

## For Information Only

### 2014 Downtown Market Program

Presented To: Community Services  
Committee

Presented: Monday, May 05, 2014

Report Date Thursday, Apr 03, 2014

Type: Managers' Reports

### Recommendation

For information only.

### Background & Summary

Following the completion of a successful first season in the new location, the Downtown Market Working Group has been working to prepare for the upcoming opening of the 2014 Market program.

Established at the direction of Council in order to provide guidance, information and expertise on program development, the Downtown Market Working Group has been meeting monthly to develop an outline for programming, budget, vendor recruitment, marketing and communications and performance measurement.

The Working Group has been working closely with staff to evaluate suggested solutions to challenges raised in part by feedback from consumers and vendors provided following the 2013 season. Together with a review of best practices used by other Northern markets and with the expertise provided by Perry + Perry Architects on layout and design, the Working Group has made significant progress on determine the approach for this season. This report will provide an update on their work to date, which can be summarized as follows:

- The Market will be open for the season from Saturday, June 28<sup>th</sup> to Sunday, October 26<sup>th</sup>, with Market hours set as 8:00 a.m.-2:00 p.m. Saturdays and 10:00 a.m.-2:00 p.m. Sundays
- The Working Group has an ongoing regard for the process of securing the CPR building as well as the development of the Elgin Street Greenway and are aware that both projects will have specific implications for the future layout and functional program of the Market
- With these implications in mind, the physical layout of the Market will remain very similar to that of 2013, with improvements being made to address safety, improve traffic

#### Signed By

**Report Prepared By**

Meredith Armstrong  
Manager of Tourism and Culture  
*Digitally Signed Apr 3, 14*

**Division Review**

Ian Wood  
Director of Economic Development  
*Digitally Signed Apr 3, 14*

**Recommended by the Department**

Paul Baskcomb  
Acting General Manager of Growth &  
Development  
*Digitally Signed Apr 3, 14*

**Recommended by the C.A.O.**

Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Apr 3, 14*

flow, increase weather protection and remove tripping hazards and uneven surfaces at a projected cost of \$130,000

- Actual costs of site redevelopment came under budget in 2013, with remaining funds available to cover these estimated costs for this year's construction work
- In advance of targeted vendor recruitment tactics, a number of inquiries have been received from both returning vendors and new businesses interested in participating in this year's program
- Marketing, communications and cultural programming strategies are pending further development by the Market Working Group over the next several meetings

Prioritizing further research, tracking and data gathering over this coming season, the Working Group will be reviewing results of the 2014 program in order to provide guidance for a critical path and business plan for a future self-governing Market organization, with a report to Council scheduled for November 4<sup>th</sup>, 2014.

### 2014 Market Program

The opening date of the 2014 Market season will be Saturday, June 28<sup>th</sup>, with final Market day planned for Sunday, October 26<sup>th</sup>. Operating hours will be Saturdays 8:00 a.m. to 2:00 p.m. and Sundays 10:00 a.m. to 2:00 p.m. Based on a review of traffic patterns during previous Market seasons, the Working Group has determined that these hours will make more efficient use of resources on the part of staff and vendors alike.

Tactics such as marketing efforts, cultural programming and seasonal activities will be explored in order to increase traffic both on Sundays throughout the season as well as on weekends later into October.

### Canadian Pacific Rail (CPR) Station Building and Elgin Street Greenway Development

City staff continue to work through the process associated with Heritage Canada as part of the transfer of ownership of the CP Rail Station building. As the process will not be completed in time to allow for Market operations within the building itself for the 2014 Market season, the Market Working Group have confirmed a commitment to utilizing the outside layout for this year. They will be apprised of progress on the building components and will have regard for any opportunities that may be available as they prepare to report back to Council in fall 2014 with recommendations for the 2015 Market program and beyond.

The development of the Elgin Street Greenway will also have implications for future Market programming. Based on a review of the Greenway initiative, the Working Group has determined that the benefits of the urban revitalization it entails include potential increases in Market traffic as the Elgin Street corridor becomes more attractive to visitors and locals and the Market location is tied more closely to the Laurentian School of Architecture.

The Greenway development will most likely alter the front section of the Market closest to Elgin Street. The Working Group has elected to maintain most aspects of the current layout and functional program of the Market for 2014 rather than invest significant resources in new physical structures or plans, emphasizing that there will be a need to revisit the layout for future Market years as the detailed design for the Greenway is completed. Council will also be informed of these changes as they are clarified.

### Physical Site & Functional Program

After careful review of the 2013 site layout and the comments received from vendors and consumers, the Working Group has determined that the same layout should be maintained for the 2014 season, with improvements made to address safety and traffic flow concerns. This will entail the enforcement of hard boundaries (for example, better definition of customer flow and vendor display areas) along with vendor set up times (for instance, vendors will be required to set up on time each Market day, with no vehicles to be moved during Market hours).

Long-term leaseholders in the 16x20 Market stalls will be permitted to park their vehicle with their corresponding stall for the purpose of loading and unloading during Market operations, and no vendor vehicles will be permitted to leave designated parking space during the operating hours, without prior notice and approval from Market Staff. Where necessary, vendors will be asked to make alternate arrangements regarding transportation and loading during operating hours.

Other work will be done to improve the utility of the Mobile Retail Units (MRUs), the “horseshoe” configuration of the repurposed shipping containers that provided more of an indoor space for vendors, each equipped with power outlets and secured 24 hours a day. The initial site layout that has been supported by the Working Group has been included for reference, with a number of components still in need of final detailing.

Concerns expressed by vendors and consumers last year pointed to the uneven surfaces and tripping hazards within close proximity to the MRUs, and to address these concerns, along with those regarding protection from weather and uneven surfaces, Perry & Perry Architects have been engaged to provide potential solutions for the 2014 Market. Improvements include:

- Retrofit of the existing canopy above the MRU “horseshoe”, with additions of gutters and improved drainage for better protection from rain
- Addition of a raised floor in the centre of the MRUs to provide a level surface, with stairs, ramps and handrails to be constructed to ensure full accessibility
- Removal or depression of existing curbs to reduce tripping hazards and improve consumer traffic flow

A cost of \$130,000 has been estimated for this work, which includes site planning, construction, professional fees and contingencies.

On March 26, 2013, council approved the plan to move forward with Phase 1 site development at an estimated cost of \$880,000. Actual costs of \$705,314 were expended in 2013, and the estimated costs of \$130,000 for this year’s site improvements as outlined above will be covered by the remaining funds.

### Vendor Units & Vendor Recruitment

There are four types of vendor units available for the 2014 season, as follows:

- 8x10 Market Retail Units (MRUs): these units include one electrical outlet, and are locked at the end of each day, with 24 hour security active on site. These units are available on a season and monthly basis only, enabling vendors to set up for the full season.
- 16x20 Semi-Permanent Tents: These tents form the first row of vendor stalls parallel to Elgin Street and are the largest spaces available for vendors. The two corner stalls are

available at a premium due to the increased exposure of the locations.

- 10x10 “Pop-Up” Tents: these temporary tents are provided to vendors for set up in specific areas within the Market layout and are removed for storage at the end of each Market day; they are available on a seasonal, monthly, weekly or daily basis.
- 3x7 Market Stands: These are moveable stands for vendors, also stowed at the end of each Market day, and available on a seasonal, monthly, weekly or daily basis.

	Seasonal	Monthly	Weekly	Daily
16 x 20 (corner)	\$2,256.64	\$628.32	\$336.28	\$283.19
16 x 20	\$2,053.10	\$566.37	\$309.73	\$256.64
10 x 10	\$1,026.55	\$283.19	\$154.87	\$102.65 Artisan/Crafter \$51.33 Local Farmer
3 x 7 Market Stand	\$398.23	\$110.62	n/a	\$76.99
8 x 10 (MRU)	\$1,185.84	\$327.43	n/a	n/a
Hydro	\$165.00**			\$5.09
Insurance				\$5.00

*\*Prices do not include HST.*

*\*\* The seasonal hydro rate reflects a 10% discount on the cumulative cost of electricity per day for the full season. A by-law amendment will be presented to Council this Spring to authorize this rate change.*

Staff will be working on comprehensive communication with vendors to increase their understanding of the savings and benefits associated with full seasonal rates, and to ensure that each vendor is matched with the stall allocation and fee that best suits his or her business. With several details still to confirm, the official Market Application and Vendor Permit will be distributed to returning and potential vendors as soon as they are finalized.

Vendor applications will be reviewed and approved based on criteria and type of vendor, including the following categories now being explored by the Working Group:

- Local grower/producer (within 150 km radius)
- Dealer/Reseller of produce
- Artisan/Crafter (locally made and produced)
- Prepared Food Vendor
- “Other” category (such as limited resellers of merchandise or other services, such as face painting)

The Working Group is now developing a checklist for produce vendors in order to help identify products from within the region, within Ontario and so on.

Regarding Stall Allocation, the Working Group has agreed to prioritizing vendors in good standing from previous years, then produce vendors committing to the entire season, then new vendors that fit into the vendor definitions, based on proximity to Sudbury, the fit into the product mix of the Market, seasonal availability, consumer demand and number of vendors with similar products.

To date, over 12 vendors have inquired about stalls for the upcoming season, and 10 of those are new to the Market program. Three returning vendors have also been in touch to express interest in retaining an MRU stall for this year, and nearly all of the vendors who occupied the front 16x20 stalls in 2013 have also been in touch to request the same stalls for 2014.

Based on these positive preliminary inquiries, the Working Group will be working with staff to develop a targeted Vendor Recruitment strategy. In addition, the Working Group will be developing plans for 2014 Market Information Sessions to be held this spring to provide vendors with update information and resources for this season.

### Marketing & Communications

After review of the 2013 Communication Plan, the Working Group has determined that the same communication goals apply: to promote public awareness and drive attendance to the Market over the course of the season. The hours of operation must be clearly communicated in each promotional placement, and tactics must align with the characteristics of the Market's target audiences.

With this in mind, staff will be working with the Communication Department to update the communication plan in order to leverage a budget of \$17,000 for maximum exposure and results. In particular, the Working Group is interested in the potential to increase use of social media tactics to engage consumers and build a list of ongoing followers. These tactics, along with use of free promotional opportunities (such as Public Service Announcements and features on CBC Morning North, for example), will enable a more strategic use of limited resources.

### Cultural Activities & Programming

As in 2013, the Market facility, including the stage and the community space, will be booked with activities and entertainment in order to draw traffic to the Market and to enhance the Market experience. With the final program still to be determined, staff will reach out to the arts and cultural sectors to invite artists, acts and community organizations to entertain and engage visitors on a weekly basis. A small budget of \$5,000 has been developed in order to support the artists at nominal fees.

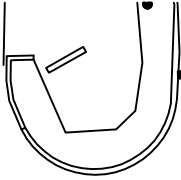
### Conclusion

With several areas of the program still to finalize, including the development of a schedule of cultural activities and marketing/communication planning, the Working Group will continue meeting regularly to confirm these details. The group is looking forward to Vendor outreach efforts and opening day events as the dates approach.

In addition, the Working Group has emphasized the need for increased focus on tracking results and gathering data through research and ongoing surveying of both consumers and vendors during the 2014 season to gain insights for decision-making in preparation for future Market operations.

As included in their mandate, the Downtown Market Working Group will be reviewing results of the 2014 season in order to provide guidance and recommendations on the development of "a

critical path and a business plan for the organization's evolution to a self-governing Market corporation". Their recommendations will be presented to Council at the November 4<sup>th</sup>, 2014 meeting for review and discussion.



ELGIN STREET

MARCHÉ

MARKET

**LEGEND**

- 1. PUBLIC CIRCULATION (10 FEET)
- 2. REDEFINED VENDOR SPACE
- 3. NEW VENDOR SPACE
- 4. FOOD TRUCKS
- 5. NEW MARKET ENTRANCE
- 6. NEW RAISED FLOOR/STAIRS/RAMPS
- 7. WATERPROOF CANOPY (RETROFIT EXIST)
- 8. DEPRESSED CONCRETE CURBS
- 9. STAGE CABLE COVER
- 10. BIKE RACKS



RAILWAY TRACK

CGS PUBLIC MARKET PROPOSED 2014 SITE LAYOUT

MARCH 12, 2014