

# MINUTES

## St. Lawrence Market Precinct Advisory Committee

**Date:** Wednesday, February 21, 2024

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

**Location:** Virtual via WebEx

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

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

**Alternates and Guests:** Brandon Arkinson

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

ITEM	ITEM DESCRIPTION	ACTION ITEMS
1. Welcome	<ul style="list-style-type: none"><li>Suzanne Kavanagh chaired the meeting.</li></ul>	
2. Agenda and Minutes	<ul style="list-style-type: none"><li>Agenda approved.</li><li>Al Smith is to provide additional information on the mural project. Daniel and Sam will connect and confirm which groups he talked to, if he is bringing new art to the group and to get a general status update.</li><li>Previous minutes are being made AODA compliant before being uploaded to the website.</li></ul>	Daniel Picheca and Sam to connect with Al for an update.
3. 2024 Workplan and Follow-Up Questions	<ul style="list-style-type: none"><li>Looking for feedback</li><li>Daniel, Graham, Suzanne and Liz met and reviewed a preliminary draft of the workplan. There have been two additions:<ul style="list-style-type: none"><li>Column outlining how a piece relates to the Strategic Plan</li><li>Estimated completion dates have been added.</li></ul></li><li>Daniel has scheduled touchpoints with the Advisory Committee in April and June for lease renewal model update. Work will commence ahead of this. A consultant will likely be hired to complete this. A draft scope of work will come to the Advisory Committee, for feedback with additional touchpoints to provide input throughout the process.</li><li>Daniel to update the workplan document format to include:<ul style="list-style-type: none"><li>Column for project start dates</li><li>Column or colour coding for status to track if a task is started, on time, at risk, delayed...</li><li>Column for additional notes</li><li>Add hot links to link to related documents and resources where possible</li></ul></li><li>The front half of the workplan schedule is heavily focused on the North Building opening. The second half extends to other goals to be achieved over the year. The St. Lawrence Hall refurbishment and</li></ul>	Daniel to update the Workplan spreadsheet with project start dates, colour coding for status tracking, a column for additional notes and hot links to other relevant documents and resources where possible.

	<p>renovation, the diversity model and South Market leases are areas that need to be further fleshed out in terms of timing and action items.</p> <ul style="list-style-type: none"> <li>• The St. Lawrence Hall refurbishment may be executed over the course of 2-3 years. The project is underway. Funds are secured and smaller improvements such as lighting upgrades, paint and wallpaper will be addressed first to soft launch the space for bookings at an acceptable condition. A consultant may be considered for the redevelopment of the space and aligning to State of Good Repair (SOGR). The current marketing budget is based on renting at the current condition with some clean-up. Additional steps will include a heritage assessment and alignment with the North Market development.</li> <li>• North Market timing has shifted. The City was previously scheduled to receive keys to the building on February but has been pushed back to the end of May. The opening could be the end of June, July or August. The courts are a revenue stream and are a priority. They have some flexibility in their current location, but they have a six-month window what they must notify the public of a change in locations. This announcement date has not been finalized.</li> <li>• There has been no change in the governance of Market Lane Park at this point. Internal discussions have been had about bringing the Park under the governance of St. Lawrence Market as opposed to Parks and Recreation. The appears to be a willingness but additional conversations must be had. Previously Parks &amp; Rec oversaw the softscaping and St. Lawrence Market had oversight of programming. We are now interested in having full oversight, including maintenance, permitting, security, etc.</li> <li>• The deactivation of the Temporary Market is dependent on timing and date from the North Market. A Scarborough councillor is interested in moving the tent to their ward. The plan for the space is to turn it into a hardscape park. Bike lanes and a library are planned for the location. This was announced by Joe Cressy in 2022.</li> </ul>	
<p><b>4. Venue Handbook</b></p>	<ul style="list-style-type: none"> <li>• Outreach to six organizations (Harbourfront Centre, MacEwan Group, Evergreen Brickworks, Granville Island, Fort York, Toronto Library...) was completed to compare rates and policies for rentals and charitable discounts. Typically these organizations offer NFPs a 20-30% discount, a sliding scale rate or partnerships in which the space is free.</li> <li>• St. Lawrence Market would consider partnerships organizations that align with our mission and vision.</li> </ul>	<p>Daniel and Sam to share a draft of venue partnership criteria for SLMPAC input.</p>

	<p>A draft of criteria and a partnership application form will be shared with this group for feedback. Yonge &amp; Dundas Square's existing criteria form and criteria will also be shared as an example. We are seeking input on clear criteria for partnerships, such as:</p> <ul style="list-style-type: none"> <li>• For a charitable cause</li> <li>• Serving equity underrepresented communities</li> <li>• Community programming that is free and open to the public</li> </ul> <ul style="list-style-type: none"> <li>• A balance must be met between partnerships, charities and community groups vs. revenue. The North Market has a recoverable debt. \$1.25 million of revenue each year needs to contribute to that. <ul style="list-style-type: none"> <li>• After revenues from the Café, Bank Machines, 2<sup>nd</sup> Floor uses, the SLM needs to generate an \$800,000 in a year.</li> <li>• At approx. \$4,500 per day, booking 3.5 days per week is needed to meet this target. (3.5 x 52 weeks = 182 bookings per year) This includes bookings for the Farms Market (52) and any Sunday uses (52).</li> </ul> </li> <li>• Availability of the space must be factored into the rates and forecast. Situations to be further considered: <ul style="list-style-type: none"> <li>• Buffer time for events to load-in and out between bookings</li> <li>• Friday night set-ups for Saturday Farmers Market</li> <li>• Possibility to shift Farmers Market hours to align with South Market building</li> <li>• Saturday evening turnarounds</li> <li>• Saturday evening food bank</li> <li>• Multi-day rental rates</li> <li>• Research the vacancy rates of other comparable rental venues to determine what allocation can be provided for partnerships and equity-deserving groups</li> </ul> </li> <li>• Forecasting should also be done for first, second and third years as demand may fluctuate after first year.</li> <li>• SLMPAC would like to see a more detailed breakdown of the revenue forecast. <ul style="list-style-type: none"> <li>• Is the \$1.25 million top line or bottom line revenue?</li> <li>• The \$1.25million is topline revenue and includes the second floor, main floor restaurant and bank machines. \$450,00 is taken off from these secured sources. \$800,000 is dedicated from the event space on the main floor.</li> </ul> </li> </ul>	<p>Further offline discussions are to take place on the reverse engineering of a plan to generate \$1.25 million in event revenue.</p>
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	<ul style="list-style-type: none"> <li>• What are additional costs that clients need to consider on top of the \$4,500 rental fee (ex. furniture rentals, security, key rings, etc.)</li> <li>• Seven additional staff (3 dedicated) are coming on board including sales, event coordinators and an event team responsible for logistics, set-ups and tear-downs.</li> <li>• It was suggest that SLM consult with other comparable venues such as Brickworks to understand what is their vacancy ratio or unused dates.</li> </ul>	
<p><b>5. Marketing</b></p>	<ul style="list-style-type: none"> <li>• A meeting between SLMPAC and SPEC (Strategic Public and Employee Communications division at the City) took place, and a follow-up is to be planned.</li> <li>• Separately, a breakout session with SPEC and SLM admin took place, mainly focused on creative approach and the implementation ways to gather metrics that are currently not being measure but would better inform the creative direction.</li> <li>• In advance of the follow-up meeting, Sam will circulate updated versions of the Marketing documents that have previously been shared with changes based on the last meetings' discussions.</li> <li>• SLM will be working with SPEC on: <ul style="list-style-type: none"> <li>• Developing a new creative campaign</li> <li>• Revisiting and bolstering market research (bulk of which was from 2019)</li> <li>• Executing a brand review</li> </ul> </li> <li>• As these projects come together, current communications are continuing. Baseline communications for bringing people in the door are not halting.</li> <li>• The media plan and media choices are evolving. Media buys are typically done on a quarterly basis, and with the reduced South Market budget in comparison to previous years, the choices are more limited and will have to be assessed strategically and accordingly.</li> <li>• In order to determine whether Evening at the Market will take place this year, the next step is to go to the tenants to survey if there is an appetite to participate. The objective for this event has been to generate earned media and positive brand awareness. SLM needs to determine if this is still the goal and if this event still achieves this goal before moving ahead.</li> <li>• Suggestion was to book a separate meeting with SPEC and SLMPAC regarding the new model.</li> </ul>	<p>Sam to send updated Market documents with changes applied since the meetings with SPEC.</p> <p>SLM to determine the objective, merits and potential of hosting Evening at the Market this year.</p>
<p><b>6. Stakeholder Updates</b></p>	<ul style="list-style-type: none"> <li>• Council Update:</li> </ul>	

<ul style="list-style-type: none"> <li>a. Council</li> <li>b. SLM</li> <li>c. Neighbourhood Association</li> <li>d. Market City</li> </ul>	<ul style="list-style-type: none"> <li>• There has been a longstanding request from the BIA to form a committee for the precinct, the vision for Market Street, Market Lane Park, St James Park and the connection between those spots. The request is to set up a group that potentially includes the Market, SLMPAC and other stakeholders to consider planning and programming of that space. They do not want to duplicate what SLMPAC does, but there is a need to understand what's in play and who would be involved.</li> <li>• SLM Updates <ul style="list-style-type: none"> <li>• The recent Star article about the Market has been widely shared. The writer spoke to Daniel and Sam, as well as some of the merchants regarding the direction of the Market, the appeal to tourists and locals as well as the current vacancies.</li> <li>• Internally it has been viewed somewhat negatively, giving the impression that the direction, the vacancies and the number of tourists implied a struggle.</li> <li>• SLMPAC impressions of the story were more balanced, with members of the group noting the strong presence, the generation of discussion within the community, the significance of a 3-page spread in the Saturday Star, and more neutral tone.</li> <li>• Merchants have been fielding conversations with their customers regarding their perspectives.</li> </ul> </li> <li>• Neighbourhood Association Update <ul style="list-style-type: none"> <li>• Recently spoke with Destination Toronto and confirmed that tourism is coming back stronger than the previous three years. The office market is also bouncing back. Positive changes are happening.</li> </ul> </li> <li>• Market City Updates <ul style="list-style-type: none"> <li>• Market City TO received funding from the Main Street Innovation Fund to complete a city-wide market map. We are developing a walking/biking tour and passport across three neighbourhoods across the city as a way to link the market and communities. Little Jamaica's Afro-Caribbean Farmers Market, The Eglinton BIA and St. Lawrence Market will be participating.</li> </ul> </li> </ul>	
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