



## City of Hamilton

# SOLE VOTING MEMBER OF THE HAMILTON FARMERS' MARKET AGENDA

**Meeting #:** 23-004  
**Date:** October 16, 2023  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

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	<b>Pages</b>
<b>1. APPROVAL OF AGENDA</b>	
(Added Items, if applicable, will be noted with *)	
<b>2. DECLARATIONS OF INTEREST</b>	
<b>3. APPROVAL OF MINUTES OF PREVIOUS MEETING</b>	
3.1 May 8, 2023	3
<b>4. COMMUNICATIONS</b>	
4.1 Correspondence from Cameron Kroetsch, Chair, Board of Directors, Hamilton Farmers' Market Corporation, respecting comments on Report PED23049 - Vision for the Hamilton Farmers' Market	8
Recommendation: Be received.	
<b>5. CONSENT ITEMS</b>	
<b>6. PRESENTATIONS</b>	
6.1 Hamilton Farmers' Market Corporation	13
<b>7. SHAREHOLDER RESOLUTIONS</b>	

7.1 Notice; Minutes of the Previous Annual Meeting; Directors; Financial Statements and Auditor's Report; and Audit Appointment

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8. MOTIONS

9. NOTICES OF MOTION

10. GENERAL INFORMATION / OTHER BUSINESS

11. PRIVATE AND CONFIDENTIAL

12. ADJOURNMENT



**City of Hamilton**  
**SOLE VOTING MEMBER**  
**OF THE HAMILTON FARMERS' MARKET**  
**MINUTES 23-003**  
**1:30 pm**  
**Monday, May 8, 2023**  
**Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**  
**71 Main Street West, Hamilton, ON**

**Present:** Mayor A. Horwath  
 Councillors E. Pauls (Deputy Mayor)  
 J. Beattie, C. Cassar, B. Clark, M. Francis, T. Hwang, T. Jackson,  
 C. Kroetsch, T. McMeekin, N. Nann, M. Spadafora, M. Tadeson and  
 M. Wilson

**Absent:** Councillors J. P. Danko and A. Wilson - Personal

**THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:**

**1. Vision for the Hamilton Farmers' Market (PED23049) (City Wide) (Item 7.1)**

**(Kroetsch/Clark)**

- (a) That Report PED23049, respecting the Vision for the Hamilton Farmers' Market, be referred to the Hamilton Farmers Market Board of Directors for their consideration; and
- (b) That the Hamilton Farmers Market Board of Directors be requested to provide comments and recommendations to the Sole Voting Member of the Hamilton Farmers' Market respecting the Vision for the Hamilton Farmers' Market.

**Result: MOTION, CARRIED by a vote of 14 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson

**Sole Voting Member of the  
Hamilton Farmers' Market  
Minutes 23-003**

**May 8, 2023  
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Yes	-	Ward 12	Councillor Craig Cassar
Absent	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**FOR INFORMATION:**

**(a) APPROVAL OF AGENDA (Item 2)**

The Committee Clerk advised that there were no changes to the agenda.

**(Jackson/Kroetsch)**

That the agenda for the May 8, 2023 meeting of the Sole Voting Member of the Hamilton Farmers' Market, be approved, as presented.

**Result: MOTION, CARRIED by a vote of 14 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Absent	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 4)**

**(i) April 19, 2023 (Item 4.1)**

**(Hwang/Beattie)**

That the Minutes of the April 19, 2023 meeting of the Sole Voting Member of the Hamilton Farmers' Market, be approved, as presented.

**Result: MOTION, CARRIED by a vote of 14 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Absent	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(d) PRESENTATIONS (Item 7)**

**(i) Vision for the Hamilton Farmers' Market (PED23049) (City Wide) (Item 7.1)**

Ray Kessler, Chief Corporate Real Estate Officer and Tyson McMann, Business Development Consultant – Agri-Food and Food & Beverage; introduced external consultants Kurt Wheeler and David O'Neil, Project for Public Spaces, who addressed the Committee with a presentation respecting Report PED23049 the Vision for the Hamilton Farmers' Market.

**(Hwang/Kroetsch)**

That the presentation respecting Report PED23049 the Vision for the Hamilton Farmers' Market, be received.

**Result: MOTION, CARRIED by a vote of 13 to 0, as follows:**

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark

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Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Absent	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**(Beattie/Kroetsch)**

- (a) That the proposed Vision Statement and Guiding Principles for the Hamilton Farmers' Market attached as Appendix "A" to Report PED23049, which would be used to guide the future planning and operation of the Hamilton Farmers' Market Corporation, be provided to the Hamilton Farmers' Market Board of Directors for review and comment, and that staff be directed to report back to the Sole Voting Member with a recommended final Vision Statement and Guiding Principles;
- (b) That staff be authorized and directed to undertake a concept study for the physical design and layout of the current Hamilton Farmers' Market, and the adjacent public realm, to identify opportunities to better utilize the current property and adjacent public realm to achieve the Vision and Guiding Principles, and that staff be authorized to retain any necessary consulting services, to an upset limit of \$200,000, to be funded from the Economic Development Reserve (Account 112221); and,
- (c) That the Consultant's Report by Project for Public Spaces on the Vision and Recommendations for the Future of the Hamilton Farmers' Market attached as Appendix "B" to Report PED23049 be received.

For disposition of this matter, refer to Item 1.

**(e) ADJOURNMENT (Item 13)**

**(Spadafora/Nann)**

That there being no further business, the Sole Voting Member of the Hamilton Farmers' Market be adjourned at 3:52 p.m.

**Result: MOTION, CARRIED by a vote of 14 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis

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Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Absent	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Absent	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

Respectfully submitted,

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Deputy Mayor Esther Pauls  
Chair, Sole Voting Member  
Hamilton Farmers' Market

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Angela McRae  
Legislative Coordinator  
Office of the City Clerk



August 10, 2023

Dear Mayor and Members of Council,

On Monday May 8<sup>th</sup>, 2023, the Sole Voting Member of the Hamilton Farmers' Market (the Sole Voting Member) was presented with Report PED23049 which proposed a new vision and guiding principles for the Hamilton Farmers Market (the Market). Following its deliberations, the Sole Voting Member provided the Hamilton Farmers' Market Board of Directors (the Market Board) the opportunity to review and provide its comments through the following direction:

- (a) That Report PED23049, respecting the Vision for the Hamilton Farmers' Market, be referred to the Hamilton Farmers Market Board of Directors for their consideration; and
- (b) That the Hamilton Farmers Market Board of Directors be requested to provide comments and recommendations to the Sole Voting Member of the Hamilton Farmers' Market respecting the Vision for the Hamilton Farmers' Market.

The Market Board is pleased to be given the opportunity to provide our comments and recommendations regarding the vision and the guiding principles that have been developed to support the ongoing success of the Market. Since 1837 the Market has been a source of local food and commerce, while at the same time serving as a physical connection between our rural and urban communities.

During its June 5<sup>th</sup> and June 26<sup>th</sup>, 2023 meetings, the Board reviewed the Vision for the Hamilton Farmers' Market (PED23049) as per the Sole Voting Member's direction. At its June 26<sup>th</sup> meeting, the Board made the following resolutions:

- 1) That the Board supports proposed Vision Statement and Guiding Principles for the Hamilton Farmers' Market attached as Appendix "A" to Report PED23049, with no comments and/or changes
- 2) That the Board supports the resuming of the Governance and Operational Review;



- 3) That the Board supports the undertaking of a concept study for the physical design and layout of the current Hamilton Farmers' Market, and the adjacent public realm including York Boulevard, to identify opportunities to better utilize the current property and adjacent public realm to achieve the Vision and Guiding Principles to an upset limit of \$200,000;
- 4) That the Board requests that the City commit to actioning and funding the recommendations that come out of the physical design and layout concept study noted above; and
- 5) That the Hamilton Farmers' Market remain in its current location at 35 York Boulevard and not be relocated either permanently or temporarily.

The Market Board appreciates the Sole Voting Member's willingness to engage and collaborate with us and looks forward to continuing a positive relationship that works towards a prosperous and flourishing public market here in Hamilton.



Cameron Kroetsch  
Chair, Board of Directors  
Hamilton Farmers' Market Corporation

## Minutes of The Hamilton Farmers' Market Board of Directors Meeting

**Monday, June 26<sup>th</sup>, 2023 - 6:00pm in Room 264, Hamilton City Hall**

**Directors Present:** Cameron Kroetsch, Jeff Beattie, Anne Miller, John Alexander, Celina Masoudi, Shane Coleman

**Directors Absent:** Eva Marsden, Raymond Kessler, Cindy Vo

**City Staff Present:** Bill Slowka, Pranali Parikh, Tyson McMann

Meeting was called to order at 6:00 pm

### 1. **Agenda Approval**

Approved by John Alexander / 2<sup>nd</sup> by Anne Miller.

### 2. **Declarations of interest**

None declared

### 3. **Review of the Future Vision Report for the HFM – Discussion**

#### **Cameron Kroetsch**

Cameron Kroetsch makes it clear in the beginning of the meeting that this meeting will be to discuss how the Market is responding to the City's advice and how we plan to respond to recommendations of the consultant's report.

#### **Bill Slowka**

Bill presents his power-point presentation. The presentation begins with the visioning report. Will the Market Board agree with the report, or will there be any changes? Bill goes through various options and recommendations (i.e., better utilizing the current property and adjacent public realm to achieve the vision and guiding principles). Bill starts going through the 10 vision and guiding principles; these principles include short, medium, and long-term changes that could benefit the Market.

Short term:

- More programs/events
- Increase management/funding
- Expand Market hours
- Strengthen marketing

Medium term:

- Flexible public spaces
- Attract local farmers
- Licensed Market café
- Maintain adequate parking

Long term:

- Address physical limitations
- Connection to outdoor spaces

Bill suggests that we will need to hire more staff so we can effectively follow through with this plan. An important point was brought up by Bill; whatever happens with the hours, we need to promote it effectively and very well, so we get the ground running.

Bill suggests having 4 consecutive days as the one-off day is awkward and confuses people; Councillor Beattie agrees. The Market Manager goes through the 2 timing options that he believes are best for the Market and vendors.

**Option 1:**

Wednesday: 9 am – 5 pm

Thursday: 9 am – 5 pm

Friday: 9 am – 7 pm

Saturday: 8 am – 5 pm

**Option 2:**

Wednesday: 9 am – 6 pm

Thursday: 9 am – 6 pm

Friday: 9 am – 7 pm

Saturday: 8 am – 5 pm

The Market Manager suggests rebranding the Hamilton Farmers' Market as it no longer has only farmers. Markets are no longer about produce; the Market's customers are different, they want variety. He continues to talk about being unable to find real farmers for the Market because farmers have a set routine for their weeks and do not want to join the Market and change their regular routine. After the Market board has changed the name and rebranded the Market, Bill suggests having a "Farmers' Day." The Farmers' Day would require street closure of York Boulevard, and standing vendors can stay inside the Market and be invited outside.

All Market board members agree.

Councillor Kroetsch asks the board if there should be another concept study from the economic reserve. Unfortunately, this study would be far too expensive so the Market would need financial support in this from the City. A few questions about budgeting are asked to Tyson McMann but he does not know if there is a set budget provided to the Market by the City for now.

**MOTION:**

Cameron Kroetsch asks if everyone is okay with the Governance review, and if the Board can move on to the hours.

Everyone agrees. Motion passed.

The conversation shifts to the main topic of this board meeting: Hours. Many different opinions come from this conversation, opening on Sundays, opening on Wednesdays, having a 7-day week, staying open on Sundays only for 4 – 5 hours, taking the gap in between out and keeping the Market open Wednesday – Saturday, and expanding hours. The Market manager says they have tried opening on Sundays during their busiest time (December), and the results were still low. Only 68% of the vendors at the time stayed open on Sundays in December. This needs to be a discussion for a later day as opening on Sundays is a big decision.

The two options that Bill Slowka showed in his presentation are being looked at again. All board members discuss different options. A mandatory start time for vendors is suggested, stricter rules. Vendors then go through different timings, how they would work, or if they would not work at all. Tyson McMann agrees with all, includes that the City is having similar conversations about the Hamilton Farmers' Market (expanding hours).

All vendors agree that the Market should extend hours on one weekday which would be Friday, the Board needs to give vendors and public enough notice, the Market needs to open for Super Crawl, and the Market needs to implement new hours in the week of Super Crawl.

**MOTION:**

Majority of the Board in favour of Option 1. The Hours of Operation will change on September 8<sup>th</sup>. There will be fees and penalties for vendors who don't show up on all Market days. The fee will be reasonable, not too high, not too low. Motion passed.

**MOTION:**

Councillor Kroetsch suggests giving the Market Manager some time to decide the penalty and fees. Approved by John Alexander / 2<sup>nd</sup> by Anne Miller. Motion passed.

**MOTION:**

The Hamilton Farmers' Market will be opening with their new hours on September 6<sup>th</sup>. The new hours are:

**Wednesday: 9 am – 5 pm**

**Thursday: 9 am – 5 pm**

**Friday: 9 am – 7 pm**

**Saturday: 8 am – 5 pm**

Motion passed.

**4. Future Meetings:**

Discuss fees and penalties.

Discuss opening on Sundays in December or changing hours again.

**Next In-Person Board Meeting:** Monday, September 11<sup>th</sup>, 2023 at 5pm (Room 264, City Hall)

Operations Committee - TBA

Finance Meeting - TBA

Marketing Meeting – TBA

**5. Adjournment:** 7:41 pm – Cameron Kroetsch moved to Adjourn / 2<sup>nd</sup> by Anne Miller

The Hamilton Farmers' Market public drive with meeting materials and other documents is accessible via the 'meetings & minutes' link at [hamiltonfarmersmarket.ca](http://hamiltonfarmersmarket.ca).



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# HAMILTON FARMERS' MARKET

OPEN YEAR ROUND

PROUDLY SUPPORTED BY  ROGERS.

## 2023 HFM AGM

October 16, 2023

**Bill Slowka**  
Market Manager

*The Hamilton Farmers' Market*  
CELEBRATING  
**185 YEARS**



# HAMILTON FARMERS' MARKET

## Celebrating 185 Years in 2022

### A City Treasure In Evolution



- Our Indoor Farmer's Market is home to 50 local businesses covering a broad range of categories;

- Artisans, Florists, Coffee & Bakeries
- Cheese, Deli, Meat, Poultry & Eggs
- Grocery & Prepared Foods
- Produce, Seafood & VQA Wine

- ***Renewed interest in coming to Market as cart and stallholders is on the upswing***





# HAMILTON FARMERS' MARKET BOARD

- The Hamilton Farmers' Market Board was created in 2015 to govern the Market
- Over the course of 2021 and 2022 the Board continued to turn over its membership and now includes,

- |                              |                   |
|------------------------------|-------------------|
| • Councilor Cameron Kroetsch | Board Chair       |
| • Councilor Jeff Beattie     | Vice Chair        |
| • Ann Miller                 | Vendor Director   |
| • Celina Masoudi             | Vendor Director   |
| • Shane Coleman              | Vendor Director   |
| • John Alexander             | Vendor Director   |
| • Vacancies (5)              | Citizen Directors |



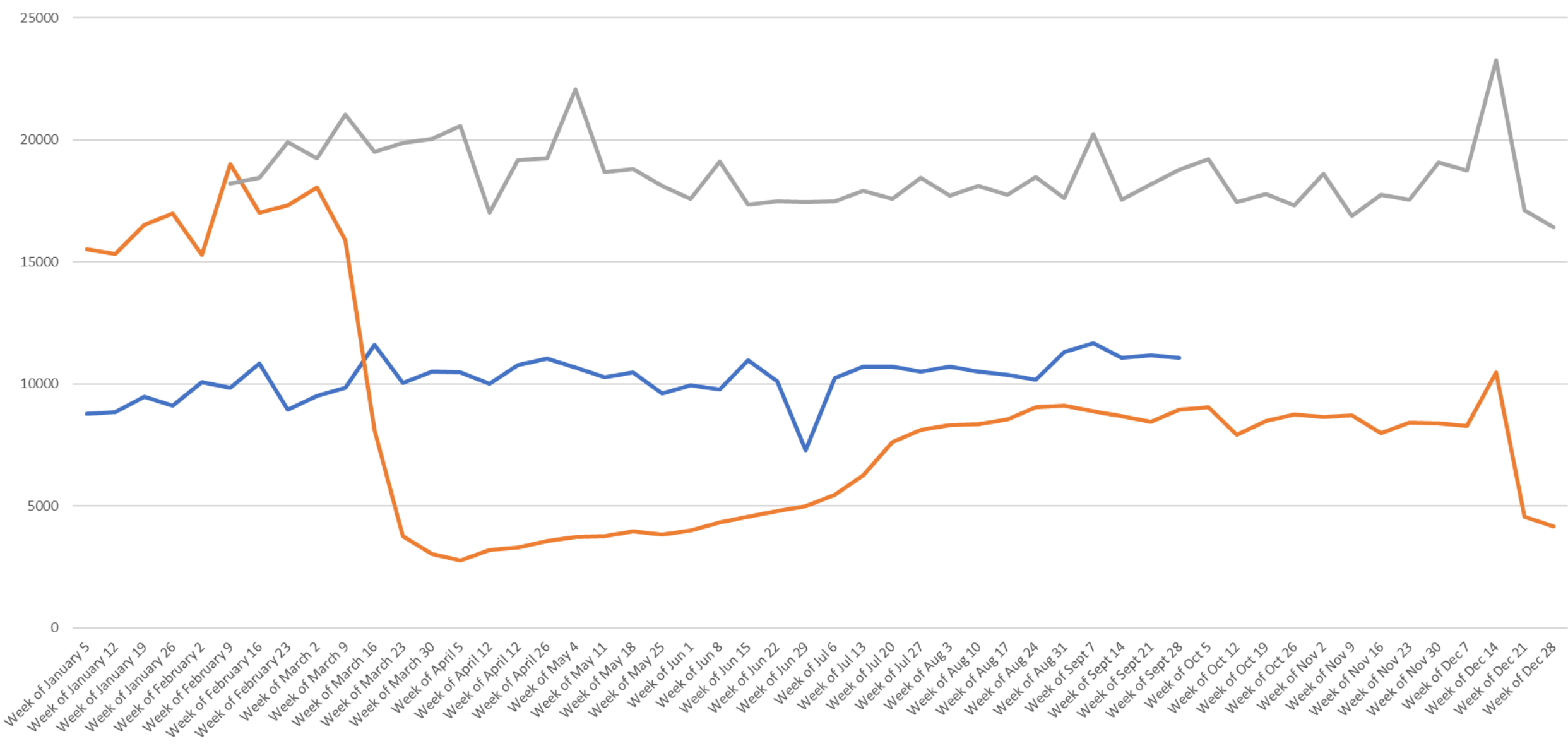
## COVID-19 IMPACT ON HFM

- The Hamilton Farmers' Market continues its recovery from the devastating impact on its local businesses.
- March 2020 marked the beginning of a dramatic plunge in traffic counts resulting in an 83% decline within three weeks at its worst.
- Proudly, the HFM never closed its doors to the public throughout the pandemic while providing the safest shopping experience possible as an essential service.
- The impact of COVID-19 continues to be felt as the Market continues its slow recovery currently standing at less than 60% of its pre-pandemic traffic counts.



# Weekly customer visits to the Hamilton Farmers' Market

— 2023 Weekly Traffic    — 2020 Weekly Traffic    — 2019 Weekly Traffic





## 2022 Audit Report - KPMG

- To the Chairman and Members of the Board of Management of the Hamilton Farmers' Market Corporation and Members of Council of the City of Hamilton.

### *Opinion*

We have audited the financial statements of the Hamilton Farmers' Market Corporation (the Entity), which comprise:

- the statement of financial position as at December 31, 2022
- The statement of operations for the year then ended
- The statement of cash flows for the year then ended
- And notes to the financial statements, including a summary of significant accounting policies

***“In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards”***



## 2022 Audit Report - KPMG

- To the Chairman and Members of the Board of Management of the Hamilton Farmers' Market Corporation and Members of Council of the City of Hamilton.

### ***Notes:***

#### ***Related Party Transactions:***

The City of Hamilton holds a reserve fund on behalf of the Hamilton Farmers' Market Corporation. Use of the funds requires approval of both the Market Corporation's Board as well as Council of the City of Hamilton.

The funds are permitted to be used to ensure the viability of the Market Corporation if other sources of funding are not available.

The balance of the reserve fund as at December 31, 2022 is \$83,524.





## A Financial Perspective

- Market Revenue streams include;
  - Vendor Rent (98% of total revenue excluding Sponsorship)
  - Corporate Sponsorship
  - Merchandise Sales
- One increase to Vendor Rent since 2016 (2017 - 2%)
- Operating costs continue to escalate post-pandemic
- 2022 Actual Financials: City Levy \$243,423
- **2023 Approved Budget: City Levy \$250,993**
- 2023 Financial Forecast: City Levy approx. \$275,000



# VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

## Our Market:



- Provides a wide range of fresh food and grocery options for downtown residents and all Hamiltonians
- Serves as a social and cultural focal point of downtown Hamilton
- Provides economic opportunities, including business incubation, for rural and urban producers and entrepreneurs; and,
- Celebrates the agricultural tradition and strong rural/urban connections of the region.





# VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

## ANALYSIS & RATIONALE

### FOR STAFF RECOMMENDATIONS:

The analysis and engagement identified that the current physical layout and infrastructure of the Hamilton Farmers' Market is not sufficient to realize the proposed vision.

As a result, **staff are recommending that a concept study be undertaken** for the physical design and layout of the current Hamilton Farmers' Market, and the adjacent public realm, to identify opportunities to better utilize the current property and adjacent public realm to achieve the Vision and Guiding Principles.

**The HFM Board supports the Staff recommendation.**



# VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

## 10 Guiding Principles:

### Physical Design/Infrastructure

#### 1. Address the physical limitations of the Market:

- Upgrade the infrastructure (plumbing, electrical, exhaust, storage etc.)
- Explore zoned areas to allow for varied Market hours
- Modify the façade to provide a more seamless indoor/outdoor experience
- Create more inviting entrances
- **Timeline: Long term / Capital Investment**



# VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

## 10 Guiding Principles: Physical Design/Infrastructure

### 2. Provide more flexible Public Spaces:

- Provide greater opportunities for public seating
- Pop-up vendor areas and community programming

• **Timeline: Medium term / Capital Investment**

### 3. Strengthen connections to Outdoor spaces & neighbors:

- Let the Market spill outdoors / Improve Neighborhood safety
- Better connections to its surroundings (Library/City Centre)

• **Timeline: Long term / Capital Investment**





# VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

## 10 Guiding Principles: Program / Mix

### 4. More Local Farmers, Local Producers, Pop-Up Vendors

- Celebrate the Market's strong agricultural traditions
- Attract new entrepreneurs. Consider flexible/shorter leases
- Meet the needs of the Market's local and City-wide customers
- Regular seasonal street closures for additional vendors

- Timeline: Medium term

### 5. More Programs, Events, and Education

- The Market should be the center of the local food movement

- Timeline: Short term / Investment



# VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

## 10 Guiding Principles: Program / Mix

### 6. Open a Market Café w Alcohol and Later Hours

- Seed more culinary activity at the Market including after hours through offerings such as a Market Café, prepared food vendors and licensed establishments
- Timeline: Medium term / Capital Investment



# VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

## 10 Guiding Principles: Operations

### 7. Increase Management capacity and funding sources

- Provide senior level staffing resources and operating funding
- Timeline: Short term / Investment

### 8. Expand Operating Hours

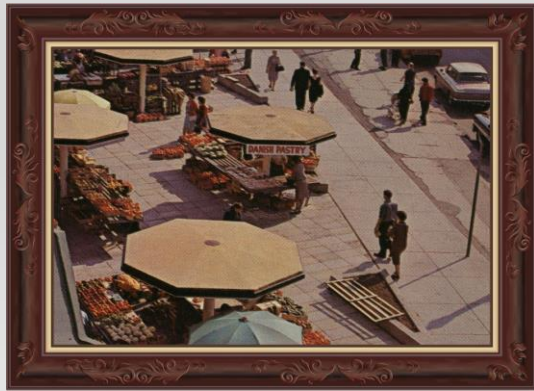
- Provide for expanded and regularized hours that better meet the needs of the Market's customers
- Timeline: Short term / Investment



# VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

## 10 Guiding Principles: Operations

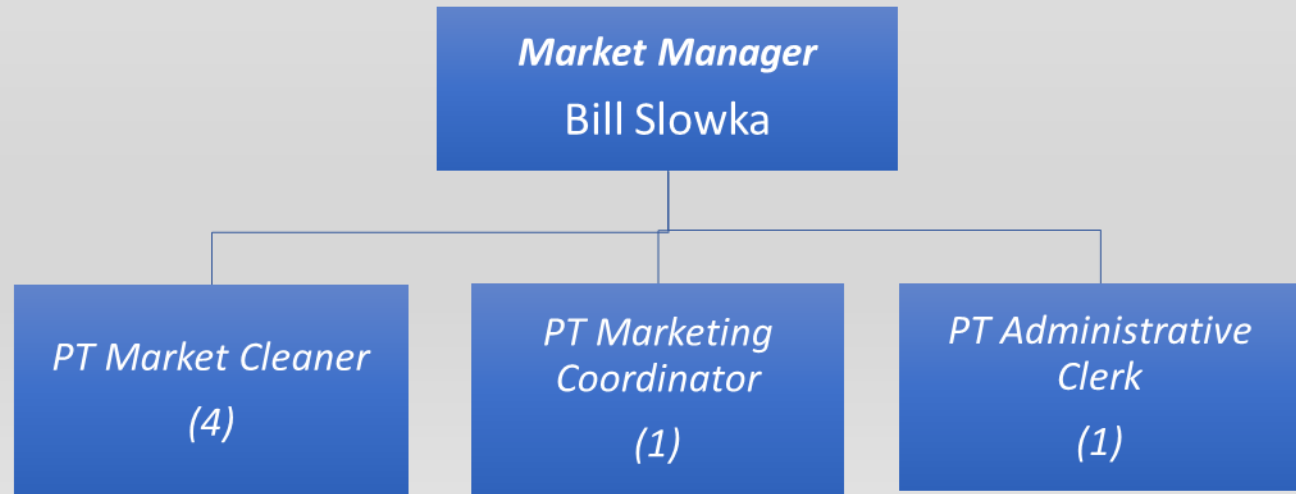
9. **Strengthen the marketing, advertising & promotion**
  - Create more “buzz” and get the word out about Market hours, special events and vendors
  - Timeline: Short term / Investment
  
10. **Maintain adequate parking & multi-modal access**
  - Ensure the Market is easily accessible by pedestrians, cyclists, transit users and drivers.
  - Timeline: Medium term / Investment



# VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

## RECOMMENDATION: Investment in Market Staff

1. Provide funding for additional Market Staff in support of Event planning and execution, the Marketing and Supervisory functions





# REQUEST FOR ADDITIONAL RESOURCES

## PROJECT MANAGER - MARKET TRANSITION

(ONE TEMPORARY FT POSITION - 24 MOS)

- Lead accountability for developing and managing the transition processes following the recommendations of the Visioning Study provided to Council
- Responsibilities include report writing, task management, issues management, project coordination, communication and duties through indirect reports as assigned.
- The role includes research, stakeholder consultation, working with staff, other Divisions, Departments etc. to deliver the Corporate Strategic Growth Initiatives priorities.



# REQUEST FOR ADDITIONAL RESOURCES

## MARKET PROGRAMMING COORDINATOR

(ONE PT POSITION – 0 - 24 HRS/WK)

- Role plans, coordinates and implements cultural activities, special events, and performance space activities.
- Works closely with community groups and individuals to ensure the delivery of safe, high-quality events and programs promoting the goals of the Hamilton Farmers' Market
- Researches, develops, coordinates, organizes, publicizes, implements and evaluates programs presented by the Hamilton Farmers' Market
- Includes curriculum-relevant educational programs, workshops, seminars, lectures, and group tours



# Vision and Guiding Principles

## Timelines

<b>10 VISION AND GUIDING PRINCIPLES</b>		
<b>SHORT TERM (&lt;1 YEAR)</b>	<b>MEDIUM TERM (1-2 YEARS)</b>	<b>LONG TERM (2+ YEARS)</b>
5. More Programs/Events	2. Flexible Public Spaces	1. Address physical limitations
7. Increase Management & Funding	4. Attract Local Farmers	3. Connection to Outdoor Spaces
8. Expand Market Hours	6. Licensed Market Café	
9. Strengthen Marketing	10. Maintain adequate parking	





# VISION AND GUIDING PRINCIPLES FOR THE FUTURE OF THE HFM

## Short Term Goals: Moving Forward

### Increase Management & Staff Funding:

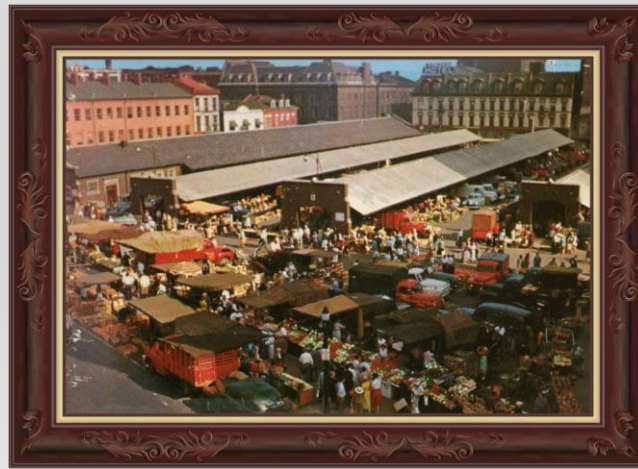
- Proposed Project Manager / Market Programming Coordinator

### Strengthen Marketing:

- Increased engagement on-line by creating reels for Instagram Facebook with a spotlight on our vendor community

### Expanded Market Hours:

- Increased hours to 5 pm on Weekdays & 7 pm on Fridays
- Increased hours to 5 pm on Saturdays
- Open on Wednesdays / Closed on Tuesdays
- Open 4 consecutive days Wednesday - Saturday



# VISION AND GUIDING PRINCIPLES

## FOR THE FUTURE OF THE HFM

### Short Term Goals: Moving Forward

#### More Programs & Events:

- Sokoni Pop-up Market & HFM Curated Corner
- Magic Show/Bracelet Making (Mothers Day)
- Reptilia Reptile Show (Fathers Day)
- Celebrate Summer Event / Jurassic World Live Tour Day
- Thanksgiving / Remembrance Day / Halloween
- Santa Claus/Grey Cup Parade
- Christmas Market & Festivities

#### Public Engagement:

- Market participation with Pop-up opportunities;
  - Supercrawl 2023 / 2023 Mum Show at Gage Park

**Expanded Market Hours:** Effective September 6<sup>th</sup>, 2023



# HAMILTON FARMERS' MARKET

## Celebrating 185 Years in 2022

### A City Treasure In Evolution



- *Renewed vendor interest in our Market is on the upswing*
- *Customer counts are gradually moving up with the new Market hours recently introduced*
- *Our Market needs additional resources to set upon a new path to achieve a grander vision and reach its potential as both a community hub and beacon for revitalization in the downtown core*
- *The Hamilton Farmers' Market is a City treasure and deserves to be regarded alongside other City cultural properties*





THANK YOU

**HAMILTON FARMERS' MARKET CORPORATION**  
(the "Corporation")

**RESOLUTION OF THE SOLE VOTING MEMBER OF THE CORPORATION**

**WHEREAS** the Corporation is a corporation without share capital to which the *Corporations Act*, R.S.O. 1990, c.38 (the "Act") applies;

**AND WHEREAS** by the Corporation's Letters Patent, the City of Hamilton is the sole voting member of the Corporation ("Sole Voting Member");

**AND WHEREAS** by section 5 of the Corporation's By-Law No.1, the Board of Directors shall consist of a minimum of three (3) to a maximum of thirteen (13) or such other number of directors, as may be determined from time to time by the Sole Voting Member;

**AND WHEREAS** by section 15 of the Corporation's By-Law No.1, the City of Hamilton, as the sole voting member, is authorized to or may require the Directors of the Corporation to appoint an auditor;

**1. NOTICE**

BE IT RESOLVED:

That the Sole Voting Member hereby waives its right to receive general or special notice of an annual meeting of the members of the Corporation.

**2. MINUTES OF PREVIOUS ANNUAL MEETING**

BE IT RESOLVED:

That the minutes of the annual meeting held September 13, 2022, be approved.

**3. DIRECTORS**

BE IT RESOLVED:

That the following persons are affirmed or appointed as Directors of the Corporation and shall hold office until the date specified below, unless further extended as permitted by the by-laws of the Corporation or until their respective successors are elected or appointed subject to the by-laws of the Corporation:

- |  |                    |
|--|--------------------|
| • Councilor Cameron Kroetsch – Council Member  | November 14, 2026  |
| • Councilor Jeff Beattie – Council Member      | November 14, 2026  |
| • Anne Miller – Vendor Member- Third Term      | August 11, 2025    |
| • Celina Masoudi – Vendor Director-Second Term | September 13, 2025 |
| • John Alexander – Vendor Director- First Term | April 19, 2025     |
| • Shane Coleman – Vendor Director- First Term  | April 19, 2025     |

EX OFFICIO MEMBERS

- Bill Slowka – Market Manager

**4. FINANCIAL STATEMENTS AND AUDITOR’S REPORT**

BE IT RESOLVED:

That the financial statements of the Corporation for the fiscal year ended December 31, 2022, attached hereto as Schedule “A” together with the auditor’s report as prepared by KPMG LLP, be and the same are hereby received and approved.

**5. AUDIT APPOINTMENT**

BE IT RESOLVED:

That the undersigned, being the Sole Voting Member, hereby authorizes the Directors of the Corporation to appoint an auditor of the Corporation to hold office until the next following annual meeting at such remuneration as may be fixed by the Directors and the Directors are hereby authorized to fix such remuneration.

The foregoing resolutions are, by signature below of the Sole Voting Member of the Corporation entitled to vote on such resolutions, passed as resolutions of the Corporation pursuant to the Act.

Dated as of this 16<sup>th</sup> day of October 2023.

CITY OF HAMILTON

Per: \_\_\_\_\_  
A. Horwath  
Mayor

Per: \_\_\_\_\_  
J. Pilon  
Acting City Clerk and Secretary

Financial Statements of

**HAMILTON FARMERS'  
MARKET CORPORATION**

And Independent Auditor's Report thereon

Year ended December 31, 2022



KPMG LLP  
Commerce Place  
21 King Street West, Suite 700  
Hamilton ON L8P 4W7  
Canada  
Tel 905-523-8200  
Fax 905-523-2222

## INDEPENDENT AUDITOR'S REPORT

To the Chairman and Members of the Board of Management of the Hamilton Farmers' Market Corporation and Members of Council of the City of Hamilton.

### ***Opinion***

We have audited the financial statements of The Hamilton Farmer's Market Corporation (the Entity), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.





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### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

June 5, 2023

# HAMILTON FARMERS' MARKET CORPORATION

Financial Statements

Year ended December 31, 2022

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# HAMILTON FARMERS' MARKET CORPORATION


## Statement of Financial Position

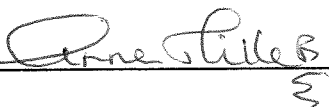
December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial assets</b>		
Cash	\$ 2,300	\$ 2,300
HST recoverable	46,998	54,012
Accounts receivable (note 3)	131,583	134,441
Inventory	2,092	3,124
	<u>182,973</u>	<u>193,877</u>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	27,480	14,945
Deferred revenues	7,752	4,758
Due to City of Hamilton (note 2)	125,954	157,614
Unredeemed gift certificates	22,850	16,560
	<u>184,036</u>	<u>193,877</u>
<b>Net financial assets and accumulated deficit</b>	<b>\$ (1,063)</b>	<b>\$ -</b>

See accompanying notes to financial statements.

On behalf of the Board:

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

# HAMILTON FARMERS' MARKET CORPORATION

## Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	Budget (note 4)	2022	2021
<b>Revenue:</b>			
Safe restart agreement funding (note 5)	\$ —	\$ 70,000	\$ 147,187
Merchandise sales	4,500	1,106	1,947
Rental income	515,000	500,780	459,809
Other revenues	43,000	112,850	166,186
	<u>562,500</u>	<u>684,736</u>	<u>775,129</u>
City levy funded deficit (note 2)	242,360	380,055	126,242
Hamilton Farmers Market reserve (note 2)	—	—	78,262
	<u>804,860</u>	<u>1,064,791</u>	<u>979,633</u>
<b>Expenses:</b>			
Agencies and support payments	—	979	—
Employee related costs	339,800	262,481	293,760
Building and grounds	268,330	438,499	397,122
Contractual	123,520	125,044	126,851
Materials and supplies	54,736	33,561	89,991
Financial	10,450	62,571	60,726
Consulting	3,000	137,695	11,183
Reserves/Recoveries	5,024	5,024	—
	<u>804,860</u>	<u>1,065,854</u>	<u>979,633</u>
Annual deficit, being net financial assets and accumulated deficit, end of year	\$ —	\$ (1,063)	\$ —

See accompanying notes to financial statements.

# HAMILTON FARMERS' MARKET CORPORATION

## Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by:		
Operating activities:		
Annual deficit	\$ (1,063)	\$ -
Changes in non-cash assets and liabilities:		
Increase (decrease) in HST receivable	7,014	(26,882)
Decrease in accounts receivable	2,858	161,999
Decrease (increase) in inventory	1,032	(2,165)
Increase in accounts payable and accrued liabilities	12,535	4,480
Increase (decrease) in deferred revenue	2,994	(3,525)
Decrease in due to City of Hamilton	(31,660)	(138,112)
Increase in unredeemed gift certificates	6,290	4,405
Net change in cash	-	200
Cash, beginning of year	2,300	2,100
Cash, end of year	\$ 2,300	\$ 2,300

See accompanying notes to financial statements.

# HAMILTON FARMERS' MARKET CORPORATION

Notes to Financial Statements

Year ended December 31, 2022

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The Hamilton Farmers' Market Corporation referred to herein as (the "Market Corporation") was established on December 21, 2015 by the Council of the City of Hamilton (the "City") and has been entrusted to provide the public with access to high quality, nutritious and locally grown food. The Market Corporation also provides opportunities for farmers and food producers to serve the general public. The City owns the market facilities and arranges with the Market Corporation to exclusively manage and operate the facilities on the City's behalf.

## 1. Significant accounting policies:

The financial statements of the Market Corporation are prepared by management in accordance with Canadian public sector accounting standards ("PSAS") as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Market Corporation are as follows:

### (a) Basis of accounting:

These financial statements are prepared in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

Revenues are recorded on the accrual basis of accounting, whereby revenues are recognized as they are earned and measurable. Expenses are recognized in the period goods and services are acquired and a liability is incurred.

### (b) Cash:

Cash is comprised of cash on hand.

### (c) Inventory:

Inventory is valued at the lower of cost and net realizable value.

### (d) Government transfers:

Government transfers received relate to operating grants from the City of Hamilton. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

### (e) Rental and other revenues:

Rental and other revenues are reported as revenue in the period earned. Other revenues are comprised of merchandise sales, utility recovery and sponsorships.

# HAMILTON FARMERS' MARKET CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 1. Significant accounting policies (continued):

### (f) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

### (g) Gift Certificates:

Hamilton Farmers' Market issues gift certificates. These gift certificates make up the Unredeemed gift certificates balance on the statement of financial position. They have an indefinite life and do not expire.

### (h) Use of estimates:

The preparation of financial statements required management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

## 2. Related party transactions:

### (a) Transactions with related parties:

	2022	2021
Revenue:		
City levy funded deficit	\$ 380,055	\$ 126,242
Hamilton Farmers Market reserve adjustment	-	78,262
	<b>\$ 380,055</b>	<b>\$ 204,504</b>

These transactions have been reflected in the annual surplus for the current year and were measured at the exchange amount of consideration established and agreed to by the related parties.

### (b) Reserves held by related party:

The City of Hamilton holds a reserve fund on behalf of the Hamilton Farmers' Market Corporation. Use of the funds requires approval of both the Market Corporation's Board as well as the Council of the City of Hamilton. The funds are permitted to be used to ensure the viability of the Market Corporation if other sources of funding are not available. The balance of the reserve fund as at December 31, 2022 is \$83,524 (2021 - \$78,662).



# HAMILTON FARMERS' MARKET CORPORATION

Notes to Financial Statements (continued)

Year ended December 31, 2022

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## 2. Related party transactions (continued):

(c) Outstanding balances due to related party:

	2022	2021
City of Hamilton	\$ 125,954	\$ 157,614

The amount due to City of Hamilton is non-interest bearing and has no fixed terms of repayment.

## 3. Accounts receivable:

In fiscal 2020, the Market Corporation approved an optional deferral plan that allowed stallholders to pay their fees for April through September 2020 in 2021 without interest. This plan has continued into fiscal 2022 and during the year ended December 31, 2022, stallholders that were able to demonstrate financial hardship were allowed to extend their fee payment deferral into 2023. In total, there is 1 (2021 – 6) stallholder that received fee payment deferral extensions.

## 4. Budget data:

The budget data presented in these financial statements is based upon the 2022 budget approved by Council.