

Downtown Barrie Permanent Public Market Business Plan

October, 2016



A DAY
IN LIFE

BOB USHER
LONDON
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Executive Summary

The Corporation of the City of Barrie (Barrie) engaged Three Sixty Collective in the preparation of a business plan for a year-round permanent Public Market through the undertaking of three key steps:

- Locational analysis
- Operating model
- Financial analysis

The mandate of the study is to work with the Downtown Barrie Market Steering Committee to provide a business plan and concept for an agreed-upon vision of a permanent Public Market. The business plan includes:

- Establishing evaluation criteria against which to measure the plan
- Site selection
- Site layout and vendor layout
- Vendor mix
- Lease considerations
- Operating pro forma
- Capital cost estimates

The basis for the plan is to build off of the success of the Saturday Barrie Farmers' Market, which has been in continuous operation in Downtown Barrie since 1846. The City of Barrie is under obligation to provide a permanent space and building for the successful operation of a market. The potential locations for a market must consider a "Downtown-First" policy. Finally, the transformation of the City of Barrie and the Downtown presents an opportune time to review a greater permanent Public Market concept that would enhance a Downtown Barrie activity centre.

Site Selection Recommendation

- H Block presents the "less risky" or "safe" choice of solely moving the Barrie Farmers' Market from one location to another. However, the relocation site does not create extra value for the Downtown as required in the evaluation criteria. The site is isolated from other supportive amenities, lacks adjacent retail, and is not near the growing/changing population areas of Downtown.
- For that reason, H Block was eliminated from further consideration as a site for a permanent Public Market.
- The business plan for a permanent Public Market at the Transit Building site was developed based on the following facts:
 - Future transformation of Downtown Barrie and the Barrie region that includes residential, transit, public realm, cultural, growth and more.



Background Assumptions and Evaluation Criteria

During the workshop sessions, the following criteria were determined to be the required elements for the relocated Barrie Farmers' Market:

- Downtown Barrie location
- Minimum 7,500 sq. ft. structure that can accommodate approximately 50 indoor vendors during the winter season
- Enough outdoor space to accommodate 60 outdoor vendors (10 x 10 stalls) and an additional 10 "back-of-truck" vendors (10 x 30)
- Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday mornings
- A location nearby for vendor vehicle parking (but not necessarily on-site)
- Safety and security concerns addressed
- Free from event competition such as food kiosks at special events

Barrie Permanent Market Evaluation Criteria

The evaluation criteria established for the Public Market are:

1. Connect the Dots in Downtown. Downtown Barrie needs to develop more and differentiated activity centres to create a more robust and competitive Downtown environment. The Market will help to create pedestrian flow, encourage people staying longer, and add to the vitality of Downtown Barrie.
 - It is noted that in the Barrie Farmers' Market consumer surveys, there is a high degree of cross-over between Market visits and other activities in Downtown.
2. A place for local vendors to develop a business, increase sales, develop a viable business plan. Vendors will include both indoor and outdoor as well as a high proportion of primary producer farmer vendors (minimum 51% for farmers' market status), locally manufactured food, and locally prepared. Raw food preferential is sourced from Simcoe County but will allow infill from Southern Ontario. Products that are unique and not readily available elsewhere will be allowed. Consumers must be aware at all times what they are buying and where it is from.
 - The underlying strength and reason why vendors choose the Barrie Farmers' Market to locate is that the Market provides a good and stable revenue source due to its location in a dense urban environment.
 - The Market must be competitive with the best retail in the region. Competition forces vendors to be innovative and develop new food concepts that consumers will want.
 - The Market vendor must be owner operated (vendors cannot be chain store or franchised operations) to ensure unique one-of-a-kind retailing and atmosphere.



3. Provide better quality and fresh foods for Barrie residents (and Downtown residents). This includes residents being able to buy some grocery-type items for their daily/weekly needs or to infill their grocery shopping with specialized food items.
4. Provide for an inclusive, safe, education-driven, community-oriented space that encourages placemaking.

Action

- Move forward with a redevelopment plan for the entire transit site in Downtown Barrie.
- Clear the western half of the site, and construct a Farmers' Market Pavilion (min 7,500 sq. ft.) as well as parking lots and landscaping elements.
- City should continue to study alternative uses of the Transit Building, including a Public Market concept, Invest Barrie's Innovation Hub, etc. In addition, the building could be demolished to allow for a higher-density structure.

The following presents a proposed operating and capital pro forma for the entire Market Precinct Area.



Proposed Operating Pro Forma

Public Market operating rents, including proposed tenant inducements, are itemized in the following table.

Proposed Market Precinct Revenues

	Number of Vendors	Average Sq. Ft.	Average Total Rent	Tenant Inducement	Total Rent
Office			150		
Washroom		400	400		
Stairwell, elevators		500	600		
Mechanical Room		400			
Loading					
Other Rental Income					
Testing Kitchen Rentals		466	\$100		\$18,200
Farmers' Market Building - other events beyond Barrie Farmers' Market			\$500		\$26,000
Total Additional Revenues					\$44,200
Vendor Mix					
Meat - Large Specialty	1	604	\$25	6 mo	\$15,100
Meat, Seafood, Deli - Large Specialty	1	531	\$25	6 mo	\$13,275
Dairy, Eggs - Large Specialty	1	361	\$25	4 mo	\$9,025
Fruit, Vegetable	1	676	\$18	2 mo	\$12,168
Flower	1	116	\$18	2 mo	\$2,088
Bakery	1	516	\$20	6 mo	\$10,320
Medium Specialty	1	250	\$18	4 mo	\$4,500
Large Specialty	1	375	\$20	4 mo	\$7,500
Large Restaurant	1	3,378	\$25	1 yr	\$84,450
Total Leasable Area	9	6,807	\$23		\$158,424
Other Leasable Space					
Patio and Seating Area	1	1,780	\$5		\$8,900
Common Area Seating	1	900	\$5		\$4,500
Fitness Studio, Innovation Hub	1	10,000	\$14	3 mo	\$140,000
Total Revenues		26,294	\$14		\$356,024
Adjustment for 90% Occupancy					\$324,843

Total revenue will be approximately \$325,000 to \$400,000 depending on the sales level of the large restaurant. Note that the additional rent from percentage sales of the restaurant could add a further \$80,000 to the rental revenue.



Proposed Market Precinct Revenue and Expenses

	Break Even Scenario	Higher Revenue and Full Costing Public Market Scenario
Revenue		
Public Market Building Vendor Revenue	\$154,643	\$234,643
Upper Level Revenue	\$126,000	\$126,000
Additional Revenue		
Testing Kitchen, Events	\$44,200	\$44,200
Total Revenue	\$324,843	\$404,843
Expenses		
Salaries, Benefits	\$60,000	\$120,000
Administration, Utilities	\$125,000	\$125,000
Marketing, events	\$80,000	\$100,000
Leasing	\$4,500	\$4,500
Janitorial	\$55,000	\$60,000
Garbage (Regular City pick up)	\$0	\$0
Security	\$0	\$150,000
Property Tax	\$0	\$100,000
Repair and Maintenance	\$0	\$50,000
Total Expenses	\$324,500	\$709,500
Profit/Loss	\$343	-\$304,657

To provide for a fully functioning Public Market, including staffing, events, and absorbing all operational expenses associated with the market, would be over \$700,000 annually.

The Public Market can “break even” through shifting some of the expense burden to the City as it is a City-owned property and reducing some expenses through less emphasis on marketing.



Proposed Capital Budgets

Estimated capital budget for the entire Market Precinct includes the following elements:

Market Precinct Estimated Capital Costs Market Precinct

	Est. Capital Costs
Site Preparation and Demolition (soil testing, shut off, etc.)	TBD
Landscape, parking, planting, public plazas, lighting	\$1,000,000
Exterior and Interior Lighting	\$400,000
Market Pavilion Building	
Construction 7,500 sq. ft. \$200 to \$300/sq.ft - steel structure with natural light	\$1,500,000 to \$2,225,000
Community Kitchen - equipment, finishes, fit out	\$160,000
Public Washrooms	\$50,000
Public Market Building	
Make ground level plan ready, HVAC, Electrical, Water, Gas, Drains, Gas (7,000 sq. ft.)	\$1,000,000
Washrooms	\$50,000
Branding and Iconography	\$200,000
Signage and Wayfindings	\$100,000
Leasing, Opening, Administration	
Grand Opening and Year One Additional Marketing	\$150,000
Leasing - Year One	\$40,000
Tenant Inducements	\$150,000
Staff Executive Search	\$10,000
Pre-construction and Construction Manager and Public Relations - 2 year part time salary	\$80,000
Administration Type Fees	\$30,000
Soft Costs - Architects, Engineers,	15%
Total	\$5.6 to \$6.5 million

- Site Preparation – given the unknown soil conditions at the site, the estimated costs associated with demolishing the canopy system, walkways, levelling the site, and preparing it for new development is undetermined.
- Landscape – includes the creation of new public plazas, the vendor outdoor patio spaces, parking lot construction, outdoor electrical outlets, tree/plantings, community garden areas, potential gateways, etc.
- Exterior and Interior Lighting – significant lighting for the customers, public, safety, and branding will need to be added throughout the site, inside the buildings, and on the exterior walls of the building.
- Farmers' Market Pavilion Building – the minimum-sized building of 7,500 sq. ft. was used to assess construction costs. This allows for a basic building. The differences are related to use of structural steel, window types, etc.
- Public Market Building – the interiors of the north section and upper level of the building would be demolished and made ready for vendors to fit up. This includes venting, electrical, HVAC, noise cancellation systems, etc. It is noted that there may be difficulty with the flooring.
- Additional costs are associated with ensuring the space is branded, leased, and marketed in the lead up to full operations.



1.0 Introduction

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1.1 Downtown Barrie Market Steering Committee

The members of the Downtown Barrie Market Steering Committee includes:

Exhibit 1: Downtown Barrie Market Steering Committee and Consultant Team

First Name	Last Name	Position
Janet	Foster	Senior Development Planner at City of Barrie
Richard	Forward	General Manager Infrastructure, Development and Culture at City of Barrie
Lynda	Van Casteren	Nicholyn Farms – Chair Barrie Farmers' Market
Barry	Ward	Ward 4 Councillor
Rose	Romita	Ward 2 Councillor
Eric	Carter	Carter Farms – Board Barrie Farmers' Market
Doug	McBride	McBrides Organic Farm – Barrie Farmers' Market
Craig	Stevens	Managing Director Downtown Barrie BIA
Wayne	Hay	Remax – Broker, Board Downtown Barrie BIA
Tom	Ambeau	Gel Creative – Chair Downtown Barrie BIA
Neeta	Grover	Senior Strategy and Market Coordinator – Invest Barrie
Kathleen	Trainor	President Tourism Barrie
Greg	Groen	Barrie Arts and Culture Council
Naomi	Wachowiak	Food Share, Public Health Nurse
Jason	Ing	Owner, Nutrition Plus Community Health Market
Barb	Shopland	2Gener8 Solutions, TO Food Business Incubator, Agri Food Entrepreneurship GC
Consulting Team		
John	Archer	Chief Development Officer – Three Sixty Collective
Isabelle	Gosselin	Project Director – GH+A Design
Bob	Usher	CEO/General Manager – London Covent Garden Market
Patrick	Watt	President – A DAY IN LIFE

The Steering Committee met five times with Three Sixty Collective over the course of the 8-week study (April to June). Individual meetings with committee members, including one-on-one meetings and roundtables, were conducted. In addition, interviews with vendors and Downtown businesses and stakeholders were conducted. Finally, meetings were held with the Steering Committee in September and October 2016 to refine the business plan based on feedback received.



The process was an iterative one whereby agreements reached at previous sessions were continuously revisited at the next workshop to ensure that the vision, evaluation criteria, required factors, and agreements supported a go-forward commitment.

1.2 Glossary

There are many terms used in this business plan that use the term market. For clarity, the following definitions are provided:

- Downtown Market Steering Committee: Working group of city councilors, staff, Barrie Farmers' Market, BIA, and other stakeholders tasked with overseeing the development of a permanent Public Market in Downtown Barrie.
- Barrie Farmers' Market (BFM): Non-profit corporation that oversees the existing market located at City Hall on Saturdays.
- Market Precinct: Area on which the Transit Building sits. Approximately 60,000 sq. ft. in size that borders Maple Ave., Mary St., and Simcoe St., but excludes the Transformer Building. This is synonymous with the term Downtown Public Market.
- Transit Building or Public Market Building: The current two-storey structure that sits on the site.
- Farmers' Market Pavilion: The proposed structure that would house the Saturday Barrie Farmers' Market and other events and activities on other days.

1.3 Assumptions

The business plan is based on the following assumptions:

- The Barrie Farmers' Market remains its own non-profit corporation status and operates as a "tenant" within the Market Precinct.
- The population and jobs in the Barrie Urban Growth Centre (UGC) will continue to increase to approximately 23,000 by 2031.

1.4 Downtown Barrie Market Steering Committee Vision

Prior to the study commencing, the Barrie Public Market Steering Committee agreed on the following vision.

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

Examples of size, governance models, financial performance, and other factors for other farmers' markets and public markets is located in Appendix A – Market Examples.



1.5 Agreed Evaluation Criteria

The impetus for this business plan is rooted in the need to find a suitable location in Downtown Barrie that can accommodate the combined summer and winter (year-round) Barrie Farmers' Market. Having existed in Downtown Barrie since 1846, the Market is an institution and an anchor for the Downtown and Barrie region.

During the workshop sessions, the following criteria were determined to be the required elements for the relocated Barrie Farmers' Market:

- Autonomous governance over the operations of the Barrie Farmers' Market
- Downtown Barrie location
- Minimum 7,500 sq. ft. structure that can accommodate approximately 40 indoor standard stalls during the winter season (note that each vendor may use more than one stall and a stall could be sub-divided if required)
- Enough outdoor space to is flexible and can accommodate up to 60 outdoor stalls (10 x 10 stalls) and an additional 10 "back-of-truck" stalls (10 x 30)
- Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday morning
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2.0 Food Trends

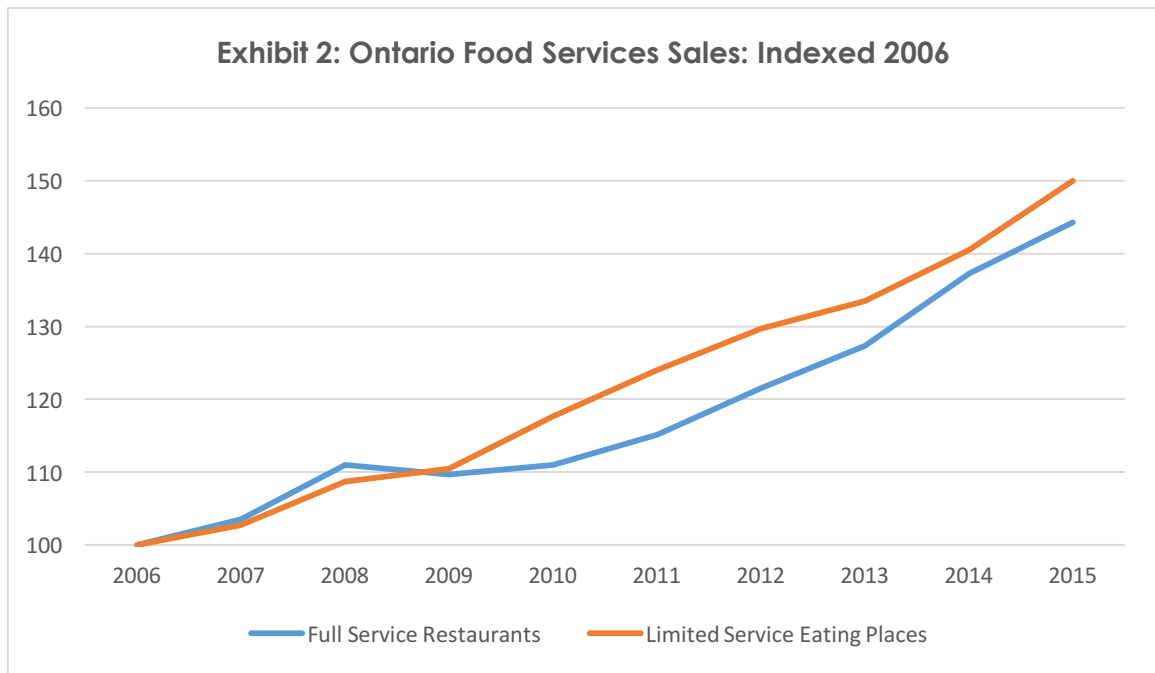
Household consumption patterns continue to evolve. Assessing the specific changes associated with food and beverage retail and food service operations reveal key facts about affecting future growth opportunities and, in particular, opportunities for the Barrie permanent Public Market. These include:

- Increased quick service, fast casual-eating atmosphere to match the busy lives of Barrie households.
- Locavore / 100 mile food movements.
- Consistent need for new food concepts to draw customers.
- Consumers wanting increased specialization in their grocery shopping and willing to spend time and more money on unique, one-of-a-kind food products, specifically fresh fruit and vegetables, fresh meat, and dairy/cheese/eggs.
- Other important food-related trends include:
 - Just-in-time consumer – food shopping is no longer a weekly occurrence but consumers are food shopping several days per week to buy the freshest products for their immediate needs (note that the trend to increased organic sales have helped push more frequent food purchasing trips).
 - Health and wellness – responding to consumer demand, there is more regulation coming through related to issues such as banning artificial ingredients, calorie count, taxes on sugar, requiring product of origin labels, sustainability practices, etc.
 - Less is more – consumers are demanding less processed foods and increased transparency on ingredients used.
 - Smartphone consumption – mobile smartphone technology and social media are more frequently used by consumers when making food-consumption decisions. The mobile consumer is more knowledgeable about product sourcing/origin, sustainability practices, etc. In addition, the general phenomenon of posting food images on social media is still very prevalent and a valuable marketing tool to be harnessed.
 - Morally conscious consumption – the rise of certification programs such as B Corp that combine retail and social activism is on the rise.
 - Gourmet convenience – there is increased demand for “do-it-for-me” home meal replacement that is fast but better quality, unique products, locally sourced, etc.
 - Chef-driven fast casual – consumers are looking for gourmet experiences but in a setting that is less formal.
 - Increased presence of male food shoppers.



Overall, farmers' markets and public markets are well positioned to address and respond to these food trends to their benefit.

The following three tables illustrate sales growth in Ontario food services, Ontario beverage and food service, and Ontario specialty items as consumers respond to the need for increased convenience, more quality choices, and unique specialty food products.



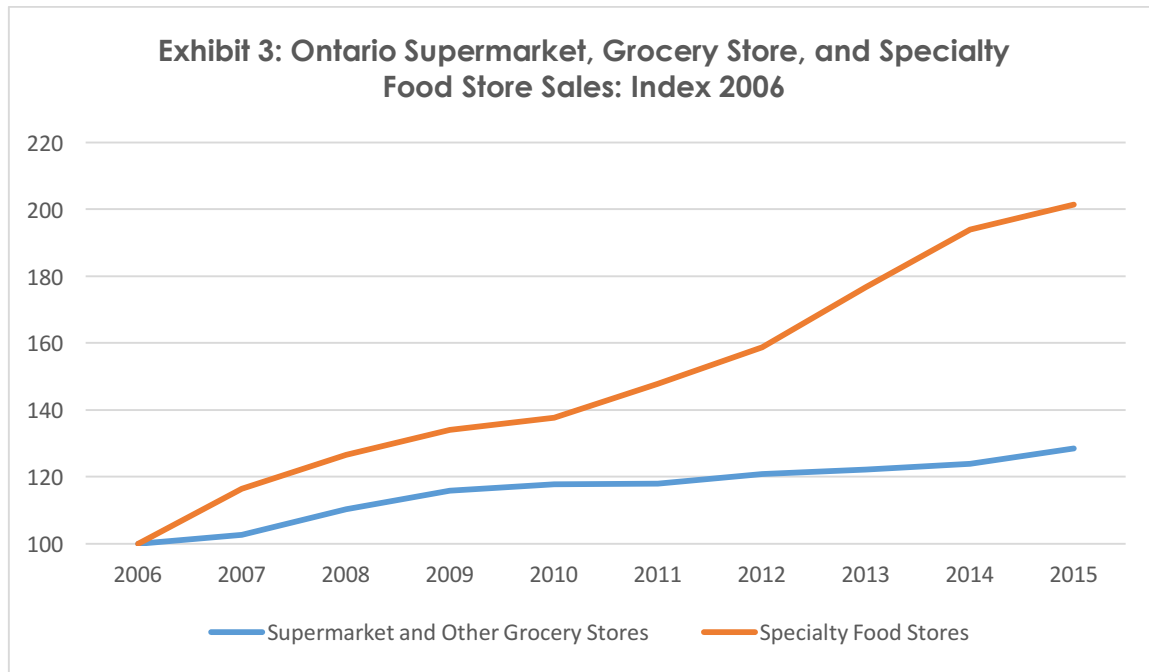
Source: Statistics Canada

Salient findings from food service sales trends include:

- In the past 10 years, limited-service eating places (quick service) have outpaced the growth of traditional sit-down restaurants.
- The total sales for limited-service eating places have grown from \$7.5 billion to \$11.2 billion.
- This represents a 50% in the past 10 years (2006 to 2015), or 4% annually. This takes into account the lull in sales growth during the 2008 recession.
- Consumers in Ontario and in particular the GTA lead extremely busy lives. Increased convenience is dictating the need for food service operators to provide quick service.
- In addition, the desire for increased food service variety has fuelled a higher number of unique smaller food service operators. For example, witness the growth of food trucks.



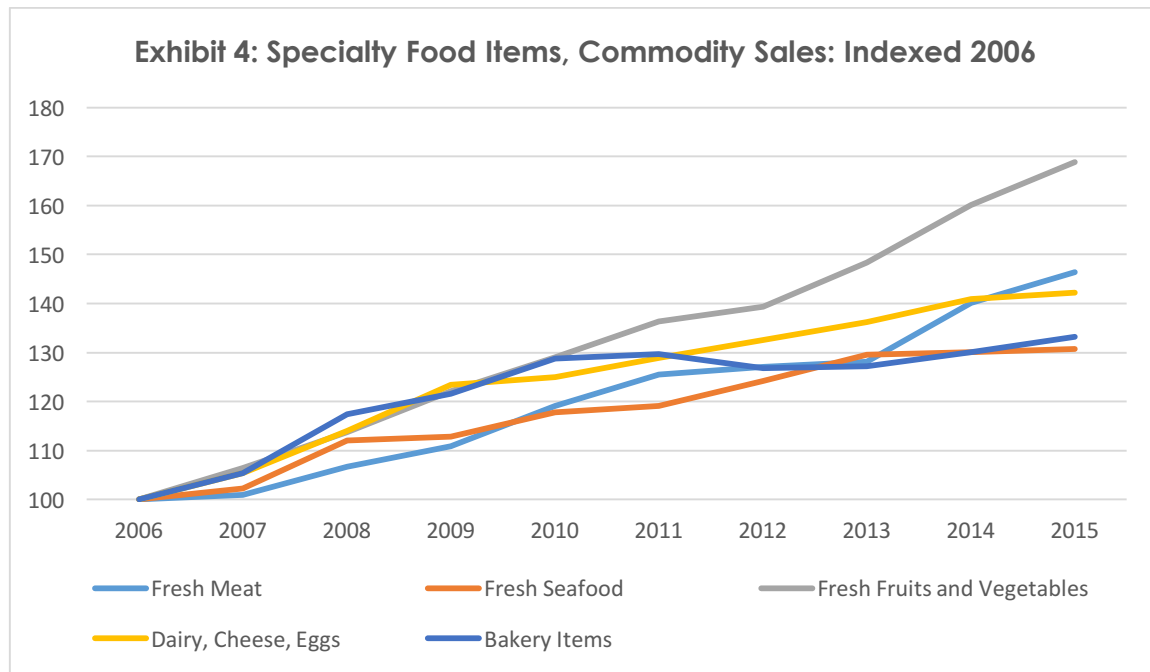
- The Locavore/100 mile movement has increased the strength of the farmer/food service vendor relationship; this is expected to continue to grow.



Source: Statistics Canada, Monthly Retail Trade

Salient findings from supermarket and specialty food store growth trends include:

- While there has been average growth experienced at supermarkets and grocery stores, there has been phenomenal growth recorded at specialty food stores (e.g., meat, fruit and vegetable, seafood, bakery, etc.).
- Specialty food stores have witnessed a doubling of sales from 2006 to 2015.
- The market share of specialty food stores is still relatively small but has grown from 4% to 6% as of 2015.
- Overall, consumers tend to shop at their supermarkets and grocery stores and continue to infill with unique specialty items that they want to “splurge” on.



Source: Statistics Canada, Commodity Survey

Salient findings from a review of specialty food item sales growth reveals the following:

- High sales growth for fresh food items and unique specialty items outpaces overall supermarket and grocery store sales.
- Fresh fruits and vegetables has witnessed the highest growth rate from 2006 to 2015. The growth of organic sourced food and the desire for more locally produced food has driven sales growth in this category.
- Fresh meat has experienced a growth spurt in 2013 to 2015 in part due to inflation but also increased demand for quality fresh meat. Consumers are demanding more gourmet food experiences and meat falls into that growth category.
- High sales growth is a combination of increased consumer demand for unique products that may be locally sourced, organic, or have another differentiating factor. This demand is also fuelling price increases.
 - As an example, Canada's food and beverage organic marketplace accounts for 1.7% of all purchases at \$2,978.6 million. Direct to market, including farmers' and public markets, account for 13% of these sales at \$377.6 million. The food and beverage organic market grew 2.3 times in sales volume from 2006 to 2012. (Source: The Nielson Company 2012, Canadian Organic Trade Association)
- In addition, growth in demand of plant-based proteins, including nuts and legumes, has triggered a resurgence of bulk-food retailing.



3.0 Transformative Downtown Barrie

The future success of the Downtown Barrie Public Market Precinct is based on several key transformative changes occurring in Downtown:

Population Growth

Exhibit 5: Barrie Urban Growth Centre Population and Jobs Forecast

Year	UGC Population Jobs	Annualized Growth Rate	Persons and Jobs/Ha
2006	12,000		77
2012	13,849	2.4%	84
2031	23,400	2.8%	150

Source: Growth Management Plan Monitoring Report, prepared by the Planning Services Department which provides some statistical information to the end of 2015

The number of jobs is anticipated to grow from 6,800 in 2011 to over 10,000 by 2031. The residential population will grow to over 13,000 by 2031. This is a sizeable population that can support a range of retailers selling local-oriented goods and services.

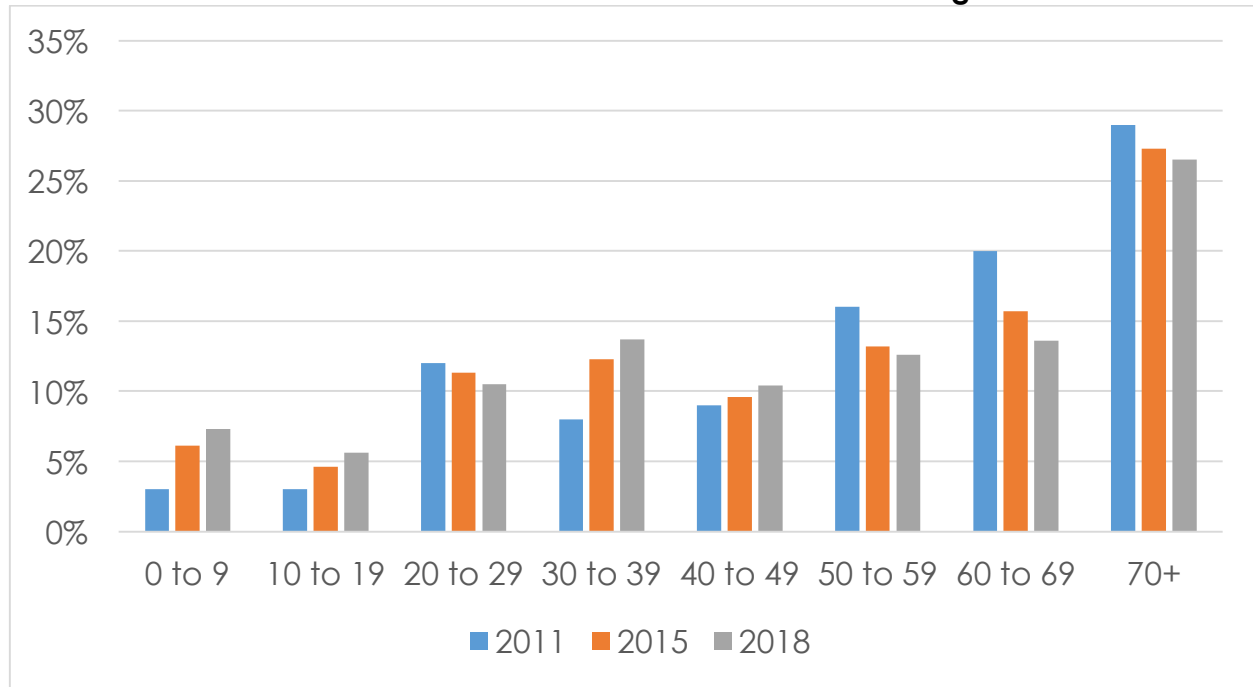
Growth is planned on the following sites in the Urban Growth Centre:

- Lakeview: 82 units (under construction)
- Harmony Village: 1,255 units (proposed)
- 185 Dunlop St. E.: 149 units (proposed)
- Y by the Bay (proposed)
- 152 Cumberland (proposed)
- Surplussed parking lots (to be determined)

Socio-Economic Profile

The profile of the new residents/households moving into the Downtown area and the Urban Growth Centre area are reflective of a population that would support an urban Public Market. The mixture of empty nesters, young adults, and young families with moderate to high household incomes match the required socio-economics for the urban Public Market concept.

Exhibit 6: Downtown Barrie Waterfront Condo Market Age Profile



Source: Statistics Canada, Environics (Border Bradford St. to Kempenfelt Bay, and Simcoe St. to Cumberland St.)

Exhibit 7: Downtown Barrie Waterfront Condo Socio-Economic Profile

	Downtown Barrie Waterfront Condo Market	Barrie CMA
Population Est. 2015	1,566	201,509
Annualized Population Growth	5.0%	1.9%
Persons Per Household	1.60	2.60
Per Capita Income	\$46,486	\$35,550
Average Household Income	\$74,056	\$93,601
Per Capita Expenditure		
Meat	\$571	\$428
Fruit and Fruit Related	\$428	\$266
Vegetable and Veg. Related	\$390	\$242
Baked Goods	\$306	\$269
Dairy, Eggs, Cheese	\$485	\$369
Seafood	\$113	\$73
Cereal, Grains	\$171	\$152
Other Food	\$772	\$594
Restaurants	\$1146	\$775
Snacks	\$132	\$106
Total Food and Food Service	\$4,514	\$3,374

Source: Statistics Canada, Environics (Border Bradford St. to Kempenfelt Bay, and Simcoe St. to Cumberland St.)

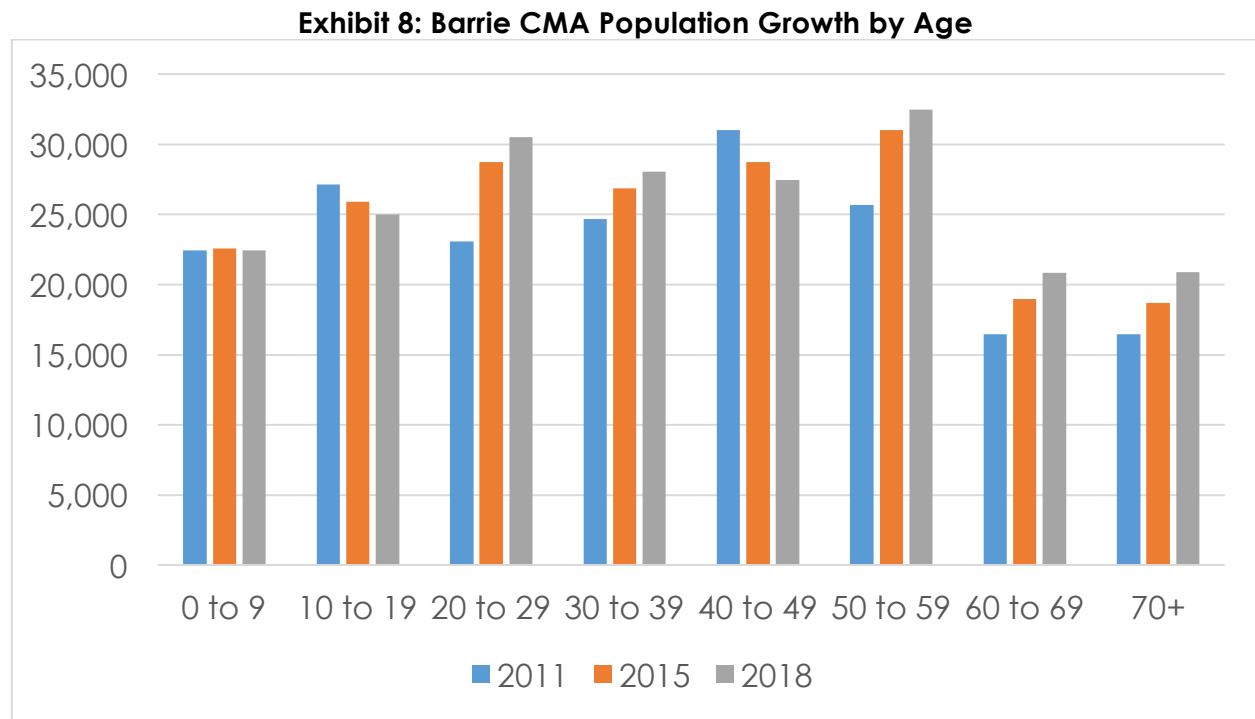
The Downtown Barrie waterfront condo developments on the southwest of Downtown have the following socio-economic characteristics:

- Appeal to an older population of 50+
- Growing number of young families
- Spend a high proportion on quality fresh food and eating out



Regional Population

The Barrie CMA (census metropolitan area) is one of the fastest growing communities in Canada. The population growth points to a younger, dynamic, urban population and an active older population.



Source: Statistics Canada, Environics

Barrie CMA growth trends would support an urban Public Market:

- An older population of those 50 +. The older population growth is due to the aging baby boomer population. Unlike other seniors' groups, the aging baby boomers are more active, have a youthful attitude, and are focused on health and wellness and have good incomes to support these activities.
- There is a growing segment of young adults, including 20-to-39-year-olds. These young families are taking advantage of the location of Barrie to employment markets, the accessibility of GO transit options, and the proximity of Barrie to year-round outdoor recreational activities.
- The proposed permanent Public Market should capitalize on growing food trends as well as on regional Barrie residents' love of the outdoors.



Other Target Markets

Downtown Office Workers

- Urban Growth Centre: 6,800 workers in 2011
- Anticipated growth: 10,021 in 2031
- Primarily located along Colliers St. – Financial, legal
- Small office market located in west Downtown

Students

- Very small Georgian College campus in Downtown
- Potential for Georgian College to have a larger Downtown campus
- Plans for university in Downtown (west) have not moved forward

Night Time

- Mady Centre – 200-seat black box theatre (Theatre by the Bay, Talk if Free) (3,250 attendees)
- 5-6 screen cinemas
- Several film festivals – Barrie Film Fest

Library

- Popular activity centre in Downtown for families, entrepreneurs, etc.

Marina

- Minimum 300 permanent boat slips
- 40 transient slips but plans to increase to 150 transient slips

Tourism/Accommodation

- 1,376 Rooms (12 hotels and college residence)
- 67.5% occupancy rate 2015
- 352,857 people visits
- 42% leisure / 58% business

Conference Centre

- Planned at site adjacent to Memorial Square (Meridian Square)
- Hotel planned for the site

Festivals

- Promenade, Canada Day: 50,000 over 3 days
- Craft Beer and BBQ: 20,000 one day
- Noella: 6 weeks
- Dragon Boat Race
- Kempenfelt Festival
- Waterfront Festival
- Jazz and Blues Festival



Other signs of Downtown Barrie's transformation include the following:

GO Train Line

- At present, there are five weekday trains departing Barrie and seven weekday trains arriving in Barrie (12 total). There is the potential to add another rail track in Barrie to increase service.

Meridian Square

- The redevelopment of Memorial Square, including enhanced people gathering amenities and an amphitheatre, is moving forward in 2016.

Waterfront Redevelopment

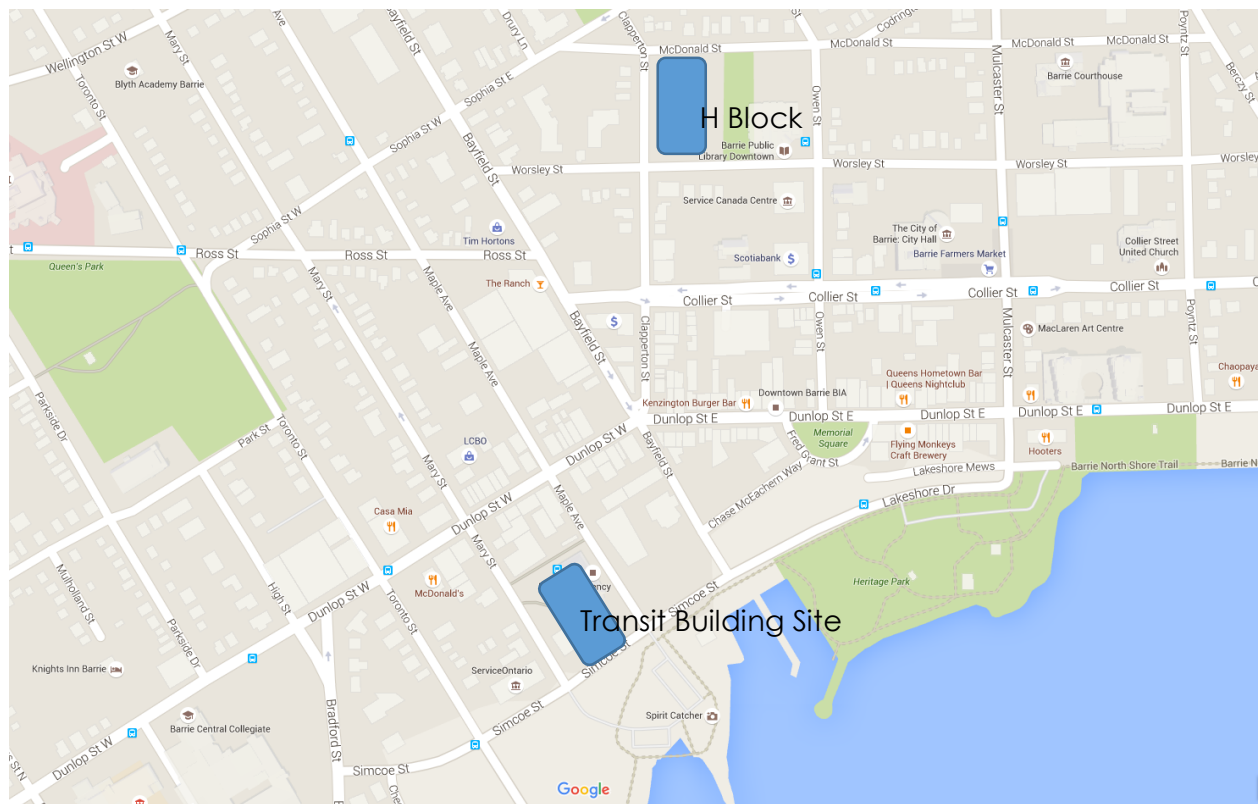
- Redevelopment of the roadways, walking paths, boat slips, parkland area is working towards an enhanced Downtown attractor, a critical linkage system.

4.0 Site Selection

Two sites were selected ahead of the consultation process by the Downtown Barrie Market Steering Committee Location Sub-Group:

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

Exhibit 9: Downtown Barrie Potential Sites for Barrie Permanent Public Market



Site Representative Options – Greenfield vs Urban

Whether the permanent Public Market moves forward on either of these two sites, they each represent two different options. H Block is considered a “greenfield” type site as it has no other buildings on it that will need to be repurposed. In addition, it is located on the fringe of the Downtown area. The Transit Building site is considered an “urban” type site. There is an existing building that may be repurposed for the market. In addition, it is located in close proximity to other Downtown retail businesses.



4.1 Site Evaluation Factors

The site selection review included eight major categories and over 50 sub-category factors.

The major categories include:

1. Universal characteristics – clean and safe
2. Physical characteristics
3. Identity to build upon – opportunity for retail success
4. Accessibility / mobility
5. Catalyst opportunity
6. Target market appeal
7. Experience
8. Anticipated capital costs

Each sub-category factor was given a score from 0 to 5 except for instances where negative factors were used (e.g., capital costs). A weight prioritization system was employed to assess the relative importance of each factor towards achieving the goals and objectives of a permanent Public Market in Downtown Barrie.

Finally, an indexed value for each of the eight major categories was developed based on the individual scores and the relative weighting prioritization.

A summary of the indexed scores for each of the eight categories is provided below. The full analysis and commentary for the site evaluation is located in Appendix B – Site Evaluation.



Exhibit 10: Barrie Permanent Public Market Site Evaluation

Major Categories	Transit Building	Indexed Score	H Block	Indexed Score
Clean and Safe	Relatively clean but safety issues	3.33	Clean and moderate safety issues	3.67
Physical Characteristics	Existing building will be easier to repurpose but not ideal for retail; may be more expensive in the long term	3.96	Opportunity to construct market purposed building but may become expensive	3.90
Opportunity for Retail Success	Average to good complementary retail to build upon	4.46	Limited complementary retail to build upon	2.03
Accessibility / Mobility	Good accessibility but parking conflicts on Saturday reducing availability	5.86	Good accessibility and under-utilization of existing parking	7.39
Catalyst Potential	Limited catalyst potential	2.90	Almost no catalyst potential	1.70
Target Markets	Approaching higher population threshold, good income, and complements arts visitors. However, lack of day-time visitors	2.88	Some population growth potential nearby and attracts young families to library	2.59
Experience	More activity centres nearby but waterfront events may detract from Market operations	2.88	Limited activity centres nearby and few events	0.57
Capital Costs	Could be significant to bring up to code	-4.00	\$200/sq. ft.	-3.00
Total Index Score		21.10		19.03



Overall, the two sites achieve similar scores. However, there are differences:

Pros of H Block

- **Customized Building** – H Block scores higher than the Transit Building primarily because it is a vacant, flat site that allows the City to build a customized building suited to a market.
- **Safety and Security** – H Block's location away from Downtown proper makes security concerns less of an issue. The relocation of the bus terminal also diminishes some of the security concerns.
- **Isolated from Other Activities** – The H Block site is not encumbered by other competitive activities that may detract from consumers being able to access goods at the Barrie Farmers' Market on Saturday mornings (e.g., competitive events that have a large number of food kiosks and parking supply issues).

Cons of H Block

- **No Nearby Supportive Retail** – H Block is too far removed from other amenities and Downtown to be an activity centre.
- **Lack of Demand** – There is a lack of demand from day-time traffic for a weekday Market.

Pros of Transit Building Site

- **Vendor Sales Viability Due to Retail Adjacencies** – The Transit Building site scores better in terms of providing a competitive and complementary retail environment that supports retail development. The H Block has no significant retail or food service operators immediately nearby on which a potential market could build. The site has a higher leasability factor.
- **Attractive Location** – The Transit Building site offers "site magic" due to its location and views on the waterfront. The attractive setting will:
 - Allow consumers to linger longer by either combining their visit to the Market with other Downtown and waterfront activities.
 - Permit a premium on rents for vendors that have views to the waterfront.
- **Flexible Site** – The size of the site allows for different combinations of outdoor and indoor vending space combined with parking options and public space gathering locations.
- **Growing Consumer Base** – The Transit Building site is located in closer proximity to the new residential growth market for Downtown (e.g., Lakeshore/Waterfront area). This target market is essential for the public market to be successful as the consumer base has the disposable income and desire for unique food shopping and eating experiences.



- It is noted that there is a relatively small daytime office worker population in Downtown Barrie. This target market is important for a public market to sustain sales Monday to Friday.
- **Accessibility and Visibility** – Retail needs exceptional accessibility and visibility to be viable. The site offers access options from three sides, including Simcoe St. There is good visibility of the Market from the waterfront area and Dunlop St. W.
- **Multiplicity of Use of Nearby Amenities** – The Transit Building site is located in Downtown Barrie's Entertainment District. Public markets tend to fit in well in these environments due to the number of food service operators nearby, they tend to be more experiential in the retail mix, and it allows for greater utilization of parking lots (public market during the day and entertainment venues at night).

Cons of Transit Building Site

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

4.2 Site Selection Recommendation

- H Block presents the “less risky” or “safe” choice of solely moving the Barrie Farmers' Market from one location to another. However, the relocation site does not create extra value for the Downtown as required in the evaluation criteria. The site is isolated from other supportive amenities, lacks adjacent retail, and is not near the growing/changing population areas of Downtown.
- For that reason, H Block was eliminated from further consideration as a site for a permanent Public Market.
- The business plan for a permanent Public Market at the Transit Building site was developed based on the following facts:
 - Future transformation of Downtown Barrie and the Barrie region that includes residential, transit, public realm, cultural, growth and more.

Agreed Upon Direction – Phased Approach to the Transit Building Site

However, it is noted that if the site could be developed all at once, then that would be ideal. It would save capital costs, ensure an impactful grand opening, and would not impact the farmers' market later if the site is continually under construction.



4.3 Options Analysis

Throughout the workshop meetings, several were presented to the Downtown Market Steering Committee. These included:

1. Transit Building site, minimal renovation, build Farmers' Market structure
2. Transit Building site, moderate renovation, build Farmers' Market structure
3. Transit Building site, major renovation, accommodate winter market inside the Transit Building
4. Transit Building site, major renovation, build Farmers' Market structure
5. Farmers' Market structure only

For each option the team addressed layouts, proposed vendor mixes, high-level operating pro formas, and capital investments.

These options were primarily used by the Steering Committee to review operational feasibility and potential layouts. Based on the discussion, one refined option that included the Transit Building, a moderate renovation capital budget, and a new Farmers' Market structure was chosen as the "move-forward" option.

The strengths of this option as per the agreed upon Downtown Barrie Market Steering Committee vision, include:

- It is a large enough site that allows flexibility. There are three vendor areas: the Public Market Building (the former Transit Building), the Farmers' Market Pavilion, which will house the summer and winter Barrie Farmers' Market, and the outdoor vending space for the summer Barrie Farmers' Market vendors.
- There is very good accessibility and visibility from three sides of the site.
- The site offers a high level of flexibility in terms of being able to accommodate a large number of vendors in different sections of the Market Precinct site. However, on certain days when there are fewer vendors, the site will not look empty as the vendors can be concentrated into one specific section.
- The site also offers the opportunity to expand the Farmers' Market Pavilion in the future should the Market become extremely successful.
- In addition, the Public Market Building could be redeveloped at a future date into a higher-density mixed-use structure if warranted.
- It allows for access from all of Barrie's communities.



5.0 Business Plan – Barrie Permanent Public Market

5.1 Background Assumptions and Evaluation Criteria

The impetus for this business plan is rooted in the need to find a suitable location in Downtown Barrie that can accommodate the combined summer and winter (year-round) Barrie Farmers' Market. Having existed in Downtown Barrie since 1846, the institution is an anchor for the Downtown and Barrie region.

During the workshop sessions, the following criteria were determined to be the required elements for the relocated Barrie Farmers' Market:

- Downtown Barrie location
- Minimum 7,500 sq. ft. structure that can accommodate approximately 50 indoor vendors during the winter season
- Enough outdoor space to accommodate 60 outdoor vendors (10 x 10 stalls) and an additional 10 "back-of-truck" vendors (10 x 30)
- Dedicated parking on-site or immediately adjacent that is used by Market customers during Saturday mornings
- A location nearby for vendor vehicle parking (but not necessarily on-site)
- Safety and security concerns addressed
- Free from event competition such as food kiosks at special events

Barrie Permanent Market Evaluation Criteria

The evaluation criteria established for the Public Market are:

1. Connect the Dots in Downtown. Downtown Barrie needs to develop more and differentiated activity centres to create a more robust and competitive Downtown environment. The Market will help to create pedestrian flow, encourage people staying longer, and add to the vitality of Downtown Barrie.
 - It is noted that in the Barrie Farmers' Market consumer surveys, there is a high degree of cross-over between Market visits and other activities in Downtown.
2. A place for local vendors to develop a business, increase sales, develop a viable business plan. Vendors will include both indoor and outdoor as well as a high proportion of primary producer farmer vendors (minimum 51% for farmers' market status), locally manufactured food, and locally prepared. Raw food preferential is sourced from Simcoe County but will allow infill from Southern Ontario. Products that are unique and not readily available elsewhere will be allowed. Consumers must be aware at all times what they are buying and where it is from.
 - The underlying strength and reason why vendors choose the Barrie Farmers' Market to locate is that the Market provides a good and stable revenue source due to its location in a dense urban environment.



- The Market must be competitive with the best retail in the region. Competition forces vendors to be innovative and develop new food concepts that consumers will want.
 - The Market vendor must be owner operated (vendors cannot be chain store or franchised operations) to ensure unique one-of-a-kind retailing and atmosphere.
3. Provide better quality and fresh foods for Barrie residents (and Downtown residents). This includes residents being able to buy some grocery-type items for their daily/weekly needs or to infill their grocery shopping with specialized food items.
 4. Provide for an inclusive, safe, education-driven, community-oriented space that encourages placemaking.

Action

- Move forward with a complete redevelopment of the transit site including the Farmers' Market Pavilion and the repurposing of the transit building to the Public Market.
- If that is not feasible, a phased approach to redeveloping the transit site in Downtown Barrie may be warranted.
 - Clear the western half of the site, and construct a Farmers' Market Pavilion (min 7,500 sq. ft.) as well as parking lots and landscaping elements.
 - It may be possible to lease the former restaurant space in the transit terminal building at the same time as the Farmers' Market Pavilion is being constructed as this space is envisioned to remain largely intact.
 - City will continue to study alternative uses of the Transit Building, including a Public Market concept, Invest Barrie's Innovation Hub, etc. In addition, the building could be demolished to allow for a higher-density structure.



5.2 Market Precinct Layout

This business plan assumes the ground level of the Transit Building will be used for a Public Market. The entire site is referred to as the Market Precinct in this plan.

This section addresses the site layout of the Market buildings, the outdoor vending spaces, parking areas, the protected waterfront views, and other amenity areas.

The Market Precinct may extend beyond the Transit site to include the waterfront and the Entertainment District of Downtown. However, at present, the layout will focus on the Transit property.

At present, there is a need for local area buses to use the adjacent streets for passenger pick-up and drop-off. There is allowance for a token vending machine in the Public Market facility.

Exhibit 11: Market Precinct Proposed Layout





Access and Egress Points

The site is open and accessible on three sides. This provides ample opportunities for pedestrian and vehicular access. The layout allows for three vehicular access points (Maple Ave., Simcoe St., and Mary St.). On a non-Saturday, vehicles will be able to flow through the entire site. There are three natural “transition” points that can be closed off to traffic to allow for vendor stalls to be set up or for events to occur.

Vendor loading can be accessed on multiple sides of the building without interrupting other Downtown activities.

This layout allows for greater flexibility. Smaller events can be located in one section without the entire area looking empty. Alternatively, the entire site can be used to create a larger, multi-functional event as well.

Special gateway features into the Market Precinct may be developed to demarcate the space. This could be a sculptural element (note that the Spirit Catcher is already a great symbol for the Market Precinct).

Parking

There are three proposed parking locations on the site, accessed from each of the three entrances and interconnected inside the site. The parking lots are interconnected through “transition” points that can be sealed off if required for events or for Market vendors. As much as possible, the parking areas that are to be used for outdoor vendor stalls should be as level as possible as it is often difficult for vendors to set up and sell on a sloped surface. The parking stalls/event space should abut the Farmers' Market Pavilion building.

The aim should be to accommodate a minimum of 65 parking spaces. During the Saturday Barrie Farmers' Market, approximately 45 of these will be available to customers.

The tree and planter program should coincide with key buying times during the year to ensure the site has maximum impact on potential visitors (e.g., flowering plants during August, June, etc.)

The parking should be attractively landscaped and include trees and shade for vendors. A potential validated parking program (Monday to Friday) at the Market Precinct site would include:

1. Gated entry to the parking areas whereby drivers are given a ticket from a machine. Inside the Market buildings there are validation machines that allow for



two hours of free parking for shoppers/patrons. If visitors spend longer than two hours, they will be required to pay \$1.25 or part thereof after the two-hour limit. This system relies on an “honour” system. Abusers may be able to get free parking but security personnel will eventually be able to pick these people out.

2. Drivers park on the site and then obtain a ticket from centralized located machines. There will be two options: (1) shopping at the market or (2) not shopping at the market. If they are shopping at the market, they will not be asked to pay but will be given two tickets – one for their car dashboard and one to take in to the market and get validated. If at the time they validate the parking and it is longer than two hours, they will be notified that they pay for their additional time for parking. If they are not shopping at the market, they will be asked to pay based on \$1.25/hour.
3. The entire system is based on an “honour” system. Those who do not plan to shop at the Market will pay. Those who plan to shop at the Market will not pay. This also permits the easiest shopping experience as shoppers do not have to go back and forth to their vehicles, do not have to learn a potentially complicated parking system. Those vehicles parking longer than two hours without a ticket on their windshield will potentially be fined.

As noted, there is free parking on weekends.

In addition, the paid Saturday parking along the waterfront should be realigned for the Market and free on Saturday till noon.

Public Market Building

The existing Transit Building will be converted into the Public Market Building. The ground floor will be used for vending. The upper level may be another use. However, the rent collected will go towards the Market Precinct operation. Given the desire to create an outdoors- and adventurous-oriented appeal for the target market, uses related to fitness should be considered for the upper level.

The ground-level walls in the south section of the building will primarily remain intact. The former food service space will be converted into another food service operator. The washrooms, stairwells, electrical room, maintenance room, and elevator will remain in place. The demising walls on the north section will be removed and the space opened up to accommodate new vendors into the Market. Updates for gas, electrical, water, drains, fire/safety, and HVAC will be required to service the new vendor uses and customer circulation patterns.

The outside of the building will need signage and banners, etc. to create a festive market-type atmosphere.



The internal layout of the vendors will encourage vendor and customer interaction. The centre aisle will be used by a potential vendor selling fruits, vegetables, and flowers. Thereby the visitors through the building will come in direct contact with the products. Also, the south west entrance will lead directly to a bakery/café area. The customers will pass directly by vendors preparing items (sight and smells) as well as meandering their way between the vendors and the small-seating area. This pushes the consumer into close proximity to the goods being sold and increases potential sales opportunities.

Exhibit 12: Public Market Building Proposed Layout



Farmers' Market Pavilion Building

The proposed structure to house the Saturday Barrie Farmers' Market will have the following features:

- Minimum internal area of 7,500 sq. ft. or 7,770 sq. ft. exterior sized (note may be larger to allow for growth or other activities in the building), but this has to be balanced against the need for parking and some outdoor community gathering space. This is measured internally.
- Rectangular shaped – a long and narrow configuration is more ideal for vendor layout.
- Single span construction with no interior columns.



- Indoor vendors should be on average 64 sq. ft. (8 x 8). Some vendors will require two indoor stalls (maximum is three stalls per vendor). The interior use of the space in the winter and summer will have to be flexible enough to accommodate some of the outdoor summer vendors who will have to move indoors during the winter season. The stall configuration will allow for smaller spaces and reflect the fact that many vendors will sell less during the winter months. The average stall will be 36 sq. ft. (6 x 6) in the winter.
- Indoor aisles should be 6-to-10 feet wide (can be wider depending on the number of vendors but maximum is 18 feet). Keeping customers primarily in the aisles has several benefits, including:
 - Ensuring that leased vendor space is efficiently used to showcase merchandise rather than being used for customer circulation. This helps to keep vendor rents low.
 - Helping to create a lively market atmosphere. The saying that people attract people is true for markets and the more customer activity concentrated in the aisles create a greater sense of bustling activity.
- There should be at least three major customer entrances into the Farmers' Market Pavilion. The 72' entrances are wide enough to accommodate easy vendor cart movement in and out of the building.
- Allow for a truck bay-type entrance into the storage area and into the main hall. The entrance will allow a truck to drive into the building if required.
- Provide for one electrical unit for every one interior oriented stall. Around the perimeter ensure there is sufficient electrical for vendors requiring multiple refrigerator display units, and other vendors requiring electrical will be on the perimeter. The ceiling system will be set up in a grid pattern to allow for electrical to run along the conduits. In addition, vendor signage can be customized and hung from the system.
- There is a need for sinks on site if the testing kitchen is in use during Market operations. Generally, there is a requirement for one sink for every 20 vendors but this will be ratio will be determined by the Simcoe Muskoka District Health Unit. This may be accommodated by washroom sinks. Proper commissary-type sinks are required for food preparation. The market should opt for additional portable sinks (and proper disposing of grey water) rather than having them permanently installed at vendor locations. Permanent sinks at each vendor stall will make it difficult to use the building at other times for events. Rather, portable sinks at vendor stalls should be used.
- It is noted in the layout that no vendor can store their vending amenities (e.g., refrigerated display units, portable ovens, etc.) on site. They will have to be carted on site every Saturday and removed at the end of the market day. This allows the building to be used for other purposes on non-market days. However, if it deemed



warranted, it may be possible for vendors to rent space at the building to store their equipment. This would be negotiated separately between the Barrie Farmers' Market and the City.

- Locate washrooms and cleaning/maintenance facilities (500 sq. ft.).
- Storage for chairs, tables, canopies, etc. (432 sq. ft.) will be required on-site.
- The Market should plan for common tables, vending area, and canopies to create a consistent, festive look rather than having each vendor provide their own.
- Use of small ramps for ease of deliveries – minimize the use of stairs.
- Garbage disposal facilities will have:
 - Major, coded container(s) for recyclables, organic waste, and non-recyclable.
 - Containers for recycling of paper/cardboard, glass, and metal. Vendors must be held responsible for sorting their garbage into appropriate bins.
- The physical design of the site should be enlivened with landscaping, lights, signs, graphics, and banners.
- Vendors need to have consistent signage and design guidelines. No back lit signs and no third-party signs (e.g., Coors Light, Coca Cola sponsored signage or umbrellas/tents with third-party signage). If amenities are sponsored by a business or organization (e.g., Napoleon Grill Testing kitchen or Rotary Clubs Rink), then standards will be set in terms of name size, materials allowed, permission type usage, etc. for said signage.
- Flower and produce vendors should be located close to entrances to provide an initial impact of colour and visual appeal.
- A testing kitchen will be added to the building (466 sq. ft.). This section will require its own make-up air system, cooking exhaust system, cooling, product prep, and ware washing area. The cooking equipment will be permanent but the display counter may be moveable so as to be able to open up the space if no event is occurring. The test kitchen will be separated from the rest of the hall with retractable doors as required by Health Protection and Promotion Act and the Simcoe Muskoka District Health Unit. Use of the Farmers' Market Pavilion for major food preparation will need to be further defined through discussions with the Simcoe Muskoka District Health Unit to ensure food preparation health standards are followed.

Recommended equipment for this testing kitchen will include:

- Convection oven (gas)
- 6-burner cooking range (gas)
- Proofer/ warmer
- 20-quart mixer and small-food processing equipment
- Cooking presentation counter with electrical for induction cookers
- Overhead demonstration mirror above presentation area (AV alternative)
- Two-door reach in cooler (possibly small freezer)
- Storage and pan racks



- Stainless steel prep sink
- Mobile stainless tables
- Hand-washing station
- 3-well pot sink
- Small commercial dishwasher (if applicable)

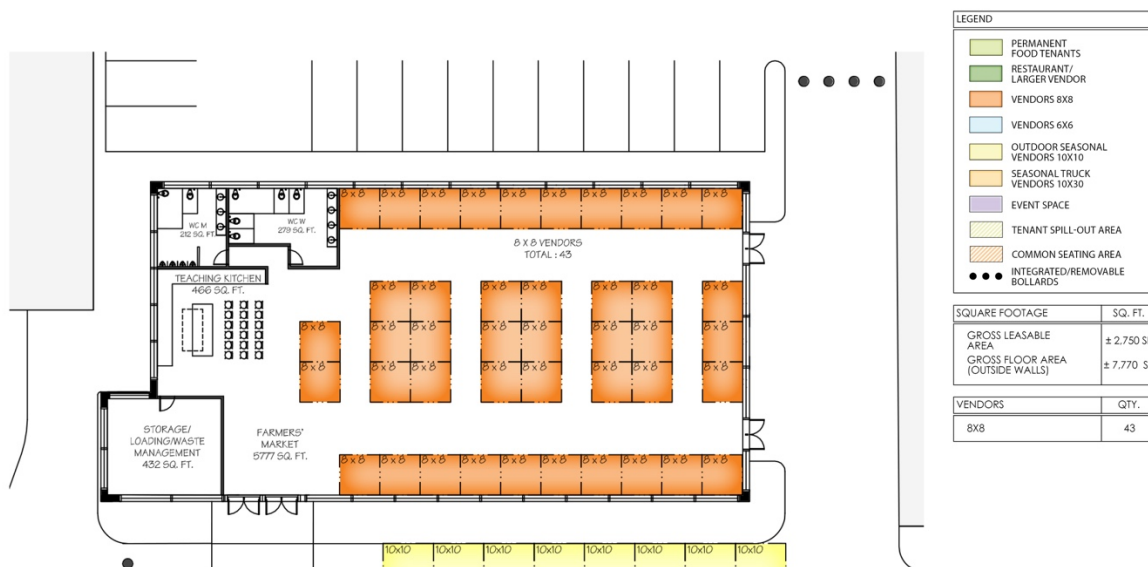
Base building requirements for the testing kitchen include:

- 10–16-foot cooking exhaust hood (estimate 3000–4000 CFM)
 - Make up air system (80% of cooking exhaust hood CFM)
 - 208 / 240-volt electrical capacity for dishwasher or food prep equipment; a series of NEMA 5-20 receptacles at all counters and in the presentation area
 - Designated hot water supply (140°F)
 - Grease interceptor for pot sink / ware washing
 - Wall finishes to be smooth and easily washed down
 - Stainless steel wall finish behind hood from floor to bottom of exhaust hood
 - Secured storage area
 - Designated lighting for display counter; dimmable lights for balance of area
 - PA system for demonstrations
 - Waste sorting and holding.
- An outdoor cooking demonstration area is recommended. This area can feature a BBQ grill, fired cauldron, or a wood-burning oven concepts. Products such as bread, pizza, grilled proteins, sausages and vegetables as well as traditional beans or stews can be featured in this area. There are many ways to configure this area, but some guiding principles include:
 - The outdoor cooking area shall have direct access to the testing kitchen for ease of movement of product and people between the two.
 - The cooking equipment will need a covered area (with lighting) to protect the cooks and product from natural elements.
 - The positioning and selection of the equipment must consider smoke and ember control relative to nearby structures and activities.
 - Hand washing will be required (can be portable sink units).
 - A potable water source would be useful near the cooking equipment.
 - A series of NEMA 5-20 receptacles at all counters and in the presentation area
 - The area should have a fixed counter to protect the cooking processes and act as a presentation counter.
 - An open pavilion area adjacent to the outdoor cooking area could be used as an outdoor teaching classroom, seating for dining or even host small outdoor catering events.
 - Ash and ember handling systems will be required on site.
 - Waste sorting and holding.

Exhibit 13: Market Pavilion Proposed Sketch



Exhibit 14: Market Pavilion Proposed Layout



A range of layout options for the interior of the Market Pavilion is provided in Appendix C: Market Precinct Layout



Outdoor Vendor Layout

- Able to accommodate a minimum of 60 regular-sized vendor stalls (10 x 10 stalls) and 10 large vendor stalls that allow for selling off “back-of-truck” (10 x 30 stalls). Note that the layouts illustrate 32 regular sized stalls and 10 large vendor stalls but more vendor stalls can be added throughout the site.
- Ideal if vendors face one another in a double-loaded configuration (however, not necessary throughout the entire site).
- 6-to-10 feet aisles.

Other Elements and Amenities

- Terraced stage for performances – small bands, buskers, musicians, singers, children storytelling, etc.
- Location for larger events such as judging pie baking contests, pumpkin carving contests, egg painting, food and wine festivals.
- Product education and learning – testing kitchen in the Farmers' Market Pavilion, nutrition, recipes, cooking demonstrations, outdoor panels that showcase where products are sourced/grown,

Other elements can include the following components:

1. Draw customers that are interested in health, wellness, physical fitness, outdoor recreation.
 - Allow for indoor and outdoor recreation such as the following classes:
 - Outdoor Tai Chi classes on the property overlooking the waterfront
 - Yoga, pilates, strength training both inside the Farmers' Market Pavilion and outdoors during good weather
 - Dance classes inside the Farmers' Market Pavilion
 - Fitness boot camp outside/inside the Farmers' Market Pavilion
 - As noted, the upper level of the Public Market Building could be a fitness studio
 - Allow for summer “pop up” vendors to rent kayaks, canoes, etc.
 - Place outdoor ping-pong tables that can also serve as vendor tables during the Saturday Barrie Farmers' Market.
 - The Farmers' Market Pavilion may be used for sports games such as basketball, lacrosse, dodge ball, etc. (note that the building area may not be large enough for regulation play for some sports but can be used solely for recreational purposes).

Exhibit 15: Images of Other Amenities Related to Outdoor Recreation



Outdoor yoga in the square facing towards the Spirit Catcher.



The outdoor ping-pong tables can be converted to vendor tables during Saturday mornings.



Note: There are many ideas, however the scheduling and timing interferences may be difficult. As noted, nothing should interrupt the operation of the Saturday Barrie Farmers' Market operations from early morning to early afternoon.

2. Learning and Education

- The Market Precinct should be a leader in terms of advocating for quality food, local sustainable food, and healthy eating.
- A testing kitchen should be fitted out in the Farmers' Market Pavilion. This would be a small test kitchen that could be used by vendors, health and food advocates, educators, and would-be entrepreneurs. It should not be in a separate room but part of the building. An option would be to have counters and prep areas that are mobile, but the oven and refrigeration units would be fixed.

Exhibit 16: Images of Testing Kitchen



A portable kitchen for learning and education can be set up at the Market similar to the one at the Ferry Market in Downtown San Francisco, or a permanent commercial kitchen can be included in the project.

- The Market Precinct should develop a “chef in residence” program of rotating chefs that showcase goods made from Barrie Farmers’ Market vendors. This could be in coordination with the Muskoka District Chefs’ Association.
- Outdoor ovens or grill areas can be added adjacent to the testing kitchen. The outdoor cooking ovens can be part of the Market Precinct that can be used to bake items for sale at the Market and be used for educational purposes.

Exhibit 17: Images of Outdoor Ovens



Dufferin Grove Farmers' Market



Evergreen Brickworks outdoor ovens

- Small community gardens can be located on the Market Precinct site. Apiaries could be added to the top of the Public Market Building.

Exhibit 18: Image of Community Gardens



On the property, boxed in community gardens. The products can be sold and proceeds go to charity.

- The community garden concept can be linked to other locations in the region as part of a greater network of both growing food and education-related programs.
- Education related to where food sold at the Market is sourced is an important differentiator. Through displays that include different mediums, the Market Precinct can create an atmosphere that is fun and educational. This includes art work, banners, display units, panel display units, etc.
- Community Supported Agriculture (CSA) Programs can be enhanced. Food basket programs that link vendors with family food baskets can be coordinated. Also, unsold product/produce can be linked with food programs to donate or sell at a discount to food banks, community support programs, etc. Ontario provides tax credit for farmers who donate agricultural products to community food programs such as Food Banks.
- Other partnership programs could be sought through:



- Simcoe County Farm Fresh
- Food Partners Alliance
- Simcoe County Federation of Agriculture
- Simcoe Muskoka District Health Unit
- Muskoka and District Chef's Association
- Feast ON
- Savour Simcoe

3. Digital Age Market

- Basic services such as free Wi-Fi should be available at the Market Precinct.
- The common tables located throughout the site should have plug-ins, and allow for people to work at the tables (students, self-employed, business meetings, etc.).
- As part of the marketing campaign for the Market Precinct, the management can coordinate a shopping portal, delivery system, catering, etc. to assist the vendors increase sales opportunities.



5.3 Organization

It is assumed that the land and buildings will remain under City of Barrie ownership.

There will be two Market Managers – one for the Saturday Barrie Farmers' Market and one to oversee the entire Market Precinct. The Saturday Barrie Farmers' Market manager will be directly responsible to the vendors and BFM board and not to the City of Barrie or the Public Market board. However, there may be opportunities for increased collaboration between the two positions and for increased cost savings.

Saturday Barrie Farmers' Market Organization

At present, there is a Market Manager at the Barrie Farmers' Market. This position should continue at the relocated and expanded location. The Barrie Farmers' Market Manager reports directly to the BFM's Board of Directors.

The BFM should continue to refine rules and regulations on the type of vendor that is allowed to sell at the Saturday Market. A more defined certification program should be developed for the Market to adhere to strict rules of what can and cannot be sold at the Barrie Farmers' Market and to encourage investment in local food production programs.

Market Precinct Organization

A governance program is required for the entire Market Precinct.

There is a need for management and marketing during the pre-construction and construction phase of the new Market Precinct. Note that often the manager that is hired to oversee the development of the expanded/relocated Market Precinct may not be the same type of manager that the Market would require to handle the week-to-week operations. For this reason, the capital costs include required funds for covering costs of staffing for fundraising, investment marketing, finding partnerships, creative campaigns, customer marketing awareness, other public relations, and overall liaison functions between parties that are separate from the expense of management operations.

For the actual operations of the Market Precinct, the management can be a staff person hired by the Board of Directors Steering Committee for the Market Precinct, or the Market can be sub-contracted out to a retail management/event-type firm.

Roles of the Market Precinct Manager day-to-day operations will include:

- Handle the overall day-to-day management and operations of the Market



- Propose and manage budgets and accounting
- Set leasing policies and administer leases and/or bylaws as well as enforcement
- Coordinate with the City or private sector businesses for issues such as cleaning, security, coordinated Downtown and regional events scheduling, among others

If management is an internal staff person, additional functions would include:

- Develop and implement a marketing plan, including public relations for the Market
- Work with City staff, the Downtown Barrie BIA, the Food Bank, and other agencies including Georgian College, Meridian Square, Downtown Barrie Library, Mady Centre, for increased marketing, programming (CSA, food share, culinary programs), etc.
- Coordinate the activities of any volunteers
- Be a spokesperson for the Market Precinct at community functions

The type of person who is best suited to this position would be someone with public market experience and/or retail shopping centre knowledge. It is important that the person chosen have some marketing experience.

Umbrella Market Precinct Advisory Committee

- Similar structure to the current Market Steering Committee that includes City staff, Barrie Farmers' Market, Downtown Barrie BIA, Georgian College, other stakeholders that represent business skill sets in leasing, food services, tourism and hospitality, marketing, event management, etc.
- Develop firewall protections so that the committee and any vendor operations concerns – including accepting vendors, internal vendor issues management, firing vendors, and operational budgets – are clearly delineated and not influenced by City staff or elected officials.
- The committee should oversee executive issues (hiring the Executive Director), long-term vision, marketing and events coordination, including brand positioning, community liaison, capital improvements, leasing/vendor selection (see below).
- For leasing/vendor selection – the board committee will not review, accept, or fire individual vendor applications but will oversee the vendor mix composition to ensure that it aligns with the vision. There may be separate committee members to oversee food-related vendors and a separate committee that oversees arts and craft vendors. The committee may oversee requisite rents for the vendor mix.
- For leasing, the committee agrees that all vendors must be "owner-occupied" and not allow leasing by any chain retail businesses or franchised businesses that could dilute the Public Market identity.
- As noted, coordination between the Saturday Barrie Farmers' Market and the Public Market on the type of vendor and products sold may be required to ensure that the



goal of competitive but complementary business is developed. If exclusivity clauses are invoked for the Market between the two operations, there needs to be clearly defined rationale for the exclusivity clause to be enforced.

Transition Team

The Advisory Committee and staffing required during the construction and transition period should have different skill sets compared to the Market Precinct operations. Committee members and staff will have to be knowledgeable about construction, fundraising, public relations, leasing, etc. It is advisable that a new committee and staffing be established once the Market Precinct is operational. The new committee and staff will be more focused on operational and marketing programs rather than leasing, construction, and public relations.



5.4 Vendor Mix

Public Market

The vendor mix will weigh towards:

- Larger vendor spaces that complement Downtown Barrie.
- The Public Market will rely on a few exceptional retailers/vendors rather than on providing a large variety of different vendors.
- The ground-level vendors will then be able to have enough product throughout the day to service customers sufficiently. The risk of having a few number of small-sized vendors is that it will not create the required critical mass needed for the Public Market to be sustainable for the individual vendors.
- Most vendors will have street/outdoor access as well as access from inside the market. This creates greater accessibility options.
- The building layout reflects the desire to increase customer interaction with the vendors through external access to the street and having customers walk through the middle of some vendor stalls (i.e., fruit, vegetable, flower vendor and bakery/café vendor).
- Vendors will only be located on the ground level allowing the Market Precinct board and management to determine other potential uses for the second level (e.g., fitness studio or Invest Barrie's Innovation Hub).
- There will be active patio spaces associated with the vendors where appropriate.
- The vendor mix should NOT try to replicate goods available at a grocery store or supermarket (i.e., it should not include one vendor from each category) but should attempt to achieve specialization through anchor vendors: food service, meat (meat, deli, seafood) and food specialists (bakery, dairy/cheese, desserts/confectionery).



Restaurant and Food Service

- Repurpose the existing food service space for another food service concept. Allow for patio space. Maintain outside entrance from Maple St. as well as at least two entrances from inside the Public Market Building.
- Add a second medium-sized restaurant that is focused on breakfast/lunch, but still provides alcohol service. This could be in the style of a lunch-style diner, including café, specialty coffee, tea, and gelato/ice cream, smoothies based on fresh local produce (e.g., Suco Bar).

Anchor Vendors

- Meat (meat, seafood, deli type) that includes space for processing meat (butcher) as well as vending. Two vendors would create good category specialization. There will be a need for refrigerated units, cold storage, etc. that a full-service butcher would require.

Value-added prepared products include:

- Home meal replacement (hot & cold)
- Smoking and charcuterie
- BBQ and rotisserie
- Hot sandwiches (peameal bacon, sausages)
- Traditional fish and chip counter, chowder

The vendor would load and put garbage out through the front door. Locally sourced meat would be ideal, including fish from Lake Simcoe.

- Dairy, cheese-type vendor that specializes in unique cheese assortments as well as local selections. The vendor could offer prepared foods such as specialty grilled cheese, fondue, specialty macaroni and cheese, etc.
- Bakery to offer breads, cakes, confectionery items. This will include small-batch baking, but most of the baking may be done off-site.

Other Vendors

- Fruit and vegetable vendor based on a unique positioning that should be different than the Barrie Farmers' Market. This may be predominantly organic produce. The Barrie Farmers' Market vendors may enter into an arrangement to stock the vendor with their produce as required. Refrigeration is required.
- The fruit and vegetable market will require some value-added areas for products, such as pressing fresh juice, smoothies, vegetable-based soups, grab n' go fruit, as well as a modern salad bar facing the seating area.
- Flower vendor that would sell fresh cut flowers, custom orders. Refrigeration units are required to store flowers.
- Other specialty vendors offering products such as chocolate, nuts, sauces, pasta, etc. can be added.



Upper Level

- The upper level should be rented out to uses that can assist in drawing customers to the Market Precinct area. Ideally, this would be related to health and wellness (e.g., fitness studio) but may include Invest Barrie's Innovation Hub.

Saturday Barrie Farmers' Market

Indoor

The year-round indoor market vendors will include those that need additional amenities such as electricity for refrigerated units, lighting, water, etc. This includes meat-related vendors, dairy/cheese/eggs, some prepared foods, some arts and crafts.

Outdoor

Heavily weighted towards:

- Raw fresh fruits, vegetables, nuts, legumes, etc.
- Plants, horticultural, seeds, nursery, garden related
- Some manufactured or processed agricultural products such as cheese, milk, sauces, oils, baked goods
- Prepared foods
- Arts and crafts



Tenant Mix Guidelines

The Public Market should accommodate approximately 8 to 10 larger vendors. Given the size of the building, the option to have fewer but larger vendors was made to ensure they each had enough product available to be sustainable as individual businesses. The tenant mix for the Barrie Farmers' Market is only advisory as they will set their own tenant mix.

Exhibit 18: Tenant Mix Guidelines

	Pubic Market	Saturday Barrie Farmers' Market
Agricultural (farmers)		
<i>Meat, seafood</i>	2	5
<i>Fruit, vegetable</i>	1	15-20
<i>Plant, nursery</i>	1	5
<i>Other agricultural</i>	1	5
Processed (manufactured)		
Agricultural		
<i>Bakery, sweets, confectionery</i>	1	15
<i>Dairy, cheese, eggs</i>	1	5
Prepared foods and beverages	2	10
Arts and crafts		10
Total	9	70 - 75

Exhibit 19: Images of Vendor Features



Meat vendor area should include small customer tables to eat prepared foods.



A section of the meat vendor area should have foods that are ready to eat, freshly cooked.



Along the windows' edge, a breakfast/lunch café.



The windows can open to allow for vending on both the inside and outside (handheld lunch items, coffee/tea, ice cream/gelato, etc.).



Suco Bar, that also has a resident DJ.



Café and bike shop/storage for the outdoor enthusiasts.



Customers come in close proximity to the fruit and vegetable tables as they walk through the market.



Potential salad bar ideas



Potential salad bar ideas



Vendor Base Building Requirements

The vendors will have specialty and base products that they will want to promote through sampling, value-added processes, and serving hot and cold for immediate consumption or as a home meal replacement. The various types of vendors will require different base building requirements. Although the vendors are expected to finance their fit up, the Market Precinct will be responsible for preparing the tenant space with some base building systems support and amenities.

Some general base building operations to consider:

- Any refrigeration units (shared or designated) with more than 3000 btu/hr capacity will have remote outdoor condensing units; a rooftop or similar location will need to be established with mounting sleepers and the capability of the individual tenants to run electrical. This will reduce both noise and heat inside the building.
- A wash-down area for vendors to wash out waste bins or large handling bins; a central mop bucket fill and dump station is also recommended (vendors are responsible for their own storage).
- Waste sorting and holding will need to be addressed for all vendors; organics and similar will require specific planning and may require refrigeration on site of each vendor. (A central refrigerated waste area could be provided in the Public Market Building or at the Farmers' Market Pavilion if deemed necessary.)
- Operators will need to install grease interceptors; plumbing draining for building needs to be verified to meet the demands of full ware washing and food preparation.
- All food vendors will require minimum plumbing for hand-washing; recommend this allowance is made for all fixed vendor spaces.
- All vendors will require 120V power access; plan for one NEMA 5-20 receptacle (20 amp) for every 200 sq. ft.
- Facility-wide security systems, including camera surveillance.

Some specific base building requirement recommendations for specific vendors are:

Restaurant and Food Service

Repurpose the existing food service space:

- Reconfiguration of hood duct system may require shafts on second floor to be enlarged and moved.
- Roof space will require mounting space for exhaust hoods (estimate 24'-30') and fans, make-up air unit, HVAC unit, and refrigeration systems all dedicated to the food service area; distribution through the second level of the building will need consideration.



- Hot water demand will be much higher for a full restaurant/dining concept rather than the original fast food operator, as will drainage requirements.
- The operators will need to install a significant grease interceptor; plumbing draining for building needs to be verified to meet the demands of full ware washing, food preparation, and possible small batch brewing (if a craft brewery is located on-site).
- Designated washrooms that meet code standards for the combined indoor and outdoor seating capacity are required.
- This concept could require a natural gas feed with demand up to 700,000 btu/hr of gas and an additional 400 amp / 208 /60/3 electrical entrance.

Second medium-sized restaurant:

- A hood duct system may require shafts through the second floor to the roof.
- Roof space will require mounting space for exhaust hoods (estimate 12' hood) and fans, make-up air unit, refrigeration systems all dedicated to the food service area; distribution through the second level of the building will need consideration.
- If the concept is open air to the market hall, the HVAC unit for the building will need to service this area; if the concept is enclosed it can have a designated HVAC system.
- Hot water demand will be required for a small dishwasher and ware washing.
- Designated washrooms that meet code standards for the combined indoor and outdoor seating capacity are required; if concept is open to market hall, the public washrooms may be considered to satisfy part of this requirement. Vendor may want to have designated washrooms if licensed to sell alcohol.
- This concept could require a natural gas feed with demand up to 400,000 btu/hr of gas and an additional 200 amp / 208 /60/3 electrical entrance.

Prepared juices, smoothies based and specialty coffee counter?

- Provide up to 208/30/1,100 amp electrical services for coffee brewing or commercial food prep machines.

Anchor Vendors

The base building requirements for the anchor vendors could include:

- Walk-in refrigeration rooms.
- A hood duct system with shafts through the second floor to the roof.
- Roof space with mounting space for exhaust hoods (estimate 10' hood) and fans, make-up air unit, refrigeration systems all dedicated to the anchor vendors; distribution through the second level of the building will need consideration.
- If the concept is open air to the market hall, the HVAC unit for the building will need to service this area; if the concept is enclosed it can have a designated HVAC system.
- Hot water demand for small ware washing and the hose wash down of the complete area.



- Floor trough drains for these areas.
- These concepts could necessitate a natural gas feed with demand up to 500,000 btu/hr of gas and an additional 200 amp / 208 /60/3 electrical entrance.

Dairy/Cheese

- This concept will need significant retail refrigeration.
- An allowance light / non-venting equipment should be made that would use up to 50 amps of 208/60/1.

Bakery

- A hood duct system may require shafts through the second floor to the roof.
- Roof space will require mounting space for exhaust hoods (estimate 10' hood) and fans, make-up air unit, refrigeration systems all dedicated to the anchor vendor; distribution through the second level of the building will need consideration.
- If the concept is open air to the market hall, the HVAC unit for the building will need to service this area; if the concept is enclosed it can have a designated HVAC system.
- Hot water demand will be required for small ware washing.
- This concept could require a natural gas feed with demand up to 400,000 btu/hr of gas and an additional 200 amp / 208 /60/3 electrical entrance.



5.5 Lease Provisions

The following lease provisions apply to the Market Precinct. Although the Barrie Farmers' Market has set its own rules and regulations, these are additional suggestions for consideration.

The following provisions should apply to the Market Precinct, including the Public Market Building.

Merchandise

The lease agreement must have specific product controls in order to ensure a variety of products/vendors. This means that the vendor will specify the products that will be sold, and must receive permission from the Market Manager to sell any other products.

Other "product line" specifications are as follows:

- Must be high quality.
- Source/origin of product marked – especially for any cooperative vendor stalls.
- Prices must be clearly visible.
- Tainted, spoiled, or wilted products must be removed and discarded to maintain a fresh appearance.
- Pricing must be competitive with major supermarkets.
- Weighing scales must have measurement visible to the customer.
- If applicable, all prepared foods (such as jams and pickles) must be properly labelled according to local health and safety regulations and come from a certified kitchen facility (not necessary if the BFM maintains 51% proportion of farmers to overall tenant mix).
- The Market may enforce a radius-type clause related to exclusivity. This is to ensure that the vendor is not selling the exact same product in close proximity to the Market Precinct and thereby diluting the uniqueness and one-of-a-kind nature of the Market.

Cleanliness

Rules and regulations regarding cleanliness must be specific. Recommendations follow:

- Vendor practices must be in accordance with the Barrie Public Health food handling standards, including all licenses, course requirements, etc.
- The Market and vendors should comply with the Simcoe County Food Charter (guidelines not policy).
- Garbage must be removed from stalls at regular intervals. Each Saturday vendor will be responsible for removing their own waste and not to leave it on-site. Public Market vendors will be responsible for coordinating their own waste removal programs at their own cost or through the City garbage services. There will be no central waste (cold or warm) storage area.



- Waste from stalls must be put into proper containers (e.g., recyclables and trash) and stall waste receptacles cleaned nightly.
- No waste material may be thrown on the ground.
- Management will provide regular “central” garbage removal and appropriate containers for recyclable materials (i.e., water, paper/cardboard, plastic, glass, and metal as appropriate) as well as limited janitorial services. However, the Market does not provide for or arrange for garbage removal from the site.
- Cooking can be done only in designated food areas according to regional health and safety standards. Grease traps are monitored and cleaned regularly.
- Sinks may be provided on-site or a central sink for commissary purposes may be provided. Outdoor sinks may also be provided through the use of temporary kiosks. At the Public Market Building each vendor will have their own water access but not at the Farmers' Market Pavilion.

Hours of Operation

A major operational concern for the Markets is their hours of operation. Regulations stating that stalls must be open and fully staffed during set business hours are crucial (although this will be difficult to enforce initially). The information can be changed and formalized over time.

During the summer high growing season, the Saturday Barrie Farmers' Market should be open Saturday mornings (8 a.m. to noon) and may attempt another program of Wednesday or Thursday afternoons. In winter, it will open only on Saturday morning.

- Wednesday: 3:00 to 6:00 p.m.
- Saturday: 8:00 am to 12:00 p.m.

Note that extended hours on Saturday past noon may be warranted as the customer-buying period may shift in the central Downtown location.

It will be important to keep the following recommended regulations:

- An abundance of products must be for sale during all hours that the Market is open.
- Loading and unloading for some stalls must take place before or after Market operating hours (those that cannot vend off the back of a truck).

The Public Market

Hours of operation will coincide with the Saturday Barrie Farmers' Market. Monday to Friday hours will be 9:00 a.m. (or earlier for breakfast related goods) to 6:00 p.m.

Food service vendors, including restaurants, will adjust their individual operating hours depending on whether they are primarily breakfast/lunch or lunch/dinner operations (e.g., 11:30 a.m. to 9/10:00 p.m.) for alcohol-serving restaurants.



Signage

Guidelines on height, size, and colours should be given to prospective vendors. Signs should be creative and fun within these guidelines, and individuality should be encouraged. Signage guidelines are as follows:

- Central stall service area signs:
 - To be above sight lines
 - All at a uniform level
 - Vendor identification to have the following features:
 - “Stall name”
 - Graphic or cut-out sign approximately 3' x 3'
 - Positioned over central service area
- No flashing signs, electronic signs, backlit signs

All signs must have the Market Manager's approval with regard to size, shape, material, weight, colour, etc. as covered by the design guidelines, as well as location and lighting.

Decisions on whether to allow backlit signs. Ideally this should not be allowed unless it is part of the brand identity such as neon signs used at Pike Place Market.

As stated, in the Farmers' Market Pavilion, there will be a requirement for all indoor vendors to have a consistently sized sign that is approved by the Market and that can attach to the ceiling grid system. Outdoor vendors will have consistently sized signage approved by the Market that can be affixed to the tent or table as required.

Other Leasing Issues

Vendors should own their own business, not their stalls. In some Markets, the practice of selling stalls exists. This should not be the case at the Market Precinct.

Other issues that should be included in the lease are as follows:

- The Market management should have control over transfer of ownership of the stalls.
- Provisions must be included for the termination of leases (annual renewal at the Farmers' Market Pavilion or maximum three years at the Public Market Building – exceptions may be made for restaurants, cafés, or anchors such as meat vendors that invest significantly in their own build-out).
- A system of addressing customer complaints enforceable by the lease should be developed and included in the lease agreement.

Examples of leases are found in Appendix D – Lease Examples.



Rental Rates

The policy of the Market Precinct area should be to have rental rates that are comparable to retail rental rates in the Downtown and at other markets.

Saturday Barrie Farmers' Market

Any discussion on potential vendor rental rates is only advisory and not binding on the Barrie Farmers' Market operations.

On average, a Saturday vendor should pay at least \$1,000 for year (\$600 for summer season) and at least \$50 for a day table. This is significantly higher than the current Barrie Farmers' Market rates. However, given that the Barrie Farmers' Market is its own non-profit corporation, there is nothing in this report that compels them to increase their rental rates.

Indoor Farmers' Market Pavilion vendors, meat vendors, and prepared food vendors should be charged higher rents (\$2,500/year). Arts and craft and community vendors will be charged less (\$500/year). Fruit and vegetable vendors are charged approximately \$1,000 per vendor. Rates will be based on a stall basis and some vendors will require more stalls than others.

For simplicity, Common Area Maintenance charges for indoor vendors at the Farmers' Market Pavilion will not be charged. Revenues typically are on the low side when compared to annual retail rents. However, the spaces are small, and thus, if sales volumes are high, then at least break-even cash flow can be projected.

The Market may charge additional for marketing or for clean-up fines, etc. Vendors that wish to use the testing kitchen will lease it from the Market Precinct.

The cooperative model also allows vendors to receive a rent break by being responsible for one-quarter or one-fifth of the total rent for the year or season.

Annual membership fees should still apply.

Vendors are renewed on an annual basis.



Public Market

Ground-level rents vary from \$18/sq. ft. to \$25/sq. ft. depending on the product sold and the location in the Public Market. This accounts for the larger size of many of the vendors and the amount of designated selling space within each one (e.g., discounted for manufacturing space). Restaurants will be charged \$25/sq. ft. up to the first \$1.5 million in sales and then 8% on sales greater than that break-even point. Upper level rents are \$14/sq. ft. similar to Downtown Barrie office rents. This includes base rent and is considered gross rent, which would normally include taxes, maintenance, insurance, and any common area expenses. These are considered conservative but they have to be competitive with other Downtown Barrie retail rents.

For those vendors that invest significantly in their own build-out (e.g., restaurants, cafés, meat vendors, bakery), the lease terms will be longer. Otherwise, most other vendors should be on shorter leases (3 years).

Other Fees

Patio fees and common seating area fees can be applied to those vendors with both indoor and outdoor seating areas at \$5/sq. ft.

Common area maintenance charges may be applied but at present are not part of the revenue calculation. It is important that rents remain competitive with other locations in the City and Downtown.

Other fees may be flow-through expenses. The Market Precinct could assist to coordinate garbage pickup from the tenants and charge it back as a net expense. Similarly, if additional marketing wants to be conducted by individual tenants, the Market Precinct may be able to negotiate a “bulk-buying” discount or promotion on behalf of the vendors.

If stalls are left unkempt, then the Market Precinct could charge a clean-up fee.

Other Revenue

Other revenue can be generated through the lease of space for other purposes. This includes the testing kitchen and the Farmers' Market Pavilion on non-Saturdays.

- Testing kitchen: 3.5 x/week at \$100 per four-hour rental. This excludes any additional flow-through expenses related to security, cleaning, etc.
- Event space at the Farmers' Market Pavilion: 1 x/week at \$500 per rental. This excludes any additional flow-through expenses related to security, cleaning, etc.



5.6 Operating Financial Pro Forma

- Public Market operating rents, including proposed tenant inducements, are itemized in the following table.
- It is assumed that 90% of the leased spaces are occupied.

Exhibit 20: Public Market Rental Revenue Pro Forma

	Number of Vendors	Average Sq. Ft.	Average Total Rent	Tenant Inducement	Total Rent
Office			150		
Washroom		400	400		
Stairwell, elevators		500	600		
Mechanical Room		400			
Loading					
Other Rental Income					
Testing Kitchen Rentals		466	\$100		\$18,200
Farmers' Market Building - other events beyond Barrie Farmers' Market			\$500		\$26,000
Total Additional Revenues					\$44,200
Vendor Mix					
Meat - Large Specialty	1	604	\$25	6 mo	\$15,100
Meat, Seafood, Deli - Large Specialty	1	531	\$25	6 mo	\$13,275
Dairy, Eggs - Large Specialty	1	361	\$25	4 mo	\$9,025
Fruit, Vegetable	1	676	\$18	2 mo	\$12,168
Flower	1	116	\$18	2 mo	\$2,088
Bakery	1	516	\$20	6 mo	\$10,320
Medium Specialty	1	250	\$18	4 mo	\$4,500
Large Specialty	1	375	\$20	4 mo	\$7,500
Large Restaurant	1	3,378	\$25	1 yr	\$84,450
Total Leasable Area	9	6,807	\$23		\$158,424
Other Leasable Space					
Patio and Seating Area	1	1,780	\$5		\$8,900
Common Area Seating	1	900	\$5		\$4,500
Fitness Studio, Innovation Hub	1	10,000	\$14	3 mo	\$140,000
Total Revenues		26,294	\$14		\$356,024
Adjustment for 90% Occupancy					\$324,843

Total revenue will be approximately \$325,000 to \$400,000 depending on the sales level of the large restaurant. Note that the additional rent from percentage sales of the restaurant could add a further \$80,000 to the rental revenue. This is based on the following rent calculation:

- \$25/sq. ft. base rent based on sales of first \$1,00,000 for 3,378 sq. ft. restaurant = \$84,450
- If sales are \$2,000,000 then 8% rent would be applied on the second \$1,000,000 in sales.
- Total rent = \$84,450 base rent plus \$80,000 percentage rent.



Operating Expenses

Salaries and Benefits – The Market Precinct (apart from management of the Saturday Barrie Farmers' Market) would require personnel to deal with services associated with property management such as tenant and vendor relations, including lease issues, rent collection, manage the facility, ensure the buildings are operational, etc. The person would oversee City, janitorial, and security contracts/personnel. This person would also coordinate with the Board of Directors.

Additional responsibilities may include marketing, events, programming, etc.

Property Management fees range is 10% to 15% of rent. This would be approximately \$60,000. If enhanced marketing and event planning services are included in the staffing, the fees would increase to \$120,000 (approximately 1.5 full time equivalent staff).

The Saturday Barrie Farmers' Market pays for its own staff person to assist in coordinating the vendors. There may be an opportunity for both Markets to use the same personnel to achieve cost savings. However, the two managers will have to have exceptional coordination skills.

Administration, Utilities – This includes all the fixed costs associated with keeping the lights on, general heat/air conditioning, building insurance, accounting services, legal fees, etc. This is estimated at \$4.00 sq. ft. for the entire built area of the Market Precinct site (24,000 sq. ft. Public Market Building and 7,500 sq. ft. Farmers' Market Pavilion = \$125,000).

Leasing – It is expected that there will be vendor turnover and that professional commercial brokerage firms would be commissioned to find the best vendors for the Public Market; 6% to 10% commission rates are applied.

Marketing and Events – The amount that the Market Precinct could spend on marketing and events varies dramatically. Large public markets spend more than \$200,000 annually on marketing and events. The Market Precinct will spend less on events. They will coordinate small musical and performances to complement the Market as well relying more on social media and free public relations rather than on radio or printed media.

Marketing budgets should be approximately 3% of vendor sales. At \$500/sq. ft. sales projections, the marketing budget should be \$100,000. However, the minimum marketing budget should be \$80,000.



During the first year of operations, the marketing budget will need to be close to \$200,000 to help transition customers over to the new Market and to attract new visitors.

Janitorial – The buildings and site will have to be kept clean. These services can be contracted out. An estimate of \$0.50 per sq. ft. based on 80,000 sq. ft. of area plus the ground-level buildings is approximately \$55,000.

Garbage – Assumed that all vendors at the Farmers' Market Pavilion will remove their own garbage, all vendors in the Public Market Building will contract out their garbage pickup if needed. The City will provide regular commercial garbage pickup.

Repair and Maintenance – Funds will need to be set aside for general repairs and upkeep to the buildings and site, including routine painting, replacing HVAC systems, fixing broken windows, etc. This does not include major structural repairs and redevelopment.

Security – Contracting out 24/7 security, including monitoring programs, is estimated to cost over \$150,000. The City of Barrie may carry these fees as part of being a City-owned property.

Property Tax – Assume the average tenant pays \$6/sq. ft. for leasable areas. There is no property tax associated with the Farmers' Market Pavilion as it is City owned. The City may waive the Public Market vendor taxes as it is a City-owned structure.

**Exhibit 21: Market Precinct Operating Pro Forma**

	Break Even Scenario	Higher Revenue and Full Costing Public Market Scenario
Revenue		
Public Market Building Vendor Revenue	\$154,643	\$234,643
Upper Level Revenue	\$126,000	\$126,000
Additional Revenue		
Testing Kitchen, Events	\$44,200	\$44,200
Total Revenue	\$324,843	\$404,843
Expenses		
Salaries, Benefits	\$60,000	\$120,000
Administration, Utilities	\$125,000	\$125,000
Marketing, events	\$80,000	\$100,000
Leasing	\$4,500	\$4,500
Janitorial	\$55,000	\$60,000
Garbage (Regular City pick up)	\$0	\$0
Security	\$0	\$150,000
Property Tax	\$0	\$100,000
Repair and Maintenance	\$0	\$50,000
Total Expenses	\$324,500	\$709,500
Profit/Loss	\$343	-\$304,657

To provide for a fully functioning Public Market, including staffing, events, and absorbing all operational expenses associated with the market, would be over \$700,000 annually.

The Public Market can “break even” through shifting some of the expense burden to the City as it is a City-owned property and reducing some expenses through less emphasis on marketing.

The Steering Committee requested a potential scenario of operating pro forma for each building separately. The following two tables illustrate a potential low and high expense scenario for the Farmer's Market Pavilion and the Public Market Building. However, it is noted that the public market is reliant on having the Barrier Farmers' Market in close proximity for it to be successful.



Exhibit 22: Public Market Building Operating Pro Forma Scenario

	Low Expense Scenario	High Revenue and Expense Scenario
Revenue		
Public Market Building Vendor Revenue	\$154,643	\$234,643
Upper Level Revenue	\$126,000	\$126,000
Total Revenue	\$280,643	\$360,643
Expenses		
Salaries, Benefits	\$60,000	\$120,000
Administration, Utilities	\$96,000	\$96,000
Marketing, events	\$40,000	\$50,000
Leasing	\$4,500	\$4,500
Janitorial	\$30,000	\$30,000
Garbage (Regular City pick up)	\$0	\$0
Security	\$0	\$75,000
Property Tax	\$0	\$100,000
Repair and Maintenance	\$0	\$35,000
Total Expenses	\$230,500	\$510,500
Profit/Loss	\$50,143	-\$149,857

Exhibit 23: Farmers' Market Pavilion Operating Pro Forma Scenario

	Low Expense Scenario	High Expense Scenario
Revenue		
Testing Kitchen, Events	\$44,200	\$44,200
Total Revenue	\$44,200	\$44,200
Expenses		
Salaries, Benefits	\$20,000	\$20,000
Administration, Utilities	\$30,000	\$30,000
Marketing, events	\$20,000	\$20,000
Leasing	\$0	\$0
Janitorial	\$20,000	\$20,000
Garbage (Regular City pick up)	\$0	\$0
Security	\$0	\$75,000
Property Tax	\$0	\$0
Repair and Maintenance	\$0	\$15,000
Total Expenses	\$90,000	\$180,000
Profit/Loss	-\$45,800	-\$135,800



5.7 Capital Budgets

Estimated capital budget for the entire Market Precinct includes the following elements:

Exhibit 24: Market Precinct Estimated Capital Costs Market Precinct

	Est. Capital Costs
Site Preparation and Demolition (soil testing, shut off, etc.)	TBD
Landscape, parking, planting, public plazas, lighting	\$1,000,000
Exterior and Interior Lighting	\$400,000
Market Pavilion Building	
Construction 7,500 sq. ft. \$200 to \$300/sq.ft - steel structure with natural light	\$1,500,000 to \$2,225,000
Community Kitchen - equipment, finishes, fit out	\$160,000
Public Washrooms	\$50,000
Public Market Building	
Make ground level plan ready, HVAC, Electrical, Water, Gas, Drains, Gas (7,000 sq. ft.)	\$1,000,000
Washrooms	\$50,000
Branding and Iconography	\$200,000
Signage and Wayfindings	\$100,000
Leasing, Opening, Administration	
Grand Opening and Year One Additional Marketing	\$150,000
Leasing - Year One	\$40,000
Tenant Inducements	\$150,000
Staff Executive Search	\$10,000
Pre-construction and Construction Manager and Public Relations - 2 year part time salary	\$80,000
Administration Type Fees	\$30,000
Soft Costs - Architects, Engineers,	15%
Total	\$5.6 to \$6.5 million

- Site Preparation – given the unknown soil conditions at the site, the estimated costs associated with demolishing the canopy system, walkways, levelling the site, and preparing it for new development is undetermined.
- Landscape – includes the creation of new public plazas, the vendor outdoor patio spaces, parking lot construction, outdoor electrical outlets, tree/plantings, community garden areas, potential gateways, etc.
- Exterior and Interior Lighting – significant lighting for the customers, public, safety, and branding will need to be added throughout the site, inside the buildings, and on the exterior walls of the building.
- Farmers' Market Pavilion Building – the minimum-sized building of 7,500 sq. ft. was used to assess construction costs. This allows for a basic building. The differences are related to use of structural steel, window types, etc.
- Public Market Building – the interiors of the north section and upper level of the building would be demolished and made ready for vendors to fit up. This includes venting, electrical, HVAC, noise cancellation systems, etc. It is noted that there may be difficulty with the flooring.
- Additional costs are associated with ensuring the space is branded, leased, and marketed in the lead up to full operations.

While the option remains for the Market Precinct to be phased to allow time to determine the range of potential uses for the Transit Building, as noted the ideal



scenario is to construct the entire Market Precinct as one time. However, if phased, the approved capital budgets should be allocated at one time so the Market will not have to ask for capital funds twice for the same project.



5.8 Sources of Funds

There are no specific Public Market capital funds. The following highlights major potential sources of capital funds.

Crowdfunding and Fundraising

Similar to other programs such as Community Sourced Capital in Seattle, there are crowdfunding programs allowing people to invest in or contribute money to the Market. This will primarily rely on the goodwill of the community. Other crowdfunding programs may offer a return on investment, but it is unlikely the Market Precinct will be able to repay the investment.

Greenbelt – Local Food Investment Fund

- Broad Public Sector Grants
- Market Access Grants
- Local Food Literacy Grants (marketing)

Agriculture and Agri Food Canada

- Growing Forward 2

Ontario Trillium Foundation

- A range of capital projects

Sponsorship and Naming Rights

- Clubs such as Rotary Clubs, Lions Club, Leos, media, local manufacturers, and food-related groups – can provide fundraising or capital money for components of the Market such as a skating rink, public plazas, testing kitchen. For example:
- Media – *Barrie Examiner* for testing kitchen.
- Manufacturers – Napoleon Appliances or Clubhouse Spices for testing kitchen or outdoor cooking ovens.
- Range of sponsorship could be \$10,000 to \$50,000.

Vendor Capital Costs

Individual vendors may be able to access government incentives to help fit up and start their own entrepreneurial food-related initiative. SR&ED is a tax credit and/or refund program for Scientific Research and Experimental Development tax incentive



program that lead to new, improved, or technologically advanced products, processes, devices, or materials.

SR&ED expenditures are deducted as business expenses, and may also qualify for investment tax credits that are received in the form of a reduction in income taxes payable, cash refunds, or both. Qualifying expenditures may include wages, expenditures for materials, and overhead that are directly related to R&D, and 80% of the cost of eligible work by contractors. The following activities constitute SR&ED:

- Experimental development – technological advancement
- Applied research – advancement of knowledge for a practical purpose
- Basic research – advancement of knowledge for its own sake
- Eligible support work – engineering, design, operations research, mathematical analysis, computer programming, data collection, testing and psychological research.

Local Food Fund

Primarily used to for operations, education, and some capital projects. Both the Market and individual vendors could apply for funds to assist with start-up costs. Note that this fund has run its three-year course and is not anticipated to be renewed at present by the Ontario government.



5.9 Marketing

The marketing component for the expanded Market Precinct site should reflect the agreed upon vision of:

- Ensuring the Barrie Farmers' Market and the Market Precinct attract customers to buy from and get to know the unique vendors
- Ensuring the Market Precinct contributes to the Downtown viability and vitality through increased connectivity and activity nodes

In addition, marketing needs to address the other Agreed upon roles that include:

- Providing an economic stimulus for high-quality locally grown, sourced, produced, and prepared food that is not available elsewhere
 - The basic, traditional, grassroots, rural/agricultural appeal of farm grown, raised, or produced products
 - Interesting types of food of a specialty nature (e.g., ethnic, organic, local sustainable species, native foods, wild foods such as fresh fish from Lake Simcoe, etc.).
- Being a place for local and regional residents to access high quality local food
- Being community driven and encourage urban placemaking attributes, a people place to “see and be seen”

This should be carried out under the direction of creating a fun, adventure-oriented, hip, recreation-focused Market Precinct. As stated, a goal from the previous Feasibility Study Technical Report stated that the Market should focus on a target market that represents where Barrie is headed rather than its past. This should drive the marketing strategy.

Target Market Program

The marketing objective is to create high awareness of the expanded and relocated Market Precinct as a safe and desirable place in which to shop. This will build shopper traffic, which will in turn generate the sales and revenues required by the individual Market Precinct vendors. The marketing should focus on desirable target markets.

The marketing goals for the Market Precinct will be to increase sales throughout the entire week. For economic viability, marketing should focus on increasing draw from the following target markets:

1. Overall Market Precinct visitation
2. Weekday niche specific visitors



Increased Market Precinct Visitation

- The Market Precinct is laid out to encourage visitation from regional visitors. The variety of vendors in the Farmers' Market Pavilion, outside, and in the Public Market Building create depth and breadth of food specialists that will make a trip to the area worthwhile. In addition, the layout of the vendors throughout the site encourages longer stays through the use of multiple double-loaded aisles and retail cluster areas, including sit-down restaurants. In addition, the location in Downtown Barrie and on the waterfront contributes to creating a multiple activity node. For retail districts to survive, having complementary and competitive retail nodes creates greater customer draw and sales opportunities.

Overall Market Precinct Marketing

- Marketing should build on:
 - Products Offered – the depth and breadth of food specialists and uniqueness that cannot be found elsewhere in the region
 - Location/Geography – on the waterfront and in Downtown
 - Overall Experience – feelings of happiness, community, and re-enforcing memories associated with people gatherings with food
- Increased testimonials and peer reviews, link vendors with other food review sites, and GTA food bloggers and national/international review sites such as Trip Advisor, Yelp, Zomato, among others.
- Marketing should encourage visitors to shop in groups as group spending tends to be higher than individual spending.
- The Public Market can make their visit extra special—flat and sparkling water to visitors branded with Market Precinct logo.
- Other programs supported by the BIA or other partners and coordinated with the City include food festivals.
- A tie-in to events elsewhere in the Downtown, City, and region.
- Provide more event programming in the shoulder season to continue regional visitation despite lower availability of local produce (e.g., chocolate festival in February).
- Vendors and restaurants should be encouraged to provide more entertainment, including music.
- Individual customer events—based on the customer database, birthdays should be collected. A special hand-written note with a coupon for free food or discount may be offered.
- Announcements of new vendors as they come in.



Increased Weekday Visitors

Given that most businesses are open during the day, marketing focused on daytime visitation is critical to the Market Precinct's success.

There are a number of key target markets to pursue:

- Downtown office workers and business visitors
- Local residents including stay-at-home parent, retirees, etc.
- Recreation (outdoor and indoor), cycling, fitness studios, walking/strolling, etc.
- Students (e.g., proposed Georgian College)
- Library visitors

Downtown Office Workers and Business Visitors

- Can be a significant target market but Downtown Barrie needs to grow this segment
- Most frequented target market—they are in the Downtown 5 days/week, 52 weeks/year
- Includes financial, insurance, real estate, legal, government, professionals, medical, education, retail, and self-employed
- Not looking for a lot of shopping but looking to make their life easier—solution-oriented retail (e.g., home meal replacement)
- Reasons to visit Public Market businesses includes:
 - Food options (primary reasons):
 - Eat out a lot and need more variety, with healthy, fast, and good value options
 - Business lunches
 - Home meal replacement for their busy work lives
 - Work break, bored at work, stressed at work—need a distraction
 - Physical fitness while at work that includes a walking circuit that takes in the Public Market
 - Work and charity related events
 - After work drinks/food with colleagues

Office Workers and Business Visitors Marketing Program

- Need direct marketing tools: This includes obtaining their emails and Twitter accounts to send messages to them about new products, new menus, sales, events, charity events, etc. Also, the workers will respond to more guerilla marketing techniques such as food sampling trays on the street, free ice cream at 4:45 p.m., beer sampling events, etc. Timing of events and the marketing is critical. Events



catering to workers have to occur when they are just about to leave for lunch or return from lunch, mid-afternoon break, and just before work ends.

- The Public Market and the Downtown Barrie BIA should partner and use events to obtain emails and Twitter accounts of Downtown workers so that they can market to them directly.
 - Lunchtime food festival—\$10 menu items, events such as “Taco Tuesdays”
 - Five at Five—five bands performing at 5:00 p.m. on Thursday
- Market catering services for meetings, luncheons, etc.
- Charity-oriented lunchtime sporting events or food events (e.g., the longest putt for charity, stationary bike races for charity, watermelon spitting contest, etc.)
- Complement the workers' busy lives with concierge services—order online and pickup
- Make workers feel special with food-oriented treats/gift bags at holidays, Downtown employee discount card, etc.
- Workers, especially younger workers are very interested in career advancement, networking, and self-improvement. Hospitality and food service programs for entrepreneurs could be established.



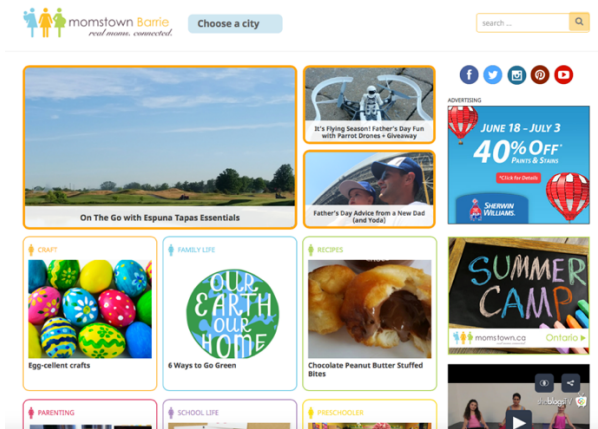
Local Residents

- There are opportunities with the local population:
 - The local population contains active households that includes seniors, young adults, and young families.
 - Their focus is on active lifestyle, including eating healthy, quality food products, and unique food service concepts.

Local Residents Marketing

- Similar to office workers, the Public Market needs to have an extensive database on Downtown residents so that they can email and Tweet to them directly about current sales, events, new products, new menus, etc.
- Meet with all Residents' Associations, condo boards, Momstown Barrie, Mommy Connections Barrie, and other groups to market to them directly: join their Facebook groups, advertise in their newsletters/websites, etc.
- The Market should join the local Downtown Barrie Neighbourhood Association, have articles written about the Public Market for their newsletters, post submissions to their Facebook page, and consider advertising in their newsletters.
- Other guerilla marketing such as sampling, mail out postcard, and posters are effective as well.
- Organize meet your neighbour events such as a cocktail or craft beer reception.
- Coordinate recreational classes such as Yoga Tuesdays for local residents.
- The Public Market could develop a Kids Club and open up an area for parents with a washroom, microwave, feeding area, changing table.

Exhibit 23: Images of Marketing to Niche Target Markets



Momstown Barrie provides tips, recipes, activities as well as advertising opportunities



Events that build community and to ensure that the Public Market becomes part of the local Downtown neighbourhood's sense of place.



Local residents can participate in outdoor and indoor recreational activities that become a place to meet friends and neighbours. The Market becomes their local hangout place.



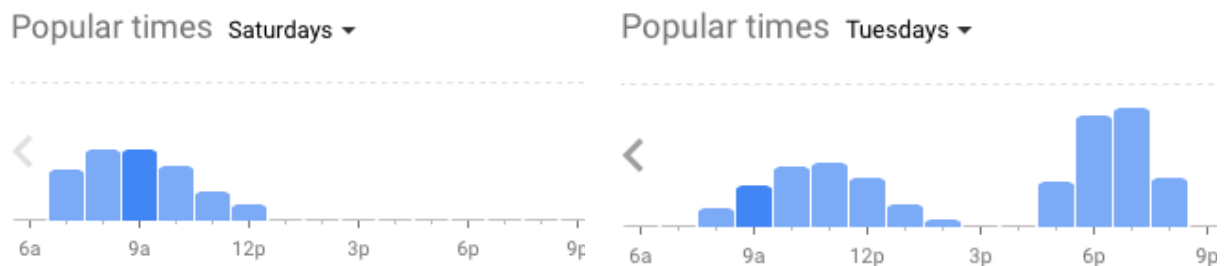
Recreation-oriented Visitors

- Many visitors come for recreation, walking around, physical fitness, waterfront, marina, and park areas, etc. Downtown Barrie is blessed with these beautiful amenities.
- The number of fitness studios and recreation and fitness-geared businesses in the Downtown could be increased.
- The difficulty is converting visitors whose primary interest is recreation into potential shoppers.

Recreation-oriented Visitors Marketing

- Niche marketing to specific groups such as biking, running, skating, walking, boating, etc. through their respective associations (e.g., Barrie Cycling Club, Simcoe Cycle)
- Make the Public Market more bike and walking friendly through design, including bike lanes, bike parking, etc. Increase signage for cyclists welcoming them to the Public Market. Include a bike repair station on the Market Precinct site.

Exhibit 26: Key Times for Bliss Ann Green Yoga in Downtown Barrie (source: Google)



Early Saturday mornings are key yoga times that the Public Market can tap into by offering post workout attractions.

During the weekday, there are two peak periods that the Public Market can market to as part of the total Downtown experience.

Tourists

- Markets will have tourist appeal, but tourists are not a major source of business.
- The tourist appeal is in seeing local products of the Simcoe County region.
- Tourist purchases will be mainly in craft products, locally produced packaged foods, and prepared foods for immediate consumption.

Tourist Marketing

- Work collaboratively with hospitality partners, including Tourism Barrie, accommodation, Downtown Barrie BIA, regional resorts and attractions to increase



awareness of the range of activities there are in Downtown, including the Market Precinct.

Students

- Post-secondary institution students spend a high amount on eating out. Research conducted by the organization Student Awards in 2010 estimated this to be \$75 to \$100/month on fast casual food.
- If the student population were increased (e.g., satellite campuses, student residences, etc.), the Public Market has an opportunity to capture a small but significant portion of this expenditure.

Student Marketing

- Similar to Downtown office workers, guerrilla-marketing tactics can work best for these people with busy lives. This includes notices and interactive marketing when they are in the Downtown.
- Volunteers may go on campus with marketing type flyers (note: if permission is granted).
- Provide catering services.
- Student discount cards for all Barrie students, including Georgian College campus.
- The Market can partner and hold events on-site geared to student career advancement related to food, hospitality, and vocation (e.g., food and photography).

Library Visitors

- The Barrie Downtown library is well used.
- Focused on families with young children as well as seniors and would-be entrepreneurs.

Library Visitors Marketing

- Given that the library is located further away from the Public Market, the Market may organize special events in partnership.

Exhibit 27: Images of Marketing to Niche Target Markets



Children's storytelling events with costumed readers that are timed throughout the day can work together with the library. It can be highly focused on stories that include food, nutrition, sustainability, etc.

- Other events involve using children to bring the entire family to the Public Market, including school choir/singing groups, posting children's artwork in the Public Market, etc.



Customer Journey Mapping

Five potential customer journey maps are provided to illustrate the multiple uses and synergy of the Market Precinct with Downtown Barrie.

Outdoor/Recreation and Fitness Enthusiasts

1. 7:00 a.m. - Meet up with running group and go for 10-km run through Downtown Barrie waterfront (or 20-km bike ride)
2. 8:00 a.m. - Convene at Barrie Public Market, grab drinks and energy food
3. Relax on public seating at Market
4. Pick up lunch and head home

OR

1. 9:00 a.m. – Attend Saturday yoga
2. Group of attendees walk over the Barrie Public Market to see latest food on offer, have something to eat/drink
3. Half of group walks back through Downtown stopping in shops the other half have brunch at the Public Market

Marina Visitor

1. Park boat at marina transient slip
2. Walk up to Barrie Public Market by crossing street
3. Pick up supplies for boat and morning breakfast
4. Walk up to Nutrition Plus and LCBO
5. Go back to boat with supplies
6. Return to Market for beers on the patio

Downtown Worker

1. 2:00 p.m. – Downtown worker goes online to pre-order shish kebab prepared meat for summer BBQ they are having that evening
2. 5:00 p.m. – leaves work and drives to Barrie Public Market
3. 5:05 p.m. – parks onsite and runs in to pick up order
4. 5:10 p.m. - Smell of fresh baked goods prompts them to buy dessert offering at bakery and grabs 6 cans of craft beer from craft beer place
5. 5:20 p.m. – Arrives home with supplies for evening BBQ

Older Downtown Couple

1. 2:00 p.m. - Retired couple leave their condo by walking or biking
2. 2:10 p.m. – Arrive at Barrie Public Market
3. 2:10 p.m. – Sit on patio overlooking water, order beers and appetizers
4. 3:00 p.m. – Divide tasks with one partner going to meat vendor and the other to pick up craft beers, sample cheese display, and buy a little treat for later
5. 4:00 p.m. – Walk or bike back to condo to prepare dinner



South Barrie Urban Professionals

1. Drive Downtown
2. Park near Barrie Public Market Precinct
3. Stroll through aisles starting with indoor market area
4. Stop for impromptu meeting with friends
5. Walk down to waterfront with take-away breakfast items
6. Walk back to the market area and get coffee
7. Stroll along boardwalk/waterfront area circling back along Dunlop St. and back to Public Market Building
8. Buy fresh perishables
9. Return to parked car

Guidelines

This section outlines the key components of a marketing plan and gives examples (rather than a finalized, formal plan). The plan itself should be developed in specific detail by a marketing committee set up for the Market.

Guidelines should be developed to set strict standards for the graphic, visual, and verbal elements of the Market's communication program, such as:

- Name – can include Barrie Public Market, Spirit Catcher Market, but probably should avoid the use of the word Downtown
- Branding:
 - Typeface and type system
 - Colours
 - Symbol/logo
 - Positioning statement or slogan
 - Music (if applicable)
 - Adaptation of type and logo to stationery, signs, posters, banners, etc.
 - Extensions into other media (e.g., shopping bags, T-shirts, vendor aprons, etc.)
 - Control (i.e., who will “sign-off” approvals)

Ensure that all permanent vendors use the correct name of the Market, same address, etc. in all their marketing and address identification as part of their lease.

A coordinated link between the Barrie Farmers' Market and the Public Market will need to be made to ensure a seamless transition for the customer between the two entities.

Exhibit 28: Imagery Related to Spirit Catcher and Wings



The market can build on the imagery associated with the Spirit Catcher –



The sugar maple key resembles the Spirit Catcher.

winged fruits, vegetable, food. In addition, the wings resemble butcher knives.



Fruit can be made into winged elements.



Honey bees and their wings.

The proposed layout of the Market Pavilion has roof wings/sails as a common design element.

Exhibit 29: Proposed Design of Market Pavilion



ARCHITECTURAL FINISHES

- 1 SOLAR PANELS COVERING THE ENTIRE SURFACE OF THE ROOF
- 2 ANGLED ROOF STRUCTURE WITH UNDERSIDE FINISHED IN WOOD
- 3 ALUMINUM SIDING PANELS WITH CONCRETE BASE
- 4 CLERESTORY WINDOWS INSERTED INTO ROOF STRUCTURE
- 5 WOOD CANOPY WITH 5'-0" PROJECTION AT BOTH ENTRANCES
- 6 LARGE SCALE GRAPHICS APPLIED TO SIDE AND FRONT WINDOWS (MARKET BRANDING INTEGRATION)
- 7 DOUBLE ENTRANCE DOORS, 36" WIDE TO PROVIDE A FULL 72" OPENING, WOOD FINISH
- 8 WOOD SIDING FINISH ON EXTERIOR WALLS



Key Elements

The following are the key elements to be considered in the marketing plan for the Market Precinct:

- General theme
- Visual theme
- Advertising media
- Publicity plan
- Special events
- Vendor communication and motivation
- Packaging
- Signage
- Research and audit
- Organization and responsibility
- Budget

Special events are a major component of the recommended marketing plan and are discussed in detail in the following section. Nevertheless, marketing communications include all media forms from which the public develops its perceptions of and attitudes toward the Market. Therefore, all physical and operational aspects of the Market must support the image that is being marketed through advertising and promotion. For example, colour schemes, signage, banners, types of vendors, etc. should be consistent with the desired image.

Special Events

The special event planning process needs to consider both the Grand Opening and the calendar of events in order to build shopper traffic.

Pre-Opening Plan

The pre-opening plan is designed to create a high level of awareness of the Market Precinct amongst all Barrie and Simcoe County area residents. The focal point is the Grand Opening, where the objective is to create the largest possible base of sales from which to build future business. The pre-opening plan should take advantage of the many low-cost, valuable opportunities that can begin almost immediately.

Specific segments to reach are:

- Business and consumer press
- Potential vendors
- Priority consumers



- Community leaders (political and non-political)

The capital budget for the market includes funds for a grand opening event including staffing and marketing.

In addition, the capital budget includes provisions to hire a manager to oversee the pre-construction and construction oversight including public relations for the new Market Precinct site.

Site Identification

Countdown signage should begin four to six months before the planned opening (e.g., “Four months till the re-opening of the Barrie Farmers’ Market – a 170-year-old tradition”).

Public Relations

As stated, for two years, there is allocation of the capital budget for marketing and public relations. Afterwards, the Market Precinct manager will oversee public relations. Public relations initiatives:

- Distributing fact kits and giveaways to the media, business leaders, municipal leaders, community groups, and potential vendors.
- Getting involved in community projects (e.g., schools, recreation centres).
- Distributing brochures about the new Market Precinct to Downtown and regional area residents.
- Working social media angles including existing Facebook, Twitter, and You Tube to develop a following of loyal shoppers to market to – as noted there will be a core base of shoppers who come to the market on a regular basis. It is wiser to spend more targeted to this niche market rather than on broad appeals.
- Distributing small, branded shopping bags with giveaways, vouchers, etc. to pre-selected customers, just prior to opening.
- Find oldest continuing operating farmer at the Market, as well as other long-term farmers and vendors to help celebrate the history of the place.

Advertising

Advertising will include a full complement of:

- Site signage
- An informative and attractive website with seamless links to the Barrie Farmers’ Market and the Market Precinct
- Social media



- Notices and publicity through Farmers' Market Ontario, Greenbelt, etc.
- Radio
- Print (e.g., newspapers, special flyers, local magazines/newspapers, business directories)
- Hand-outs

Ongoing Calendar of Events

In addition to the Grand Opening event, the marketing plan for the Market should have ongoing elements.

The ongoing calendar of events should contain events with local appeal, both for local area neighbourhood residents and broader Algoma District residents, as well as for tourists. The market can reach out to the community by:

- Holding community events at the Market (e.g., Rotary);
- Letting community organizations promote their events at the Market;
- Sponsoring activities at the Market for community groups;
- Using events such as charity tie-ins and fundraisers (e.g., UNICEF at Hallowe'en receives the proceeds from the pumpkin carving contest [entry fees] and donation boxes in vendor stalls);
- Having seasonal agricultural themes.

The Market Precinct should develop strong ties with the following groups:

- Downtown Barrie BIA
- Central Library
- Mady Performing Arts Centre
- Georgian College Culinary Arts Program
- Liaison Culinary Arts Program
- Food Share/Food Bank
- CSA Program – Barrie Good Food Box
- Fruit Share Barrie
- Simcoe County Farm Fresh
- Food Partners Alliance
- Simcoe County Federation of Agriculture
- Simcoe Muskoka District Health Unit
- Muskoka and District Chef's Association
- Feast ON
- Savour Simcoe
- Seeds of Diversity
- Businesses such as Community Food Market, LCBO, restaurants and cafes



- Rotary Club and other similar organizations
- Savour the Flavour events

These groups can provide valuable assistance or be partners in events at the Market.

Promotional events should focus on building traffic. They should be supported with posters or flyers handed out at the Market in the weeks before the event. Additionally, there should be press releases issued before all events, and media advertising before major events.

Other guidelines that events should follow are as follows:

- All events are done to first-class standards or not at all; there will be fewer events, which will all be well done, rather than many mediocre ones.
- Funds spent are in relation to shopping potential (i.e., a large amount during harvest seasons; not much during January/February).
- Set measurable objectives for each event and modify or drop the event if the objective is not met.
- The anniversary of the opening of the Market Precinct can be a festival itself. The grand opening festival should correspond with a high buying season of the year.

No event should be isolated from other marketing elements. Whenever possible, the event and advertising will:

- Feature a theme that supports vendor sales and merchandise
- Use more than one communication medium (e.g., print and/or radio, posters and/or sales contest and/or public relations, etc.)
- Include a community organization or charity
- Add to shopping enjoyment, not detract from it by interfering with the Market shopping experience

The following page contains a list of possible events that could be held at the new Market over the course of the calendar year.



Exhibit 30: Proposed Calendar of Events Matched to Key Farm Produce

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Occasions, holidays, local events	New Year's	Family Day Valentine's Day	Easter (or April)	Easter (or March)	Mother's Day	Father's Day	Canada Day	Civic Holiday	Labour Day	Thanksgiving	Remembrance Day	Christmas
		Shrove Tuesday	St. Patrick's Day		Victoria Day				Back to School	Halloween		New Year's
Marketing Theme	Diet and nutrition	Chocolate Festival		Spring Festival	Children's Festival		Summer Music Celebrations		Harvest Festival			
Cooking Demo	Low Calorie Theme	Office Worker On the Go	Gluten Free	Spring Festival	Cooking for Kids	Cool Desserts	Barbeque Cook Off	Mexican Fiesta	Healthy Family Meals	Thanksgiving Cooking Demo	Multi-cultural Cooking Demo	Christmas Cooking Demo
Special Events		Flower Arranging Classes	Egg Decorating Contest and Face Painting	Egg Decorating Contest and Face Painting		Strawberry Festival	Blueberry Festival	Watermelon Festival		Bread Baking Festival		
		Pancake Flipping/Eating Contest	Candy Making		Fish Fry	Rhubarb Pie Eating Contest	Watermelon Spitting Contest	Corn Eating Contest	Apple Pie Contest	Pumpkin Carving Contest		
Promotions		Heart Month - Low Cholesterol		Plant and Garden Sale	Mother's Day Sales (flowers and breakfast items, free tulips for mothers)	Father's Day Ugly Tie Contest	Summer Barbeque Sale		Apples for the Teacher	Win a Turkey Contest		Christmas Sale (gift baskets)
Recreation	Tuesday Yoga	Tuesday Yoga	Tuesday Yoga	Tuesday Yoga	Tuesday Yoga Boat Launch	Tuesday Yoga	Tuesday Yoga	Tuesday Yoga	Tuesday Yoga	Tuesday Yoga	Tuesday Yoga	Tuesday Yoga
Charity Tie-In	Culinary Lecture Series	Heart Fund	Rotary	Red Cross	MADD	Child Safety	Downtown Association	Food and Wine Festival	Blood Donor Clinic	UNICEF	Poppies/Remembrance Day	
		Winterfest			Waterfront Festival	Kids Fishing Day	Craft Beer & BBQ	Kempfest			Noella	Noella
Major Events						Outdoor Film Festival	Outdoor Film Festival	Outdoor Film Festival				
								Dragon Boat Festival				
Major Food In Season					Asparagus	Asparagus		Apples	Apples	Apples	Apples	
						Beans	Beans	Beans	Beans	Beans		
						Beets	Beets	Beets	Beets	Beets		
							Blueberries	Blueberries				
						Broccoli	Broccoli	Broccoli	Broccoli	Broccoli		
							Cabbage	Cabbage	Cabbage	Cabbage	Cabbage	Cabbage
							Carrots	Carrots	Carrots	Carrots	Carrots	Carrots
						Cauliflower	Cauliflower	Cauliflower	Cauliflower	Cauliflower	Cauliflower	
							Celery	Celery	Celery	Celery		
						Cherries	Cherries					
							Corn	Corn	Corn	Corn		
						Cucumber	Cucumber	Cucumber	Cucumber	Cucumber		
								Eggplant	Eggplant	Eggplant		
						Headheads						
								Grapes	Grapes	Grapes		
								Lettuce	Lettuce	Lettuce		
								Nectarines	Nectarines			
								Onions	Onions	Onions		
								Peaches	Peaches	Peaches		
								Pears	Pears	Pears	Pears	
						Peas	Peas	Peas	Peas			
								Peppers	Peppers	Peppers		
								Plums	Plums	Plums		
								Potatoes	Potatoes	Potatoes	Potatoes	Potatoes
						Radishes	Radishes	Radishes	Radishes	Radishes	Radishes	
								Raspberries	Raspberries	Raspberries		
								Squash	Squash	Squash	Squash	Squash
						Strawberries	Strawberries					
							Tomatoes	Tomatoes	Tomatoes	Tomatoes		