trade missions and trade groups.
- hh) How can we animate North Market on days when it is not programmed? Examples: spill out seating, make it a public space inside and outside.
- ii) Suggestion to have the North Market open to the public during the day when not booked for events. Need to consider furniture. Wi-Fi will be available.
- jj) Feedback on priority booking policy:

- kk) Filming is cost recovery. May not be able to charge venue rental for filming. Good economic value but does not impact venue revenue as much. Additional benefit for storytelling "This was filmed here."
- ll) Need to review partnership policy for example for multiple years with recurring dates.
- mm) Allow for re-negotiation of contracts. Look at Civic Centre model of advanced booking.
- nn) Large events plan well in advance.
- oo) Want to ensure single users don't monopolize the space but allows groups to build business.
- pp) Sunday use of North Market will be reviewed with an expression of interest.
- qq) New Sunday Variety market as example is bringing a new audience.
- rr) Rates from St. Lawrence Hall raised in consideration of inflation.
- ss) New spaces of Hall reviewed from competitive research.
- tt) Feedback on rates:
- uu) General feedback that rates seem quite affordable in general.
- vv) Venue fees are just a part of the picture, all of the additional costs to run an event in the space need to be considered.
- ww) Need to look at the loaded cost of running a full event and what margin the City will retain from the costs.
- xx) Look at models such as when a caterer owns the use of the space.
- yy) Feedback: staff fees are listed separately, this is confusing. Need to define what level of staff is included and what is extra and define that for the client. Consider offering packages with elements already mapped out for a defined rate.
- zz) Considered a tiered system for the size and complexity of the event.
- aaa) Finishes of the North Market will help to define the price that you can charge for the space.
- bbb) Questions on how landmark fee will work in the space.
- ccc) Typically, landmark fee covers cost back to venue from preferred supplier and guarantees revenue for suppliers. Additional landmark charges can apply if not using preferred suppliers with permission.
- ddd) Landmark fees can range from 10-30% from research. Landmark fees can be applied to any supplier and not just catering.
- eee) Preferred or exclusive suppliers help to contribute to the revenue of the site.

	<p>fff) Preferred suppliers would pay fees back to the venues. And offers benefit to the client as they are familiar with the venue.</p> <p>ggg) There is already an interest in the venue from clients and suppliers.</p> <p>hhh) Bookings could potentially start in the summer.</p> <p>iii) Need proper infrastructure to take bookings to serve clients.</p> <p>jjj) Packages are helpful to guide customers who may be overwhelmed with choices.</p> <p>kkk) Consider hourly rates for second floor or smaller spaces. This would facilitate smaller and shorter meetings.</p> <p>lll) Consider a membership model and have meeting space as a benefit.</p> <p>mmm) Would need to have a balance between hourly and full day bookings.</p> <p>nnn) Book rooms hourly last minute (week of for example).</p> <p>ooo) Need staff to turn around space on short timelines.</p> <p>ppp) Consider working with George Brown.</p>	
<p><b>5. Hours Update</b></p>	<p>a) Review feedback from previous discussion of hours.</p> <p>b) Provided additional data on results related to the hours.</p> <p>c) Data is only from 2-3 merchants.</p> <p>d) Data is based on number of transactions, number of customers served, sales volume and data for specific hours.</p> <p>e) The types of categories included are bakery, dairy, butcher.</p> <p>f) Butcher shop basket size is the highest, followed by dairy and bakery the lowest basket size.</p> <p>g) Sample size is not significant, but these can be used for example purposes only. Data can't be made to make a correlation for the whole Market.</p> <p>h) At the aggregate level response to the hours is trending in the right direction.</p> <p>i) We are changing behaviours and it does take time.</p> <p>j) How can we support vendors between 5pm-7pm. Need to maintain the experience and have people be able to shop until close.</p> <p>k) Keep promoting locally and support experience. Change in behaviours will take time.</p> <p>l) As you add hours vendor expenses can go up or shifts need to be divided. Vendor hours still have additional hours outside of opening hours.</p> <p>m) Data is not available for day of the week.</p> <p>n) Data that is hard to gather is hourly, per transaction and smaller breakdowns of data, even for merchants with automated systems.</p> <p>o) The data is also raw and needs to be analyzed.</p>	

	<p>p) Additional factors such as traffic congestion have shifted over the years and affected the Market.</p> <p>q) Merchants are wondering if seasonality of hours is an option.</p> <p>r) Need to make a determination of next steps with the data that we have.</p> <p>s) Look to opportunities to promote after hours with local audiences and commuters.</p> <p>t) Will be shifting communications to the reason “why” to come rather than just the “when” the Market is open.</p> <p>u) Will need to be resourceful with 2024 and beyond budget as resources are more limited.</p> <p>v) Commuter and parking strategy idea: shop at the Market during rush hour rather than sitting in traffic.</p> <p>w) Getting vendors on board to be champions is a part of the strategy and can be challenging at times.</p> <p>x) Targeting the neighbourhood and the many people living in the area and moving to the area can create easy wins.</p> <p>y) Idea: offering local delivery, pre-order call service.</p> <p>z) Merchant feedback: additional day of work does add to fatigue. Sales between 5-7pm can be minimal.</p> <p>aa) Tenant’s Association to gather additional feedback from merchants.</p>	
<p><b>6. Stakeholder Updates</b></p> <p>a. Farmers Market Update</p> <p>b. SLNA</p> <p>c. Update</p> <p>d. Heritage Toronto</p> <p>e. Tenant's Association</p>	<ul style="list-style-type: none"> <li>• Farmers Market update Farmers are excited about new Market. Biggest concern is loading and unloading. If Market Lane is a potential that could be helpful, in consideration of noise.</li> <li>• SLNA Some farmers are open to extended hours, potentially Friday nights.</li> <li>• SLNA If there is a way to animate the Market Street Stage.</li> <li>• Heritage Toronto No update.</li> <li>• Tenant Association Suggesting a general meeting soon would be helpful.</li> </ul>	
<p><b>7. Other Business</b></p>	<ul style="list-style-type: none"> <li>• Need to schedule meeting with Market Lane Park group.</li> <li>• Update on Senior’s Resource Centre.</li> <li>• Go to Clerks on recruiting new members to replace members who have exited, or terms are up.</li> <li>• In person meeting today was productive and appreciated.</li> </ul>	