
TO: GENERAL COMMITTEE

SUBJECT: YEAR ROUND DOWNTOWN PUBLIC MARKET

WARD: ALL WARDS

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SUBMITTED BY: R. PEWS, DIRECTOR OF CORPORATE FACILITIES

GENERAL MANAGER APPROVAL: D. MCALPINE, GENERAL MANAGER OF COMMUNITY & CORPORATE SERVICES

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That the Downtown Barrie Permanent Public Market Technical and Financial Validation Study conducted by LETT Architects and attached as Appendix "A" to Staff Report FCT006-17, be received.
2. That Option C as set out in the Downtown Barrie Permanent Public Market Technical and Financial Validation Study, and the phased approach for Barrie Transit through a Multi Modal Transit Hub Study, be endorsed in principle, subject to future capital prioritization and approvals
3. That funding for the Multi Modal Transit Hub Study that is being requested within the 2018 capital plan totaling \$150,000 to be funded from the Tax Rate Stabilization Reserve, be expedited and approved to commence immediately, and staff report back to General Committee with the results of the Study.

PURPOSE & BACKGROUND

Report Overview

4. This Staff Report is a summary of the analysis and options presented in the Downtown Barrie Permanent Public Market technical and financial validation study that has been conducted by LETT Architects. The Study identifies 4 potential concepts to implement the Downtown Barrie Permanent Public Market and the relevant criteria to make it successful. The options reviewed are as follows:
 - **OPTION A – IMMEDIATE IMPLEMENTATION** - This option involves an immediate implementation of the proposed Market Precinct project as defined in the Three Sixty report. This approach would require the relocation of Barrie Transit terminal ticketing services to temporary on-site facilities at both their downtown (City services) and Allandale (regional services) locations until their new facility was constructed. The renovation of the existing Barrie Transit terminal building to the Permanent Market Building, and the new construction of the Farmer's Market Pavilion Building would occur at the same time. Once completed, the Market

Precinct site operations would include the Sandbox Entrepreneurship Centre, a lessee within the “Burger King” space, the Permanent Market, the Farmer’s Market, and Barrie Transit Hub operations. The Market Precinct would occupy the internal transit laneways of the site. The Barrie Transit’s Hub operations would occur at an adjacent corridor to the site.

- **OPTION B – PHASED APPROACH** - This option involves a complicated phasing approach to the proposed Market Precinct. Phase one starts with the relocation of Barrie Transit terminal ticketing services to temporary on-site trailer facilities at both the downtown (City services) and Allandale (regional services) station. Once relocated, Phase Two renovations would begin on the Permanent Market Building. Once completed, Barrie Transit City terminal ticketing services would move into the Permanent Market Building to occupy one or two vendor stalls until its permanent facility is constructed. Phase Three would involve the construction of a permanent Barrie Transit Hub at a new location which would be determined by a Multi-Modal Transit Hub Study. Once completed, Barrie Transit ticketing services would relocate for a third time to their new permanent location, before clearing the west half of the 24 Maple Ave site for the construction of the Farmer’s Market Pavilion Building, which includes parking lots, lighting, and landscape elements. The Market Precinct will occupy the internal transit laneways of the site. The Barrie Transit’s Hub operations would occur at an adjacent corridor to the site.
- **OPTION C – TRANSIT RELOCATION** - This option involves a simplified phasing approach to the proposed Market Precinct beginning with the completion of a Multi-Modal Transit Hub Study. In Phase One, a new Barrie Transit terminal facility is constructed at a location determined by the Transit Study, which would facilitate the relocation of Barrie Transit terminal ticketing services from their downtown location. Following the relocation of Transit, Phase Two would begin which includes the renovation of the existing Barrie Transit terminal building to the Permanent Market Building and the new construction of the Farmer’s Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project.
- **OPTION D – ON SITE TRANSIT FACILITY** - This option involves a simplified phasing approach to the proposed Market Precinct beginning with the completion of a new downtown Barrie Transit terminal facility. In Phase One, a new Barrie Transit terminal facility is constructed at the north corner of 24 Maple Ave to facilitate the relocation of Barrie Transit ticketing services from their current downtown location. Following the relocation of Transit, Phase Two would begin which includes the renovation of the existing Barrie Transit terminal building to the Permanent Market Building and the new construction of the Farmer’s Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project. This option would include portions of the 24 Maple Avenue site being used by Barrie Transit terminal services. The site would require: the north lane way, and a total of twelve bus platforms situated on Maple Avenue, Mary Street, and the north lane way of 24 Maple Ave.

Market Precinct Concept

5. The Downtown Barrie Permanent Public Market Business Plan envisions a Market Precinct as its foundational concept allowing 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.
6. 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, Georgian College's Design and Visual Arts Centre, and the library as well as a planned marketspace, are all key enablers of a downtown with dynamic cultural, employment and residential components

7. The Transit Terminal Facility located at 24 Maple Avenue has remained underutilized for many years. Currently the location of the previous Burger King franchise on the ground floor is vacant, and 90% of the second floor is vacant. At present, the facility is home to a Barrie Police detachment, a convenience store, and is the Hub for Barrie Transit. The building at 24 Maple Avenue 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.

Background

8. 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. As directed, '*The Market Feasibility Study for a Public Market in Downtown Barrie*', was prepared by the Resource Management Consulting Group, dated February 2015.
9. On June 8, 2015, Council passed Motion 15-G-131 YEAR ROUND PUBLIC MARKET – REPORT ON THE FEASIBILITY STUDY. The Downtown Market Steering/Working Group was formed in August 2015 which then retained the consulting team of Three Sixty Collective in March 2016 to undertake the Downtown Barrie Permanent Market Business Plan.
10. 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, plus a commercial kitchen and daily/weekly programmed events. See Appendix A for the site layout as developed by Three Sixty Collective.
11. On January 30th, 2017, Council passed Motion 17-G-020, YEAR ROUND DOWNTOWN PUBLIC MARKET. The Motion authorized staff to conduct a Conceptualization Study to complete a financial and technical validation of the Downtown Barrie Permanent Public Market Business Plan conducted by Three Sixty Collective dated October 2016.
12. In April 2017, an informal RFP was issued to selected consultants to provide consulting services to conduct a conceptualization study as outlined above. LETT Architects was the successful respondent.

ANALYSIS

Multi Modal Transit Hub Study

13. The Transit Terminal Facility, built in 1991, serves as one of five hubs within the Barrie Transit system. It is also the City's main stop for intercity bus routes operated by GO Transit, Ontario Northland, Hammond Transportation and Greyhound Canada.
14. The potential redevelopment of the existing Transit Terminal Facility to a year round farmer's market will significantly impact the transit service operations. Currently the Transit Terminal Facility has 1.4 million transit riders pass through the facility each year and there are over 575 buses platforming each day. The Transit Terminal Facility provides over 300,000 ticket sales and customer service interactions per year. Transit presence at the terminal consists of a ticket counter

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- (for up to 3 staff and up to 10 computer terminals for the sale of Barrie Transit and Intercity Carrier tickets), parcel/storage area, passenger waiting area and a breakroom for transit service operators.
15. The Transit Terminal Facility provides required infrastructure for transit service. As the transit service operations within the City of Barrie continues to evolve the City will require a sustainable solution for a facility that will accommodate the long term mobility needs of the community, and as such staff have submitted a capital intake form as part of the 2018 Capital Plan to complete a Multi Modal Transit Hub Study. The objective of a Multi Modal Transit hub is the ease of connectivity to the various modes of transportation helping to sustain and increase the ridership. The Study is estimated to cost \$150K and will take 9-12 months to complete.
 16. Although the Transit Terminal Facility is currently meeting a number of the multi modal mobility needs for the community, sharing this site with the Farmer's Market will limit the transit service profile at the facility and it would hamper the ability to offer new/additional services.
 17. With the potential development of a Farmer's Market at the current Transit Terminal Facility, staff are recommending to begin the Multi Modal Transit Hub Study immediately. This study will consist of the following components:
 - a) Site review and data collection
 - b) Mobility Hub Master Plan Vision and Planning/Design Principles
 - c) Mobility Hub Development Plan
 - d) Station Area Design Concept
 - e) Supporting Technical Analysis
 - f) Impact to Existing Transit Operations
 - g) High Level Development Costs
 - h) Report Documentation and Presentation
 18. As part of the site review for the proposed Multi Modal Transit Hub study, staff have investigated options for the ideal location of a Mobility Hub. Some of the main points to consider include:
 - a) Connection to the Metrolinx Regional Express Rail plan (all day service).
 - b) Connections to other intercity and inter-municipal transit services.
 - c) Geographic location (consideration for growth in Hewitt's and Salem).
 - d) Location to high density areas within the City.
 - e) Existing operations (maintaining service levels and minimizing ridership impact).
 - f) Long-term sustainability for growth of the transit system.
 - g) Connectivity to Active Transportation networks.
 19. All of these factors make the Allandale GO Station an ideal site for a Mobility Hub within the City of Barrie. Staff recommend that the Allandale GO Station be considered for the Mobility Hub location as part of the study.
 20. In parallel, staff would investigate a location for a Mobility Hub within the downtown area, as it is an important consideration for the City to continue to accommodate the long term mobility needs from the downtown area of the community. Given the downtown area of the City will not be able to provide a direct connection to the GO rail services, it may be determined that the downtown area would only be an ideal location for a minor Mobility Hub. Therefore, as part of the transit study sites within the downtown will be investigated for the ability to accommodate a minor Mobility Hub.

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21. Staff investigated options to expedite the Multi Modal Transit Hub Study which could be completed within 6 months at an estimated cost of \$100K, however there would be potential risk involved by de-scoping the study.

Downtown Permanent Market Technical & Financial Validation Report

22. The Downtown Barrie Permanent Public Market Technical and Financial Validation Study makes recommendations on how to move forward to facilitate a year round market while ensuring that Transit operations are maintained and Barrie Police maintain a presence within the Downtown Core. The Study identifies the greatest possible success if the following criteria are met:
- Transit undertakes a Multi Modal Transit Hub Study as first step, to confirm the approach for transit service delivery
 - The evaluation criteria for the Downtown Barrie Permanent Market as identified within the Three Sixty Collective and Lett Technical and Financial Validation Study can be realized,
 - The evaluation criteria for the relocation of the Barrie Farmers Market as identified within the Three Sixty Collective and Lett Technical and Financial Validation Study can be realized,
 - A well-organized, compelling fundraising plan can raise awareness and engagement from all facets of the community,
 - Barrie Police Service can be accommodated keeping a downtown presence, and
 - The Sandbox Entrepreneurship Centre can be accommodated on the 2nd Floor of the Transit Terminal Building at 24 Maple Ave. to realize some of the intangible benefits of co-location with the Downtown Barrie Permanent Public Market.
23. Programming the building at 24 Maple Avenue to its fullest capacity is vital to the City of Barrie to assist in creating a vibrant public space that attracts consumers to Barrie's downtown district.
24. A geotechnical investigation was conducted on the site of 24 Maple Avenue, the site of the existing Transit Terminal as directed by Council in Motion 17-G-020. In summary, the results of the geotechnical investigation found that the existing soils on the site are very poor and retain limited soil bearing capacity. Constructing new on 24 Maple Avenue will require a deep pile foundation in combination with reinforced concrete grade beams and slabs. These foundation elements, which were also utilized in the construction of the existing Transit Terminal building, are extremely costly and are reflected in the cost analysis.
25. Through the Downtown Barrie Permanent Public Market Technical and Financial Validation Study conducted by LETT Architects, four options were developed and reviewed to determine the most cost effective and feasible solution to achieve a successful permanent market project while assessing the potential disruption of each to the operation of Barrie's public transit system.
26. In all options, the 2nd floor of the Transit Terminal is to be retrofitted and to be occupied by the Sandbox Entrepreneurship Centre. As well, the previous space of the Burger King restaurant will be leased to a tenant who will mesh with the permanent market tenants.

27. Each option within Lett's financial and technical validation study were evaluated and scored utilizing criteria outlined within Three Sixty Collectives Market Business Plan. Added evaluation criteria was determined and used to verify the feasibility of the project. The evaluation criteria was scored in three sections and consisted of the following:

- **01 - Barrie Permanent Market (Score out of 7)**

- i) Develop more and differentiated activity centres to create a more robust and competitive downtown environment.
- ii) Create pedestrian flow, encourage visitors to stay in the downtown longer, and add to the overall vitality of the downtown area.
- iii) Provide a place for local vendors to develop a business, increase sales, and develop a feasible business plan.
- iv) Provide a stable revenue source for all local vendors to keep them coming back.
- v) Create competition among vendors to be innovative and develop new food concepts for consumers.
- vi) All market vendors must be owner-operated.
- vii) Provide for an inclusive, safe, education-driven, community-oriented space.

- **02 - Barrie Farmer's Market (Score out of 8)**

- i) Autonomous governance over the operations of the Barrie Farmers Market by the Market Committee.
- ii) A location within the downtown.
- iii) A minimum 7,500 sq.ft. structure that can accommodate approximately 40 indoor standard stalls during the winter season.
- iv) Outdoor space to accommodate up to 60 outdoor standard stalls and an additional 10 "back of truck" vendors.
- v) Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday morning.
- vi) A location nearby for vendor vehicle parking – not necessarily on site.
- vii) Safety and security concerns addressed.
- viii) Free from event competition such as food kiosks or special events.

- **03 - Proposed Market Precinct (Grade)**

- i) Costing Analysis
- ii) Phasing of Transit
- iii) Barrie Police Services
- iv) Community Benefit
- v) Market attendance
- vi) Accessibility + Parking
- vii) Revenue + Sources
- viii) Fundraising

28. Below is a summary table that outlines the key phasing deliverables for all four options:

<input checked="" type="checkbox"/>	Option A – Immediate Implementation <i>Not Recommended</i>	Phase 1: <ul style="list-style-type: none"> • <i>Build temporary on-site Transit facility (Transit completes Multi Modal Transit Hub Study to confirm permanent location)</i> • <i>Transit (including Barrie Transit and Intercity Carriers) moves operations temporarily to Mary Street</i>
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		<p>Phase 2: Continue with Market Precinct project constructed ALL AT ONCE:</p> <ul style="list-style-type: none"> Renovate Terminal for Permanent Market Farmer's Market Pavilion <p>Phase 3: Pending recommendations from Multi Modal Transit Hub Study, Transit moves to permanent location</p>
<input checked="" type="checkbox"/>	<p>Option B – Phased Approach Not Recommended</p>	<p>Phase 1:</p> <ul style="list-style-type: none"> Build temporary on-site Transit facility <ul style="list-style-type: none"> Transit to complete Multi Modal Transit Hub Study to confirm permanent location Transit (including Barrie Transit and Intercity Carriers) moves operations temporarily to Mary Street <p>Phase 2: Continue with Market Precinct project constructed in PHASED APPROACH</p> <ul style="list-style-type: none"> Renovate Terminal for Permanent Market <p>Phase 3: Transit moves into a kiosk inside Permanent Market once renovated</p> <p>Phase 4: Construct Farmer's Market Pavilion</p>
<input checked="" type="checkbox"/>	<p>Option C – Transit Relocation Recommended</p>	<p>Phase 1: Transit undertakes Multi Modal Transit Hub Study</p> <p>Phase 2: Build Transit's new facility at location determined by Multi Modal Transit Hub Study</p> <p>Phase 3:</p> <ul style="list-style-type: none"> Continue with Market Precinct project <ul style="list-style-type: none"> Permanent Market Farmer's Market Pavilion
<input checked="" type="checkbox"/>	<p>Option D – On Site Transit Facility Not Recommended</p>	<p>Phase 1: Build new transit facility on site for the continued operation of Barrie Transit and Intercity Carriers</p> <p>Phase 2: Continue with Market Precinct at reduced size</p>

29. The below table summarizes the Options studied, and the criteria used for each.

Option	01 - Barrie Permanent Market	02 - Barrie Farmer's Market	03 - Proposed Market Precinct	Ease of Construction	Adjacency Benefits	Lowest Cost	Feasible Approach for Transit Service
A	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
B	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
C	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
D	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

30. Option C meets all evaluation criteria, and as further described in paragraph 32 (c) is the recommended option when considering all benefits and challenges considered.

31. Outlined in further detail below, with rated criteria summaries, are the four options from the report:

- a) **Option A – Immediate Implementation** - This option looked at an immediate implementation of the proposed Market Precinct project as set out in the Three Sixty report, and would present considerable challenges in constructing the proposed Market Precinct all in one phase. As a first step, this option would require the relocation of Barrie Transit to a temporary on-site facility at the downtown Transit Terminal until the permanent location of Barrie Transit is identified from the Multi Modal Transit Hub Study.

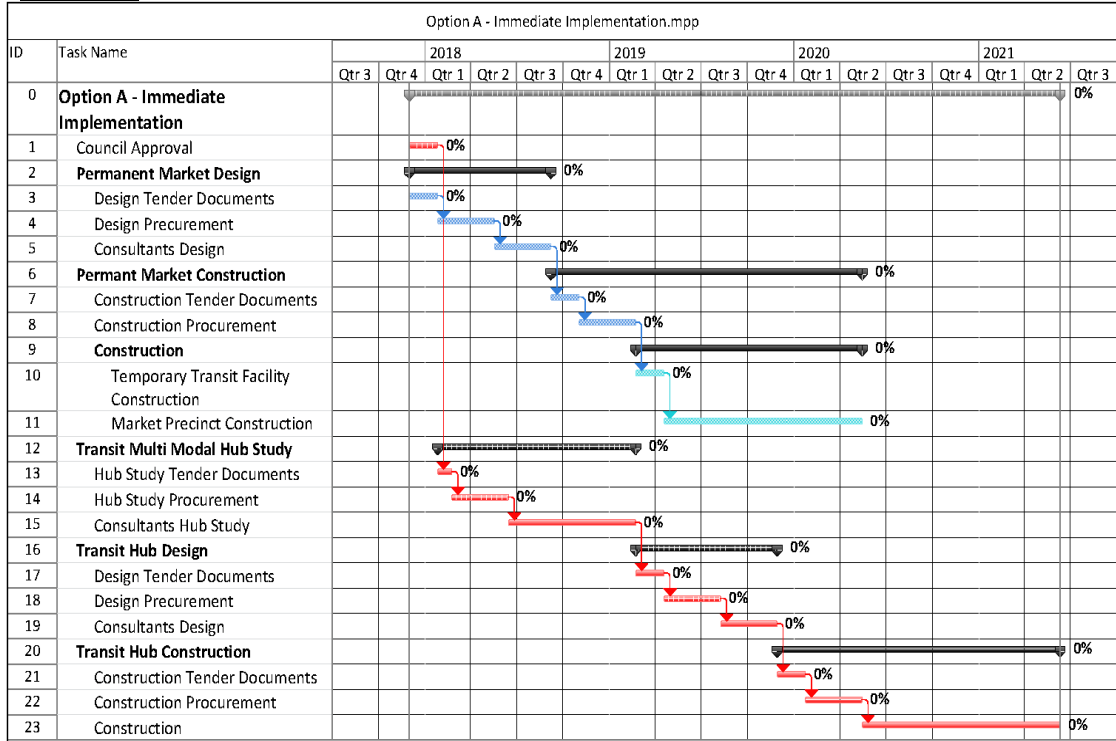
Benefits

- i) No escalation -- Construction could begin as soon as transit operations was relocated to on-site trailer facilities and transit platforms are relocated to an adjacent site.
- ii) Immediate start -- This option provides the quickest method to starting and completing the project.

Challenges

- iii) Site constraints -- The site is not capable of sustaining a temporary Barrie Transit facility, on-site transit operations, construction of a Farmer's Market Pavilion Building and renovations to the Permanent Market Building at the same time. A phased approach would be required to complete each stage of the project to allow each phase to be completed without interruption.
- iv) Adjacency of Barrie Transit with Market Precinct – The market precinct will attract a significant amount of pedestrian traffic and this presents a challenge for maintaining site safety, while having transit continue daily operations at this location.
- v) Lack of vendor participation -- Once renovations are completed on the Permanent Market Building, there will still be ongoing construction of the Farmer's Market Pavilion Building which would likely result in poor vendor participation and market attendance.
- vi) No on-site parking -- On-site parking would be unavailable due to the temporary facilities required by Barrie Transit and the ongoing construction of the Permanent Market and Farmer's Market.
- vii) Ongoing construction -- The site at 24 Maple Avenue would be under continuous construction for up to five years while the renovations, construction, and relocation of Barrie Transit occur. This continued construction presence will greatly impact pedestrian access, circulation, and on-site parking.
- viii) Added project costs -- Added costs would be associated with the relocation, leasing and mobilization of temporary facilities for Barrie Transit before and after construction of the Permanent Market Building.
- ix) Confusion to ridership -- There is potential for confusion and inconvenience to Barrie Transit riders trying to navigate the on-site trailer facilities and construction occurring at the same time.
- x) Traffic congestion -- There is potential for traffic congestion in the downtown with construction crews working alongside continued Barrie Transit buses which total approximately 575 buses per day.

Schedule



- b) **Option B – Phased Approach** - This option involves a phased approach which relocates transit operations to a temporary facility. In Phase 2 the transit building is renovated to become the permanent market building. Once renovated, transit operations would move back into the building occupying a portion of the vendor space. Phase 3 involves the construction of the Farmers Market Pavilion

Benefits

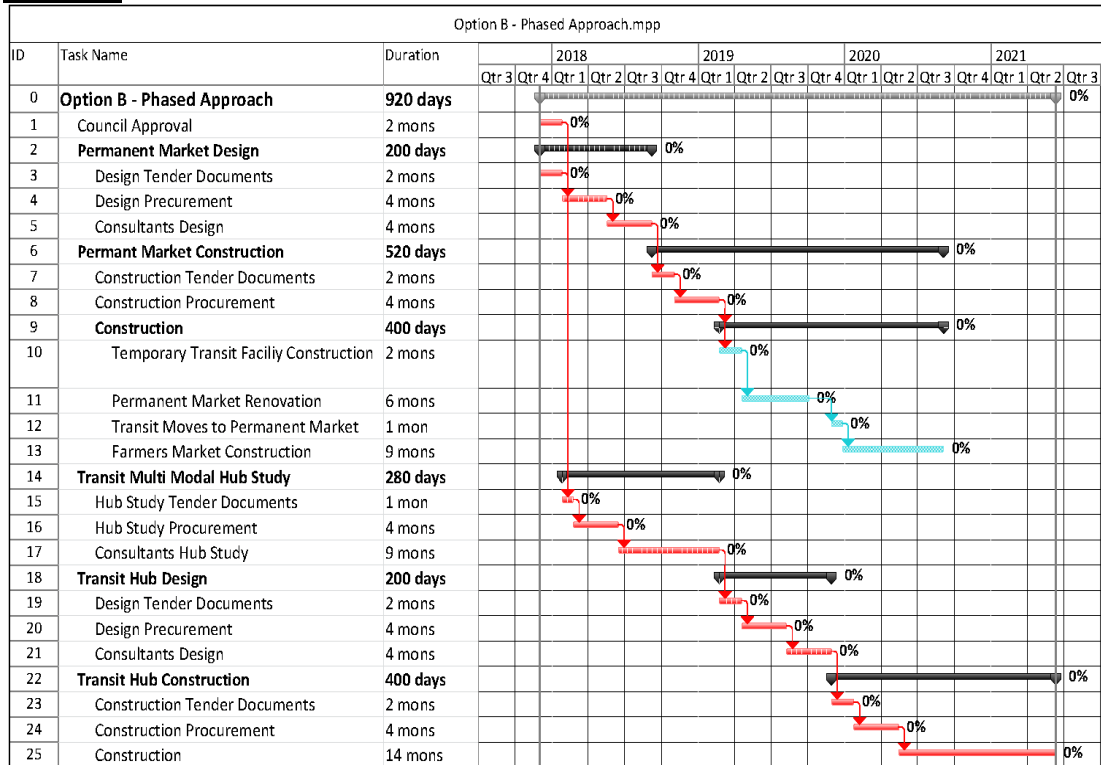
- i) Phased approach -- This option provides a phased approach to realizing the proposed Market Precinct which would allow for greater on-site accessibility and way-finding for visitors.

Challenges

- ii) Barrie Transit stalls – Barrie Transit will require between 2000-3000 square feet to continue their operations, resulting in a significant program reduction within the vendor space of the Permanent Market
- iii) Lack of vendor participation -- Once renovations are completed on the Permanent Market Building, there will still be ongoing construction of the Farmer’s Market Pavilion Building which would likely result in poor vendor participation and market attendance.
- iv) No on-site parking -- On-site parking would be unavailable due to the temporary facilities required by Barrie Transit, plus once located inside the Permanent Market Building the bus lanes and waiting areas required by Barrie Transit would eliminate any opportunity for on-site parking.
- v) Ongoing construction -- The site at 24 Maple Avenue would be under continuous construction, while transit operations also continue on site, for up to five years while the renovations and construction are completed. This continued construction presence will greatly impact pedestrian access, circulation, on-site parking, and the overall success of the Market Precinct as a downtown attraction.

- vi) Added project costs -- Added costs would be associated with the relocation, leasing and mobilization of temporary facilities for Barrie Transit before and after construction of the Permanent Market Building.
- vii) Confusion to ridership -- There is potential for confusion and inconvenience to Barrie Transit riders trying to navigate the on-site trailer facilities and construction occurring at the same time.
- viii) Traffic congestion -- There is potential for traffic congestion in the downtown with construction crews working alongside continued Barrie Transit buses which total approximately 575 buses per day.
- ix) Funding -- It would be difficult to raise capital funding or fundraising for this project when both facilities would be built at different times and unable to support one another financially.
- x) Escalation -- The phased approach to this option would result in approximately 2-5 years of escalation at 3% per annum, which would increase the overall project costs.

Schedule



- c) **Option C – Transit Relocation** - This is the recommended option, to allow for the completion of the Multi Modal Transit Hub Study as the first step in determining the permanent location of Barrie Transit operations. Once this first key step has been completed, planning and implementation for the Market Precinct would continue, and this option provides the greatest opportunity for success for the Permanent and Farmer’s Market operations, while avoiding significant impact to Barrie Transit service.

Benefits

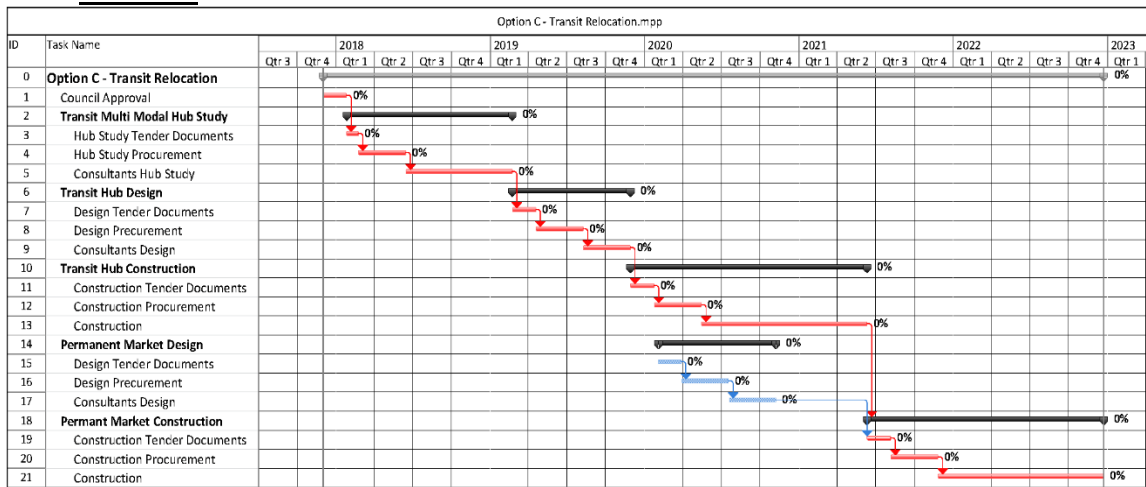
- i) Funding -- There is time available to raise capital funding or fundraising for this project while the first phase of the project (relocation of Barrie Transit) is completed.
- ii) Ability to Phase -- This option allows simple phasing-out of Barrie Transit from their current facility and the phasing-in of the proposed Market Precinct, which includes the Permanent Market Building and Farmer’s Market Pavilion Building.

- iii) Occupancy -- With Barrie Transit fully relocated before construction, this option offers the shortest time of construction which would offer greater efficiencies and a reduction in costs.
- iv) Fundraising and grand opening -- The Permanent Market Building and Farmer's Market Pavilion Building would be opened at the same time. This would allow for greater support for capital funding and fundraising as the two facilities would be able to support one another.
- v) Greater vendor participation -- With the proposed Market Precinct opening at the same time, there would be greater interest by vendors as both facilities could support one another and lead to increased market attendance and sales.
- vi) On-site parking -- This option would allow for on-site parking to be available for the opening of the proposed Market Precinct as no on-site trailer facilities would be required by Barrie Transit.
- vii) Easy site navigation -- With the full relocation of Barrie Transit, there would be no on-site trailer facilities or continued construction resulting in greater accessibility, navigation, and safety for visitors.

Challenges

- viii) Escalation -- This option requires the construction and completion of Barrie Transit's new facility, which would result in approximately 2-5 years of escalation at 3% per annum, which would increase the overall project costs.
- ix) Unknown Information for Planning Purposes – Until the results of the Multi Modal Transit Hub Study are known, information that would inform the scope, schedule and budget of the permanent Transit facility and timing of the Market Precinct are unknown.

Schedule



- d) **Option D – On-Site Transit Facility** - This option involves a simplified phasing approach to the proposed Market Precinct beginning with the completion of a new downtown Barrie Transit facility. In Phase One, a new Barrie Transit facility is constructed at the north corner of 24 Maple Avenue to facilitate the relocation of Barrie Transit from their current downtown location. Following the relocation of Transit, Phase Two would begin which includes the renovation of the existing Transit Terminal building to the Permanent Market Building and the new construction of the Farmer's Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project. This option would include portions of the 24 Maple Avenue site being used by Barrie Transit. The site would require: the north lane way, and a total of eleven bus platforms on Maple Avenue and Mary Street.

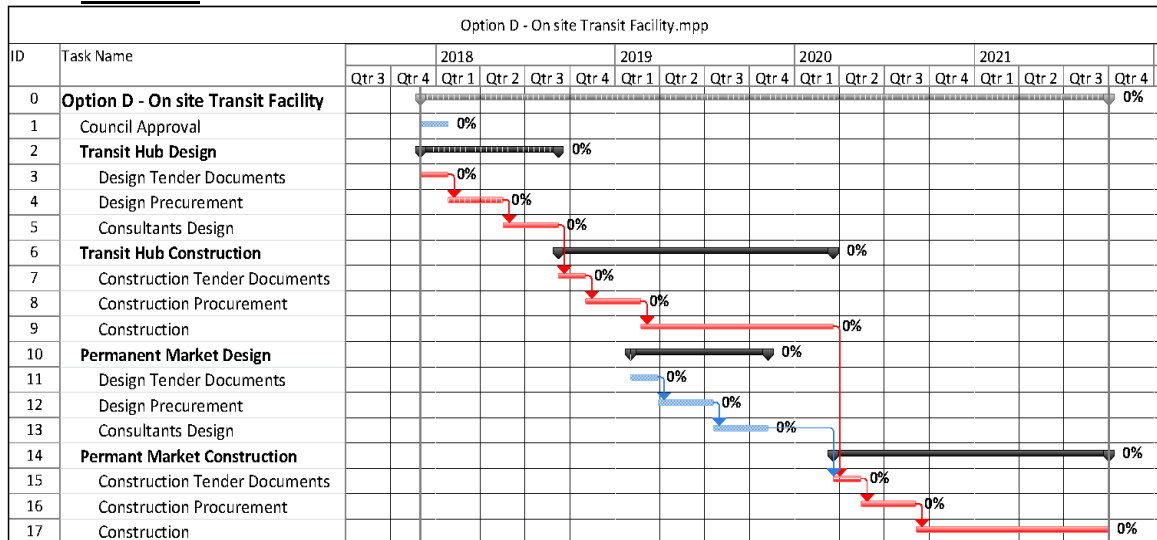
Benefits

- i) Immediate start -- This option provides a quick method to starting and completing project.
- ii) Continued service -- The close proximity to the downtown transit terminal means there would be very few changes to the existing service routes and schedules, with minimal impact to transit users.
- iii) Downtown location -- The transit terminal maintains a downtown location close to higher density residential and commercial spaces. This ensures an active mode of transportation is available downtown.

Challenges

- iv) Site constraints -- The site is not capable of sustaining a permanent Barrie Transit facility, on-site transit operations, construction of a Farmer's Market Pavilion Building and renovations to the Permanent Market Building at the same time. A phased approach would be required to complete each stage of the project to allow each phase to be completed without interruption.
- v) Reduced overall site size -- With Transit permanently located on the north laneway the planned parking spaces and Farmer's Market facility footprint would need to be reduced to allow for Transit operations to continue in this location.
- vi) Continued presence of Barrie Transit -- This option proposes that transit users would wait within the Permanent Market building, due to limited ROW for amenities outside. This added congestion in the market building could decrease vendor and public participation in the market.
- vii) Ongoing construction -- The site at 24 Maple Avenue would be under continuous construction for up to three years while the renovations, construction, and relocation of Barrie Transit occur. This continued construction presence will greatly impact pedestrian access, circulation, and area parking.
- viii) No on-site parking -- The required 12 transit platforms in total would result in 5 parallel parking spaces removed from Mary Street, and 1 accessible parking space removed from the Service Ontario building which would have to be accommodated elsewhere.
- ix) Mary Street traffic flow -- The Street would have to be converted to a one-way to allow the necessary road width to accommodate transit bays and moving vehicles. In addition, traffic signals would be required at the intersection of Simcoe Street and Mary Street to accommodate the increase in vehicle and pedestrian traffic.
- x) Traffic congestion -- There would be significant congestion along Mary Street with platforms, including increased idling with exhaust fumes and environmental pollution from transit affecting neighboring businesses and the proposed Market Precinct.
- xi) Safety concerns -- With Transit bus operations adjacent to, and in many cases crossing the pedestrian access of the Market Precinct, there are significant safety concerns with pedestrians crossing the street to access waiting areas and the volume of pedestrians that would be visiting the Market Precinct.
- xii) Proximity to rail service connectivity -- The proposed downtown facility is approximately 1.5km from the nearest GO rail service to support a major mobility hub.
- xiii) Expansion -- Due to the site constraints and downtown location, Barrie Transit would be unable to expand its operations to accommodate future growth and ridership.

Schedule



Transit Benefits and Challenges

32. The following outlines the benefits of Transit Operations with Options A, B and D:
- i. Looking at short term benefit, close proximity to the downtown transit terminal site would involve very minor changes to the transit service routes and schedules to relocate, so there would only be a minor impact to the transit users. From a geographic and growth perspective, changes are eventually expected to serve growth in the south of Barrie.
 - ii. For Transportation Demand Management (TDM) there is an added benefit to maintain a downtown location close to a higher density of residential and commercial occupancies with a grid road network.
 - iii. It would support Active Transportation (A.T.) and provide opportunities for shared parking arrangements between the farmer's market, downtown commercial, and transit terminal at nearby public lots.
33. The following outlines the challenges of Transit Operations with Options A and B:
- i. Limited Right of Way (ROW) for movement in and out of bus bays along Mary Street and may not be feasible with the road width. Almost all of the boulevard space along both sides of Mary Street between Simcoe Street and Dunlop Street would be required for the transit service operations. A solution would need to be determined to continue to allow vehicle access to both the existing businesses and residential buildings along this section of Mary Street.
 - ii. With a significant increase in transit vehicle and pedestrian traffic as well as a strong need to accommodate timely transit service operations; traffic signals would be required at the intersection of Simcoe Street/Mary Street and Dunlop Street/Mary Street. This would place signals close to the other signals along Simcoe Street and Dunlop Street increasing traffic congestion.
 - iii. The potential for the terminal building to be located on the west side of Mary Street, would lead to pedestrian crossing lines across Mary Street mid-block. This would be considered a safety risk for riders crossing live lanes of traffic.
 - iv. There would be a reduction in the available parking, as 26 public parking spaces within the Mary Street parking lot may need to be removed. As well, 5 parallel parking spaces along this

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- section of Mary Street, and 1 fully accessible parking spot that is adjacent to the Service Ontario building would need to be removed.
- v. There would be no area along this section of Mary Street to accommodate a passenger/parcel drop-off and pick-up area near the proposed transit terminal facility within the Mary Street parking lot.
 - vi. As there would be a significant increase the transit vehicle exhaust along this section of Mary Street, it is expected that clean air complaints would increase from the businesses and residential buildings along this section of Mary Street.
 - vii. With the proposed transit terminal facility location, this would increase distances between platforms and reduce visibility to platforms from sheltered and heated waiting area, decreasing the overall level of service.
 - viii. Due to site constraints there is minimal opportunity to expand service for future growth and ridership.
34. The following outlines the challenges of Transit Operations with Options D:
- i. All of the boulevard space along the east side of Mary Street between Simcoe Street and terminals north laneway would be required for the transit service operations. Therefore Mary Street between Simcoe Street and Dunlop Street West would need to be made into a one way street to continue to allow vehicle access to the both the existing businesses and residential buildings along this section of Mary Street.
 - ii. With a significant increase in transit vehicle and pedestrian traffic as well as a strong need to accommodate timely transit service operations; traffic signals may be required at the intersection of Simcoe Street and Mary Street. This would place signals close to the other signals along Simcoe Street increasing traffic congestion.
 - iii. The terminal building location on the north side of the terminals north laneway leads to pedestrian traffic lines crossing the terminals north laneway. This could be a safety risk and may require pedestrian crossing infrastructure.
 - iv. As there would be a significant increase in transit vehicle exhaust along this section of Mary Street, it is expected that clean air complaints would increase from the businesses and residential buildings along this section of Mary Street.
 - v. With the proposed transit terminal facility location, this would increase distances between platforms and reduce visibility to platforms from sheltered and heated waiting area, decreasing the overall level of service.
 - vi. Due to site constraints there is minimal opportunity to expand service for future growth and ridership.
35. As a result of the analysis regarding the ability to accommodate a major Mobility Hub adjacent to the proposed permanent and farmer's markets, it was concluded that option A and B are not feasible options to accommodate a sustainable solution for a major Mobility Hub. It was determined that option D is a potential option for a major Mobility Hub. However, staff found that option D would provide a lower level of service than currently is provided at the Transit Terminal Facility.

ENVIRONMENTAL MATTERS

36. Site Preparation – A geotechnical investigation has been conducted which reported poor soil conditions, therefore requiring specialized foundation construction consisting of a deep pile foundation in combination with reinforced concrete grade beams and reinforced concrete slabs which is consistent with the existing structure of the Transit Terminal on the same site. Estimated costs associated with demolishing the existing canopy system, walkways, levelling the site and preparing it for new development of the Farmers Market Building has been considered and is reflected in the cost estimates provided within this report.
37. The soil conditions relating to contamination and environment matters is unknown. As typical with construction projects, an environmental assessment will be required to determine if soil contamination exist and to determine a level of remediation should it be required.

ALTERNATIVES

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

Alternative #1

Select a different option: General Committee could select one of the other options provided within this report in lieu of Option C, as recommended by staff.

This alternative is not recommended, as Option C provides optimal project delivery in terms of minimal cost and ease of construction. Option A carries an increased construction cost and is unachievable in terms of maintaining the current transit operations on site and carrying out a construction project. Option B is achievable, however it carries an increased construction cost and does not facilitate success for the permanent market that will be in operation prior to the farmer's market being complete and during a construction project which will deter the public from attending the permanent market. Option D is also achievable, however it results in a site that is over programmed and will negatively impact the success of the permanent market. Option D will also cause confusion and congestion to transit riders and to the transit operations.

Alternative #2

Do nothing: General Committee could choose to receive this report and take no further action.

Should General Committee choose not to endorse the Market Precinct as outlined in this report, the immediate need to relocate transit and the police would be negated. The 2nd floor could be renovated to accommodate the Sandbox Entrepreneurship Centre, however synergies between the Market Precinct and the Sandbox Entrepreneurship Centre would not be realized. The restaurant area of the ground floor could be leased to a tenant, however the value of the leasable space would be reduced as synergies between a potential lease occupant and the Market Precinct would not be realized therefore limiting the amount of potential interested parties.

FINANCIAL

<u>OPTION</u>	<u>MARKET PRECINCT COST</u>	<u>TRANSIT FACILITY COST</u>	<u>TOTAL PROJECT COST</u>
A	\$9,700,640	\$4,825,400	\$14,526,040
B	\$9,530,640	\$4,825,400	\$14,356,040
C	\$8,985,640	\$5,075,400	\$14,061,040
D	\$9,210,640	\$5,433,400	\$14,644,040

39. In options A, B and D above, staff investigated the feasibility of relocating intercity carriers to Allandale GO Station, which would require an additional temporary leased facility at Allandale GO Station to manage the intercity carriers ticket operation and is estimated to cost approximately \$750K on an annual basis to have a second location (implementation plan would be pending the results from the archaeological assessment). Based on the additional costs, the relocation of intercity carriers is not recommended at this time.
40. To advance the project schedule Staff are requesting that approval of the \$150,000 Multi Modal Transit Hub Study funding currently identified in the 2018 capital plan be advanced and approved immediately in order to allow for this work to begin and a report be prepared by to General Committee.
41. Prior to the Financial and Technical Validation study being completed, staff included the Market project in the City's capital plan with funding to commence in 2018. It has currently prioritized and forecasted in the Capital Plan \$2,900,000 in 2018 as well as \$3,900,000 in 2019 funded from the tax capital reserve.
42. Should Council approve the recommended Option C, the \$2.9M identified for 2018 in the capital plan will be informed by the Multi Modal Transit Hub Study once completed. The capital plan will be updated to reflect costs shown above for Option C, and any other costs identified through the Multi Modal Transit Hub Study.
43. Additionally, staff will report back to General Committee with further detail regarding expected annual facility operations and maintenance costs once sufficient detail is made available during the schematic design phase. Industry standards suggest that typical facility O & M costs are approximately \$15 per square foot.
44. The Province of Ontario and the Federal Government are currently working on a bilateral agreement for the next phase of Public Transit Infrastructure Fund (PTIF) and plan to have details available by March 31, 2018. Pending details on the next phase of PTIF funding, there could be an opportunity for the City of Barrie to utilize PTIF funding for this project.

LINKAGE TO 2014-2018 STRATEGIC PLAN

45. The recommendation(s) included in this Staff Report support the following goals identified in the 2014-2018 Strategic Plan:
 - Vibrant Business Environment
 - Responsible Spending
 - Inclusive Community
46. Moving forward with the Year Round Downtown 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'

Barrie Permanent Market Validation Report



DOWNTOWN PERMANENT MARKET
TECHNICAL + FINANCIAL VALIDATION REPORT

NOVEMBER 2017



LETT
ARCHITECTS
INC.



THE OSBORNE GROUP
Executive Performance on Demand

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01 Executive Summary

A summary and overview of the Technical and Financial Validation Report produced for the City of Barrie by Lett Architects Inc.

The City of Barrie retained Lett Architects Inc. to complete a technical and financial validation of the *Downtown Barrie Permanent Public Market Business Plan* presented by Three Sixty Collective in October 2016. The Market Business Plan focused on the common programming factors, developmental components and the interrelated costs of a year-round downtown market. The purpose of this validation report is to determine the viability and feasibility of the proposed Market Precinct in downtown Barrie that includes a year-round permanent market space and a dedicated farmer's market facility, as well as on-site seasonal vendor opportunities and site amenities. Four options are proposed in this report with all four options being evaluated using the same criteria to determine an overall score of feasibility.

EVALUATED OPTIONS

OPTION A

This option involves an immediate implementation of the proposed Market Precinct project as defined in the Three Sixty report. This approach would require the relocation of Barrie Transit terminal ticketing services to temporary on-site facilities at both their downtown (city services) and Allandale (regional services) locations until their new facility was constructed. The renovation of the existing Barrie Transit terminal building to the Permanent Market Building, and the new construction of the Farmer's Market Pavilion Building would occur at the same time. Once completed, the Market Precinct site operations would include the Sandbox Entrepreneur Centre, a lessee within the "Burger King" space, the Permanent Market, the Farmer's Market, and Barrie Transit Hub operations. The Market Precinct would occupy the internal transit laneways of the site. The Barrie Transit's Hub operations would occur at an adjacent corridor to the site.

OPTION B

This option involves a complicated phasing approach to the proposed Market Precinct. Phase One starts with the relocation of Barrie Transit terminal ticketing services to temporary on-site trailer facilities at both the downtown (city services) and Allandale (regional services) station. Once relocated, Phase Two renovations would begin on the Permanent Market Building, once completed, Barrie Transit city terminal ticketing services would move into the Permanent Market Building to occupy one or two vendor stalls until its permanent facility is constructed. Phase Three would involve the construction of a permanent Barrie Transit Hub at a new location which would be determined by a transit study. Once completed, Barrie Transit ticketing services would relocate for a third time to their new permanent location, before clearing the west half of the 24 Maple Ave site for the construction of the Farmer's Market Pavilion Building, which includes parking lots, lighting, and landscape elements. The Market Precinct will occupy the internal transit laneways of the site. The Barrie Transit's Hub operations would occur at an adjacent corridor to the site.

OPTION C

This option involves a simplified phasing approach to the proposed Market Precinct beginning with the completion of the Transit Study. In Phase One, a new Barrie Transit terminal facility is constructed at a location determined by the Transit Study, which would facilitate the relocation of Barrie Transit terminal ticketing services from their downtown location. Following the relocation of Transit, Phase Two would begin which includes the renovation of the existing Barrie Transit terminal building to the Permanent Market Building and the new construction of the Farmer's Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project.

OPTION D

This option involves a simplified phasing approach to the proposed Market Precinct beginning with the completion of a new downtown Barrie Transit terminal facility. In Phase One, a new Barrie Transit terminal facility is constructed at the north corner of 24 Maple Ave to facilitate the relocation of Barrie Transit ticketing services from their current downtown location. Following the relocation of Transit, Phase Two would begin which includes the renovation of the existing Barrie Transit terminal building to the Permanent Market Building and the new construction of the Farmer's Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project. This option would include portions of the 24 Maple Avenue site being used by Barrie Transit terminal services. The site would require: the north lane way, and a total of twelve bus platforms situated on Maple Avenue, Mary Street, and the north lane way of 24 Maple Ave.

EVALUATION CRITERIA

The evaluation criteria for the 01 - Barrie Permanent Market and the 02 - Barrie Farmer's Market were determined using the criteria outlined in the Market Business Plan by Three Sixty Collective in conjunction with the Market Steering Committee.

01 - Barrie Permanent Market (Score out of 7)

1. Develop more and differentiated activity centres to create a more robust and competitive downtown environment.
2. Create pedestrian flow, encourage visitors to stay in the downtown longer, and add to the overall vitality of the downtown area.
3. Provide a place for local vendors to develop a business, increase sales, and develop a feasible business plan.
4. Provide a stable revenue source for all local vendors to keep them coming back.
5. Create competition among vendors to be innovative and develop new food concepts for consumers.
6. All market vendors must be owner-operated.
7. Provide for an inclusive, safe, education-driven, community-oriented space.

02 - Barrie Farmer's Market (Score out of 8)

1. Autonomous governance over the operations of the Barrie Farmers Market by the Market Committee.
2. A location within the downtown.
3. A minimum 7,500 sq.ft. structure that can accommodate approximately 40 indoor standard stalls during the winter season.
4. Outdoor space to accommodate up to 60 outdoor standard stalls and an additional 10 "back of truck" vendors.
5. Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday morning.
6. A location nearby for vendor vehicle parking – not necessarily on site.
7. Safety and security concerns addressed.
8. Free from event competition such as food kiosks or special events.

The added evaluation criteria for the 03 - Proposed Market Precinct was determined through consultation with the client and stakeholders as added requirements needed in determining the feasibility of this project.

03 - Proposed Market Precinct (Grade)

- A. Costing Analysis
- B. Phasing of Transit
- C. Barrie Police Services
- D. Community Benefit
- E. Market Attendance
- F. Accessibility + Parking
- G. Revenue + Sources
- H. Fundraising

Please refer to Section 02 - Project Requirements for a further breakdown of the evaluation criteria.

SCORE + GRADE

The Permanent Market and Farmer’s Market scores were based on a ‘yes’ or ‘no’ response to each question, with a ‘yes’ receiving 1 point and a ‘no’ receiving 0 points. The Proposed Market Precinct grade was based on a moving scale of how the option responded to the criteria, requiring a more fluid approach to its evaluation. All costs are presented in 2018 dollars and escalation at 3% per annum.

OPTION A

This option involves moving forward with the redevelopment plan for the entire Barrie Transit site in Downtown Barrie in one phase. This approach encompasses the relocation of Barrie Transit terminal services to temporary on-site facilities at both the downtown (city services) and Allandale (regional services) locations until their new facility is constructed. At the same time, the renovation of the existing Barrie Transit terminal building to the Permanent Market Building and the new construction of the Farmer’s Market Pavilion Building, which includes parking lots, lighting, and landscape elements, will take place.

Market Precinct Project Cost:	\$9,652,240
Barrie Transit New Facility Cost:	\$4,825,400
Total Project Cost:	\$14,477,640
01 - Barrie Permanent Market (Score out of 7)	3/7
02 - Barrie Farmer’s Market (Score out of 8)	4/8
03 - Proposed Market Precinct (Grade)	D

OPTION B

Phase One starts with the relocation of Barrie Transit terminal ticketing services to temporary on-site trailer facilities at both the downtown (city services) and Allandale (regional services) locations. Phase Two renovations would begin on the Permanent Market Building where Barrie Transit would occupy one or two vendor stalls until the new terminal was constructed. Phase Three involves clearing the west half of the site for the construction of the Farmer’s Market Pavilion Building, which includes parking lots, lighting, and landscape elements.

Market Precinct Project Cost:	\$9,482,240
Barrie Transit New Facility Cost:	\$4,825,400
Total Project Cost:	\$14,307,640 + 2-3 years of escalation costs
01 - Barrie Permanent Market (Score out of 7)	3/7
02 - Barrie Farmer’s Market (Score out of 8)	4/8
03 - Proposed Market Precinct (Grade)	B-

OPTION C

In Phase One, a new Barrie Transit terminal facility is constructed to facilitate the relocation of Barrie Transit ticketing services from their downtown location. Following the relocation of Transit, Phase Two would begin, which includes the renovation of the existing Barrie Transit building to the Permanent Market Building and the new construction of the Farmer's Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project.

Market Precinct Project Cost:	\$8,937,240
Barrie Transit New Facility Cost:	\$5,075,400
Total Project Cost:	\$14,012,640 + 2-3 years of escalation costs
01 - Barrie Permanent Market (Score out of 7)	6/7
02 - Barrie Farmer's Market (Score out of 8)	6/8
03 - Proposed Market Precinct (Grade)	A-

OPTION D

In Phase One, a new Barrie Transit terminal facility is constructed at the north corner of 24 Maple Ave to facilitate the relocation of Barrie Transit terminal ticketing services from their current downtown location. Following the relocation of Transit, Phase Two would begin which includes the renovation of the existing Barrie Transit terminal building to the Permanent Market Building and the new construction of the Farmer's Market Pavilion Building. This option would include portions of the 24 Maple Avenue site being used by Barrie Transit. The site would require: the north lane way, and a total of twelve bus platforms on Maple Avenue and Mary Street.

Market Precinct Project Cost:	\$9,162,240
Barrie Transit New Facility Cost:	\$5,433,400
Total Project Cost:	\$14,595,640 + 2-3 years of escalation costs
01 - Barrie Permanent Market (Score out of 7)	3/7
02 - Barrie Farmer's Market (Score out of 8)	4/8
03 - Proposed Market Precinct (Grade)	D

Please refer to Section 03 - Options Analysis for a further breakdown of scoring and project costs.

BENEFITS + CHALLENGES

OPTION A

Benefits

- No escalation -- Construction could begin as soon as Barrie Transit terminal ticketing services was relocated to on-site trailer facilities as the new Transit HUB terminal would not be required for relocation.
- Immediate start -- This option provides the quickest method to starting and completing project.

Challenges

- Site constraints -- The site is not capable of sustaining a temporary Barrie Transit facility, on-site transit operations, construction of a Farmer's Market Pavilion Building and renovations to the Permanent Market Building at the same time. A phased approach would be required to complete each stage of the project to allow each phase to be completed without interruption.
- Continued presence of Barrie Transit bus and ticketing services during construction -- The presence of Barrie Transit buses on the site during construction would create many challenges to both the construction project and level of service provided by Barrie Transit.
- Lack of vendor participation -- Once renovations are completed on the Permanent Market Building, there will still be ongoing construction of the Farmer's Market Pavilion Building which would likely result in poor vendor participation and market attendance.
- No on-site parking -- On-site parking would be unavailable due to the temporary facilities required by Barrie Transit and the ongoing construction of the Permanent Market and Farmer's Market.
- Ongoing construction -- The site at 24 Maple Avenue would be under continuous construction for up to three years while the renovations, construction, and relocation of Barrie Transit occur. This continued construction presence will greatly impact pedestrian access, circulation, and on-site parking.
- Added project costs -- Added costs would be associated with the relocation, leasing and mobilization of temporary facilities for Barrie Transit before and after construction of the Permanent Market Building.
- Confusion to ridership -- There is potential for confusion and inconvenience to Barrie Transit riders trying to navigate the on-site trailer facilities and construction occurring at the same time.
- Traffic congestion -- There is potential for traffic congestion in the downtown with construction crews working alongside continued Barrie Transit buses which total approximately 500 buses per day.
- Transit terminal operations -- To operate Barrie Transit services on Mary Street as a terminal, the corridor would need to be one-way with exclusive transit access. This would impact private business driveways, it would be unsafe to pedestrians, the bus platforms would not be AODA compliant, the required one-way bus bay layout would increase delays for routing and lower the service level for riders, and the limited right of way would inhibit required terminal amenities such as shelters, benches, and garbage receptacles.

OPTION B

Benefits

- Phased approach -- This option provides a phased approach to realizing the proposed Market Precinct which would allow for greater on-site accessibility and way-finding for visitors.

Challenges

- Continued presence of Barrie Transit bus and ticket services during construction -- The presence of Barrie Transit buses on the site during construction would create many challenges to both the construction project and level of service provided by Barrie Transit.
- Barrie Transit terminal ticketing services stalls -- This would result in the reduction of available vendor stalls within the Permanent Market Building as Barrie Transit terminal ticketing services would require up to two stalls to continue their operations after the building renovations were complete to allow the site to be cleared for construction of the Farmer's Market Pavilion Building.

- Lack of vendor participation -- Once renovations are completed on the Permanent Market Building, there will still be ongoing construction of the Farmer's Market Pavilion Building which would likely result in poor vendor participation and market attendance.
- No on-site parking -- On-site parking would be unavailable due to the temporary facilities required by Barrie Transit terminal ticketing services, plus once located inside the Permanent Market Building the bus lanes and waiting areas required by Barrie Transit would eliminate any opportunity for on-site parking.
- Ongoing construction -- The site at 24 Maple Avenue would be under continuous construction for up to three years while the renovations, construction, and relocation of Barrie Transit terminal services occur. This continued construction presence will greatly impact pedestrian access, circulation, and on-site parking.
- Added project costs -- Added costs would be associated with the relocation, leasing and mobilization of temporary facilities for Barrie Transit terminal ticketing services before and after construction of the Permanent Market Building.
- Confusion to ridership -- There is potential for confusion and inconvenience to Barrie Transit riders trying to navigate the on-site trailer facilities and construction occurring at the same time.
- Traffic congestion -- There is potential for traffic congestion in the downtown with construction crews working alongside continued Barrie Transit buses which total approximately 500 buses per day.
- Funding -- It would be difficult to raise capital funding or fundraising for this project when both facilities would be built at different times and unable to support one another financially.
- Escalation -- The phased approach to this option would result in approximately 2-5 years of escalation at 3% per annum, which would increase the overall project costs.
- Transit terminal operations -- To operate Barrie Transit services on Mary Street as a terminal, the corridor would need to be one-way with exclusive transit access. This would impact private business driveways, it would be unsafe to pedestrians, the bus platforms would not be AODA compliant, the required one-way bus bay layout would increase delays for routing and lower the service level for riders, and the limited right of way would inhibit required terminal amenities such as shelters, benches, and garbage receptacles.

OPTION C

Benefits

- Funding -- Opportunity remains to raise capital funding and to fund raise for this project while waiting for Barrie Transit to relocate their operations to a facility at a location determined by a Transit Study.
- Phaseability -- This option allows the simple phasing-out of Barrie Transit terminal services from their current facility and the phasing-in of the proposed Market Precinct, which includes the Permanent Market Building and Farmer's Market Pavilion Building.
- Occupancy -- With Barrie Transit terminal services fully relocated before construction, this option has the shortest time of construction which would offer greater efficiencies and a reduction in costs.
- Fundraising and grand opening -- The Permanent Market Building and Farmer's Market Pavilion Building would be opened at the same time. This would allow for greater support of capital funding and fundraising as the two facilities would be able to support one another.
- Greater vendor participation -- With the proposed Market Precinct opening at the same time, there would be greater interest by vendors as both facilities could support one another and lead to increased market attendance, vendor participation, and sales.
- On-site parking -- This option would allow for on-site parking to be available for the opening of the proposed Market Precinct as no on-site trailer facilities would be required by Barrie Transit.
- Easy site navigation -- With the full relocation of Barrie Transit, there would be no on-site trailer facilities or continued construction, resulting in greater accessibility, navigation, and safety for visitors.

Challenges

- Continued presence of Barrie Transit buses during construction -- The presence of Barrie Transit buses on site during construction would create many challenges to both the construction project and the level of service provided by Barrie Transit.
- Escalation -- This option requires the construction and completion of Barrie Transit's new Allandale facility, which would result in approximately 2-3 years of escalation at 3% per annum, which would increase the overall project costs.

OPTION D

Benefits

- Immediate start -- This option provides a quick method to starting and completing the Market Precinct project.
- Continued service -- The close proximity of Mary Street to the downtown transit terminal means there would be very few changes to the existing service routes and schedules, with minimal impact to transit users.
- Downtown location -- The transit terminal maintains a downtown location close to higher density residential and commercial spaces. This ensures an active mode of transportation is available downtown.

Challenges

- Site constraints -- The site is not capable of sustaining a temporary Barrie Transit terminal facility, on-site transit operations, construction of a Farmer's Market Pavilion Building and renovations to the Permanent Market Building at the same time. A phased approach would be required to complete each stage of the project to allow each phase to be completed without interruption.
- Barrie Transit ticketing stalls -- This would result in the reduction of available vendor stalls within the Permanent Market Building as Barrie Transit would require approximately 3,000 square feet of space until their new facility was constructed.
- Continued presence of Barrie Transit ticketing services -- This option proposes that transit users would wait within the Permanent Market building, due to limited right of way for amenities outside. This added congestion in the market building could decrease vendor and public participation in the market.
- Lack of vendor participation -- With the requirement of Barrie Transit terminal ticketing services to be temporarily located within the Permanent Market building, there would be less stalls available for vendors during construction.
- Ongoing construction -- The site at 24 Maple Avenue would be under continuous construction for up to three years while the renovations, construction, and relocation of Barrie Transit terminal services occur. This continued construction presence will greatly impact pedestrian access, circulation, and on-site parking.
- No on-site parking -- The addition of twelve transit platforms would result in 26 public parking spaces being removed from the Mary Street lot, 5 parallel parking spaces removed from Mary Street, and 1 accessible parking space removed from the Service Ontario building which would have to be accommodated elsewhere.
- Confusion to ridership -- With the proposed transit terminal on Mary Street, there would be a limited number of public entrance ways which would increase travels distance for the public to access transit services and waiting areas.
- Mary Street traffic flow -- The street would have to be converted to a one-way to allow the necessary road width to accommodate transit bays and moving vehicles. In addition, traffic signals would be required at the intersection of Simcoe Street and Mary Street to accommodate the increase in vehicle and pedestrian traffic.
- Added project costs -- Added costs would be associated with the relocation, leasing and mobilization of temporary terminal facilities for Barrie Transit before and after construction of the Permanent Market Building.
- Traffic congestion -- There would be a lot of congestion along Mary Street with twelve platforms, including increased exhaust fumes and environmental pollution from transit.
- Safety concerns -- With the terminal facility being located on the west side of Mary Street, there would be potential safety concerns with pedestrians crossing the street to access waiting areas.
- Allandale station -- The proposed Mary Street facility is approximately 1.5km from the nearest GO station, with Allandale station having vacant space to satisfy transit requirements and measures.
- Expansion -- Due to the site constraints and downtown location, Barrie Transit would be unable to expand its operations to accommodate future growth and ridership.

POTENTIAL COST SAVINGS

In a new construction project there are opportunities to decrease the overall cost per square foot often by reducing area, fit, and finish requirements. In the Market Business Plan, the Farmer’s Market Pavilion Building is described as a 7,500 square foot facility with extensive HVAC and mechanical requirements, an all steel structure with large amounts of glazing, and an intricate roof design which have added costs. By comparison, a simplified base building that would include a steel structure, minimal glazing, and a simple roof design could be reduced to \$275 per square foot (2018 dollars) for new construction. In addition, the opportunity to remove the community kitchen program from the immediate program of the building could offer cost savings of over \$170,000 in construction costs and reduce the building footprint by approximately 500 square feet. The option to add the community kitchen to the Farmer’s Market building at a later date would remain, giving the opportunity to fund raise for the project.

These adjustments to the construction of the Farmer’s Market Pavilion Building could present potential cost savings in the range of \$700,000. Further cost savings could be found by using the existing canopy foundation and structure to support a new roof system to house the market. A structural review of the existing foundation and structure would be required before considering this cost-saving option.

With a reduction of \$700,000 the total project costs would be as follows:

OPTION A	
Total Project Cost:	\$13,777,640
OPTION B	
Total Project Cost:	\$13,607,640
OPTION C	
Total Project Cost:	\$13,312,640
OPTION D	
Total Project Cost:	\$13,895,640

02 Project Overview

A general overview of the project history, the previous reports and studies undertaken by the city and stakeholders, and a thoughtful understanding of the requirements of the proposed Market Precinct.

The Downtown Barrie Permanent Public Market Business Plan presented by Three Sixty Collective proposed a Market Precinct in the city's downtown that included the adaptive re-use of the existing Transit terminal building and its site. The proposed Market Precinct would include a Permanent Market Building, a Farmer's Market Pavilion Building, and on-site seasonal vendor opportunities with the required site amenities.

The following material is presented within this section:

History

A timeline of the Downtown Barrie Permanent Market project and associated reports undertaken by the City of Barrie.

Vision Summary

A summary of the proposed Market Precinct, recommended approach, and the programmatic requirements as presented by Three Sixty Collective in the Market Business Plan.

Validation

A comparison of other Market Precincts and Farmer's Markets in Ontario to analyze and determine the feasibility of the proposed Farmer's Market Pavilion Building.

Project Requirements

Identifying and summarizing the evaluation criteria used by Three Sixty Collective and the Market Steering Committee to determine the feasibility and viability of the proposed Market Precinct as presented in the Market Business Plan.

History

A timeline of the Downtown Barrie Permanent Market project and associated reports undertaken by the City of Barrie.

December 2013

- The City of Barrie Council passed a motion to conduct a Downtown Market Feasibility Study for a year-round market in the city's downtown.
- The Market Feasibility Study identified four recommendations for determining its feasibility:
 1. It is grounded in collaborative partnership,
 2. It is authentic,
 3. It is based on a concept that brings together food, community, and culture, and
 4. It is a permanent location with both indoor and outdoor spaces.

February 2015

- Market Feasibility Study for a Public Market in Downtown Barrie was prepared by the Resource Management Consulting Group.

June 2015

- City of Barrie Council passed the motion to conduct a Year-Round Public Market Report on the previous Feasibility Study conducted in December 2013.
- A Downtown Market Steering/Working Group was formed to develop a potential business plan, site selection, construction, operation and programming requirements for the year-round market, with the following objectives:
 - Conduct a locational review analysis to determine the best location for a year-round downtown market.
 - Provide a financial analysis for both capital and operating expenditures required to implement and maintain a year-round downtown market.
 - Conduct an operational analysis to determine the resources required and operational model required for a year-round downtown market.
- The Market Steering Committee/Working Group determined the Transit Terminal site at 24 Maple Avenue was the preferred location to be presented to Council.

February 2016

- The Market Steering Committee/Working Group conducted a customer survey to gauge public interest and determine the desired programming requirements for a year-round downtown market.

March 2016

- The consulting team of Three Sixty Collective was hired to conduct a *Downtown Barrie Permanent Public Market Business Plan* under the direction of the Market Steering Committee/Working Group.

October 2016

- Three Sixty Collective finalized and presented their Market Business Plan.

December 2016

- The Sandbox Entrepreneurship Centre and Business Knowledge Exchange concept was presented to General Committee.

January 2017

- Staff recommended to General Committee that the Market Business Plan prepared by Three Sixty Collective be received for planning purposes and act as a guiding document in the development of a year-round market project.
- Recommended staff advance the year-round market project by procuring a consulting team to complete a financial and technical validation of the Market Business Plan, including common programming factors, development components, site location, and costs.
- Staff recommended to General Committee that the Sandbox Entrepreneurship Centre and Business Knowledge Exchange concept be approved in principle, and be used to guide the development of a year-round downtown market.

May 2017

- Lett Architects Inc. was hired to complete a financial and technical validation of the Market Business Plan conducted by Three Sixty Collective – as presented in this report.
 - o This validation report includes examining the proposed programming factors, development components, site location, and interrelated costs.
 - o Provide a recommendation for realizing the proposed year-round downtown market.

November 2017

- Lett Architects Inc. presented the Downtown Permanent Market Technical and Financial Validation Report to the City of Barrie.
 - o This validation report included the review of four options.

Vision Summary

A brief summary of the proposed Market Precinct, recommended approach, and the programmatic requirements as presented by Three Sixty Collective in the Market Business Plan.

The Downtown Barrie Permanent Public Market Business Plan developed by Three Sixty Collective envisions a Market Precinct in downtown Barrie that includes a year-round permanent market and a dedicated farmer's market building, as well as on-site seasonal vendor opportunities and site amenities. The Market Business Plan recommended a Market Precinct layout that included a complete renovation of the Transit Building to house the year-round market vendors and the construction of a second building to house the Saturday farmer's market which would include a test kitchen and daily/weekly programming events.

Per Three Sixty Collective's Market Business Plan, the Market Precinct is defined as the area on which the current Transit Building sits, which is located at 24 Maple Avenue. The site is approximately sixty-thousand square feet (60,000 sq.ft.) in size and borders Maple Avenue, Mary Street, and Simcoe Street. It does not include the existing transformer and utility building located on the southwest corner of the site. Three Sixty Collective has identified a future opportunity for the proposed Market Precinct to extend beyond the Transit Building site to include the waterfront.

The Market Business Plan recommended the City of Barrie move forward with their redevelopment plan for the entire Market Precinct. The redevelopment would involve the interior renovation of the Transit Terminal Building and the clearing of the entire western half of the site to make space for the future construction of the Farmer's Market Pavilion Building, including landscape elements and parking. Secondly, it was recommended that the City continue to study alternative options and uses for the Transit Building, such as the Sandbox Entrepreneurship Centre and Business Knowledge Exchange concept. Finally, Three Sixty Collective presented the proposed demolition of the Transit Terminal Building to allow for a high-density structure to be constructed within the downtown. This would involve the relocation of the proposed Market Precinct to another location within the downtown.

The following information identifies the programmatic requirements and features presented in the Business Market Plan for both, the Permanent Market Building and the Farmer's Market Pavilion Building.

Permanent Market Building

The Market Business Plan developed by Three Sixty Collective proposes the existing Transit Terminal Building be converted into the Permanent Market Building, with the ground floor being occupied by market vendors and the second floor occupied by another tenant. The gross floor area of the building is approximately 12,500 sq.ft., with a gross leasable area of approximately 6,625 sq.ft. The gross leasable area is low because it is assumed that an anchored restaurant tenant would be occupying approximately 3,378 sq.ft. on the ground level. The remaining square footage is assumed to be used for common indoor seating, spill-out areas, public washrooms, and circulation corridors for the permanent market.

The City of Barrie and Three Sixty Collective agreed the Transit Terminal Building would not be suitable for immediate occupancy in its present state and would require extensive renovation to become the proposed Permanent Market Building. The Transit Terminal Building currently houses Barrie Transit Services, Barrie Police Services, and a convenience store with only 30% of the building being occupied. The City has identified the need for significant upgrades to improve the building's HVAC system and distribution, electrical systems, plumbing systems, and fire suppression systems before occupancy.

Proposed Programming and Features:

- The ground floor level would be used for vendors and public seating
- An anchored restaurant/food operator tenant in the existing restaurant space
- Patio space
- Medium-sized restaurant
- Sandbox Entrepreneurship Centre

Farmer's Market Pavilion Building

The Farmer's Market Pavilion Building was proposed by Three Sixty Collective as a separate structure to the west of the Permanent Market Building to house the Saturday Barrie Farmer's Market. The Market Business Plan proposes a minimum gross floor area of approximately 7,770 sq.ft. with a minimum internal area of approximately 7,500 sq.ft. However, per the Market Business Plan, the gross leasable area is approximately 5,777 sq.ft. because of square footage being used for storage and waste management, a kitchen, and washroom facilities. The proposed building would be constructed in a rectilinear shape with no internal columns, which would allow for the most ideal vendor layout within the space.

Proposed Programming and Features:

- Test kitchen
- Wide aisles
- Outdoor cooking station
- Waste management facility
- Loading area

Other proposed features for the Farmer's Market Pavilion Building include: a terraced stage for performances, a location or area for larger events within the scope of the market programs, an area for product education or learning which would incorporate the test kitchen, summer "pop-up" vendors, sports and recreation facilities, and free WiFi for visitors.

Validation

A comparison of other Market Precincts and Farmer's Markets in Ontario to analyze and determine the feasibility of the proposed Farmer's Market Pavilion Building.

The establishment of a year-round Market Precinct which includes a Permanent Market Building and a Farmer's Market Building takes time and very careful planning. According to the *Farmers' Markets Ontario Impact Study 2009 Report* conducted by Farmer's Markets Ontario, a consulting and membership organization for farmer's markets. There are over 180 member markets in the province, of these 180 markets, approximately 30 are open year-round, with less than a dozen having permanent market facilities. For instance, both Cambridge and Kitchener offer permanent indoor facilities and open-air facilities for their farmer's markets. The only market facility in the province that offers a full-service kitchen is located in Kitchener, which is a relatively large and densely populated city compared to the City of Barrie.

Through consultation with the City of Barrie and stakeholders, and research on various farmer's markets in the province, the typical elements needed to establish a market in one location are:

- Demand for local grown produce,
- Public and vendor transportation and parking access,
- Population size to draw potential customers,
- Reliable market operating hours to retain customers, and
- Direct marketing opportunities.

The Impact Study Report by Farmer's Markets Ontario generally supports the elements required by the City of Barrie. Although, the report identifies other potential requirements which may be of interest for the purposes of validating the options in this report.

The Impact Study Report identifies the following as most important criteria to visitors attending any market location:

- Conveniently located in a popular neighborhood,
- Competition for vendors and pricing,
- Convenient hours and days of operation,
- Large variety of food items,
- Dedicated to locally produced food products, and
- Convenient and accessible parking.

The Impact Study Report also identifies vendor concerns with the markets they attend, including:

- Design
- Parking
- Management
- Variety
- Outdoors
- Inconvenient days/hours
- Location
- Traffic flow

Although this information has not been specifically used in the evaluation criteria, there is definite overlap between the concerns and criteria outlined in the Impact Study Report and the evaluation criteria used in this report. Furthermore, in order to have a better validation and feasibility study for the three options, it is important to analyze other Market Precinct's. In this section of the report, five precedent Market Precinct models have been identified in the province of Ontario. These precedent markets were chosen through consultation with the client and because the City's have a population and demographic that resembles that of the City of Barrie.

The five precedent markets are:

- Guelph Farmer's Market,
- Cambridge Farmer's Market,
- Kingston Public Market,
- Kitchener Market, and
- Peterborough Farmer's Market.

LOCATION	POPULATION	PERMANENT MARKET	FARMER'S MARKET	PERMANENT FARMER'S MARKET FACILITY	COMMUNITY KITCHEN	DEDICATED PARKING	HOURS OF OPERATION	NON-MARKET PROGRAMS
Guelph	131,794	NO	YES	YES	NO	YES	W / S	NO
Cambridge	129,920	NO	YES	YES	NO	NO	W / S	NO
Kingston	123,798	NO	YES	NO	NO	NO	T / Th / S	NO
Kitchener	233,222	YES	YES	YES	NO	YES	T / W / Th / F / S	YES
Peterborough								
Downtown	123,270	NO	YES	NO	NO	NO	W	NO
Central	123,270	NO	YES	YES	NO	YES	S	NO
Barrie Proposed Market Precinct	141,434	YES	YES	YES	YES	YES	S	YES

Guelph Farmer's Market – Guelph, Ontario

The Guelph Farmer's Market began in 1827 and operates every Saturday, all year round. Although there is no building for a permanent market, the city does offer a permanent farmer's market building. The market is located in the Show Horse barn building which is owned and operated by the City of Guelph. After several renovations and improvements, the city moved the farmer's market to the barn building which has been operating every Saturday since 1968. There is no community kitchen or test kitchen within the farmer's market building. In addition to this, there are no other programs or events offered in the building during the week, resulting in the space being unoccupied for six days of the week. The farmer's market has an estimated 120 vendors in the summer months and 60 vendors in the winter months. There is designated parking on-site, but it is only available during the winter as the market spills out into the parking lot during summer. There is designated off-site parking available during the summer to accommodate visitors to the market.



Guelph Farmer's Market
www.guelph.ca

Cambridge Farmer's Market – Cambridge, Ontario

The Cambridge Farmer's Market began in the 1830s, with a year-round market operating every Saturday and a seasonal farmer's market operating every Wednesday from June to September. Although there is no permanent market building, the city does offer a permanent farmer's market building. The market building is located downtown, next to City Hall in a historic heritage building on city-owned property. The current building is comprised of two buildings, constructed at different times with the most recent renovations occurring in 1992. The building is vacant for five days of the week during the summer and six days of the week during the winter as no other programmed events take place outside of regular hours. The farmer's market building has space allocated for 35 indoor vendors and 45 outdoor vendors during the summer months. There is designated parking on-site, however during the summer months this parking lot is used to accommodate the 45 outdoor vendor stalls. There are several off-site public parking lots located close to the farmer's market building and City Hall.



Cambridge Farmer's Market
www.explorewaterlooregion.com

Kingston Public Market – Kingston, Ontario

The Kingston Public Market began in 1801 and operates every Tuesday, Thursday, and Saturday from April to November. The market is located in the city's historic downtown behind City Hall at the Springer Market Square. There is no permanent market building, farmer's market building, community kitchen, or test kitchen. The entire farmer's market operates three days a week in the outdoor square in the city centre and is empty the other days of the week. The square is able to accommodate over 50 outdoor vendors during all months of operation, although there is no opportunity for other events associated with the farmer's market to occur during market hours. There is no on-site parking, but there is off-site public parking located throughout the city's downtown.



Kingston Public Market
www.explorewaterlooregion.com

Kitchener Market – Kitchener, Ontario

The Kitchener Market began in 1873 and operates a year-round market from Tuesday to Saturday. The permanent market is housed in a two-storey, 2,000 square foot multi-use community facility with a full-sized commercial kitchen located on the second floor that can be used to accommodate a variety of events. It can be rented for use as a test kitchen, but it is not a purpose-built community kitchen. The facility was purpose-built to accommodate a permanent market and farmer's market and it is occupied five days of the week. The farmer's market operates on Saturdays year-round and has space to accommodate 55 indoor vendors with some vendors spilling out into the gathering space out front of the building. The market building is able to accommodate many events, offering the opportunity for companies or chefs to rent the kitchen space or utilize the second level for conferences, meetings, or presentations. However, these events must take place during the markets hours of operation from Tuesday to Saturday. There is no on-site parking available, but there are several off-site public parking lots available.



Kitchener Market
www.kitchener.ca

Peterborough Farmer's Market – Peterborough, Ontario

The Peterborough Downtown Farmer's Market began in 1997 and operates every Wednesday from May to October. The market is located in the city's downtown, using an existing parking lot as a designated space for vendors to set up. There is no permanent market, farmer's market building, community kitchen, or test kitchen. The entire farmer's market operates outdoors one day a week, so there is no opportunity for other events or programs to take place outside of market place hours. The market is able to accommodate over 30 outdoor vendors, but because of its location there is no on-site parking. There are several off-site public parking lots available nearby.



Peterborough Downtown Farmer's Market
www.thepeterboroughexaminer.com

The Peterborough Farmer's Market has been operating in the city for 190 years and operates year-round every Saturday. In the summer months the market operates in the Morrow Building and the parking lot out front. During the winter months the market moves indoors. There is no permanent market building, community kitchen, or test kitchen. The Morrow Building is an existing building on-site that is used for one day of the week and remains unoccupied by the market for the other six days. The farmer's market space can accommodate over 100 outdoor vendors during the summer months. Unfortunately, there is no opportunity for other events or programs to occur outside of market hours. There is no on-site parking during the summer months, however there is free off-site public parking lots available nearby to accommodate guests. In the winter, parking is available in front of the farmer's market building as it takes place indoors.



Peterborough Farmer's Market
www.peterboroughfarmersmarket.com

Proposed Market Precinct – Barrie, Ontario

The City of Barrie has proposed a Market Precinct that includes a Permanent Market Building, a Farmer's Market Pavilion Building, a community kitchen, and dedicated on-site parking. The markets would be operational year-round to accommodate permanent market vendors and the Saturday Farmer's Market vendors currently located at City Hall. This model is not used in any other city in the province of Ontario. In many of the precedent cases, the farmer's markets are only operational one or two days a week, the exceptions being the Kingston Public Market and the Kitchener Market. The Market Business Plan presented by Three Sixty Collective suggests the Barrie Farmer's Market could expand its hours to include Wednesday and Thursday afternoons, although based on similar models of precedent markets this may not be feasible. By comparison, the Kitchener Market is the only model in the province that resembles what the City of Barrie wants to achieve and it's population is much larger.

The Kitchener Market has a purpose built permanent market facility and a farmer's market facility in one location. The facility has a test kitchen located on the second floor, but no community kitchen. The city has identified this as a desired program, but without a precedent in the province, it would be difficult to see this as a feasible program for the Market Precinct. In addition, it is important to note that this facility operates at a loss and does not generate revenue for the City of Kitchener. Through consultation with the City of Barrie, they have made it clear that they understand it would be difficult for a project of this scope to generate revenue.

In order to establish a year-round sustainable Market Precinct in Barrie, there must be a consistent draw to the facility and the site. This would include consistent vendor participation in the market for both indoor and outdoor stalls, as well as permanent vendors within the Permanent Market Building. The proposed Market Precinct would support the following vendor types:

- Restaurant tenants -- This would include a potential patio space and a second restaurant on-site in place of vendor stalls within the permanent market.
- Anchored/Indoor vendors -- These tenants would be more permanent vendors looking to establish a strong business plan, such as butchers, dairy counters, prepared food stands, and bakeries.
- Temporary/Outdoor vendors -- These vendors would be local farmers looking to sell produce one day per week, such as fruit and vegetable stands, fresh juices, arts and crafts, and flowers.
- Outdoor performances -- Performers would be looking to use outdoor space to play instruments and entertain visitors to the markets.

In addition to vendor participation, there must be complimentary and adjacent anchor businesses or large tourist draws within the vicinity of the market, or the market itself being the tourist draw. This is required to draw people to the market and increase market attendance on a yearly basis. The downtown Barrie Transit site would likely not offer the type of large tourist draw required for a sustainable year-round market. The potential lack of attendance would shape the service scope and hours of operation of the proposed Market Precinct. If the demand for other anchor services adjacent to a market is 7 days a week, the research and decision to determine a full-time service model would be much easier. If no other businesses are operating full time then it's less likely a market would be able to operate alone 7 days a week, particularly through the winter months. The proposed downtown Barrie Market Precinct would be the first of its kind in the province.

Project Requirements

Identifying and summarizing the evaluation criteria used by Three Sixty Collective and the Market Steering Committee to determine the feasibility and viability of the proposed Market Precinct as presented in the Market Business Plan.

Through a series of case studies and a number of workshop sessions, the Market Steering Committee and Three Sixty Collective established specific evaluation criteria to determine the required elements for a Downtown Barrie Market Precinct. The evaluation criteria for the Permanent Market Building and Farmer's Market Pavilion Building were established separately. The Market Business Plan presented the criteria for the Barrie Permanent Market and the surrounding site, while the Market Steering Committee had previously established the criteria for the relocation of the Barrie Farmer's Market from its current City Hall location to the proposed Market Precinct.

Evaluation Criteria for the Downtown Barrie Permanent Market

Based on previous case studies, including the Market Business Plan by Three Sixty Collective and several workshop sessions by the Market Steering Committee, the following criteria must be met to justify the establishment of the proposed Barrie Permanent Market:

1. Develop more and differentiated activity centres to create a more robust and competitive downtown environment,
2. Create pedestrian flow, encourage visitors to stay in the downtown longer, and add to the overall vitality of the downtown area,
3. Provide a place for local vendors to develop a business, increase sales, and develop a feasible business plan,
4. Provide a stable revenue source for all local vendors to keep them coming back,
5. Create competition among vendors to be innovative and develop new food concepts for consumers,
6. All market vendors must be owner-operated, and
7. Provide for an inclusive, safe, education-driven, community-oriented space.

Evaluation Criteria for the Relocation of the Barrie Farmer's Market

Based on previous case studies, including the Market Business Plan by Three Sixty Collective and several workshop sessions by the Market Steering Committee, the following criteria must be met to justify the relocation of the Barrie Farmer's Market:

1. Autonomous governance over the operations of the Barrie Farmers Market by the Market Committee,
2. A location within the downtown,
3. A minimum 7,500 sq.ft. structure that can accommodate approximately 40 indoor standard stalls during the winter season,
4. Outdoor space to accommodate up to 60 outdoor standard stalls and an additional 10 "back of truck" vendors,
5. Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday morning,
6. A location nearby for vendor vehicle parking – not necessarily on site,
7. Safety and security concerns addressed, and
8. Free from event competition such as food kiosks or special events.

Additional Evaluation Criteria for the Proposed Market Precinct

The additional evaluation criteria were determined through consultation with the City of Barrie and stakeholders to ensure all areas of the proposed Market Precinct were evaluated.

A. Costing Analysis

In 2016, Three Sixty Collective presented the capital costs of the proposed Market Precinct, which includes the Permanent Market Building and the Farmer's Market Pavilion Building, at an estimated \$5.6 million to \$6.5 million. The range of the cost is due to unknown soil conditions and site preparation requirements. All FF&E costs were not included in the Market Business Plan, nor were costs associated with the relocation of Barrie Transit. These added costs have now been accounted for in this report in 2018 dollars.

It is important to note that since the Market Business Plan was presented, the City of Barrie has commissioned Soils Engineers Ltd., to provide a geotechnical report of the site. The report indicates poor soil conditions with groundwater seepage within the proposed Market Precinct site. The report recommends helical piers and grade beams in lieu of conventional footings and the likely requirement of de-watering during any construction on site. In addition, it has been noted that the existing Transit Building is constructed on a deep pile foundation with reinforced grade beams and a reinforced structural slab, which will add complexity and cost to any renovation within the existing building. In addition, the cost of escalation must be accounted for in all options to ensure an accurate cost estimate, which will increase the cost by approximately 3% per annum. All of the above criteria which includes: escalation, FF&E, improved mechanical and electrical, poor soil conditions, and a new foundation and grading on site, will add significant costs to the project.

B. Phasing of Transit

A Transit Study is scheduled to be conducted in 2018. The study will explore the relocation of Barrie Transit terminal services, however, there is no clear timeline for the relocation from their current facility at 24 Maple Avenue. This will impact the overall escalation, phasing, and capital costs associated with the proposed Market Precinct. This cost was not carried in the estimate provided by Three Sixty Collective. The evaluation of this category is based on the ability of each option to accommodate the relocation and transition of Barrie Transit terminal services to their new Transit HUB, in addition to any remaining presence required on-site.

C. Barrie Police Service

The Barrie Police Service currently occupies 1,500 sq.ft. on the ground floor of the Transit Terminal Building for their downtown location. This required area has an impact on the overall leasable area of the Permanent Market Building, as the Barrie Police will need to maintain a downtown presence. Barrie Police were consulted during the validation process and it was determined that their programmatic requirements were met within the existing space and additional square footage would not be required. Barrie Police have indicated that they are willing to move, but need a space similar in size to the space they have and it needs to be in the downtown core close to their current location. The cost associated with their relocation would include: lease of a new building, fit up of the new space, moving of IT equipment for monitoring downtown cameras, etc. At the moment, City staff are reviewing possible relocation sites within the immediate area. The evaluation of this category is based on the ability of each option to accommodate the Barrie Police Service and their programmatic requirements.

D. Community Benefit

Per the recommendation by Three Sixty Collective, community benefit includes the proposed Market Precinct's ability to bring people to the downtown and contribute to creating a more vibrant downtown environment. The benefits to the community include a safe and secure location within the city's downtown and a place where visitors and vendors want to participate every day of the week. The proposed Market Precinct would offer a new activity centre within the city's downtown, encouraging people to stay longer by exploring the market and the surrounding businesses. The evaluation of this category is based on the ability of each option to contribute and add to the overall vitality of the city's downtown.

E. Market Attendance

The Market Business Plan identifies market attendance by regional visitors to the proposed Market Precinct, including: local residents, weekday visitors, downtown office workers, and business visitors. Three Sixty Collective recommended the target market focus on those who represent the city's future rather than its past. The city's future growth projections are based on the Urban Growth Centre information and its evaluation of this category is based on the ability of each option to attract local residents and visitors to the city's downtown.

F. Accessibility + Parking

In order to maximize market attendance, the proposed Market Precinct must be in a convenient and accessible location for local residents, visitors, and local vendors. This type of location would include on-site parking and storage for vehicles and delivery trucks. The Business Market Plan's proposed option offered 67 parking spaces on-site, however, many of these spaces would be unavailable on weekends due to "back of truck" vendor stalls and the outdoor standard stalls during the farmer's market. The evaluation of this category is based on the accessibility of each option and the ability to provide the required on-site parking spaces.

G. Revenue + Sources

The goal of the Market Business Plan by Three Sixty Collective was to determine the attributes and requirements needed to create a vibrant downtown market. This included the market's ability to provide a sustainable revenue for the city during its operation, or at a minimum, provide a break-even margin. The evaluation of this category is based on the ability of each option to generate a revenue, or at the very least a break-even margin during the operation of the proposed Market Precinct.

H. Fundraising

For a project like the proposed Market Precinct, a successful capital campaign would be required. A successful campaign depends on four factors:

- An emotional, compelling case for support,
- Wealthy prospects,
- Volunteer leadership, and
- A well-organized fundraising plan.

The evaluation of this category is based on the ability of each option to address these four factors and promote fundraising opportunities to assist in financing.

03 Options Analysis

In order to facilitate the vision of a Downtown Barrie Market Precinct, Lett Architects Inc. and The Osbourne Group worked closely with the City of Barrie and key stakeholders to review, analyze, and recommend a preferred option.

The Downtown Barrie Permanent Market Business Plan by Three Sixty Collective suggested the city move forward with a redevelopment plan for the entire transit site in downtown Barrie. After consultation between Barrie Transit, the Barrie Police Service, and the City of Barrie, it was concluded that the following three options would be reviewed for the purposes of this report.

Option A – A single-phased Market Precinct approach with temporary on-site Barrie Transit terminal facilities and construction occurring at the same time.

This option involves the immediate implementation of the proposed Market Precinct as defined in the Three Sixty report. This approach would require the relocation of Barrie Transit terminal ticketing services to temporary on-site facilities at both their downtown (city services) and Allandale (regional services) locations until their new facility was constructed, of which the location will be determined by a Transit Study. The renovation of the existing Barrie Transit terminal building to the Permanent Market Building, and the new construction of the Farmer's Market Pavilion Building would be developed at the same time as the temporary Transit facilities are on-site. The Market Precinct would occupy the internal transit laneways of the site. The Barrie Transit's Hub operations would occur at an adjacent corridor to the site.

Option B – A three-phased Market Precinct approach involving temporary on-site Barrie Transit terminal facilities, renovation to the Transit terminal building, and construction of the Farmer's Market.

This option involves a complicated phasing approach to the proposed Market Precinct. Phase One starts with the relocation of Barrie Transit to temporary on-site trailer facilities at both the downtown (city services) and Allandale (regional services) location. Upon relocation, Phase Two would begin with the renovation of the Permanent Market Building. Barrie Transit ticketing services would occupy one or two vendor stalls until its permanent facility was constructed. Phase Three involves clearing the west half of the site for the construction of the Farmer's Market Pavilion Building, including parking lots, lighting, and landscape elements. The Market Precinct would occupy the internal transit laneways of the site. The Barrie Transit's Hub operations would occur at an adjacent corridor to the site.

Option C – A two-phased Market Precinct approach beginning with the relocation of Barrie Transit terminal ticketing services to a permanent facility identified by a Transit Study before starting construction on the proposed Market Precinct.

This option involves a simplified phasing approach to the proposed Market Precinct, beginning with the completion of the Transit Study. In Phase One, a new Barrie Transit terminal facility is constructed at a location determined by the Transit Study to facilitate the relocation of Barrie Transit terminal ticketing services from their downtown location. Following the relocation, Phase Two would begin, which includes the renovation of the existing Barrie Transit terminal building to the Permanent Market Building and the new construction of the Farmer’s Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project.

Option D – A two-phased Market Precinct approach beginning with the relocation of Barrie Transit terminal ticketing services to their new downtown facility before starting construction on the proposed Market Precinct.

In Phase One, a new Barrie Transit terminal facility is constructed at the north corner of 24 Maple Ave to facilitate the relocation of Barrie Transit terminal services from their current downtown location. Following the relocation of Transit, Phase Two would begin which includes the renovation of the existing Barrie Transit building to the Permanent Market Building and the new construction of the Farmer’s Market Pavilion Building. This option would include portions of the 24 Maple Avenue site being used by Barrie Transit. The site would require: the north lane way, and a total of twelve bus platforms on Maple Avenue and Mary Street.

Option A

A single-phased Market Precinct approach with temporary on-site Barrie Transit terminal facilities and construction of the proposed Market Precinct occurring at the same time.

This option involves an immediate implementation of the proposed Market Precinct project as defined in the Market Business Plan by Three Sixty Collective. This approach would require the relocation of Barrie Transit terminal ticketing services to temporary on-site facilities at both their downtown (city services) and Allandale (regional services) locations until their new facility was constructed. In addition to on-site trailer facilities at the current Barrie Transit terminal building, the renovations and construction of the proposed Market Precinct would occur at the same time. The Market Precinct will occupy the internal transit laneways of the site. The Barrie Transit's Hub operations would occur at an adjacent corridor to the site.

Phase One

In order for Phase One to begin, Barrie Transit would need to mobilize temporary on-site trailers to accommodate a waiting area, ticket office and washroom facilities at both their downtown (city services) and Allandale (regionals services) location. Their new transit facility would be constructed during this time. It is assumed that a three-year lease of a temporary waiting area and ticket office building and a three-year lease of temporary washroom facilities would be required to maintain Barrie Transit's downtown presence. With the mobilization of temporary facilities, Barrie Transit would still be operating regularly scheduled bus service downtown. The Market Precinct will occupy the internal transit laneways of the site. The Barrie Transit's Hub operations would occur at an adjacent corridor to the site.

Once Barrie Transit terminal ticketing services relocated to their temporary facilities, the renovation to the Permanent Market Building and the construction of the Farmer's Market Pavilion Building would begin. The requirement for Barrie Transit to remain on-site would likely eliminate any opportunity to construct the Farmer's Market Pavilion Building, until Phase Two of the project when those facilities were no longer required. In addition, the majority of the site work would not be completed, including landscape improvements and on-site parking, due to the on-site trailer facilities for Barrie Transit.

The operation of Barrie Transit and the proposed Market Precinct would pose serious safety concerns to passengers and visitors of the site, as well as impact the overall operations of transit. In addition, the Permanent Market Building would be operational without support from the Farmer's Market. This poses potential challenges to revenue, vendor participation, and fundraising, until all phases were complete. There are few benefits and many challenges to this approach that make it an unfeasible option for the City of Barrie to pursue.

BENEFITS + CHALLENGES

Benefits

- No escalation -- Construction could begin as soon as Barrie Transit terminal ticketing services was relocated to on-site trailer facilities as the new Transit HUB terminal would not be required for relocation.
- Immediate start -- This option provides the quickest method to starting and completing project.

Challenges

- Site constraints -- The site is not capable of sustaining a temporary Barrie Transit terminal facility, on-site transit operations, construction of a Farmer's Market Pavilion Building and renovations to the Permanent Market Building at the same time. A phased approach would be required to complete each stage of the project to allow each phase to be completed without interruption.
- Continued presence of Barrie Transit -- Through consultation with Barrie Transit, they would still require a small downtown presence at the Permanent Market Building which would pose challenges for bus lanes, ticket sale requirements and public safety which could impact quality of service.
- Lack of vendor participation -- Once renovations are completed on the Permanent Market Building, there will still be ongoing construction of the Farmer's Market Pavilion Building which would likely result in poor vendor participation and market attendance.
- No on-site parking -- On-site parking would be unavailable due to the temporary facilities required by Barrie Transit and the ongoing construction of the Permanent Market and Farmer's Market.
- Ongoing construction -- The site at 24 Maple Avenue would be under continuous construction for up to three years while the renovations, construction, and relocation of Barrie Transit occur. This continued construction presence will greatly impact pedestrian access, circulation, and on-site parking.
- Added project costs -- Added costs would be associated with the relocation, leasing and mobilization of temporary facilities for Barrie Transit before and after construction of the Permanent Market Building.
- Confusion to ridership -- There is potential for confusion and inconvenience to Barrie Transit riders trying to navigate the on-site trailer facilities and construction occurring at the same time.
- Traffic congestion -- There is potential for traffic congestion in the downtown with construction crews working alongside continued Barrie Transit buses which total approximately 500 buses per day.
- Transit terminal operations -- To operate Barrie Transit services on Mary Street as a terminal, the corridor would need to be on-way with exclusive transit access. This would impact private business driveways, it would be unsafe to pedestrians, the bus platforms would not be AODA compliant, the required one-way bus bay layout would increase delays for routing and lower the service level for riders, and the limited right of way would inhibit required terminal amenities such as shelters, benches, and garbage receptacles.

EVALUATION

DOWNTOWN BARRIE PERMANENT MARKET

1. **Develop more and differentiated activity centres to create a more robust and competitive downtown environment.**

The addition of a downtown Market Precinct would create a differentiated activity centre within the city. Once Barrie Transit and Barrie Police relocated, the focus of downtown would be placed primarily on the proposed Market Precinct.

2. **Create pedestrian flow, encourage visitors to stay in the downtown longer, and add to the overall vitality of the downtown area.**

The added mobile trailers required by Barrie Transit would result in poor accessibility, no parking on site, difficult wayfinding and circulation, as well as safety concerns with construction and operations at the same time. These challenges would not encourage visitors to stay in the market or the downtown area longer.

3. **Provide a place for local vendors to develop a business, increase sales, and develop a feasible business plan.**

Due to the many challenges and difficult site conditions involved in a single-phased approach, the proposed Market Precinct would likely see low market attendance until Barrie Transit fully relocates. This would make it difficult for local vendors to develop any sort of business plan or sales growth. As a result, it is unlikely that local vendors would be interested in renting space until after all construction was complete and Barrie Transit had fully relocated.

4. **Provide a stable revenue source for all local vendors to keep them coming back.**

Low market attendance, ongoing construction, and poor accessibility would negatively impact revenues for local vendors. As previously stated, it would be difficult to attract vendors to the location until after Barrie Transit had fully relocated.

5. **Create competition among vendors to be innovative and develop new food concepts for consumers.**

There is potential for competition among vendors, but only if the Permanent Market Building is at full occupancy. With many other restaurant establishments and food vendors in the downtown, the vendors would be competing to attract locals and visitors to the Market Precinct during both peak and non-peak hours. Although, the competition among vendors within the building would not occur if there was a lack of vendor participation.

6. **All market vendors must be owner-operated.**

Owner-operated vendors would be possible by marketing and attracting those types of tenants. This criteria and obligation would likely be driven by the Market Steering Committee and the City of Barrie.

7. **Provide for an inclusive, safe, education-driven, community-oriented space.**

The current safety concerns associated with a downtown location would continue. Although, in the future it is likely that the current safety concerns would be addressed through the changes in program and facilities located in the downtown core. A new activity centre in the city would contribute to a safer, more inclusive downtown in the future.

RELOCATION OF THE BARRIE FARMER'S MARKET

1. Autonomous governance over the operations of the Barrie Farmers Market by the Market Committee.

The Market Steering Committee would have some governance over the operations of the proposed Market Precinct, which includes the Farmer's Market Pavilion Building, the Permanent Market Building, and all outdoor amenities space. The site and building would be city owned, therefore the governance would be shared between both parties.

2. A location within the downtown.

The proposed Market Precinct is comprised of the downtown Transit Building site located at 24 Maple Avenue. The site is approximately sixty-thousand square feet (60,000 sq.ft.) in size and borders Maple Avenue, Mary Street, and Simcoe Street.

3. A minimum 7,500 sq.ft. structure that can accommodate approximately 40 indoor standard stalls during the winter season.

The construction of the new Farmer's Market Pavilion Building would be completed alongside renovations to the existing Transit Building. The construction of the Farmer's Market Pavilion Building would be difficult due to the ongoing presence of Barrie Transit's on-site trailer facilities and lack of space on the site.

4. Outdoor space to accommodate up to 60 outdoor standard stalls and an additional 10 "back of truck" vendors.

The requirement of Barrie Transit to have on-site trailer facilities would eliminate the possibility of outdoor stalls or "back of truck" vendors until Barrie Transit fully relocated and the construction of all landscape elements and parking lots were complete. As a result, it is likely that at the start of operations the market would be interior stalls only.

5. Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday morning.

Barrie Transit's on-site trailer facilities eliminate the opportunity for on-site parking as the space available will be occupied through out construction. Once the proposed Market Precinct is completed and Barrie Transit has relocated, there would be approximately 67 parking spaces within the proposed Market Precinct. However, fewer spaces would be available on Saturdays because of space required for outdoor vendor stalls.

6. A location nearby for vendor vehicle parking – not necessarily on site.

There are many surface parking lots and parkades, such as H Block and the Collier Street Parkade, located within the city's downtown.

7. Safety and security concerns addressed.

The current safety concerns associated with a downtown location would likely continue for a period of time. Although, the future growth and increase in visitors to the downtown, would likely address the current safety concerns and create a more inclusive downtown environment.

8. Free from event competition such as food kiosks or special events.

With many restaurant establishments and food vendors located on Dunlop Street West and Dunlop Street East, the site is surrounded by competition for food, drinks, and events. Its location within the city's Entertainment District and close proximity to the waterfront adds to the competition for special events and promotions within the downtown.

PROPOSED MARKET PRECINCT

A. Costing Analysis

This option is completed in one phase with both construction, relocation, and mobilization of on-site trailer facilities occurring at the same time. The total project costs with this option are higher than others due to the cost of relocation and operating the on-site Barrie Transit facilities, soil conditions, the poor foundation of the existing Transit Terminal Building, and the increased HVAC, electrical, and mechanical requirements for this scope of project. Although, as the project is completed in one-phase, there would be no need to consider escalation costs.

The 'Assumed Total Financial Impact' is the estimated cost of both the 'Anticipated Transit Costs' and 'Anticipated Market' Costs, as the construction of the new Barrie Transit terminal facility would be required for the realization of the proposed Market Precinct.

ANTICIPATED TRANSIT COSTS (2018)

New Transit HUB Facility	
New Construction - 6,000 sq.ft.	\$2,184,000
Site Works	
Asphalt + Concrete - 36,000 sq.ft.	\$1,872,000
Soft Costs	
Relocation Costs	\$30,000
Construction Manager	\$80,000
Administration	\$30,000
Professional Fees	\$629,400
TOTAL	\$4,825,400

ANTICIPATED MARKET COSTS (2018)

Permanent Market Building	
Site Preparation + Demolition	\$1,000,000
Landscape, Parking, + Lighting	\$1,060,000
Exterior + Interior Lighting	\$424,000
Farmer's Market Pavilion Building	
New Construction - 7,500 sq.ft.	\$2,625,000 (\$350/sq.ft.)
Community Kitchen - FF+E	\$169,600
Public Washrooms	\$53,000
Permanent Market Building	
Renovations - 7,000 sq.ft.	\$1,575,000 (\$225/sq.ft.)
Public Washrooms	\$53,000
Branding + Iconography	\$212,000
Signage + Wayfinding	\$106,000
Leasing, Opening + Administration	
Grand Opening + Year One Marketing	\$159,000
Leasing - Year One	\$42,400
Staff Executive Search	\$10,600
Tenant Inducements	\$159,000
Pre-Construction	\$84,800
Administration	\$31,800
Soft Costs	\$1,172,040
Phasing Expenses	
3-Year Trailers Lease	\$305,000
3-Year Washroom Trailers Lease	\$110,000
Operating Costs	\$250,000
Relocation Costs	\$50,000
TOTAL	\$9,652,240
Assumed Total Financial Impact	\$14,477,640

TOTAL MARKET PRECINCT COST: \$9,652,240

B. Phasing of Transit

Barrie Transit terminal services would be required to lease trailers to accommodate their on-site operations until a new transit terminal building was constructed. The required facilities would include a waiting area, ticket office and washroom facilities for a period of at least three years which has been accounted for in the costing analysis. As a result, there would be no parking on-site for visitors or vendors, difficult circulation and navigation to the Permanent Market Building, and safety concerns with both the market and Barrie Transit operating at the same time.

C. Barrie Police Service

Barrie Police Services would move to a new facility before any construction or renovations took place on-site. Both Barrie Transit terminal services and Barrie Police would be relocated at the same time.

D. Community Benefit

The difficult site conditions due to a single-phased approach and continued safety concerns would offer little community benefit to the downtown and surrounding areas. The ongoing presence of Barrie Transit would eliminate the opportunity for outdoor recreational activities and potentially the full relocation of the Barrie Farmer's Market. The single-phase of construction would cause significant traffic delays and hazards to pedestrians in the downtown. In addition, without the proposed Market Precinct being fully operational, local residents and visitors may have to visit two different downtown locations to access the Barrie Farmer's Market and Permanent Market.

E. Market Attendance

This option offers the proposed Market Precinct be completed in its entirety within one phase, making it the earliest occupancy date of all options presented and gives local residents and visitors access to the space as soon as possible. However, because the site will be difficult to navigate, require the continued presence of Barrie Transit, and fail to offer on-site parking and amenities for the Farmer's Market, it is unlikely to have high market attendance until after Barrie Transit relocated.

F. Accessibility + Parking

There would be no on-site parking for visitors, local vendors, or delivery vehicles until after Barrie Transit terminal services relocated to their new facility. All on-site parking would be occupied by temporary trailers and construction. The operation of the Permanent Market, Farmer's Market, and Barrie Transit at the same time, would pose significant challenges for accessibility, safety, and circulation.

G. Revenue + Sources

The projected revenue as outlined in the Market Business Plan would be significantly less than projected due to poor market attendance and lack of vendor participation because of the many challenges facing a single-phased project.

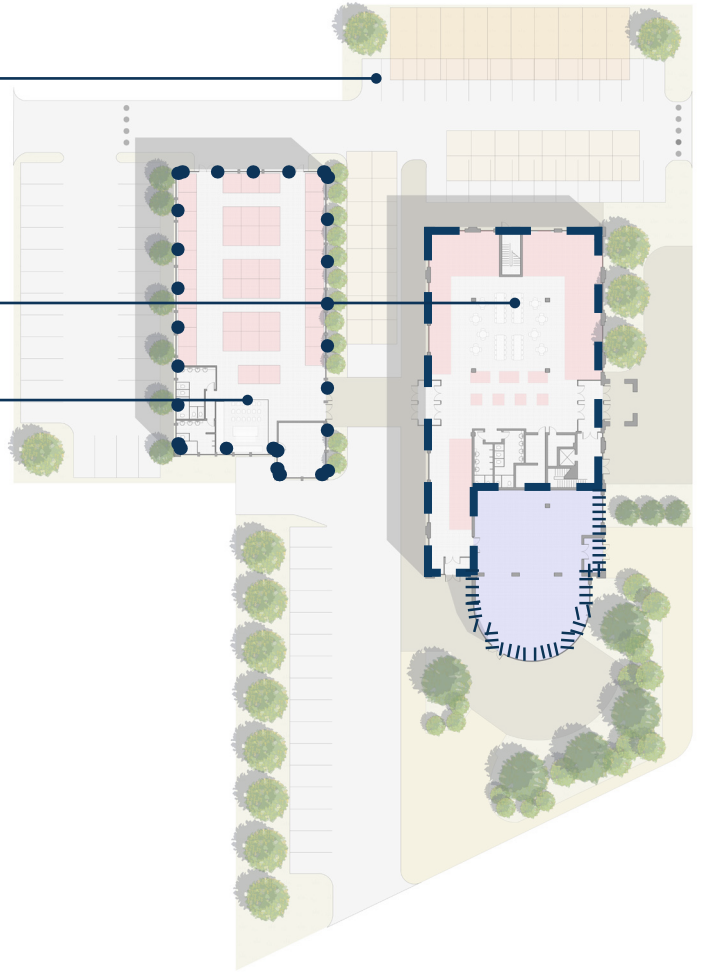
H. Fundraising

Council would encourage the City of Barrie to make this a municipal priority to be supported by a combination of tax revenue and a "farmer-like" practicality of using existing infrastructure, like a vacant parking lot or underutilized building in the downtown, to allow farmers to set up tents once a week. The costs to renovate the existing Transit Building for conversion to a Market Precinct is too expensive and would likely not be compelling to both the general public and leaders of the community, both of which would need to be counted on to support and fund raise for the project. In addition, this option would require fundraising to occur quickly and would likely be more difficult in a single-phased approach as the Market Precinct would face many challenges until Barrie Transit relocated.

BARRIE TRANSIT RELOCATION
(Phase One)

PERMANENT MARKET
(Phase One)

FARMER'S MARKET
(Phase One)



SCORE

DOWNTOWN BARRIE PERMANENT MARKET

SCORE: **3/7**

1	2	3	4	5	6	7
YES	NO	NO	NO	YES	YES	NO

RELOCATION OF THE BARRIE FARMER'S MARKET

SCORE: **4/8**

1	2	3	4	5	6	7	8
YES	YES	YES	NO	NO	YES	NO	NO

PROPOSED MARKET PRECINCT

GRADE: **D**

A	B	C	D	E	F	G	H
B	D	A	D	D	D	D	D

Option B

A three-phased Market Precinct approach involving temporary on-site trailer facilities for Barrie Transit terminal services, the renovation of the existing Barrie Transit building to the Permanent Market, and the construction of the new Farmer's Market Pavilion Building.

This option involves a complicated phasing approach to the proposed Market Precinct. Phase One starts with the relocation of Barrie Transit terminal ticketing services to temporary on-site trailer facilities at both the downtown (city services) and Allandale (regional services) locations. Phase Two begins with renovations to the Permanent Market Building where Barrie Transit terminal ticketing services would occupy one or two vendor stalls until its permanent facility was constructed. Phase Three involves clearing the west half of the site for the construction of the Farmer's Market Pavilion Building, which includes parking lots, lighting, and landscape elements. The Market Precinct will occupy the internal transit laneways of the site. The Barrie Transit's Hub operations would occur at an adjacent corridor to the site.

Phase One

In order for Phase One to begin, Barrie Transit terminal services would need to mobilize temporary on-site trailers to accommodate a waiting area, ticket office and washroom facilities until they could be relocated to the ground level of the Permanent Market Building after its renovation was completed. It is assumed that a two-year lease of a temporary waiting area and ticket office building and a two-year lease of temporary washroom facilities would be required to maintain a downtown presence.

Phase Two

Once relocated, renovations to the Permanent Market Building would begin. The requirement for Barrie Transit terminal services to remain on-site would eliminate any opportunity to construct the Farmer's Market Pavilion Building, until Phase Three of the project when those facilities were no longer required. As a result, the Permanent Market Building would be operational without support from the Farmer's Market. This poses potential challenges to revenue, vendor participation, and fundraising of the proposed Market Precinct until all phases were complete.

Phase Three

Upon completion of Phase Two and the relocation of Barrie Transit terminal services to the ground level of the Permanent Market Building, the new Farmer's Market Pavilion Building could begin construction. In addition, the majority of the site work would be completed within this phase, including landscape improvements and improvements to existing on-site parking. The current challenges and safety concerns of the site would remain, including circulation and phasing issues, as well as the lack of on-site parking spaces. In addition, the operation of Barrie Transit buses and the proposed Market Precinct would pose serious safety concerns to passengers and visitors of the site, as well as impact the overall operations of transit.

BENEFITS + CHALLENGES

Benefits

- Phased approach -- This option provides a phased approach to realizing the proposed Market Precinct which would allow for greater on-site accessibility and way-finding for visitors.

Challenges

- Continued presence of Barrie Transit -- Through consultation with Barrie Transit, they would still require a small downtown presence at the Permanent Market Building which would pose challenges for bus lane, ticket sale requirements and public safety which could impact quality of service.
- Barrie Transit ticketing stalls -- This would result in the reduction of available vendor stalls within the Permanent Market Building as Barrie Transit would require up to two stalls to continue their operations while their new facility and the Farmer's Market Pavilion Building were constructed.
- Lack of vendor participation -- Once renovations are completed on the Permanent Market Building, there will still be ongoing construction of the Farmer's Market Pavilion Building, which would likely result in poor vendor participation and market attendance.
- No on-site parking -- On-site parking would be unavailable due to the temporary facilities required by Barrie Transit, plus once located inside the Permanent Market Building the bus lanes and waiting areas required by Barrie Transit would eliminate any opportunity for on-site parking.
- Ongoing construction -- The site at 24 Maple Avenue would be under continuous construction for up to five years while the renovations, construction, and relocation of Barrie Transit occur. This continued construction presence will greatly impact pedestrian access, circulation, and on-site parking.
- Added project costs -- Added costs would be associated with the relocation, leasing and mobilization of temporary facilities for Barrie Transit before and after construction of the Permanent Market Building.
- Confusion to ridership -- There is potential for confusion and inconvenience to Barrie Transit riders trying to navigate the on-site trailer facilities and construction occurring at the same time.
- Traffic congestion -- There is potential for traffic congestion in the downtown with construction crews working alongside continued Barrie Transit buses which total approximately 500 buses per day.
- Funding -- It would be difficult to raise capital funding or fundraising for this project when both facilities would be built at different times and unable to support one another financially.
- Escalation -- The phased approach to this option would result in approximately 2-5 years of escalation at 3% per annum, which would increase the overall project costs.
- Transit terminal operations -- To operate Barrie Transit services on Mary Street as a terminal, the corridor would need to be one-way with exclusive transit access. This would impact private business driveways, it would be unsafe to pedestrians, the bus platforms would not be AODA compliant, the required one-way bus bay layout would increase delays for routing and lower the service level for riders, and the limited right of way would inhibit required terminal amenities such as shelters, benches, and garbage receptacles.

EVALUATION

DOWNTOWN BARRIE PERMANENT MARKET

1. Develop more and differentiated activity centres to create a more robust and competitive downtown environment.

The addition of a downtown Market Precinct would create a differentiated activity centre within the city. Once Barrie Transit terminal services and Barrie Police relocated, the focus of downtown would be placed primarily on the proposed Market Precinct.

2. Create pedestrian flow, encourage visitors to stay in the downtown longer, and add to the overall vitality of the downtown area.

The added on-site trailers required by Barrie Transit terminal services would result in poor accessibility, no parking on site, difficult wayfinding and circulation, as well as safety concerns when both the Permanent Market Building and Barrie Transit are operating at the same time. These challenges would not encourage visitors to stay in the market or the downtown area longer.

3. Provide a place for local vendors to develop a business, increase sales, and develop a feasible business plan.

Due to the many challenges and difficult site conditions during Phase One and Two of this option, the Permanent Market Building would likely see low market attendance making it difficult for local vendors to develop any sort of business plan or sales growth. As a result, local vendors would not be interested in renting space until after Phase Three was complete and the entirety of the proposed Market Precinct was developed.

4. Provide a stable revenue source for all local vendors to keep them coming back.

Low market attendance, ongoing construction, and poor accessibility would negatively impact revenues for local vendors until all phases of this option were completed. As previously stated, it would be difficult to attract vendors to the location as they would have to visit two different locations to access both markets.

5. Create competition among vendors to be innovative and develop new food concepts for consumers.

There is potential for competition among vendors, but only if the Permanent Market Building is at full occupancy. With many other restaurant establishments and food vendors in the downtown, the vendors would be competing to attract locals and visitors to the Market Precinct during both peak and non-peak hours.

6. All market vendors must be owner-operated.

Owner-operated vendors would be possible by marketing and attracting those types of tenants. This criteria and obligation would likely be driven by the Market Steering Committee and the City of Barrie.

7. Provide for an inclusive, safe, education-driven, community-oriented space.

The current safety concerns associated with a downtown location would continue. Although, in the future it is likely that the current safety concerns would be addressed through the changes in program and facilities located in the downtown core. A new activity centre in the city would contribute to a safer, more inclusive downtown in the future.

RELOCATION OF THE BARRIE FARMER'S MARKET

1. Autonomous governance over the operations of the Barrie Farmers Market by the Market Committee.

The Market Steering Committee would have some governance over the operations of the proposed Market Precinct, which includes the Farmer's Market Pavilion Building, the Permanent Market Building, and all outdoor amenities space. The site and building would be city owned, therefore the governance would be shared between both parties.

2. A location within the downtown.

The proposed Market Precinct is comprised of the downtown Transit Building site located at 24 Maple Avenue. The site is approximately sixty-thousand square feet (60,000 sq.ft.) in size and borders Maple Avenue, Mary Street, and Simcoe Street.

3. A minimum 7,500 sq.ft. structure that can accommodate approximately 40 indoor standard stalls during the winter season.

The construction of the proposed Farmer's Market Pavilion Building would be completed in Phase Three of the project, after Barrie Transit had relocated.

4. Outdoor space to accommodate up to 60 outdoor standard stalls and an additional 10 "back of truck" vendors.

The requirement of Barrie Transit terminal services to have trailer facilities for approximately two years on site eliminates the possibility of outdoor stalls or "back of truck" vendors until Barrie Transit terminal services has relocated after Phase Two. As a result, the first two phases of this option would be interior vendor stalls only. Once Phase Three was completed, there would be space to accommodate up to 60 outdoor stalls and 10 "back of truck" vendors.

5. Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday morning.

The requirement for Barrie Transit terminal services to have trailer facilities on site for Phase One of the project means there will be no on-site parking for the Permanent Market until after Barrie Transit terminal services relocates after Phase Two and Phase Three was completed. Once Phase Three was completed, there would be approximately 67 parking spaces within the proposed Market Precinct. However, fewer spaces would be available on Saturdays because of space required for outdoor vendor stalls.

6. A location nearby for vendor vehicle parking – not necessarily on site.

There are many surface parking lots and parkades, such as H Block and the Collier Street Parkade, located within the city's downtown.

7. Safety and security concerns addressed.

The current safety concerns associated with a downtown location would likely continue for a period of time. Although, the future growth and increase in visitors to the downtown, would likely address the current safety concerns and create a more inclusive downtown environment.

8. Free from event competition such as food kiosks or special events.

With many restaurant establishments and food vendors located on Dunlop Street West and Dunlop Street East, the site is surrounded by competition for food, drinks, and events. Its location within the city's Entertainment District and close proximity to the waterfront adds to the competition for special events and promotions within the downtown.

PROPOSED MARKET PRECINCT

A. Costing Analysis

This option is completed in three different phases of construction, pending the relocation of Barrie Transit terminal services to their new Transit HUB. The total project costs with this option are lower than Option A as Barrie Transit would only require on-site trailer facilities for approximately two years instead of three years. However, the on-site soil conditions, the poor foundation of the existing Transit Terminal Building, and the increased HVAC, electrical, and mechanical requirements for this scope of project continue to add costs. In addition, as this project is completed in multiple phases there would be added costs for escalation at approximately 3% per annum which have not been accounted for in the total costs.

The 'Assumed Total Financial Impact' is the estimated cost of both the 'Anticipated Transit Costs' and 'Anticipated Market' Costs, as the construction of the new Barrie Transit facility would be required for the realization of the proposed Market Precinct.

ANTICIPATED TRANSIT COSTS (2018)

New Transit HUB Facility	
New Construction - 6,000 sq.ft.	\$2,184,000
Site Works	
Asphalt + Concrete - 36,000 sq.ft.	\$1,872,000
Soft Costs	
Relocation Costs	\$30,000
Construction Manager	\$80,000
Administration	\$30,000
Professional Fees	\$629,400
TOTAL	\$4,825,400

ANTICIPATED MARKET COSTS (2018)

Site Preparation + Demolition	\$1,000,000
Landscape, Parking, + Lighting	\$1,060,000
Exterior + Interior Lighting	\$424,000
Farmer's Market Pavilion Building	
New Construction - 7,500 sq.ft	\$2,625,000 (\$350/sq.ft.)
Community Kitchen - FF+E	\$169,600
Public Washrooms	\$53,000
Permanent Market Building	
Renovations - 7,000 sq.ft.	\$1,575,000 (\$225/sq.ft.)
Public Washrooms	\$53,000
Branding + Iconography	\$212,000
Signage + Wayfinding	\$106,000
Leasing, Opening + Administration	
Grand Opening + Year One Marketing	\$159,000
Leasing - Year One	\$42,400
Staff Executive Search	\$10,600
Tenant Inducements	\$159,000
Pre-Construction	\$84,800
Administration	\$31,800
Soft Costs	\$1,172,040
Phasing Expenses	
2-Year Trailers Lease	\$250,000
2-Year Washroom Trailers Lease	\$70,000
Operating Costs	\$175,000
Relocation Costs	\$50,000
TOTAL	\$9,482,240
Assumed Total Financial Impact	\$14,307,640

TOTAL MARKET PRECINCT COST: \$9,482,240
+ 2 to 3 years of escalation

B. Phasing of Transit

Barrie Transit terminal services would be required to lease trailers to accommodate their on-site operations until a new transit building was constructed and Phase Two was completed which would allow Barrie Transit to relocate some terminal facilities to the Permanent Market Building. The required facilities would include a waiting area, ticket office and washroom facilities for a period of 5 years and 18 months. As a result, there would be no parking on-site for visitors or vendors, difficult circulation and navigation to the Permanent Market Building, and safety concerns with both the market and Barrie Transit operating at the same time. However, this option offers a less intrusive alternative to phasing Transit in comparison to Option A.

C. Barrie Police Service

Barrie Police Services would move to a new facility before any construction or renovations took place on-site. Both Barrie Transit terminal services and Barrie Police would be relocated at the same time.

D. Community Benefit

The ongoing presence of Barrie Transit trailers for two phases would eliminate the opportunity for outdoor recreational activities and the relocation of the Barrie Farmer's Market until after Phase Three was completed. However, once Barrie Transit terminal services relocated after Phase Two, they would continue their presence without a major impact on the construction of the Farmer's Market Pavilion Building. Although, without the proposed Market Precinct being fully operational, local residents and visitors would have to visit two different downtown locations to access the Barrie Farmer's Market and Barrie Permanent Market.

E. Market Attendance

By completing the proposed Market Precinct in multiple phases, local residents and visitors who work, live, and play in the downtown will be able to access some facilities while others are being constructed without a major impact. This ties directly to the community benefits, whereby visitors to the downtown have a destination where they can access the Permanent Market Building without having to navigate on-site trailers. Although, market attendance would continue to be lower than desired until Phase Three was completed.

F. Accessibility + Parking

There would be no on-site parking for visitors, local vendors, or delivery vehicles until all phases of the proposed Market Precinct were completed. All on-site parking would be occupied by Barrie Transit's temporary trailers and then occupied by the construction of the Farmer's Market Pavilion Building. The operation of both the Permanent Market and Barrie Transit at the same time, would pose significant challenges for accessibility, safety, and circulation.

G. Revenue + Sources

The projected revenue as outlined in the Market Business Plan would be significantly less than projected due to poor market attendance and lack of vendor participation because of the many challenges facing a three-phased project. In addition, the Permanent Market Building would be operating without the support of the Farmer's Market Building during Phase Three of this option.

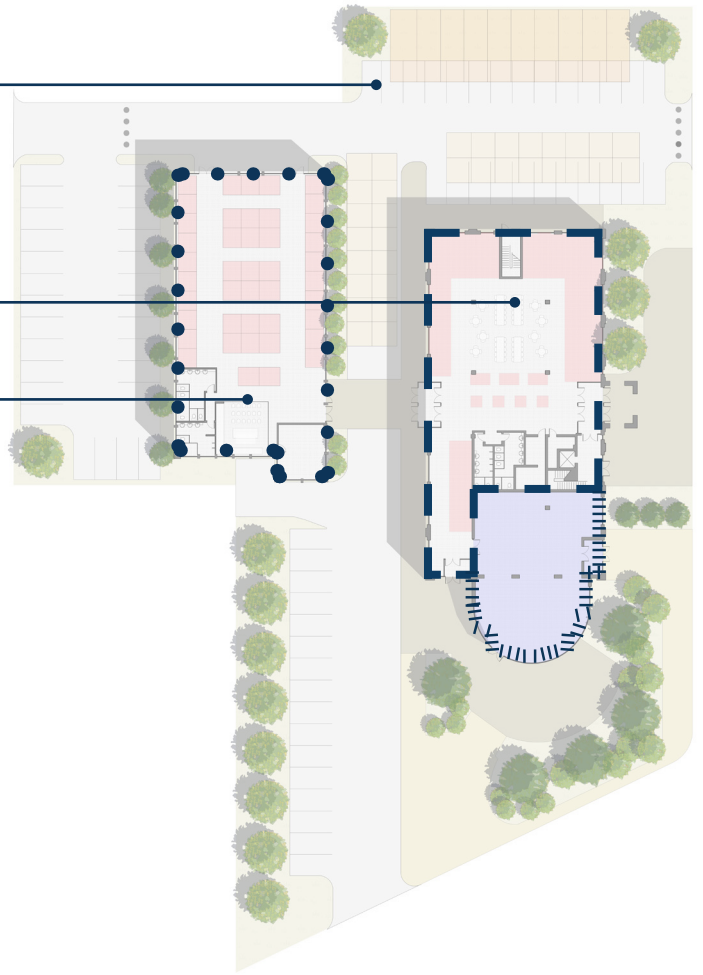
H. Fundraising

Council would encourage the City of Barrie to make this a municipal priority to be supported by a combination of tax revenue and a "farmer-like" practicality of using existing infrastructure, like a vacant parking lot or underutilized building in the downtown, to allow farmers to set up tents once a week. In addition, this option would require fundraising to occur quickly and would likely be more difficult in a single-phased approach as the Market Precinct would face many challenges until Barrie Transit fully relocated to Allandale.

BARRIE TRANSIT RELOCATION
(Phase One)

PERMANENT MARKET
(Phase Two)

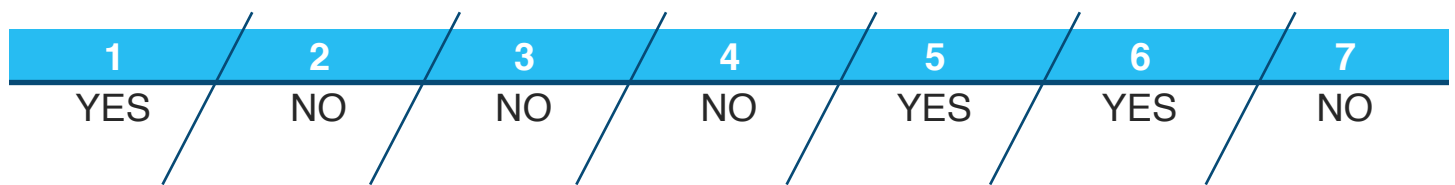
FARMER'S MARKET
(Phase Three)



SCORE

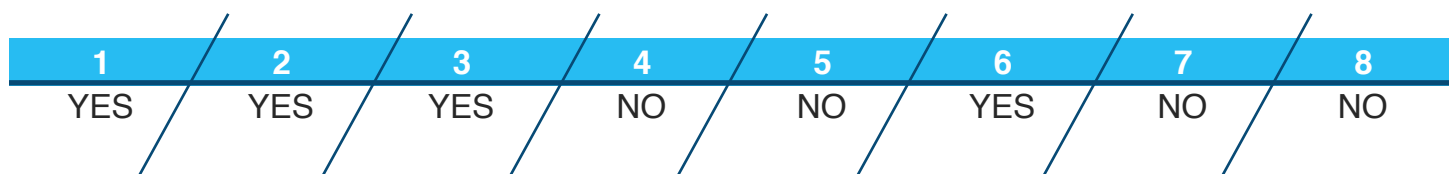
DOWNTOWN BARRIE PERMANENT MARKET

SCORE: **3/7**



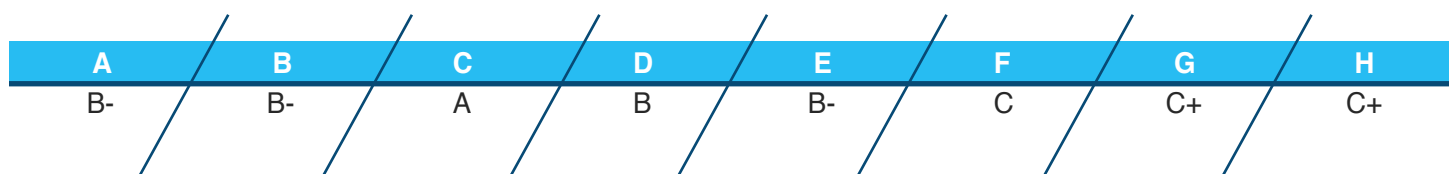
RELOCATION OF THE BARRIE FARMER'S MARKET

SCORE: **4/8**



PROPOSED MARKET PRECINCT

GRADE: **B-**



Option C

A two-phased Market Precinct approach beginning with the relocation of Barrie Transit terminal services to their new terminal location before starting construction of the proposed Market Precinct.

This option involves a simplified phasing approach to the proposed Market Precinct beginning with the completion of the Transit Study. In Phase One, a new Barrie Transit terminal facility is constructed at a location determined by a Transit Study which will facilitate the relocation of Barrie Transit terminal services from their downtown location. Following the relocation of Transit, Phase Two would begin which includes the renovation of the existing Barrie Transit terminal building to the Permanent Market Building and the new construction of the Farmer's Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project. Through consultation with Barrie Transit, they would still require a small downtown presence at the Permanent Market Building, although it would be a transit presence consisting of a ticket booth, outdoor bus shelter, and up to two lanes for buses.

Phase One

After consultation with Barrie Transit, they identified their need for a new Transit HUB in a more prominent location to accommodate guests using their services. In addition, the City of Barrie will be completing a Transit Study in 2018, to determine the best course of action for realizing a new Barrie Transit terminal. The proposed location for the new HUB would be constructed following the outcome of the Transit Study. Once constructed, Barrie Transit terminal services would fully relocate, eliminating any requirement for on-site trailer facilities in the proposed Market Precinct. This ensures there are no barriers to construction on site during Phase Two of this option.

Phase Two

The renovation of the Permanent Market Building, construction of the new Farmer's Market Pavilion Building, and all landscape and site development would be completed in this phase, following the relocation. Once construction was completed, the site would be fully operational and include on-site parking for visitors, local vendors, and delivery vehicles. The completion of the proposed Market Precinct in one phase would offer a greater opportunity for success, revenue, and market attendance because of increased opportunity for partnership and vendor participation. There are many benefits to this simplified approach that make it the most feasible option of the city to pursue.

BENEFITS + CHALLENGES

Benefits

- Funding -- Opportunity remains to raise capital funding and to fund raise for this project while waiting for Barrie Transit terminal services to relocate their operations.
- Phaseability -- This option allows the simple phasing-out of Barrie Transit terminal services from their current facility and the phasing-in of the proposed Market Precinct, which includes the Permanent Market Building and Farmer's Market Pavilion Building.
- Occupancy -- With Barrie Transit terminal services fully relocated before construction, this option has the shortest time of construction which would offer greater efficiencies and a reduction in costs.
- Fundraising and grand opening -- The Permanent Market Building and Farmer's Market Pavilion Building would be opened at the same time. This would allow for greater support of capital funding and fundraising as the two facilities would be able to support one another.
- Greater vendor participation -- With the proposed Market Precinct opening at the same time, there would be greater interest by vendors as both facilities could support one another and lead to increased market attendance, vendor participation, and sales.
- On-site parking -- This option would allow for on-site parking to be available for the opening of the proposed Market Precinct as no on-site trailer facilities would be required by Barrie Transit.
- Easy site navigation -- With the full relocation of Barrie Transit, there would be no on-site trailer facilities or continued construction, resulting in greater accessibility, navigation, and safety for visitors.

Challenges

- Continued presence of Barrie Transit -- Through consultation with Barrie Transit, they would still require a small downtown presence at the Permanent Market Building, although it would be a SPOKE model consisting of a ticket booth, outdoor bus shelter, and up to two lanes for buses.
- Escalation -- This option requires the construction and completion of Barrie Transit's new facility, which would result in approximately 2-5 years of escalation at 3% per annum, which would increase the overall project costs.

EVALUATION

DOWNTOWN BARRIE PERMANENT MARKET

1. Develop more and differentiated activity centres to create a more robust and competitive downtown environment.

After relocation of Barrie Transit terminal services, the proposed Market Precinct would offer a different activity centre in the city's downtown. The addition of permanent vendors to the downtown would create a more competitive environment for surrounding businesses. Although, as identified in the Market Business Plan, the activity centre of the downtown is shifting toward the waterfront and its redevelopment which could have an impact on the downtown environment.

2. Create pedestrian flow, encourage visitors to stay in the downtown longer, and add to the overall vitality of the downtown area.

The completion of the project in a simplified phasing approach means site mobilization would only occur once, limiting disruptions to local traffic and pedestrian walkways in the downtown. Without the requirement for Barrie Transit on-site trailer facilities, the entire site can be constructed in Phase Two allowing for the two markets to support one another and keep visitors in the downtown longer.

3. Provide a place for local vendors to develop a business, increase sales, and develop a feasible business plan.

Upon its completion, the proposed Market Precinct would be an important destination within the city's downtown. Its attendance numbers would continue to increase year over year, giving local vendors increased sales and allowing them to develop a strong, viable business plan.

4. Provide a stable revenue source for all local vendors to keep them coming back.

With only one phase of construction, the accessibility issues and poor attendance facing Option A and Option B would not occur. The entire site of the proposed Market Precinct would be completed at the same time, allowing local residents, visitors, and local vendors to occupy the space without further interruption. The continuous operation of the Market Precinct would offer stable revenues and attendance for local vendors.

5. Create competition among vendors to be innovative and develop new food concepts for consumers.

With higher attendance comes greater demand from vendors wanting to rent space within the market. This would create competition between those currently in the market and those wanting space in the market to continue innovating and developing new concepts. With many other restaurant establishments and food vendors in the downtown, the local vendors in the Permanent Market Building would be competing to attract locals and visitors to the downtown.

6. All market vendors must be owner-operated.

Owner-operated vendors would be possible by marketing and attracting those types of tenants. This criteria and obligation would likely be driven by the Market Steering Committee and the City of Barrie.

7. Provide for an inclusive, safe, education-driven, community-oriented space.

The current safety concerns associated with a downtown location would continue. Although, in the future it is likely that the current safety concerns would be addressed through the changes in program and facilities located in the downtown core. A new activity centre in the city would contribute to a safer, more inclusive downtown in the future.

RELOCATION OF THE BARRIE FARMER'S MARKET

1. Autonomous governance over the operations of the Barrie Farmers Market by the Market Committee.

The Market Steering Committee would have some governance over the operations of the proposed Market Precinct, which includes the Farmer's Market Pavilion Building, the Permanent Market Building, and all outdoor amenities space. The site and building would be city owned, therefore the governance would be shared between both parties.

2. A location within the downtown.

The proposed Market Precinct is comprised of the downtown Transit Building site located at 24 Maple Avenue. The site is approximately sixty-thousand square feet (60,000 sq.ft.) in size and borders Maple Avenue, Mary Street, and Simcoe Street.

3. A minimum 7,500 sq.ft. structure that can accommodate approximately 40 indoor standard stalls during the winter season.

The construction of the new Farmer's Market Pavilion Building, with 7,500 sq.ft. and accommodation for over 40 indoor standard stalls, would be completed alongside renovations to the existing Transit Building. However, construction would not begin until Barrie Transit relocated to their new Transit HUB.

4. Outdoor space to accommodate up to 60 outdoor standard stalls and an additional 10 "back of truck" vendors.

The required site development, including parking lots, lighting and landscaping, would be completed during construction of the entire site. The outdoor facilities would be able to accommodate up to 60 outdoor standard stalls and an additional 10 "back of truck" stalls, plus provide on-site parking for visitors and delivery vehicles.

5. Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday morning.

This option would be able to accommodate approximately 65 parking spaces, including parking for delivery vehicles. The continued operation of Barrie Transit on-site could pose potential challenges to circulation, traffic, and parking access at certain times.

6. A location nearby for vendor vehicle parking – not necessarily on site.

There are many surface parking lots and parkades, such as 'H' Block and the Collier Street Parkade, located within the city's downtown.

7. Safety and security concerns addressed.

The current safety concerns associated with a downtown location would likely continue for a period of time. Although, the future growth and increase in visitors to the downtown, would likely address the current safety concerns and create a more inclusive downtown environment.

8. Free from event competition such as food kiosks or special events.

With many restaurant establishments and food vendors located on Dunlop Street West and Dunlop Street East, the site is surrounded by competition for food, drinks, and events. Its location within the city's Entertainment District and in close proximity to the waterfront adds to the competition for special events and promotions within the downtown.

PROPOSED MARKET PRECINCT

A. Costing Analysis

This option is completed in two phases, with a single phase of construction. The construction of a new Barrie Transit terminal building must be completed before Barrie Transit would relocate from their current downtown building. The expected construction of the new Transit HUB depends on the outcome of the Transit Study. As a result, construction on the proposed Market Precinct would not begin until after construction was completed and Barrie Transit was fully relocated.

With Phase Two not beginning construction until after Phase One, there would be a delay in construction which would result in escalation costs associated with this approach at a rate of approximately 3% per annum. In addition to escalation costs, there would be significant cost allocations to address the on-site soil conditions and the increased HVAC, electrical, and mechanical requirements for this scope of project. However, there are no costs associated with on-site trailer facilities and their operations, as well as any mobilization costs associated with keeping Barrie Transit on site. In addition, costs have been added to the 'Anticipated Transit Costs' for the SPOKE model consisting of a ticket booth and outdoor bus shelter.

The 'Assumed Total Financial Impact' is the estimated cost of both the 'Anticipated Transit Costs' and 'Anticipated Market' Costs, as the construction of the new Barrie Transit terminal facility would be required for the realization of the proposed Market Precinct.

ANTICIPATED TRANSIT COSTS (2018)

New Transit HUB Facility	
New Construction - 6,000 sq.ft.	\$2,184,000
SPOKE Model	\$250,000
Site Works	
Asphalt + Concrete - 36,000 sq.ft.	\$1,872,000
Soft Costs	
Relocation Costs	\$30,000
Construction Manager	\$80,000
Administration	\$30,000
Professional Fees	\$629,400
TOTAL	\$5,075,400

ANTICIPATED MARKET COSTS (2018)

Site Preparation + Demolition	\$1,000,000
Landscape, Parking, + Lighting	\$1,060,000
Exterior + Interior Lighting	\$424,000
Farmer's Market Pavilion Building	
New Construction - 7,500 sq.ft	\$2,625,000 (\$350/sq.ft)
Community Kitchen - FF+E	\$169,600
Public Washrooms	\$53,000
Permanent Market Building	
Renovations - 7,000 sq.ft.	\$1,575,000 (\$225/sq.ft)
Public Washrooms	\$53,000
Branding + Iconography	\$212,000
Signage + Wayfinding	\$106,000
Leasing, Opening + Administration	
Grand Opening + Year One Marketing	\$159,000
Leasing - Year One	\$42,400
Staff Executive Search	\$10,600
Tenant Inducements	\$159,000
Pre-Construction	\$84,800
Administration	\$31,800
Soft Costs	\$1,172,040
TOTAL	\$8,937,240
Assumed Total Financial Impact	\$14,012,640

TOTAL MARKET PRECINCT COST: \$8,937,240
+ 2 to 3 years of escalation

B. Phasing of Transit

Barrie Transit terminal services would fully relocate once their new Transit HUB was completed. This relocation relies on the outcome of the Transit Study which has been undertaken by the City of Barrie in 2018. Until then, Barrie Transit will continue to operate from its current location downtown. Through consultation with Barrie Transit, they would still require a small downtown presence at the Permanent Market Building, although it would be a transit presence consisting of a ticket booth, outdoor bus shelter, and up to two lanes for buses.

C. Barrie Police Service

Barrie Police Services would move to a new facility before any construction or renovations took place on-site. Both Barrie Transit terminal services and Barrie Police would be relocated at the same time.

D. Community Benefit

By completing the construction of the proposed Market Precinct in one phase, the entire site and its facilities would be available for the community at the same time. This allows both markets to support one another and ensure high vendor participation and market attendance upon its opening. The community would benefit from the Permanent Market and Farmer's Market being on the same site and would not have to visit two separate locations, plus the outdoor amenities, proposed recreation facilities, and proposed "back of truck" vendor stalls would be available.

E. Market Attendance

By completing the proposed Market Precinct in one phase, local residents and visitors who work, live, and play in the downtown will be able to access all facilities, unlike in Option A. This ties directly to the community benefits, whereby visitors to the downtown have a destination where they can access the Farmer's Market and Permanent Market at the same time. Although, the continued redevelopment of the city's waterfront could draw visitors and locals away from the proposed Market Precinct.

F. Accessibility + Parking

There would be on-site parking for visitors, local vendors, and delivery vehicles, in addition to designated areas for "back of truck" vendors during the Saturday Farmer's Market. However, some on-site parking spaces would be unavailable when the Farmer's Market is operating.

G. Revenue + Sources

This option allows the opportunity for greater revenue because the entire proposed Market Precinct will be operating at the same time. The two markets will be able to support one another and allow revenue generation from both facilities operating with greater market attendance and vendor participation generating greater revenues from market stall rentals and competition.

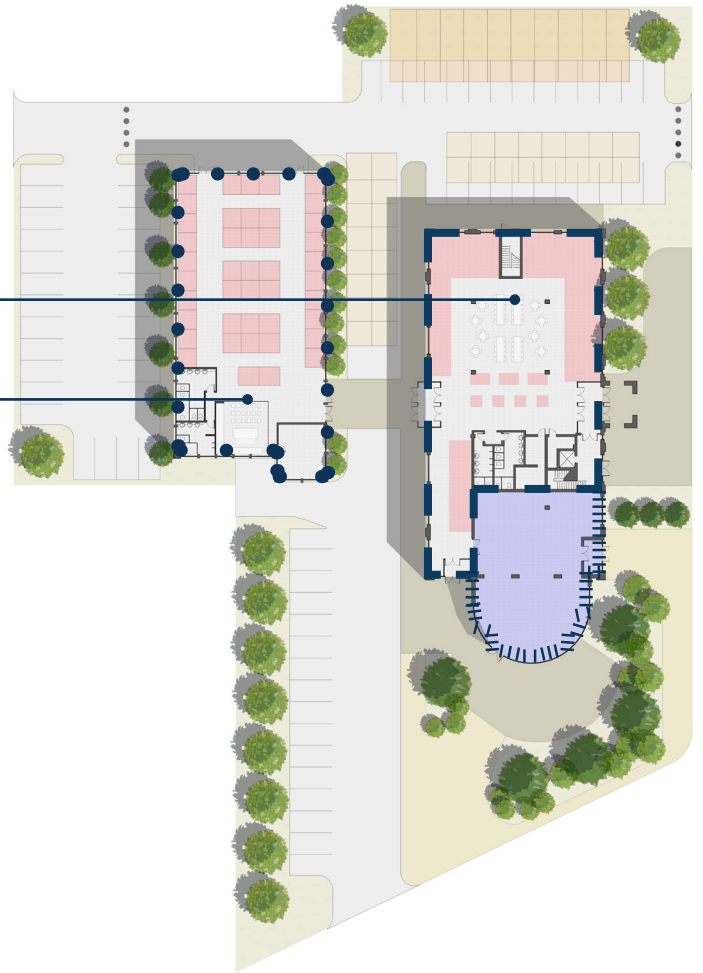
H. Fundraising

Council would encourage the City of Barrie to make this a municipal priority to be supported by a combination of tax revenue and a "farmer-like" practicality of using existing infrastructure, like a vacant parking lot or underutilized building in the downtown, to allow farmers to set up tents once a week. This option would allow a longer timeline to achieve fundraising targets for the project as Barrie Transit constructs their new facility.

BARRIE TRANSIT RELOCATION
(Phase One)

PERMANENT MARKET
(Phase Two)

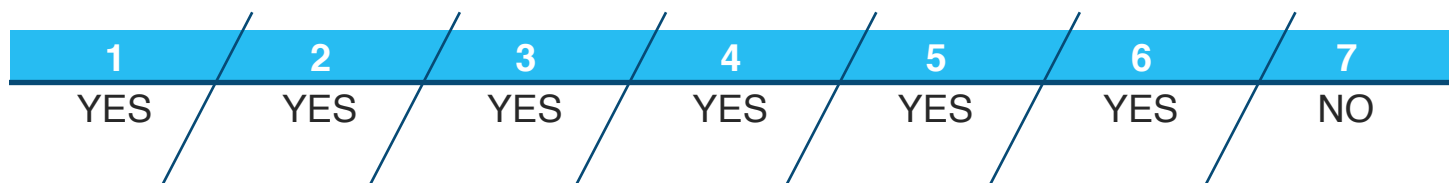
FARMERS MARKET
(Phase Two)



SCORE

DOWNTOWN BARRIE PERMANENT MARKET

GRADE: **6/7**



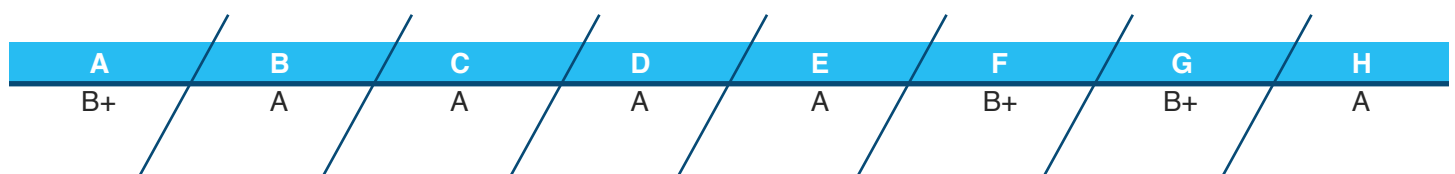
RELOCATION OF THE BARRIE FARMER'S MARKET

GRADE: **6/8**



PROPOSED MARKET PRECINCT

GRADE: **A-**



Option D

A two-phased Market Precinct approach involving the construction of a new Barrie Transit facility, the renovation of the existing Barrie Transit terminal building to the Permanent Market, and the construction of the new Farmer's Market Pavilion Building.

This option involves a simplified phasing approach to the proposed Market Precinct beginning with the completion of a new downtown Barrie Transit terminal facility. In Phase One, a new Barrie Transit terminal facility is constructed at the north corner of 24 Maple Avenue to facilitate the relocation of Barrie Transit from their current downtown location. Following the relocation of Transit, Phase Two would begin which includes the renovation of the existing Barrie Transit building to the Permanent Market Building and the new construction of the Farmer's Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project. This option would include portions of the 24 Maple Avenue site being used by Barrie Transit. The site would require: the north lane way, and a total of eleven bus platforms on Maple Avenue and Mary Street.

Phase One

In order for Phase One to begin, Barrie Transit would need to a new terminal facility at the north corner of 24 Maple Avenue to accommodate a waiting area, ticket office and washroom facilities. Once completed, Barrie Transit terminal services would permanently relocate to this facility, giving them a continued presence in the downtown core. Barrie Transit would continue to operate out of their current downtown location, until the new facility was constructed which would contribute to major traffic congestion at the site.

Phase Two

In Phase Two, the renovations would begin on the existing Barrie Transit terminal building to create the Permanent Market Building. At the same time, the entire west half of the site would be cleared to accommodate the new construction of the Farmer's Market Pavilion Building. With construction occurring on the entire site at the same time, the majority of the site work would be completed within this phase. The site work would include landscape improvements and the construction of twelve transit platforms with required waiting areas. The current challenges and safety concerns of the site would remain, including circulation and phasing issues, as well as the lack of on-site parking spaces. In addition, the operation of Barrie Transit and the proposed Market Precinct would pose serious safety concerns to passengers and visitors of the site, as well as impact the overall operations of transit.

BENEFITS + CHALLENGES

Benefits

- Immediate start -- This option provides a quick method to starting and completing project.
- Continued service -- The close proximity of Mary Street to the downtown transit terminal means there would be very few changes to the existing service routes and schedules, with minimal impact to transit users.
- Downtown location -- The transit terminal maintains a downtown location close to higher density residential and commercial spaces. This ensures an active mode of transportation is available downtown.

Challenges

- Site constraints -- The site is not capable of sustaining a temporary Barrie Transit terminal facility, on-site transit operations, construction of a Farmer's Market Pavilion Building and renovations to the Permanent Market Building at the same time. A phased approach would be required to complete each stage of the project to allow each phase to be completed without interruption.
- Barrie Transit stalls -- This would result in the reduction of available vendor stalls within the Permanent Market Building as Barrie Transit would require approximately 3,000 square feet of space until their new facility was constructed.
- Continued presence of Barrie Transit -- This option proposes that transit users would wait within the Permanent Market building, due to limited ROW for amenities outside. This added congestion in the market building could decrease vendor and public participation in the market.
- Lack of vendor participation -- With the requirement of Barrie Transit terminal services to be temporarily located within the Permanent Market building, there would be less stalls available for vendors during construction.
- Ongoing construction -- The site at 24 Maple Avenue would be under continuous construction for up to three years while the renovations, construction, and relocation of Barrie Transit occur. This continued construction presence will greatly impact pedestrian access, circulation, and on-site parking.
- No on-site parking -- The addition of twelve transit platforms would result in 26 public parking spaces being removed from the Mary Street lot, 5 parallel parking spaces removed from Mary Street, and 1 accessible parking space removed from the Service Ontario building which would have to be accommodated elsewhere.
- Confusion to ridership -- With the proposed transit terminal on Mary Street, there would be a limited number of public entrance ways which would increase travels distance for the public to access transit services and waiting areas.
- Mary Street traffic flow -- The street would have to be converted to a one-way to allow the necessary road width to accommodate transit bays and moving vehicles. In addition, traffic signals would be required at the intersection of Simcoe Street and Mary Street to accommodate the increase in vehicle and pedestrian traffic.
- Added project costs -- Added costs would be associated with the relocation, leasing and mobilization of temporary facilities for Barrie Transit before and after construction of the Permanent Market Building.
- Traffic congestion -- There would be a lot of congestion along Mary Street with twelve platforms, including increased exhaust fumes and environmental pollution from transit.
- Safety concerns -- With the terminal facility being located on the west side of Mary Street, there would be potential safety concerns with pedestrians crossing the street to access waiting areas.
- Allandale station -- The proposed Mary Street facility is approximately 1.5km from the nearest GO station, with Allandale station having vacant space to satisfy transit requirements and measures.
- Expansion -- Due to the site constraints and downtown location, Barrie Transit would be unable to expand its operations to accommodate future growth and ridership.

EVALUATION

DOWNTOWN BARRIE PERMANENT MARKET

1. **Develop more and differentiated activity centres to create a more robust and competitive downtown environment.**

The addition of a downtown Market Precinct would create a differentiated activity centre within the city's downtown. However, the continued presence and expansion of Barrie Transit would create traffic congestion and public safety concerns surrounding the site and proposed Market Precinct.

2. **Create pedestrian flow, encourage visitors to stay in the downtown longer, and add to the overall vitality of the downtown area.**

The continued operation and of Barrie Transit would result in poor accessibility, no parking on site, difficult wayfinding and circulation, as well as safety concerns when both the Permanent Market Building and Barrie Transit are operating at the same time. These challenges would not encourage visitors to stay in the market or the downtown area longer.

3. **Provide a place for local vendors to develop a business, increase sales, and develop a feasible business plan.**

Due to the many challenges and difficult site conditions of this option, the Permanent Market Building would likely see low market attendance making it difficult for local vendors to develop any sort of business plan or sales growth. The site congestion and constant traffic from Barrie Transit would make it difficult for the public to access the proposed Market Precinct, which could negatively affect vendor participation and sales.

4. **Provide a stable revenue source for all local vendors to keep them coming back.**

Low market attendance, ongoing construction, and poor accessibility would negatively impact revenues for local vendors until all phases of this option were completed. As previously stated, it would be difficult to attract vendors to the location due to the ongoing congestion and public safety concerns.

5. **Create competition among vendors to be innovative and develop new food concepts for consumers.**

There is potential for competition among vendors, but only if the Permanent Market Building is at full occupancy. With many other restaurant establishments and food vendors in the downtown, the vendors would be competing to attract locals and visitors to the Market Precinct during both peak and non-peak hours.

6. **All market vendors must be owner-operated.**

Owner-operated vendors would be possible by marketing and attracting those types of tenants. This criteria and obligation would likely be driven by the Market Steering Committee and the City of Barrie.

7. **Provide for an inclusive, safe, education-driven, community-oriented space.**

The current safety concerns associated with the downtown location would likely continue or worsen due to increased traffic from Barrie Transit. In addition, the increased number of outdoor platforms and waiting areas surrounding the site would mean the public would have to cross bus lanes and street traffic in order to access the proposed Market Precinct.

RELOCATION OF THE BARRIE FARMER'S MARKET

1. Autonomous governance over the operations of the Barrie Farmers Market by the Market Committee.

The Market Steering Committee would have some governance over the operations of the proposed Market Precinct, which includes the Farmer's Market Pavilion Building, the Permanent Market Building, and all outdoor amenities space. The site and building would be city owned, therefore the governance would be shared between both parties.

2. A location within the downtown.

The proposed Market Precinct is comprised of the downtown Transit Terminal Building site located at 24 Maple Avenue. The site is approximately sixty-thousand square feet (60,000 sq.ft.) in size and borders Maple Avenue, Mary Street, and Simcoe Street.

3. A minimum 7,500 sq.ft. structure that can accommodate approximately 40 indoor standard stalls during the winter season.

The construction of the proposed Farmer's Market Pavilion Building would be completed in Phase Two of the project, after Barrie Transit had relocated to their new facility on Maple Avenue.

4. Outdoor space to accommodate up to 60 outdoor standard stalls and an additional 10 "back of truck" vendors.

The requirement of Barrie Transit to build a new facility on-site eliminates the possibility of outdoor stalls or "back of truck" vendors. The added area requirement for the new transit facility, plus the 12 platforms required for transit buses would eliminate most, if not all space for outdoor stalls.

5. Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday morning.

The requirement for Barrie Transit to construct a new permanent facility on-site means there will be no on-site parking for the proposed Market Precinct.

6. A location nearby for vendor vehicle parking – not necessarily on site.

There are many surface parking lots and parkades, such as H Block and the Collier Street Parkade, located within the city's downtown.

7. Safety and security concerns addressed.

The current safety concerns associated with the downtown location would likely continue or worsen due to increased traffic from Barrie Transit. With an increase in bus traffic, public traffic, and site congestion, it is likely the safety concerns would be difficult to address. In addition, it would be very difficult for the public to access the proposed Market Precinct due to the constant traffic moving around the site.

8. Free from event competition such as food kiosks or special events.

With many restaurant establishments and food vendors located on Dunlop Street West and Dunlop Street East, the site is surrounded by competition for food, drinks, and events. Its location within the city's Entertainment District and close proximity to the waterfront adds to the competition for special events and promotions within the downtown.

PROPOSED MARKET PRECINCT

A. Costing Analysis

This option is completed in two different phases of construction, pending the relocation of Barrie Transit terminal services to their new terminal facility. The total project costs with this option are lower than Option A and B as Barrie Transit would only require 3,000 square feet of new construction to accommodate their services. However, the on-site soil conditions, the poor foundation of the existing Transit Terminal Building, and the increased HVAC, electrical, and mechanical requirements for this scope of project continue to add costs. In addition, there are increased costs associated with Barrie Transit site improvements to add twelve bus platforms, exterior shelters, and waiting areas to the site. With this option being completed in multiple phases there would be added costs for escalation at approximately 3% per annum which have not been accounted for in the total costs.

The 'Assumed Total Financial Impact' is the estimated cost of both the 'Anticipated Transit Costs' and 'Anticipated Market' Costs, as the construction of the new Barrie Transit facility would be required for the realization of the proposed Market Precinct.

ANTICIPATED TRANSIT COSTS (2018)

New Transit HUB Facility (Mary Street)	
New Construction - 3,000 sq.ft.	\$1,092,000
Site Works	
Asphalt + Concrete - 36,000 sq.ft.	\$1,872,000
Transit space - 12 platforms	\$1,200,000
Mary Street Improvements	\$500,000
Soft Costs	
Relocation Costs	\$30,000
Construction Manager	\$80,000
Administration	\$30,000
Professional Fees	\$629,400
TOTAL	\$5,433,400

ANTICIPATED MARKET COSTS (2018)

Site Preparation + Demolition	\$1,000,000
Landscape, Parking, + Lighting	\$1,060,000
Exterior + Interior Lighting	\$424,000
Farmer's Market Pavilion Building	
New Construction - 7,500 sq.ft.	\$2,625,000 (\$350/sq.ft.)
Community Kitchen - FF+E	\$169,600
Public Washrooms	\$53,000
Permanent Market Building	
Renovations - 7,000 sq.ft.	\$1,575,000 (\$225/sq.ft.)
Public Washrooms	\$53,000
Branding + Iconography	\$212,000
Signage + Wayfinding	\$106,000
Leasing, Opening + Administration	
Grand Opening + Year One Marketing	\$159,000
Leasing - Year One	\$42,400
Staff Executive Search	\$10,600
Tenant Inducements	\$159,000
Pre-Construction	\$84,800
Administration	\$31,800
Soft Costs	\$1,172,040
Phasing Expenses	
Operating Costs	\$175,000
Relocation Costs	\$50,000
TOTAL	\$9,162,240
Assumed Total Financial Impact	\$14,595,640

TOTAL MARKET PRECINCT COST: \$9,162,240
+ 2 to 3 years of escalation

B. Phasing of Transit

In phasing Barrie Transit, they would continue to operate from their current downtown location until the new Barrie Transit terminal facility was built on-site at 24 Maple Avenue. It would require construction be completed, before Barrie Transit could fully relocate to their new facility. The requirement of Barrie Transit to maintain a downtown presence would create several challenges and safety concerns on-site.

C. Barrie Police Service

Barrie Police Services would move to a new facility before any construction or renovations took place on-site. Both Barrie Transit terminal services and Barrie Police would be relocated at the same time.

D. Community Benefit

The difficult site conditions and increased safety concerns would offer little community benefit to the downtown and surrounding areas. The ongoing and increased presence of Barrie Transit would eliminate the opportunity for outdoor recreational activities and create difficulty for the public to access the site without crossing traffic lanes. In addition, the operation of both the proposed Market Precinct and Barrie Transit would involve major site improvements and changes to the streets surrounding the current site.

E. Market Attendance

There would be no on-site parking for visitors, local vendors, or delivery vehicles due to the ongoing presence of Barrie Transit and their requirement to construct a new facility on-site. Much of the surrounding parking on-site would be eliminated due to Barrie Transit's requirements for 12 transit platforms, including waiting areas and heated shelters. In addition, operation of both the Permanent Market and Barrie Transit at the same time, would pose significant challenges for accessibility, safety, and circulation.

F. Accessibility + Parking

There would be no on-site parking for visitors, local vendors, or delivery vehicles due to Barrie Transit requiring a new facility be constructed on-site. All on-site parking would be occupied by bus platforms, waiting areas, and heated shelters to ensure all requirements are met for usability. The operation of the Permanent Market, Farmer's Market, and Barrie Transit at the same time, would pose significant challenges for accessibility, safety, and circulation.

G. Revenue + Sources

The projected revenue as outlined in the Market Business Plan would be significantly less than projected due to poor market attendance and lack of vendor participation because of the many challenges facing this option.

H. Fundraising

Council would encourage the City of Barrie to make this a municipal priority to be supported by a combination of tax revenue and a "farmer-like" practicality of using existing infrastructure, like a vacant parking lot or underutilized building in the downtown, to allow farmers to set up tents once a week. The costs to renovate the existing Transit Building for conversion to a Market Precinct is too expensive and would likely not be compelling to both the general public and leaders of the community, both of which would need to be counted on to support and fundraise for the project.

CONSTRUCT TRANSIT FACILITY

(Phase One)

BARRIE TRANSIT RELOCATION

(Phase Two)

SITE IMPROVEMENTS + 2 PLATFORMS

(Phase Two)

FARMER'S MARKET

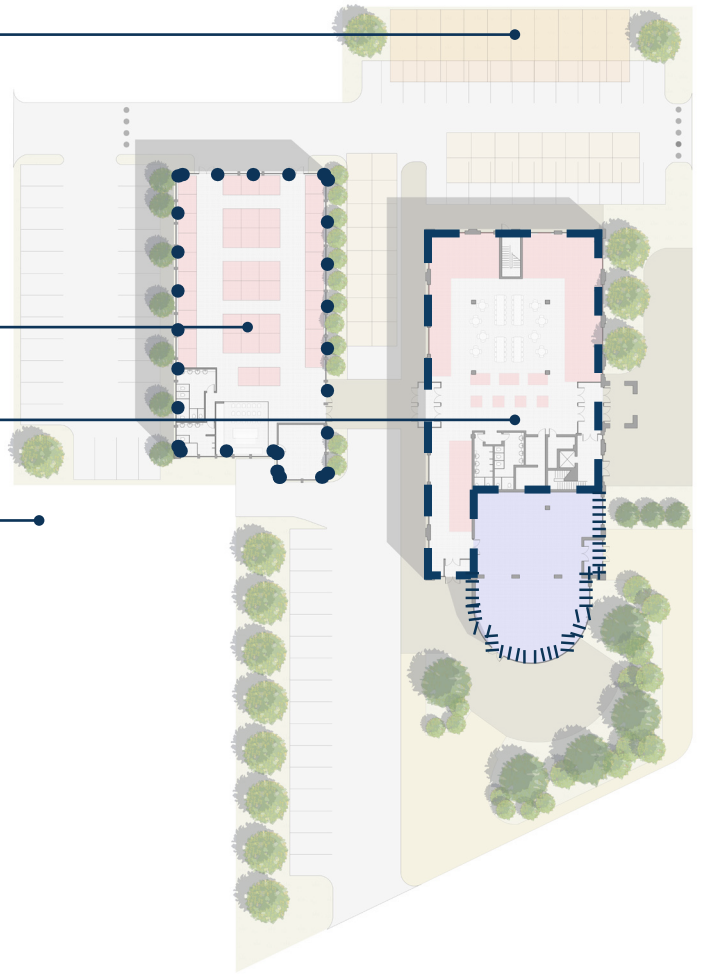
(Phase Two)

PERMANENT MARKET

(Phase Two)

SITE IMPROVEMENTS + 10 PLATFORMS

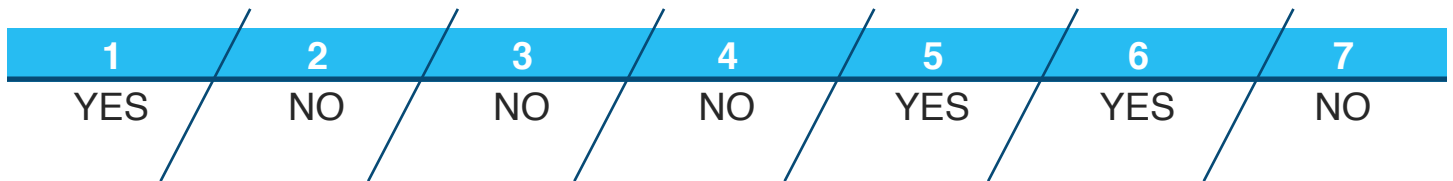
(Phase Two)



SCORE

DOWNTOWN BARRIE PERMANENT MARKET

SCORE: **2/7**



RELOCATION OF THE BARRIE FARMER'S MARKET

SCORE: **4/8**



PROPOSED MARKET PRECINCT

GRADE: **C+**



04 Conclusion

A summary of the financial and technical validation of the Downtown Barrie Permanent Public Market Business Plan prepared by Three Sixty Collective, including the project costs, alternative options, and a recommended option for the City of Barrie.

The Downtown Barrie Permanent Market Business Plan by Three Sixty Collective, presented to the City of Barrie suggested the city move forward with a redevelopment plan for the entire transit site in downtown Barrie, which included clearing the western half of the site to construct a Farmer's Market Pavilion. Three Sixty Collective recommended the city should continue to study alternative uses for the existing Transit Building, which is provided in this report.

This report considers the option put forward by Three Sixty Collective, but adds to the analysis to include the cost for relocating Barrie Transit, the updated soil conditions on the current Transit site, and considered escalation costs for phasing or delaying a project of this scope. Through consultation with the City of Barrie and its stakeholders, the following three criteria were considered most important to the realization of this project: community benefit, market attendance, and the project costs and revenue.

Community Benefit

- Develop a safe place for local vendors to sell goods to local residents and visitors,
- attract local residents and visitors to the downtown, and
- contribute to the redevelopment of the city and its waterfront.

Market Attendance

- Benefit from the Barrie Urban Growth Centre,
- provide a market that represents the future of the city, and
- create an easily accessible and highly visible location within the city's downtown and waterfront.

Project costs + Revenue

- Opportunity for revenue and continued operation of the project,
- opportunity for fundraising to raise capital for the project, and
- the estimated project costs.

Finally, this section includes the recommendation put forth by consultants and stakeholders based on the information and analysis provided in this report and the Market Business Plan.

COMMUNITY BENEFIT

SAFE + INCLUSIVE DOWNTOWN

The location of the proposed Market Precinct and inclusion of Barrie Transit terminal services within the proposed Permanent Market Building would be met with several safety concerns. The safety concerns surrounding the Transit Building are evidenced by the fact that the Barrie Police Service operates a facility within the building and, even with Barrie Transit terminal relocating, would require a downtown presence. As a result, it would be unlikely the safety concerns surrounding the site would be addressed immediately or in the near future as some of the proposed options include Barrie Transit remaining on-site.

The opportunity to develop an inclusive and active downtown is identified in the Market Business Plan. The opportunity to add other elements to the proposed Market Precinct, including terraced stages for performances, large event space, and product education and learning centres were all presented in the report by Three Sixty Collective. These are all great ideas and would be great additions to the proposed Market Precinct, however, due to the constraints and challenges of the Transit Terminal Building site it would be difficult to accommodate these ideas. It would not be feasible given the need for on-site parking and two separate structures, including facilities for the continued operation of Barrie Transit and Barrie Police Services. In addition, the continued safety concerns would pose potential risks to outdoor activities and amenities in the proposed Market Precinct. Although it would be possible to have a safe downtown location at the existing Transit Building, it would likely take many years which could have a major impact on the viability and success of the project.

REDEVELOPMENT

The City of Barrie's waterfront redevelopment is important to local residents and communities as it would contribute greatly to the downtown. Through review of the Business Market Plan and consultation with the City of Barrie, the waterfront redevelopment includes the redevelopment of roadways, walking paths, boat slips, and parklands. The goal of the redevelopment plan is to provide an enhanced downtown attractor and a critical linkage system to the rest of the city.

The proposed Market Precinct location at the existing Transit Terminal Building would contribute to the redevelopment of the city's waterfront, as visitors could explore the many trails and pathways easily from the proposed Market Precinct. The buildings would have views of Lake Simcoe and the Spirit Catcher, with access to the waterfront across Simcoe Street. The Business Market Plan identifies the Transit Building site as an attractive location that would allow consumers to visit the market and other waterfront activities. Its proximity to the waterfront would have a positive impact on the city's redevelopment, market attendance, and the downtown community.

MARKET ATTENDANCE

BARRIE URBAN GROWTH CENTRE

The Market Business Plan by Three Sixty Collective projects that the number of jobs in downtown Barrie will grow from 6,800 in 2011 to over 10,000 by 2031, with the downtown residential population increasing to over 13,000 by 2031. The growth plan identified the construction or proposed construction of over 1,400 units in the city's downtown and waterfront. The report presented by Three Sixty Collective predicted the Barrie Central Metropolitan Area could support the proposed Market Precinct, because it is trending toward a younger, dynamic, urban population and a more active older population. In addition to this target market, the report identified several other target markets:

- Downtown office workers
- Students
- Night Time
- Library
- Marina
- Tourism/Accommodation
- Conference Centre
- Festivals

The success of a Market Precinct depends strongly on high market attendance, local residents, and visitors to the site. The City of Barrie's Urban Growth Centre and continued redevelopment of the downtown and waterfront means new target markets will continue to grow within the city. In conclusion, the past and projected future growth of the City of Barrie would support a downtown Market Precinct. For the purpose of this report and the Business Market Plan, it is assumed that the projected population and job growth in the Barrie Urban Growth Centre will continue to 2031. As a result, it is difficult to validate the information at this time because it is all based on future growth patterns and assumptions.

ACCESSIBILITY + VISIBILITY

Per the Market Business Plan, retail operations need exceptional accessibility and visibility to be viable and sustainable. The report identifies the Transit Building site as being accessible because it offers local residents and visitors access options from three sides of the site, including Simcoe Street. All access to the site must accommodate the following:

- Ease of wayfinding,
- Accessible parking spaces, and
- Short walking distances to all entrances.

The option presented by Three Sixty Collective would not satisfy these requirements as the need to relocate Barrie Transit, would greatly impact the accessibility on site because of temporary facilities required. The report does indicate the accommodation of 65 parking spaces for the proposed Market Precinct, which would provide accessibility during the week. However, during weekends, those parking spaces would be used by "back of truck" stalls and outdoor vendors, would make accessible parking spaces and short walking distances to market entrances difficult.

Although the Transit Building is located in a visible location across from the City's waterfront, it would have difficulty attracting daytime visitors. This challenge is identified in the Business Market Plan and has been validated through extensive review of all options and through consultation with the City and stakeholders. The downtown location away from a weekend activity centre would impact market attendance on weekends when the Barrie Farmer's Market was operating. Although there is good visibility from the waterfront, it would be difficult to attract visitors using the waterfront for activities and events to leave the area and visit the market. The Business Market Plan identifies the opportunity for a special gateway feature into the proposed Market Precinct, such as a sculptural element. The city's waterfront has an amazing and unique sculptural element already, the Spirit Catcher, which could be a symbol of invitation to a waterfront location.

PROJECT COSTS + REVENUE

REVENUE + FUNDRAISING

Revenue

The Business Market Plan presented by Three Sixty Collective, presents a potential Market Precinct revenue of between \$325,000 to \$400,000. This revenue is offset by the collective expenses required to operate the proposed Market Precinct. As a result, the best-case scenario is a break-even margin if the City of Barrie absorbed a substantial sum of the operational expenses. The worst-case scenario presented would be if the City of Barrie did not absorb some of the operational costs, resulting in a potential deficit of over \$300,000. In reviewing the information presented by Three Sixty Collective and through consultation with the City of Barrie, this information can be validated. It would be likely that the proposed Market Precinct would operate at a break-even margin in Option C.

The Transit Building site is identified as providing a competitive and complementary retail environment that supports retail development. The report suggests the proposed Market Precinct would build upon the existing retail environment and create a more competitive downtown environment. However, as highlighted in this report, the Market Steering Committee established the criteria that the Barrie Farmer's Market relocation be free from event competition or other food kiosks. It also identifies the Transit Building site as an attractive location because it could offer a premium on rents for vendors with a view of the waterfront.

Fundraising

For a project like the proposed Market Precinct, a successful capital campaign would be required. A successful campaign depends on four factors:

- an emotional compelling case for support,
- wealthy prospects,
- volunteer leadership, and
- a well-organized fundraising plan.

If the City of Barrie farmer's market were to proceed with a fundraising goal to support the construction of a permanent market, it would be the first project of its kind in Canada. Furthermore, the emotional connection people need to drive their charitable gift would be hard to create. The public respects farmers as practical people, and historically farmers are loath to accept charity, preferring instead the virtue of self-reliance.

The Business Market Plan by Three Sixty Collective identifies a similar challenge in regard to crowdfunding a project of this scope. Essentially, the report suggests people might invest in specific farmers, but would not invest in the project. Also, donors who contribute major gifts to a project have the expectation that the project would continue to be viable well into the future. In the evidence presented by Three Sixty Collective, their option only offers a best case of a break-even return. This break-even scenario would only be possible if the City of Barrie subsidized major operations of the project. In addition, the Market Business Plan supported this by identifying market precedents in Ottawa, Perth, Cambridge, Kitchener, Dieppe, Halifax, Sault Ste. Marie and Roanoke. These precedents had no evidence of any current or previous community donations or fundraising support. All the precedents shared the same history of being supported by their host municipalities who offered space for the markets to exist, with some of these agreements going back 100 years or more.

Any successful campaign is also dependent on both volunteer leaders to add legitimacy to the project and wealthy donors to support the cause. The lack of a compelling case for support will mean both donors and leaders will not be willing to take a risk on investing in the option presented in the Business Market Plan, or any option that converted the existing Transit Building into a Market Precinct. As a result, the fundraising information presented by Three Sixty Collective cannot be validated.

COSTING ANALYSIS

The cost estimate presented by Three Sixty Collective in the Downtown Barrie Permanent Public Market Business Plan did not include costs associated with site preparation and demolition at 24 Maple Avenue. A soils report was not conducted at the time of the 2016 report, but has since been completed and shows major soil issues and groundwater seepage. In addition, the construction costs per square foot provided by Three Sixty Collective were low in terms of the construction required for a project of this type. As the costs in the Business Market Plan were estimated in 2016 dollars, this report has presented a comparative costing analysis for the project if it were to be completed in 2018.

The analysis has included the same costs as the Market Business Plan cost estimate, but has added the necessary site preparation and demolition costs, and updated construction material costs per square foot to better reflect a project of this scope. The analysis does not include the costs associated with the relocation of the Barrie Transit Terminal or the construction of a new Transit HUB. As a result, the estimated cost is higher than the cost presented by Three Sixty Collective and shows that due to unforeseen soil conditions and increasing construction and materials costs, the project cost would continue to escalate per annum.

Below is a comparison between the cost estimate presented by Three Sixty Collective in 2016 dollars and the same cost estimate in 2018 dollars, which includes required costs such as site preparation and escalation.

	Previous Cost Estimate (2016)	Order-of-Magnitude Cost Estimate (2018)
Site Preparation	N/A	\$1,000,000
Landscape, Parking, + Lighting	\$1,000,000	\$1,060,000
Exterior + Interior Lighting	\$400,000	\$424,000
Farmer's Market Pavilion Building		
New Construction - 7,500 sq.ft	\$2,225,000 (\$296/sq.ft.)	\$2,625,000 (\$350/sq.ft.)
Community Kitchen - FF+E	\$160,000	\$169,600
Public Washrooms	\$50,000	\$53,000
Permanent Market Building		
Renovations - 7,000 sq.ft.	\$1,000,000 (\$142/sq.ft.)	\$1,575,000 (\$225/sq.ft.)
Public Washrooms	\$50,000	\$53,000
Branding + Iconography	\$200,000	\$212,000
Signage + Wayfinding	\$100,000	\$106,000
Leasing, Opening + Administration		
Grand Opening + Year One Marketing	\$150,000	\$159,000
Leasing - Year One	\$40,000	\$42,400
Staff Executive Search	\$10,000	\$10,600
Tenant Inducements	\$150,000	\$159,000
Pre-Construction	\$80,000	\$84,800
Administration	\$30,000	\$31,800
Soft Costs	15%	\$1,172,040
TOTAL	\$6,500,000	\$8,937,240

Options Review

As presented in this report, the following three options were evaluated and compared based on criteria from the Market Business Plan by Three Sixty Collective and consultation with all involved stakeholders.

In addition to validating the information presented by Three Sixty Collective, this report will offer a review, analysis, and recommended approach to realizing a year-round downtown market. The validity of these items is based on the downtown markets benefit to the community, its attendance, and its ability to generate revenue. The evaluations were based on total project cost and the ability to fulfill the requirements for a Downtown Barrie Permanent Market, the relocation of the Barrie Farmer’s Market, and the proposed Market Precinct.

OPTION A

This option involves moving forward with the redevelopment plan for the entire Barrie Transit site in Downtown Barrie in one phase. This approach encompasses the relocation of Barrie Transit terminal services to temporary on-site facilities at both the downtown (city services) and Allandale (regional services) locations until their new facility is constructed. At the same time, the renovation of the existing Barrie Transit terminal building to the Permanent Market Building and the new construction of the Farmer’s Market Pavilion Building, which includes parking lots, lighting, and landscape elements. The Market Precinct would occupy the internal transit laneways of the site. The Barrie Transit’s Hub operations would occur at an adjacent corridor to the site.

Market Precinct Project Cost:	\$9,652,240
Barrie Transit New Facility Cost:	\$4,825,400
Total Project Cost:	\$14,477,640
01 - Barrie Permanent Market (Score out of 7)	3/7
02 - Barrie Farmer’s Market (Score out of 8)	4/8
03 - Proposed Market Precinct (Grade)	D

OPTION B

Phase One starts with the relocation of Barrie Transit terminal services to temporary on-site trailer facilities at both the downtown (city services) and Allandale (regional services) locations. Phase Two renovations would begin on the Permanent Market Building where Barrie Transit terminal services would occupy one or two vendor stalls until its permanent facility was constructed. Phase Three involves clearing the west half of the site for the construction of the Farmer’s Market Pavilion Building, which includes parking lots, lighting, and landscape elements. The Market Precinct would occupy the internal transit laneways of the site. The Barrie Transit’s Hub operations would occur at an adjacent corridor to the site.

Market Precinct Project Cost:	\$9,482,240
Barrie Transit New Facility Cost:	\$4,825,400
Total Project Cost:	\$14,307,640 + 2-3 years of escalation costs
01 - Barrie Permanent Market (Score out of 7)	3/7
02 - Barrie Farmer’s Market (Score out of 8)	4/8
03 - Proposed Market Precinct (Grade)	B-

OPTION C

In Phase One, a new Barrie Transit terminal facility is constructed at a location determined by the Transit Study which would facilitate the relocation of Barrie Transit terminal services from their downtown location. Following the relocation of Transit, Phase Two would begin, which includes the renovation of the existing Barrie Transit building to the Permanent Market Building and the construction of the Farmer’s Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project.

Market Precinct Project Cost:	\$8,937,240
Barrie Transit New Facility Cost:	\$5,075,400
Total Project Cost:	\$14,012,640 + 2-3 years of escalation costs
01 - Barrie Permanent Market (Score out of 7)	6/7
02 - Barrie Farmer’s Market (Score out of 8)	6/8
03 - Proposed Market Precinct (Grade)	A-

OPTION D

In Phase One, a new Barrie Transit terminal facility is constructed at the north corner of 24 Maple Ave to facilitate the relocation of Barrie Transit terminal services from their current downtown location. Following the relocation, Phase Two would begin which includes the renovation of the existing Barrie Transit terminal building to the Permanent Market Building and the new construction of the Farmer’s Market Pavilion Building. The entirety of the proposed Market Precinct would be constructed and completed in Phase Two allowing for a simple, phased approach to the project. This option would include portions of the 24 Maple Avenue site being used by Barrie Transit. The site would require: the north lane way, and a total of eleven bus platforms on Maple Avenue and Mary Street.

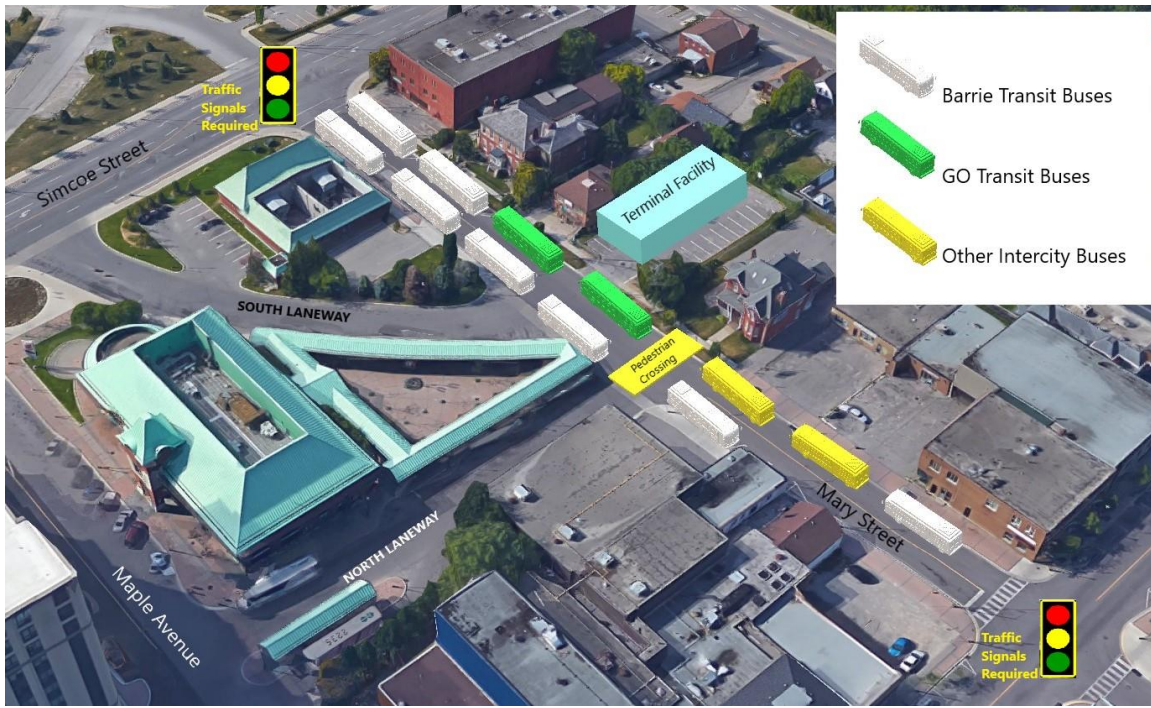
Market Precinct Project Cost:	\$9,162,240
Barrie Transit New Facility Cost:	\$5,433,400
Total Project Cost:	\$14,595,640 + 2-3 years of escalation costs
01 - Barrie Permanent Market (Score out of 7)	3/7
02 - Barrie Farmer’s Market (Score out of 8)	4/8
03 - Proposed Market Precinct (Grade)	D

Using the evaluation criteria established in the Business Market Plan by Three Sixty Collective and the evaluation criteria added through consultation with the City of Barrie, the recommended approach belongs to the option with the highest score. Option C is the recommended approach because it has met the most criteria by offering a simple, phased approach to realizing the proposed Market Precinct.

In conclusion, the recommended option satisfies the requirements outlined by the City of Barrie and its stakeholders while offering the lowest estimated project cost of all options presented in this report.

APPENDIX "B"

Option A & B



Option D

