

MINUTES

St. Lawrence Market Precinct Advisory Committee

Date: April 30, 2024

Time: 4:00 p.m. to 6:00 p.m.

Location: 105 Esplanade Boardroom and Virtual via WebEx

Attendees: Robert Biancolin, Graham Hnatiw, Marina Queirolo, Elizabeth Seibert, Kathryn Wakefield, Suzanne Kavanagh, Paul Moyer, Allison Bain, Jeremy Roach

Regrets & Absences: Larry Smith, Brandon Arkinson

Alternates and Guests: George Milbrandt

City Staff: Daniel Picheca, Samantha Wiles, Graham Leah, Edward LaRusic, Macy Parakh

ITEM	ITEM DESCRIPTION	ACTION ITEMS
1. Welcome	<ul style="list-style-type: none">Suzanne Kavanagh chaired the meeting.	
2. Agenda and Minutes	<ul style="list-style-type: none">Request for meeting minutes to be sent within 10 days after SLMPAC meetings take place. Quick follow-ups can be sent with the minutes, and other items that require more input can be added to the next meeting agenda.Action items from minutes to be addressed at meetings.Agenda approved.	Minutes to be sent within 10 days of the meeting.
3. Retail Strategy	<ul style="list-style-type: none">George declares conflict of interest. He will rejoin the meeting after moving on from topic.Part of the Strategic Plan is to develop a Retail Strategy for the South Market to review components of operation including rent model, tenant mix, percentage rent, use clause. The end goal is to hire a consultant that would provide recommendations for implementation.ROI expected to go out in June for a consultant. Draft is substantially done.Consulting was completed to assist with the rental model 20 years ago and informed the current existing model.Leases expire at the end of this year, and a new consultation will align with this. Approximately 90% of tenants are on the same lease term, however due to some business purchases, tenant inducements, renovations, there are some anomalies. New tenants (ex. Blackbird) start with a clean lease. New tenants are usually negotiated at a higher rent.There is approximately a 15% difference in upper and lower-level rent and cost per square foot.Retail Leasing Strategy should inform the Expression of Interest and decisions; however, we	Feedback from SLMPAC will be incorporated into the consultant ask.

	<p>should not absorb vacancy loss while the consultant is creating the strategy.</p> <ul style="list-style-type: none"> • Recommendations for the consultant to include in the review: <ul style="list-style-type: none"> • Gap analysis of wider district not just south market. (ex. district does not have Halal butchers) • South Market tenants should be considered as part of the wider district and not separately. • Phase 1 compilation should include higher level market overview, changing population trends, demographics that will inform gap analysis. • Incubation approach: retail opportunities starting with small temporary leases (ex. Arts at the Market), laddering up to large spaces in the South Building • Consideration of lifetime value of what retailers would be contributing; however, we may not be able to place a number on this due to the variables of the type of retailer, type of product, type of space and success of retailer. • Parameters should be given to the consultant on the direction that we want to go to ensure that their recommendations are within alignment identity of the Market and the Strategic Plan • How would they envision the role of secondary elements (ex. Farmer's Market, North Market, Market St) in context to the retail strategy. • What technology and practices can be integrated into the Market in next 3-10 years to ease data collection that is currently lacking, recognizing that it needs to be cost-effective for tenants (ex. transaction data) • What is the tenant's role in contributing to the success of the market? What lease obligations are there to participate in data collection, promotion of the market etc. 	
<p>4. Expression of Interest</p>	<ul style="list-style-type: none"> • The Expression of Interest shown is a template for the Scheffler's space, with the intention of gathering feedback and making adjustments to suit other available South Market spaces. • EOI must happen concurrently to the Retail Strategy consulting. We can not have an empty stall through the end of year. There are two spaces that will have to be filled before the consulting is complete. 	

	<ul style="list-style-type: none"> • Shorter term leases may be considered. • Recommended considerations for EOI criteria: <ul style="list-style-type: none"> • References will be a part of the evaluation criteria. • Currently the City will not consider stores selling second-hand goods. Can this requirement be removed based on climate consciousness, current public values and trends? Distinguish between curated goods and a flea market. • Consideration must be made in becoming part of the Market eco-system as opposed to running a business in an independent brick-and-mortar shop. • Specific language around franchises and corporate chains. Local ownership? Sole proprietors? No multinationals? Multiple locations vs. sold the rights to other franchises need to be reviewed and updated. • How is environmental impact and sustainability evaluated and weighted? Ex. we have merchants importing international products, which would have a lot more impact than a butcher that uses plastic wrap. • Will current tenants be held to the same criteria? • A committee will be built to evaluate applications. This will be a minimum of 3, with intent to have diversity and different disciplines in the group. They will be from City staff, Economic Development or external with significant expertise. There is a procurement policy, uniform evaluation approaches that must be adhered to. Evaluation typically takes place over three days. • There are concerns of the optics of awarding within 7 days of the applications closing. • Suggested feedback is that the Marketing and Sales strategy at 20% of grading is high. Recommended to shift 5% to the Financial Section. 	
<p>5. Partnerships</p>	<ul style="list-style-type: none"> • Partnership Policy is in response to conversations happening around the Event Guidelines. • There are standard rates in the Event Guidelines: <ul style="list-style-type: none"> • 50% discount for City bookings • 25% discount for not-for-profit groups • There is a gap where deeper discounts are needed for community-based organizations that add value and influence growth to the Market as a community hub and provide mutual benefit. Organizations could apply for a partnership to 	<p>Sam and Daniel to refine the Partnership Policy to simplify and ensure application process is accessible to small</p>

	<p>receive a deeper discounted rate, space in-kind, etc. Those qualifying for consideration can include:</p> <ul style="list-style-type: none"> • Those involved in food & agriculture community. • Cultural organizations & charities • NFPs • Those that have previous experience in special events and public programming. • Good standing relationship with the City of Toronto good fit for the community benefits the Market is looking for <ul style="list-style-type: none"> • Existing partner policies from other markets, Toronto organizations, and similar event spaces have been reviewed, and a new partner policy has been drafted for St. Lawrence Market Complex based on best practices. The Partnership Office was also consulted. COT Legal Services, EDCT and other relevant divisions will be consulted. • Partnerships could fall under year-round programming (daily, semi-annually, annually a week, once a month, etc.) • Evaluation would include the benefit to the Market community, supplemented costs to the partner/Market, space, capacity, resources, potential risks and mitigation factors. • From a COT perspective, there must be documentation when space and services are given in-kind to justify the use. • A simplified version of the current draft is recommended as the language and limitations may be restrictive to smaller, equity-deserving groups with small, volunteer-based organizers that do not have the resources or expertise of large charity groups (ex. Sick Kids, YMCA...). The application may need to have a simplified form that can be easily filled in. • For consideration: <ul style="list-style-type: none"> • What space and time will be allocated for partnerships, and what is the benefit to the Complex? A specific allotment is still being determined. • Should it be required to be a charity or not-for-profit? What about groups such as Public Markets TO or community-based organizations that align directly with the Complex and can bring value. • Indigenous-led organizations should be its own category. • We should limit commercial organizations and individuals from applying unless they 	<p>organizations and equity-deserving groups that may not have resources or expertise for complex procedures.</p>
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	<p>align with market goals and provide a benefit for the market district.</p> <ul style="list-style-type: none"> The goals for the partnerships should be explicit. 	
6. North Market	<ul style="list-style-type: none"> Substantial completion is likely to get pushed again. Late summer is more likely. 30 days are needed to plan for the Farmers Market move execution of a soft launch and a grand opening event. Courts will move in phases. The shell of the plan is in place; however, the Substantial Performance date continues to move. 	
7. Stakeholder Updates	<ul style="list-style-type: none"> BIA is currently reviewing event going forward and with consideration to Market Street. They are looking at dripping the budget to have programming for a longer duration over the summer as opposed to spending large amounts on single weekends. Is this event benefiting tenants, regardless of positive public feedback? Transportation will be reclaiming acres of right-of-way on streets for pedestrians. The plan will be presented to executives this summer at the next meeting and will be shared with SLMPAC. A working group will also be put together for the mural work at some point this year, after Market Street priorities. The Farmers Market would strongly prefer a soft launch at the North Market to ensure that the transition is smooth ahead of major media and grand opening celebrations. A dry run / orientation / and tour will be organized for the Farmers Market merchants in advance of the move. Consider extra-early set-up for the first weeks. Heritage Toronto launched their tour season. South Market Tenants Association previously approached traffic wardens at Church and King, to inquire on the process of getting them at Jarvis and Front. They are in touch with transportation services and are deployed based on need. Recommendation to send questions to the councillor's office regarding temporary traffic restrictions and closures. SLNA working on shoreline interpretation and with the BIA on the transportation plan. 	
8. Next Meeting	<ul style="list-style-type: none"> Graham is leaving his role with City of Toronto and will be relocating to Vancouver as Chief Operating Officer at BC Housing. This is his last SLMPAC meeting. Plan for a Marketing Communications sub-committee meeting in June with the SPEC team 	Sam and Daniel to schedule Marketing and Comm Sub-committee meeting