



**ECONOMIC AND CREATIVE
DEVELOPMENT
MEMORANDUM**

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TO: DEPUTY MAYOR, B. WARD AND MEMBERS OF COUNCIL

FROM: B. KELLY, DOWNTOWN COORDINATOR, ECONOMIC AND CREATIVE DEVELOPMENT

NOTED: M. BANFIELD, RPP, DIRECTOR OF DEVELOPMENT SERVICES
R. PEWS, P.ENG., DIRECTOR OF CORPORATE FACILITIES
S. SCHLICHTER, DIRECTOR, ECONOMIC AND CREATIVE DEVELOPMENT

RE: REPORT BACK ON MARKET PRECINCT TASK FORCE RECOMMENDATIONS

DATE: APRIL 4, 2022

The purpose of this Memorandum is to provide members of Council with an update. On February 7, 2022, at General Committee, the following motion was approved, "That staff in the Development Services and Economic and Creative Development Departments report back to General Committee by way of a memorandum with the intended timelines and resource requests associated with the recommendation of the Task Force by the end of March 2022". The purpose of this Memorandum is to provide this report back with City of Barrie's staff input on how the City might best implement the Task Force's recommendations.

The recommendations provided by the Task Force will involve participation from several departments, including Development Services and Corporate Facilities. City staff have reviewed prior work completed in the development of the Market Business Plan submitted by 360 Collective (2016) and the Technical + Financial Validation Report provided by LETT Architects (2017) that provide additional context and foundation to support implementation. Additional work on the Market Precinct was undertaken by Fotenn Planning Consultants in 2020, with the completion of the Barrie Market Precinct Initial Site Analysis and Considerations.

The successful execution of this project involves three key phases:

1. Assess the Permanent Market space & business case;
2. Creation of the Permanent Market and Barrie Farmers' Market building space; and
3. A complete Market Precinct that integrates the physical spaces surrounding the market into an active precinct.

The first phase would focus on the project planning and development including:

- a. the conversion of the transit terminal space;
- b. the development of the permanent market business case, and;
- c. the conceptual development of the Farmer's Market facility.

It is estimated that this phase of the project will total approximately \$425,000 in consultant, architect and staff resourcing costs. Of this estimate, \$100,000 has already been approved for 2022, and staff be validating the estimate and seeking approval for the remaining funds as part of the 2023 Capital Budget.

The second phase would be the actual design and construction of the permanent market space and the Farmer's Market facility. Project costs and Budgets for the second phase will be incorporated within future



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capital budgets based on work completed during the first phase. The third phase would see the studies completed and project activities taken in order to develop the broader precinct.

With the allocation of \$100,000 from the Reinvestment Reserve, the City will hire a consultant as part of the first phase of development. The consultant will prepare the permanent market business case while also defining the design scope of the project, taking into account the Market Precinct Task Force recommendations outlined in the Market Precinct Task Force Report dated February 7, 2022. It is critical to identify that this initial investment will only support the first phase of the project which will provide a business case with governance recommendations along with the scope and cost of the design and construction services for phase 2. At this stage, the \$425,000 that staff have identified only addresses the City staff and consultant costs to get to the detailed design and construction phase of the project. Actual Class 'D' capital cost estimates for design and construction will be developed as part of the phase 1 work.

In February of 2022, staff in Economic and Creative Development submitted an application to My Main Street Community Activator program funded by the Federal Economic Development Agency of Southern Ontario. Staff took this opportunity to apply for a grant to support the expenditure of the consultant as part of the first phase of development. Due to this program being heavily over-subscribed, the City was not successful in receiving the funding.

Staff in Recreation and Culture continue to investigate, in consultation with Barrie Farmers' Market, opportunities to deliver pop-up markets across City sites. These pop-up retail initiatives could provide an opportunity to gather market research during the first phase of the project.

The Market Precinct Task Force Report presented 39 recommendations that are to be taken into consideration when creating the Market Precinct. These recommendations span across all segments of the market precinct program. Attached to this memo, all 39 recommendations have been assessed and developed into a proposed order of activities and forecasted resources required and anticipated timelines.

The first project milestone will be a report back to General Committee in Q1 2023 with the business case and details of an implementation program for a permanent market.

Market Precinct Task Force Recommendations – Key Elements, Implementation and Resources

Consider the Permanent Market space & business case

Task	Description	Department Lead	Timing	Resource Needs
Hire either contract position or a consultant	This role will create the business case, support project planning and developing the design scope for the project, identifying grants opportunities and best practices for sponsorship development amongst other tasks.	ECD/Invest Barrie	Q2-Q4 2022	\$100,000 funded from Reinvestment Reserve
Develop a Business Case for a	The business case will include: A plan for the conversion of the transit terminal to a permanent market operation that will	ECD	Return to General Committee in Q1 2023	Same as above



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<p>Permanent Market</p>	<p>consider the following recommendations from the Task Force:</p> <ul style="list-style-type: none"> • Plan for marketing and recruitment strategy • Plan for a pop-up shop program • Engagement and collaboration with local developers • Best practices for vendor mix and securing letters of intent for vendors • Review and Recommendations for Governance Structure considering recommendations from Task Force that included: <ul style="list-style-type: none"> ○ The market should operate as an independent, not-for-profit businesses, perhaps as a community development corporation ○ Market tenants should pay market rental rates ○ Consideration should be given to setting up a market foundation 			
<p>Project Design and concept plan for Conversion of the Lower Floor of Transit Terminal</p>	<p>Identify physical design elements required to support the business case for a Permanent Market</p> <p>Develop a project design scope considering the following recommendations from the Task Force:</p> <ul style="list-style-type: none"> • Include a commercial kitchen, pallet jacks or forklift for efficient loading, a stage area for entertainment, a meeting room area and wind-blocking in loading areas. • Remove the walls within first floor of transit terminal as much as possible to create a more open space • Install rollup doors to allow access to vendors from both inside and outside the building in good weather • Retain as much of the canopy as feasible • Create a central seating area for dining 	<p>ECD and Corporate Facilities</p>	<p>2023</p>	<p>Includes operational costing for: Securing an Architectural Services firm to develop the design concept development and Class 'D' detailed design and construction cost estimates. Staff resources for Facilities Project Management and implementation of non-facility Market Development \$325,000 *No Capital Costing included in this estimate</p>
<p>Investigate Pop-Up Markets</p>	<p>Execute pop-up Farmers Markets across locations in Barrie in partnership with Barrie Farmers Market</p>	<p>Recreation & Culture</p>	<p>Q2-Q3 2022</p>	



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Concept and Budget Approval of Council	<p>Upon completion of concept design work, provide a report back to Council with the following:</p> <ul style="list-style-type: none"> • Business case, recommendations and budget for the creation of a permanent market and Farmers Market Space 	ECD and Corporate Facilities	2023 for 2024 Budget Implementation	Budget and Associated Resources to Deliver on the Project including detailed capital budget for design/construction in addition to operational costing
Relocate Barrie Police Services	Find an alternative location in the downtown's west end for the Barrie Police Services so that space in the current terminal building can be used by the market.	Corporate Facilities, Legal Services	2022- 23 Alternatives Assessment completed	Authority to negotiate space requirements with 3 rd parties
Market Signage	<p>Integrate signage for the market with Wayfinding strategy and consider the following recommendations from the Precinct Task Force:</p> <ul style="list-style-type: none"> • Commission a signature sculpture in the "circle" at Simcoe Street and Maple Avenue, perhaps incorporating a market sign 	Noted, implemented when market is in operation		
Parking	<p>Review parking needs to address permanent market and Farmer's Market. Consider the following recommendations from the Task Force:</p> <ul style="list-style-type: none"> • Pursue partnerships with private property owners in the area to incorporate parking on their property at low-demand times for them, especially to provide parking for market staff and vendors. • In the immediate market district, create 10-minute parking for market pickups. Elsewhere, create strategic dropoff/pickup zones to facilitate service delivery. • Transit and Parking Strategy 	Transit & Parking Strategy		
Review and Assess Recommendations associated with the creation of "The Swoosh"	Create a pedestrianized area on "The Swoosh," the curved area which is now a bus lane, with a walking surface that is level with the curb and add flexible and playful street furniture such as planters, seating, and tables. Explore options for the space between the existing awnings, including the potential for a glass Market Atrium space for year-round use.			
Review and Assess Recommendation	Consider closing Mary Street to traffic on Saturdays to create more room for vendors.	Development Services		



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ations associated with the recommended Road Closures		and Operations		
Accessible Parking	Ensure there is accessible parking immediately adjacent to the market square.	Noted, implemented when market is in operation		

Creation of the Barrie Farmers' Market building space

Task	Description	Department Lead	Timing	Resource Needs
Develop Project Scope for Expansion for Farmer's Market	<ul style="list-style-type: none"> • Identify viability and project scope for expansion of Transit Terminal for a permanent location for the permanent Farmer's Market that considers the following recommendations of the Task Force: <ol style="list-style-type: none"> a. Create a building of at least 10,000 square feet in the area of the permanent market building to house the farmers' market b. It would need double-door entrances for easy loading, water and power available to most booths, a storage area for vendors, washrooms, and 100 to 125 parking spaces in the proximity for vendors. c. Determine Property needs, feasibility assessment requirements (ie. environmental and/or geotechnical testing) d. Develop a project design scope that incorporates the design requirements of the conversion of the lower floor of the transit terminal • Retain an architect to develop a design concept incorporating the project design requirements for both the permanent market and the farmer's market. • If not included in the Permanent Market facility, include a commercial kitchen, pallet jacks or forklift for efficient loading, a stage area for entertainment, a meeting room area and wind-blocking in loading areas. 	ECD and Corporate Facilities	2023	Project Management Resource (same as above) Design Architect \$150,000



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Condensed Farmers' Market	Consider holding a “condensed” farmers market on Thursdays from 4:30 p.m. to 8:30 p.m. and a Friday artisan and makers market with street food vendors on Fridays from 4:30 p.m. to 8:30 p.m.	Noted, implemented when market is in operation
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A complete Market Precinct that integrates the physical spaces surrounding the market into an active precinct

Task	Description	Department Lead	Timing	Resource Needs
Boundaries	Establish the market precinct boundaries as recommended for the first phase of development.	DS	2023	DS staff
Review and Assess Recommendations Associated with Street Changes	<ul style="list-style-type: none"> • Narrow Simcoe Street from Bayfield Street to Toronto Street to create a better connection to the waterfront by removing one lane of traffic on both the north and south sides of the street. • In the short-term, large planters can be placed to create new parkette, market, and pedestrian space in the north lane and planters could be placed in the south lane to calm traffic and provide more greenery. • Create on-demand crossings at Mary Street and Simcoe Street. • When Simcoe Street is reconstructed in the future, permanently narrow the street and calm traffic as much as possible. 	Development Services and Operations		
Review and Assess Recommendations associated with the creation pedestrian walkways	<ul style="list-style-type: none"> • Pedestrianize the current bus lane between the future Market building and Debut Condos and incorporate seating and tables to create a gathering and dining space for marketgoers. • Work collaboratively with Debut Condos to create an integrated and cohesive space. • Locate loading area on the northeast corner of the future Market building, facing Maple Avenue and limit loading hours to minimize disruption and noise. 			
Food sustainability activities	The market will work with groups involved in food sustainability.	Noted, implemented when market is in operation		



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Integrate Public Art	Where possible, incorporate public art into the design of lights, bike racks, benches, and other features of the market district.	Noted, will be considered as the area develops		
Prepare for Public Art	Include a significant public artwork in the Market District to bring local, national, and international attention to the city and market. The foundation that would accommodate the weight and height of a significant artwork should be built within the infrastructure of the site when construction for the site begins. Water and electrical should also be brought to the vicinity of the foundation. A geotechnical survey would be required to determine the type of foundation. Prebuilt foundations throughout the market site would save considerable cost and allow the budget for future artwork to be directed solely to the creation of the art.	ECD		
Public Art Policies	Create a public art policy subcommittee or work with the existing Public Art Committee.	ECD		
Create a pedestrian friendly environment	Create a raised intersection with a public art mural to calm traffic and create a pedestrian friendly environment. Shorten pedestrian crossings by bumping out curbs.	Noted, will be considered as design of the area progresses		
Flexible streetscapes	Create flexible or curbless streetscapes on Mary Street & Maple Avenue between Simcoe Street & Dunlop Street East that allow for pedestrianization, maximizes sidewalk space, and allows for pop-up shop opportunities. Develop the Barrie Transit Downtown Mini-Hub scope for easy & safe pedestrian crossings and include high-quality bus shelters with ample seating and bike racks on the west side of Maple Avenue. Support the implementation of an electric transit fleet to reduce vehicular noise.	Noted, will be considered as design of the area progresses		
Green Gateway	<ul style="list-style-type: none"> • Create a “Green Gateway” to the Market District at the northwest corner of the Maple Avenue and Simcoe Street intersection that provides a vibrant and welcoming pathway, with public seating throughout, for visitors coming from the waterfront. • Extend the “Green Gateway” along the north side of Simcoe Street between Meridian Square and Mary Street to create both an attractive pedestrian link between the market 			



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	and Meridian Square and a buffer from traffic on Simcoe Street.			
Spirit Catcher Activations	Consult with the Chippewa Tri-Council (Rama First Nation, Beausoleil First Nation, Georgina Island First Nation), the Barrie Native Friendship Centre (BNFC), Williams Treaty and artist Ron Baird on revitalizing and activating the space around the Spirit Catcher sculpture. Activate the parking lot at the Spirit Catcher with a temporary ice rink in the Winter and explore pop-up opportunities in this space for short-term activation.	ECD, DS	Ongoing	ECD, DS
Remove Spirit Catcher parking	In the long term, remove parking lots at the Spirit Catcher and on the waterfront, using the land to increase space for activations and facilitate connectivity between the waterfront and the market area.	Noted, will be considered as design of the area progresses		
Future development considerations	<ul style="list-style-type: none"> • Incorporate market activation and key connection corridors into development plans, allocating the designated areas for development that is in keeping with the market theme. • Designate the market annex areas as potential growth areas, to be allocated for future market growth, unless there is a more compelling use case. Private development will be encouraged but it should be in keeping with the market theme. 	DS	2023	DS staff
Future infrastructure needs	Invest in future-focused infrastructure, such as shuttles along the waterfront between the downtown and the GO station, and self-service bicycle and scooter rentals.	Noted, will be considered as design of the area progresses		



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Additional considerations	<ul style="list-style-type: none">• Consideration be given to adding a “maker space” to encourage young people, especially women, in the STEM fields, including a café.• Consideration be given to adding a small pub• Consideration be given to adding complementary buildings and facilities on the south side of Simcoe Street, including a marina building/pavilion and skating trail.• Consideration be given to adding an artisan district on both sides of Kidds Creek to link the market area to the marina and Centennial Beach.	Noted, implemented when market is in operation and design of the area progresses
Consider Destination Marketing Fee	Consideration should be given to implementing a Destination Marketing Fee for the immediate market district.	Noted, implemented when market is in operation