
TO: GENERAL COMMITTEE

SUBJECT: YEAR ROUND DOWNTOWN PUBLIC MARKET

WARD: WARD 2

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CHIEF ADMINISTRATIVE OFFICER APPROVAL: C. LADD, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That the Downtown Barrie Permanent Public Market Business Plan prepared by Three Sixty Collective dated October 2016 be received for planning purposes as a guiding document in the development of the project as illustrated in Appendix "A" and "B" of Staff Report FCT001-17.
2. That staff advance the Barrie Permanent Public Market Project by procuring a consultant team for an estimated cost of \$100,000 (this request to be included as an addendum to the 2017 Capital Plan) to complete a financial and technical validation of the Downtown Barrie Permanent Public Market Business Plan, including common programming factors, development components and interrelated costs that could potentially be located at the Transit Terminal consistent with the Market Precinct Concept, and report back to General Committee prior to summer recess of 2017 with a comprehensive execution plan.
3. That the Sandbox Entrepreneurship Centre and Business Knowledge Exchange concept as presented to General Committee on December 12, 2016 be approved in principle, and used to guide the development of a business plan.
4. That staff in Invest Barrie continue discussions with the Entrepreneurship Ecosystem Community and Business Partners and prepare a project business plan for the establishment of an entrepreneurship centre and business knowledge exchange on the 2nd floor of the Transit Terminal, in collaboration with the market business plan relative to common matters such as facility maintenance and other operating synergies, and report back to General Committee with recommendations and associated costs.

5. That staff undertake a process to obtain proposals for the lease of the existing food service space on the 1st floor, and office space on the 2nd floor of the Transit Terminal building and report back to General Committee.
6. That staff explore potential options for relocating Transit Ticket Sales, (Customer Service counter, and the parcel storage area) currently located within the Transit Terminal building to a small section of the new Farmers Market building, and develop a transit service plan that considers service adjustments that may be required to accommodate the change in the use of the Downtown Transit Terminal and redirect the services to an alternate main transit service hub while still maintaining a bus service presence in Downtown Barrie.
7. That staff develop a list of pre-conditions to the contribution agreements(s) that will be formed between the City of Barrie and potential partners for the redevelopment of the Transit Terminal and report back to General Committee.
8. That, in coordination with the Barrie Farmer's Market, Mulcaster Street be closed between Worsley Street and Collier Street, reoccurring every Saturday between 6:00am and 2:00pm during spring, summer, and fall months, until such time as the Farmer's Market moves to its permanent location at the Transit Terminal.
9. That staff take no further action regarding the sale of the city-owned parking lot located at 26 Mary Street.
10. That the City of Barrie maintain public ownership of the Transit Terminal building and land, located at 24 Maple Avenue, Barrie, Ontario.
11. That the Market Working Group continues to meet quarterly in order to support and guide the Market Project.

PURPOSE & BACKGROUND

Report Overview

12. This Staff Report summarizes the Downtown Barrie Permanent Public Market Business Plan findings and makes recommendations on how to move forward to facilitate a year round market. The Study identifies that the Downtown Barrie Market would be successful if:
 - a) It is located at 24 Maple Avenue, Barrie (Transit Terminal)
 - b) It consists primarily of local farmer vendors (minimum of 51% for farmers' market status), locally manufactured food, and locally prepared food.
 - c) If the Market vendors are owner operated (cannot be a chain store or a franchised operation), to ensure a unique one-of-a-kind retailing atmosphere.
 - d) If the Transit Terminal undergoes a "moderate renovation" and a new Farmers Market Structure is constructed.

Market Precinct Concept

13. The Downtown Barrie Permanent Public Market Business Plan envisions a Market Precinct as its foundational concept provides the opportunity to maximize the benefits of the location of this key City asset through planned synergies with precinct participants, as well as the Sandbox entrepreneurship centre, so as to create a focal point for the community, tourists, and entrepreneurs.

14. The recommended components for the Market Precinct Concept, together with the Sandbox Entrepreneurship Centre, and a variety of vibrant uses for the proposed farmer's market pavilion, create a place where people want to be and where they can connect – bringing enhanced vitality to the heart of the City's downtown. In this way, the Market Precinct Concept, together with other nearby catalytic facilities including the Centre for the Performing Arts, the planned Georgian College Downtown Campus for design and visual arts programs, and the library and a planned makerspace, are all key enablers of an downtown with dynamic cultural, employment and residential components

Background

15. On December 16, 2013, Council passed motion 13-G-323, DOWNTOWN MARKET FEASIBILITY STUDY. The motion authorized staff to conduct a feasibility study for a self-sustainable year round market in the downtown. A budget of \$30,000 was provided to undertake the study and staff were directed to submit applications to funding sources to offset the cost of the study.
16. The Market Feasibility Study findings made recommendation on how to move forward to facilitate a year round market. The Study identified that a Downtown Barrie Market would be feasible if:
- It is grounded in collaborative partnership;
 - It is authentic;
 - It is based on a concept that fuses food, community and culture; and
 - It has a permanent location with flexible indoor and outdoor space.
17. Then on June 8, 2015, Council passed motion 15-G-131 YEAR ROUND PUBLIC MARKET – REPORT ON THE FEASIBILITY STUDY.

“That the Market Feasibility Study for a Public Market in Downtown Barrie, prepared by the Resource Management Consulting Group, dated February 2015, be received and utilized as a background document.

That a Downtown Market Steering/Working Group be formed with a mandate to develop a business plan for site selection, construction, operation and programing of a year round downtown public market.

That the Downtown Market Working Group objectives be as follows:

- a) A locational review analysis to determine the most appropriate location for a year round downtown market;
- b) A financial analysis for both capital and operating expenditures required to implement and sustain the operations of a year round market; and
- c) An operational analysis to determine the resource requirements and operational model for a year round market including potential partnership opportunities.

That the Working Group be chaired by the General Manager of Infrastructure and Growth Management and include representatives of organizations that would be partners and that would benefit from such a facility and that these organizations be invited to participate in the working group and/or working group meetings on an as required basis, including but not limited to:

- d) Councillor R. Romita and Councillor B. Ward
- e) Barrie Farmers' Market

- f) Downtown BIA including key Downtown Business Owners
- g) Tourism Barrie
- h) Chamber of Commerce
- i) Barrie Arts and Culture Council
- j) City Staff from Facilities and Transit, Invest Barrie, Planning Services

That the costs to retain a consultant to support the Working Group in the development of the Business Plan and to complete additional customer survey work in commercial areas outside of the downtown core be funded from the Tax Rate Stabilization Reserve (13-04-0461) up to \$35,000.

That Staff submit funding applications for grant programs to offset a portion of the costs associated with completing the Business Plan.

That the Mayor and City Clerk be authorized to execute any successful funding agreements associated with applications made to partially fund the Downtown Market Business Plan.”

18. A Market Steering/Working Group was formed and has been meeting regularly since the summer of 2015. A Vision Statement has been developed:

“The Downtown Barrie Market partnership will create an authentic all season experience within an accessible and flexible gathering space that attracts, fosters and complements all of our local and regional communities.”

19. The Market Working Group determined that the Transit Terminal site was the preferred location for a Market in the Downtown. The Group also recommended that the site remain in public ownership. The Farmers' Market and the BIA have been engaged in the process and are supportive of the year round public Market concept.

20. To support the development of the Business Plan, in February 2016, the Working Group conducted a customer survey to seek input, interest and suggested programming for a year round public market. The survey results included the following:

- 77.5% of the respondents were “very likely” to come and shop downtown if there was a public market in the Downtown;
- Vendors with local produce was the most important element to attract people to the Market, followed by baked goods, organic foods, and eateries and prepared food;
- Other desired features of the Market included entertainment, community activities, a community kitchen, food court and workshops/classes;
- Other favourite Markets included the St. Lawrence Market in Toronto and St. Jacobs Market in Waterloo, primarily because of the variety and quality of the vendors and produce;
- The duration/how often should the Market be open was not specific; of those that answered, the Market could be a weekend event, Saturdays plus mid-week, or 7 days a week; however 71% of those felt that it should be operational all day, 9am-7pm;
- 859 respondents identified that they come to downtown Barrie; 41% weekly, 36% monthly and 22% daily; of those that do not come downtown, the reasons were not enough variety of businesses and the lack of free and accessible parking;
- Of those that identified their postal code, 85% were from Barrie, 9% from Simcoe County and 6% from elsewhere primarily from the GTA area;
- The primary age group of those that responded was 35-44, followed closely by those 25-34 and 45-54; 80% of those that answered were female.

21. The consulting team of Three Sixty Collective was retained in March 2016 to undertake the Market Business Plan under the direction of the Market Working Group. The Business Plan was finalized in October 2016.
22. The mandate of the study was to work with the Market Working Group to provide a Business Plan and concept for an agreed-upon vision of a permanent Public Market. The Business Plan includes:
 - Establishing evaluation criteria against which to measure the plan
 - Site selection
 - Site layout and vendor layout
 - Vendor mix
 - Lease considerations
 - Operating pro forma
 - Capital cost estimates
23. The Business Plan recommended a Market Precinct Layout for the site that included the renovation of the Transit Terminal to house the year round market vendors and a second building to be built that would house the Farmers' Market on Saturdays with the option of additional days/hours as well as include a commercial kitchen and daily/weekly programming events. See Appendix "A" for the site layout and Appendix "B" for a rendering of the proposed second, Farmers' Market building.

ANALYSIS

24. The Transit Terminal building has remained underutilized for many years. Currently the 2nd floor is vacant; the ground floor location of the previous Burger King franchise is vacant, along with a majority of the ground floor open space. At present the building houses a Barrie Police detachment, a convenience store and the transit terminal ticket booths. The transit terminal building in this scope has the potential to become an important public indoor/outdoor community gathering place for Barrie while benefiting local entrepreneurs, organizations, and small businesses. The building would become an attraction and destination that would bring more visitors and residents to the City, downtown, and the waterfront.
25. Due to the lack of programming within the Transit Terminal, a large majority of the building's interior finishes and building services have become outdated and have been marginally maintained due to lack of use. The existing space is not suitable for immediate occupancy unless significant upgrade work is completed to improve the buildings HVAC system and distribution, electrical system, plumbing system and fire suppression system (Including alarm system). The initial estimated cost associated with this scope of work to attain a building that is fit-out ready is approximately \$500,000. While these costs would eventually be incurred by the City as part of facility condition upgrades over the course of a lifecycle replacement plan of building asset components and systems, this project would accelerate the timeline of that work to ensure the space is ready for occupancy.
26. Prior to the Market Business Plan Study commencing, the Barrie Public Market Steering Committee completed a case study of other farmers' markets of similar size, governance models, financial performance, and other factors to assist with ideation, define uses that are complementary, design intent, and general review of the factors for success with these types of projects. The projects reviewed included:
 - a) Ottawa Farmers Market, Ottawa
 - b) Perth Farmers Market, Perth

- c) Cambridge Farmers Market, Cambridge
 - d) Kitchener Farmers Market, Kitchener
 - e) Dieppe Farmers Market, Moncton
 - f) Historic Farmers Market, Halifax
 - g) Mill Market, Sault Ste. Marie
 - h) Roanoke City Farmers Market and City Market Building,
27. Through the case studies and a number of workshop sessions, the following criteria were determined to be the required elements for the relocated Barrie Farmers' Market:
- a) Autonomous governance over the operations of the Barrie Farmers' Market by the Market
 - b) Downtown Barrie location
 - c) Minimum 7,500 sq. ft. structure that can accommodate approximately 40 indoor standard stalls during the winter season (note that each vendor may use more than one stall and a stall could be sub-divided if required)
 - d) Enough outdoor space that is flexible and can accommodate up to 60 outdoor stalls
 - e) (10 x 10 stalls) and an additional 10 "back-of-truck" stalls (10 x 30)
 - f) Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday morning
 - g) A location nearby for vendor vehicle parking (but not necessarily on-site)
 - h) Safety and security concerns addressed
 - i) Free from event competition such as food kiosks at special events
28. Through the evaluation, the Downtown Barrie Permanent Market Business Plan established the following criteria for the Public Market and site to provide a strong balance of program that both activates the site on a daily basis while allowing for flexibility of future opportunities.
- a) Connect the Dots in Downtown. Downtown Barrie needs to develop more and differentiated activity centres to create a more robust and competitive Downtown environment. The Market will help to create pedestrian flow, encourage people to stay longer (increase dwell time), and add to the overall vitality of Downtown Barrie.
 - i) It is noted that in the Barrie Farmers' Market consumer surveys, there is a high degree of cross-over between Market visits and other activities in Downtown.
 - b) A place for local vendors to develop a business, increase sales, develop a viable business plan. Vendors will include both indoor and outdoor as well as a high proportion of primary producer farmer vendors (minimum of 51% for farmers' market status), locally manufactured food, and locally prepared food. Raw food preferential is sourced from Simcoe County but will allow infill from Southern Ontario. Products that are unique and not readily available elsewhere will be allowed. Consumers must be aware at all times of what they are buying and where it is from.
 - i) The underlying strength and reason why vendors choose Barrie Farmers' Market to locate is that the Market provides a good and stable revenue source due to its location in a dense urban environment.
 - ii) The Market must be competitive with the best retail in the region. Competition forces vendors to be innovative and develop new food concepts that consumers will want.
 - iii) The Market vendor must be owner operated (cannot be a chain store or a franchised operation), to ensure a unique one-of-a-kind retailing atmosphere.
 - iv) Provide better quality and fresh foods for Barrie residents (and Downtown residents). This includes residents being able to buy some grocery-type items for their daily/weekly needs or to infill their grocery shopping with specialized food items.

- v) Provide for an inclusive, safe, education-driven, community-oriented space that encourages place making.
29. Within the Downtown Barrie Permanent Public Market Business Plan issued by Three Sixty Collective, the following was reviewed to determine the viability of the market;
- a) Location Analysis
 - b) Operating Model
 - c) Financial Analysis

Location Analysis

As identified within the Market Business Plan, two sites were selected to be reviewed for the proposed location of the Permanent Market. The sites selected were;

- a) **H Block:** located adjacent to The Grove neighbourhood and the Barrie Library –bounded by Worsley St., Clapperton St., McDonald St., and a small park
- b) **Transit Bus Station:** located in the Entertainment District of Downtown Barrie – bounded by Maple Ave., Mary St., and Simcoe St. and adjacent to the waterfront

A site evaluation was completed using key factors identified by 8 major categories. A weight prioritization system was employed to assess the relative importance of each factor towards achieving the goals and objectives of a permanent Public Market in Downtown Barrie. The evaluation resulted in The Transit Bus Station receiving the highest score for the following reasons;

Pros of Transit Building Site

- a) Vendor Sales Viability Due to Retail Adjacencies – The Transit Building site scores better in terms of providing a competitive and complementary retail environment that supports retail development. The H Block has no significant retail or food service operators immediately nearby on which a potential market could be built. The site has a higher lease-ability factor.
- b) Attractive Location – The Transit Building site offers “site magic” due to its location and views on the waterfront. The attractive setting will:
 - Allow consumers to linger longer by either combining their visit to the Market with other Downtown and waterfront activities.
 - Permit a premium on rents for vendors that have views to the waterfront.
- c) Flexible Site – The size of the site allows for different combinations of outdoor and indoor vending space combined with parking options and public space gathering locations.
- d) Growing Consumer Base – The Transit Building site is located in closer proximity to the new residential growth market for Downtown (e.g., Lakeshore/Waterfront area). This target market is essential for the public market to be successful as the consumer base has the disposable income and desire for unique food shopping and eating experiences.
- e) It is noted that there is a relatively small daytime office worker population in Downtown Barrie. This target market is important for a public market to sustain sales Monday to Friday.
- f) Accessibility and Visibility – Retail needs exceptional accessibility and visibility to be viable. The site offers access options from three sides, including Simcoe St. There is good visibility of the Market from the waterfront area and Dunlop St. W.
- g) Multiplicity of Use of Nearby Amenities – The Transit Building site is located in Downtown Barrie’s Entertainment District. Public markets tend to fit in well in these environments due to the number of food service operators nearby, they tend to be more experiential in the retail mix, and it allows for greater utilization of parking lots (public market during the day and entertainment venues at night).

The evaluation also identified several drawbacks of the Transit Building Site which are as follows;

Cons of Transit Building Site

- a) **Uncertain Future Demand** – The future residential build out of the Urban Growth Centre is projected to grow to attain a threshold population that would support an urban public market, but it is not guaranteed.
- b) **Parking** – Parking issues especially related to events (and food vendors at events) are a concern for vendors at the Market who rely on driving customers.
- c) **Potential for Unforeseen Construction Costs** – Converting an existing building may prove costly in the long term.

The evaluation concluded that the Transit Terminal would be the best fit for the new Downtown Barrie Permanent Public Market. The business plan for a permanent Public Market at the Transit Terminal was developed based on the future transformation of Downtown Barrie and the Barrie region that includes residential, transit, public realm, cultural, growth and more.

- 30. As identified above, the lack of available parking is a concern at the Transit Terminal. Currently there is an existing City owned parking lot located at 26 Mary Street, however consideration has currently been given to the sale of the property. The existing parking lot would be a suitable location for the Permanent Farmer's Market parking lot with direct access across the street; therefore it would be advisable to not sell the property until the future of the proposed Market is determined.

Proposed Programming

- 31. The Downtown Barrie Permanent Public Market Business Plan envisions a 'market precinct' as its overarching concept for development of the area, and recommends the following uses for the buildings and site to provide a strong balance of programming that both activates the site on a daily/nightly basis while allowing for flexibility of future opportunities.
 - a) **Transit Building** – The existing Transit Building would be converted into the Public Market Building. The ground floor will be used for vending. The former food service space will be converted into another food service operator. The washrooms, stairwells, electrical room, maintenance room, and elevator will remain in place.
 - b) **Existing Food Service Space** – Repurpose the existing food service space for another food service concept. Allow for patio space. Maintain outside entrance from Maple St. as well as at least two entrances from inside the Public Market Building. Add a second medium-sized restaurant that is focused on breakfast/lunch, but still provides alcohol service. This could be in the style of a lunch-style diner, including café, specialty coffee, tea, and gelato/ice cream, smoothies based on fresh local produce (e.g., Suco Bar).
 - c) **Transit Building (Second Floor)** - Utilize the second floor of the Transit Terminal to house a vibrant entrepreneurship centre and business knowledge exchange, where new entrepreneurs, mentors, established business leaders, and entrepreneurship service providers can connect, share, learn and realize mutual benefit from a highly collaborative environment. The centre would support and enable innovation-based start-up companies and local small businesses with a variety of services, aimed at establishing the right market presence and maximizing growth potential. In addition, the centre would facilitate connections and knowledge sharing of experience and best practice amongst established business leaders and business professionals. Through targeted services and innovative programming, the centre will serve as a powerful catalyst for entrepreneurial activity in downtown Barrie, and as the focal interaction point between new entrepreneurs and established business professionals – resulting in a more collaborative and stronger ecosystem.

- d) **Farmers' Market Pavilion Building** – A new structure to be constructed to the west of the existing transit terminal is proposed to house the Saturday Barrie Farmers' Market which will have the following features (Note the full Downtown Barrie Permanent Public Market Business Plan is available in the Councilors' Lounge for the complete list of proposed features):
- i) Minimum internal area of 7,500 sq. ft.
 - ii) Approximately 1500 sq. ft. dedicated space to support Barrie Transit Services and transit ticketing area
 - iii) Rectangular shaped – a long and narrow configuration is more ideal for vendor layout.
 - iv) Single span construction with no interior columns.
 - v) Wide aisles
 - vi) A testing/teaching kitchen
 - vii) Storage space
 - viii) Washrooms
 - ix) Outdoor Vendor - Able to accommodate a minimum of 60 regular-sized vendor stalls (10 x 10 stalls) and 10 large vendor stalls that allow for selling off "back-of-truck" (10 x 30 stalls).
32. To support the above uses, the following options are proposed that impact the site and have varying levels of cost. A description of the elements in each is described below.
- a) Transit Building site, minimal renovation, build Farmers' Market structure:
- ii) Complete minimal renovation to the interior of the Transit Building (ie. existing washrooms, stairwells, open areas...etc.)
 - iii) Fit-out existing food service area for another food service vendor. Food service vendor to enter into a licensee agreement with the City of Barrie.
 - iv) Construct new enclosed farmers' market to the west of the existing transit terminal.
- b) Transit Building site, moderate renovation, build Farmers' Market structure:
- ii) Complete moderate renovation to the interior of the Transit Building (i.e. existing washrooms, stairwells, open areas...etc.) A moderate renovation would include, replacement of flooring, interior trim and moulding finishes, new lighting and HVAC services to accommodate multiple market vendors and the services that they would provide.
 - iii) Fit-out existing food service area for another food service vendor. Food service vendor to enter into a licensee agreement with the City of Barrie.
 - iv) Construct new enclosed farmers' market to the west of the existing transit terminal.
- c) Transit Building site, major renovation, accommodate winter market inside the Transit Building:
- i) Complete a major renovation to the interior of the Transit Building (i.e. existing washrooms, stairwells, open areas...etc.) A major renovation would include the removal and/or relocation of interior walls, mechanical services, lighting, in order to accommodate the space necessary for new vendors, washroom facilities, elevator, accessibility etc.
 - ii) Fit-out existing food service area for another food service vendor. Food service vendor to enter into a licensee agreement with the City of Barrie.

- ## Schedule

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Next Steps

37. In addition to the schedule above, the following is an outline of the activities to be undertaken to identify and coordinate common elements within the programming of the Market Project alongside other potential development at the Transit Terminal building (i.e. The Sandbox, food or related service vendor, etc)
- a) **Due Diligence**
 - i. Proceed with a Geotechnical Investigation of the site to verify the soil composition and to determine the requirements necessary to construct a new structure on the existing site.
 - b) **Program Validation**
 - i. Identification of Needs / Justification for Market Precinct programming
 - ii. Identify potential uses of the new market building on non-market days
 - iii. Confirm potential community partnership opportunities:
 - a) Food or related service vendor (1st floor)
 - b) Music Co.
 - c) Food Incubator / Commercial Kitchen
 - d) Entrepreneurship Sandbox (2nd Floor)
 - e) Potential for multicultural events space / use within the new market building
 - iv. Identify synergies of potential partnerships with the Entrepreneurial Sandbox and explore opportunity of revenue generating uses of space
 - v. Explore potential options for relocating the Barrie Police Services detachment currently located within the Transit Terminal Building, including the option of smaller footprint to maximize the use of the space for the Farmers Market.
 - c) **Financial Validation**
 - i. Develop pre-condition list for contribution agreements with potential partnerships
 - ii. Develop 'Class C' cost estimate and operational cost analysis for the overall development of the Transit Terminal, including
 - f) All elements recommended within the proposed model of the Market Project, broken out by building
 - g) All elements of the Entrepreneurship Sandbox
 - h) All elements of the existing (Burger King) food services space on the 1st floor
 - iii. Summary of respondents proposals from the BIA's Request for Expression of Interest (testing market interest of potential vendors / lease costs / revenue forecast)
 - iv. Fundraising Strategy (including target fundraising that must be achieved)
 - d) **Transit Components**
 - i. Maintain ownership of parking lot located at 26 Mary Street.
 - ii. Explore potential options for relocating the (Transit Ticket Sales & Customer Service counter, and the parcel storage area) currently located within the Transit Terminal Building to a small section of the new Farmers Market building
 - iii. Explore options for new saw tooth bays for bus operations within the area of the existing Transit Terminal to accommodate continued bus service in Downtown Barrie

- iv. Develop a transit service plan that would look at what service adjustments would be required to accommodate the change in the use of the Downtown Transit Terminal and redirect the services to an alternate main transit service hub
- e) **Phasing / Project Schedule**
 - i. Develop recommended phasing plan and move / construction schedule

ENVIRONMENTAL MATTERS

38. Site Preparation – The soil conditions on site are unknown. The estimated costs associated with demolishing the existing canopy system, walkways, levelling the site and preparing it for new development of the Farmers Market Building will need to be determined. It is recommended that a geotechnical investigation be undertaken to verify soil composition to determine costs associated with the construction of a new structure on site.

ALTERNATIVES

39. The following alternatives are available for consideration by General Committee:

Alternative 1: Do no construction - General Committee could choose to not proceed with the Fit-out and proposed site works and allow the buildings to remain utilized in its current programming.

This Alternative is not recommended as the City would not be utilizing the full potential of the building and the site. As identified in the report above, the building is currently programed to approximately 30% of its capacity. Under its current programming, the asset of the facility is not being utilized to its full capacity, therefore the city is losing on potential revenue and the opportunity to provide a vibrant public space that would increase the draw to the downtown core.

Alternative 2: General Committee could alter the proposed recommendation by completing the project in a phased approach, choosing only to develop part of the proposed model.

Although this alternative is available, without the project approved as an entire site development concept, potential partners may shy away from confirming interest in conducting their business at a location that may not be fully developed as the envisioned model, therefore reducing potential revenue and activity drawn to the area.

Alternative 3: General Committee could alter the proposed recommendation by allowing the Entrepreneurship Sandbox and / or Existing Food Service Space within the existing Transit Terminal to be developed in advance of the other components.

Although this alternative is available, this option is not recommended, as the coordination among the overlapping elements within the projects would be more costly if constructed in isolation of one another, and the overall attraction of businesses to the Sandbox may be diminished if the future site is not committed to the development of the permanent Farmer's Market.

FINANCIAL

40. The study, as outlined in the activities within Paragraph 36 of this staff report, is estimated to cost \$100,000 funded from tax capital reserve, and if approved within the motions of this staff report, will be added as an item within the Staff Report going to General Committee on February 6, 2017 as part of the 2017 Business Plan.

LINKAGE TO 2014-2018 STRATEGIC PLAN

41. The recommendation(s) included in this Staff Report support the following goals identified in the 2014-2018 Strategic Plan:
- ☒ Vibrant Business Environment
 - ☒ Inclusive Community
42. Moving forward with the Year Round Market Project would promote and strengthen the City of Barrie in the provision of a regional attraction and gathering place. It would retain and attract jobs and local produce. This initiative would embrace innovation to improve how we do business. It would promote and facilitate community connections and provide a great public space.

APPENDIX "A"

Market Site Layout



Note: The above image is concept only, and will be modified throughout planning stage to ensure a continued downtown transit presence is maintained.

APPENDIX "B"

Farmers' Market Building

