



City of Hamilton

SOLE VOTING MEMBER OF THE HAMILTON FARMERS' MARKET AGENDA

Meeting #: 23-005
Date: November 30, 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

	Pages
1. APPROVAL OF AGENDA	
(Added Items, if applicable, will be noted with *)	
2. DECLARATIONS OF INTEREST	
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4. COMMUNICATIONS	
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7. DISCUSSION ITEMS	
7.1 Vision for the Hamilton Farmers' Market (PED23049(a)) (City Wide) (Outstanding Business List Item)	10
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10. GENERAL INFORMATION / OTHER BUSINESS	

11. PRIVATE AND CONFIDENTIAL

12. ADJOURNMENT



City of Hamilton
SOLE VOTING MEMBER
OF THE HAMILTON FARMERS' MARKET
MINUTES 23-004
 9:30 am
 Monday, October 16, 2023
 Council Chambers, Hamilton City Hall, 2nd Floor
 71 Main Street West, Hamilton, ON

Present: Mayor A. Horwath
 Councillors M. Tadeson (Deputy Mayor)
 J. Beattie, C. Cassar, B. Clark, J.P. Danko, M. Francis, T. Hwang,
 T. Jackson, C. Kroetsch, T. McMeekin, A. Wilson and M. Wilson

Absent: Councillors N. Nann and E. Pauls – City Business
 Councillor M. Spadafora - Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. COMMUNICATIONS (Item 4)

(Beattie/Cassar)

That the Communication Items, be approved as follows:

- (a) Correspondence from Cameron Kroetsch, Chair, Board of Directors, Hamilton Farmers' Market Corporation, respecting comments on Report PED23049 - Vision for the Hamilton Farmers' Market (Item 4.1)

Recommendation: Be received.

- (b) Correspondence from Cameron Kroetsch, Chair, Board of Directors, Hamilton Farmers' Market Corporation, respecting an Increase to the Management Capacity and Staffing Resources for the Hamilton Farmers' Market (Added Item 4.2)

Recommendation: Be received **and referred Finance Staff for consideration and recommendations** to the 2024 Budget Process.

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

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

Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Absent	-	Ward 7	Councillor Esther Pauls
Yes	-	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
Yes	-	Ward 13	Councillor Alex Wilson
Absent	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

2. Notice; Minutes of the Previous Annual Meeting; Directors; Financial Statements and Auditor's Report; and Audit Appointment (Item 7.1)

(Hwang/Cassar)

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;

(a) 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.

(b) MINUTES OF PREVIOUS ANNUAL MEETING

BE IT RESOLVED:

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

(c) 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:

- | | | |
|-------|--|--------------------|
| (i) | Councilor Cameron Kroetsch – Council Member | November 14, 2026 |
| (ii) | Councilor Jeff Beattie – Council Member | November 14, 2026 |
| (iii) | Anne Miller – Vendor Member- Third Term | August 11, 2025 |
| (iv) | Celina Masoudi – Vendor Director-Second Term | September 13, 2025 |
| (v) | John Alexander – Vendor Director- First Term | April 19, 2025 |
| (vi) | Shane Coleman – Vendor Director- First Term | April 19, 2025 |

EX OFFICIO MEMBERS

- (vii) Bill Slowka – Market Manager

(d) 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.

(e) 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.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	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
Yes	-	Ward 13 Councillor Alex Wilson
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised of the following change to the agenda:

4. COMMUNICATIONS

- 4.2 Correspondence from Cameron Kroetsch, Chair, Board of Directors, Hamilton Farmers' Market Corporation, respecting an Increase to the Management Capacity and Staffing Resources for the Hamilton Famers' Market

Recommendation: Be received and referred to the 2024 Budget Process.

(Cassar/Hwang)

That the agenda for the October 16, 2023 meeting of the Sole Voting Member of the Hamilton Farmers' Market, be approved, as amended.

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

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

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Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Absent	-	Ward 7	Councillor Esther Pauls
Yes	-	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
Yes	-	Ward 13	Councillor Alex Wilson
Absent	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 3)

(i) May 8, 2023 (Item 3.1)

(Beattie/Hwang)

That the Minutes of 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 12 to 0, as follows:

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	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
Yes	-	Ward 13 Councillor Alex Wilson
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

(d) PRESENTATIONS (Item 6)

(i) Hamilton Farmers' Market Corporation (Item 6.1)

Bill Slowka, Manager, Hamilton Farmers' Market, addressed the Committee with a presentation respecting the Hamilton Farmers' Market Corporation.

(Beattie/Kroetsch)

That the presentation respecting the Hamilton Farmers' Market Corporation, be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	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
Yes	-	Ward 13 Councillor Alex Wilson
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

(e) ADJOURNMENT (Item 12)

(McMeekin/Hwang)

That there being no further business, the Sole Voting Member of the Hamilton Farmers' Market be adjourned at 10:30 a.m.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls

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Yes	-	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
Yes	-	Ward 13	Councillor Alex Wilson
Absent	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin



Respectfully submitted,

Deputy Mayor Mark Tadeson
Chair, Sole Voting Member
Hamilton Farmers' Market

Angela McRae
Legislative Coordinator
Office of the City Clerk



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members Sole Voting Member of the Hamilton Farmer's Market
COMMITTEE DATE:	November 30, 2023
SUBJECT/REPORT NO:	Vision for the Hamilton Farmers' Market (PED23049(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Tyson McMann (905) 546-2424 Ext. 5780
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	
SUBMITTED BY:	Raymond Kessler Chief Corporate Real Estate Officer Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the proposed Vision Statement and Guiding Principles for the Hamilton Farmers' Market attached as Appendix "A" to Report PED23049(a), which would be used to guide the future planning and operation of the Hamilton Farmers' Market Corporation, be endorsed by Council;
- (b) That Staff be directed to resume and complete the Hamilton Farmers' Market Governance and Operational Review;
- (c) 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 for the

OUR Vision: To be the best place to raise a child and age successfully.

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Farmers' Market, 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);

EXECUTIVE SUMMARY

On May 8, 2023, the Sole Voting Member of the Hamilton Farmers' Market was provided with the Vision for the Hamilton Farmers' Market (PED23049) and referred the report to the Hamilton Farmers Market Board of Directors (Market Board) for their consideration, requested that it review and provide comments and recommendations to the Sole Voting Member of the Hamilton Farmers' Market respecting the Vision for the Hamilton Farmers' Market.

On October 16, 2023, the Sole Voting Member of the Hamilton Farmers' Market received correspondence from the Chair of the Market Board, which communicated the resolutions of the Market Board made at its June 26, 2023, meeting. The Market Board supports the proposed Vision Statement and Guiding Principles with no comments and/or changes. It also supports the resumption of the Governance and Operational Review, as well as the undertaking of a concept study for the physical design and layout of the current Hamilton Farmers' Market. This report therefore recommends adoption of these three recommended actions.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Recommendation (c) is seeking authorization to retain consulting services, to an upset limit of \$200,000, to be funded from the Economic Development Reserve (Account 112221), 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.

Staffing: There are no staffing implications with respect to this report. The completion of the operation and governance review noted in recommendation (b) may make recommendations for Council's consideration with respect to staffing and resourcing for the Hamilton Farmers' Market.

Legal: N/A

**SUBJECT: Vision for the Hamilton Farmers' Market (PED23049(a)) (City Wide) -
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HISTORICAL BACKGROUND

On May 7, 2018, the Hamilton Farmers' Market Corporation Board of Directors approved the Hamilton Farmers' Market Strategic Plan 2016-2020 that had been commissioned by the Board and prepared by 2WA Consulting, Inc.

On November 23, 2020, the Sole Voting Member of the Hamilton Farmers' Market considered the Hamilton Farmers' Market Governance Report (CM20010), and directed staff to prepare a report that provides a preferred governance and operating model for the Hamilton Farmers' Market Corporation, which prioritizes value-for-dollar invested by the Shareholder, role clarity, enhanced governance, and the avoidance of any potential conflicts of interest

On February 2, 2022, the Sole Voting Member of the Hamilton Farmers' Market was provided with the Hamilton Farmers' Market Corporation Governance and Operational Review Update Report PED22029 and directed staff to undertake a review and consultation on the vision and role of the Hamilton Farmers' Market within the local neighbourhood context, and report back to the Sole Voting Member of the Hamilton Farmers' Market, prior to completing the governance and operating review. This was subsequently approved by Council on February 9, 2022.

On May 8, 2023, the Sole Voting Member of the Hamilton Farmers' Market was provided with the Vision for the Hamilton Farmers' Market, Report PED23049, and referred the report to the Hamilton Farmers Market Board of Directors for their consideration and requested that they provide comments and recommendations to the Sole Voting Member of the Hamilton Farmers' Market respecting the Vision for the Hamilton Farmers' Market.

On October 16, 2023, the Sole Voting Member of the Hamilton Farmers' Market received correspondence from the Chair of the Board of Directors, Hamilton Farmers' Market Corporation, which indicated the Board support of the proposed Vision Statement and Guiding Principles for the Hamilton Farmers' Market attached as Appendix "A" to Report PED23049, with no comments and/or changes.

Report PED23049(a) responds to the May 8, 2023, direction following the receipt of the Hamilton Farmers Market Board of Directors comments.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Hamilton Farmers' Market is a corporation established under the *Municipal Act* as a Municipal Services Corporation, with the City of Hamilton as the sole voting member (shareholder) for the corporation. The Hamilton Farmers' Market Corporation is mandated to carry out the vision of the city for the Market.

OUR Vision: To be the best place to raise a child and age successfully.
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RELEVANT CONSULTATION

Following the direction of the Sole Voting Member on May 8, 2023, the Hamilton Farmers' Market Board of Directors received Report PED23049 for its consideration. At its June 26, 2023, meeting, the Board reviewed and discussed Report PED23049, respecting the Vision for the Hamilton Farmers' Market, and made the following resolutions:

- 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;
- That the Board supports the resuming of the Governance and Operational Review;
- 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;
- 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,
- That the Hamilton Farmers' Market remain in its current location at 35 York Boulevard and not be relocated either permanently or temporarily.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Given the Board's support of the proposed Vision Statement and Guiding Principles for the Hamilton Farmers' Market with no comments and/or changes, Staff are recommending that the proposed Vision Statement and Guiding Principles for the Hamilton Farmers' Market be approved with no changes.

ALTERNATIVES FOR CONSIDERATION

N/A

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED23049(a) – Vision and Guiding Principles for the Future of the Hamilton Farmers' Market

**SUBJECT: Vision for the Hamilton Farmers' Market (PED23049(a)) (City Wide) -
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Appendix "B" to Report PED23049(a) – Vision for the Hamilton Farmers' Market
(PED23049) (City Wide)

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Vision and Guiding Principles for the Future of the Hamilton Farmers' Market **(May 2023)**

Vision Statement

That the Hamilton Farmers' Market continue its long-standing role of supporting local farmers, producers, and businesses while providing a reliable source of fresh food and creating a community gathering destination for downtown residents and all Hamiltonians.

The 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.

Guiding Principles

Physical Design / Infrastructure:

a. Address the physical limitations of the Market:

Upgrade the infrastructure (plumbing, electric, storage, exhaust, etc.); improve circulation; explore zoned areas to allow for varied market hours; create more inviting entrances; and modify the façade to provide for a more seamless indoor/outdoor experience.

b. Provide for more public spaces that are flexible to accommodate a variety of uses:

Provide for greater opportunities for seating, pop-up vending, events, and programming.

c. Strengthen connections to outdoor spaces and neighbours:

Let the market spill outdoors; better connect to its surroundings (e.g. Library, City Centre, etc.); and coordinate on efforts to improve neighbourhood safety.

Program / Mix

d. More local farmers, local producers, and pop-up vendors:

Reflect and celebrate the Market's strong agricultural traditions as well as support and attract new entrepreneurs and meet the needs of the Market's local and City-wide customers. Consider flexible/shorter lease term options, a weekly local vendors day, and regular seasonal street closures to accommodate additional vendors.

e. More programs, events, and education (in collaboration with local partners):

The Market should be the centre of the local food movement for Hamilton and serve as a cultural hub and gathering point for the Hamilton community.

f. After hours and expanded culinary offerings:

Seed more culinary activity at the Market, including after hours, through offerings such as a market café, prepared food vendors, and licensed establishments.

Operations

g. Increase management capacity and funding sources:

Provide senior-level staffing resources and operating funding to better reflect the role of the Market as a community hub.

h. Expand hours (for at least parts of the Market):

Provide for expanded and regularized hours, that better meet the needs of the Market's customers.

i. Strengthen the Market's marketing, advertising and promotion:


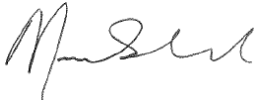
Create more "buzz" about the Market and get the word out about market hours, special events, and vendors.

j. Provide for multi-modal access, including adequate parking:

Ensure the Market is easily accessible by pedestrians, cyclists, transit users and drivers. With most current market customers arriving by car, ensure that adequate parking is available.



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 Economic Development Division

TO:	Mayor and Members Sole Voting Member of the Hamilton Farmer’s Market
COMMITTEE DATE:	May 8, 2023
SUBJECT/REPORT NO:	Vision for the Hamilton Farmers’ Market (PED23049) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Tyson McMann (905) 546-2424 Ext. 5780
SUBMITTED BY: SIGNATURE:	Raymond Kessler Chief Corporate Real Estate Officer Planning and Economic Development Department 
SUBMITTED BY: SIGNATURE:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department 

RECOMMENDATIONS

- (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

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\$200,000, to be funded from the Economic Development Reserve (Account 112221);

- (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.

EXECUTIVE SUMMARY

In February 2022, the Sole Voting Member of the Hamilton Farmers' Market directed staff to undertake a review and consultation on the vision and role of the Hamilton Farmers' Market within the local neighbourhood context, and report back to the Sole Voting Member, prior to completing the Hamilton Farmers' Market governance and operating review.

The City of Hamilton engaged Project for Public Spaces (PPS) in the summer of 2022 to lead a community engagement process to inform the creation of a new vision for the Hamilton Farmers' Market. The goal of the project was to examine opportunities to ensure the historic Hamilton Farmers' Market continues to thrive for decades to come, with special consideration for how it will relate to and integrate with the surrounding neighbourhood, which is currently undergoing significant change.

The PPS team synthesized the feedback from a series of engagement activities to create a recommended Vision Statement. This statement outlines the Market's purpose, how it has historically benefited stakeholders, and the role stakeholders would like it to play for the community in the future. PPS also provided a series of recommendations, which staff have incorporated into a series of Guiding Principles around themes of physical design/infrastructure, program/mix and operations. The Vision and Guiding Principles are meant to guide future decision-making related to the Market, including the governance and operating review currently underway.

ALTERNATIVES FOR CONSIDERATION – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Recommendation (b) is seeking authorization to retain consulting services, to an upset limit of \$200,000, to be funded from the Economic Development Reserve (Account 112221), 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.

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Staffing: There are no staffing implications with respect to this report. The ongoing operation and governance review may make recommendations for Council's consideration with respect to staffing and resourcing for the Hamilton Farmers' Market.

Legal: N/A

HISTORICAL BACKGROUND

On May 7, 2018, the Hamilton Farmers' Market Corporation Board of Directors approved the Hamilton Farmers' Market Strategic Plan 2016-2020 that had been commissioned by the Board and prepared by 2WA Consulting, Inc.

On November 23, 2020, the Sole Voting Member of the Hamilton Farmers' Market considered the Hamilton Farmers' Market Governance Report (CM20010), and directed staff to prepare a report that provides a preferred governance and operating model for the Hamilton Farmers' Market Corporation, which prioritizes value-for-dollar invested by the Shareholder, role clarity, enhanced governance and the avoidance of any potential conflicts of interest

On February 2, 2022, the Sole Voting Member of the Hamilton Farmers' Market was provided with the Hamilton Farmers' Market Corporation Governance and Operational Review Update (PED22029), and directed staff to undertake a review and consultation on the vision and role of the Hamilton Farmers' Market within the local neighbourhood context, and report back to the Sole Voting Member of the Hamilton Farmers' Market, prior to completing the governance and operating review. This was subsequently approved by Council on February 9, 2022.

Report PED23049 responds to the February 2, 2022 direction.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Hamilton Farmers' Market is a corporation established under the Municipal Act as a Municipal Services Corporation, with the City of Hamilton as the sole voting member (shareholder) for the corporation. The Hamilton Farmers' Market Corporation is mandated to carry out the vision of the City for the Market.

RELEVANT CONSULTATION

The following City staff were consulted in the preparation of this report:

- Chief Corporate Real Estate Officer (Contract Manager);
- Chief Digital Officer;
- Director, Economic Development Department;

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- Director, Energy, Fleet and Facilities Management Division;
- Director, Tourism and Culture Division;
- Deputy City Solicitor;
- Director, Licensing & By-Law Services;
- Director, Financial Planning, Administration and Policy;
- City Clerk; and,
- Director Communications & Strategic Initiatives.

The PPS team's engagement with the public, vendors, and other stakeholders consisted of the following:

- Stakeholder Workshop - September 16, 2022: A stakeholder workshop (made up of neighbouring property owners/developers, vendors, community organizations, existing and potential programmatic partners, and key City agencies). The workshop consisted of a presentation on the ingredients of a successful market and market trends, followed by a facilitated conversation on the potential programming and design opportunities to expand the impact of the Hamilton Farmers' Market.
- Public Open House - September 17, 2022: An open house was held at the Hamilton Farmers' Market to introduce the PPS team and the project to the general public, including vendors, customers, and other curious community members, with the goal of generating interest and excitement for the project and launching the engagement process. This open house included a short presentation and an exercise which collected initial feedback and information from attendees, such as their hopes and wishes, concerns, and issues about the future of the Market.
- Engage Hamilton - September 1, 2022 to November 10, 2022: The Hamilton Farmers' Market Visioning Exercise project page on Engage Hamilton had 1,520 total visits and utilized the following engagement tools:
 - Public Survey: This survey was used to assess satisfaction and overall impressions of the Market and identify issues such as frequency of shopping; quality of existing tenants in terms of product, price, and quality; indications about how Hamilton residents viewed the Market, and provide a better understanding of how to attract more regular local customers; and recommendations for changes to the Market's design, amenities, merchandise mix, and operations.
 - Vendor Survey: This survey was used to identify vendors' current perceptions of the Market as well as specific plans or interests they may have to grow or change their business.

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- Ideas Brainstorming: An interactive way for the community to share what inspires them. Participants were able to include images with their ideas, where other participants could like and comment on ideas created by others.
- Virtual Comment Cards: A space where participants were able to provide open-ended comments on their thoughts, feelings, advice, and suggestions regarding the Hamilton Farmers' Market.
- Placemaking Workshops/Charrettes (Vendor – November 10, 2022 & Public – November 12, 2022): The PPS team facilitated two placemaking workshops (one for the public and one for the vendors) which used PPS's Market Audit tool to evaluate the existing Market. This resulted in participants generating specific programming, design ideas, and opportunities for both the Market building and its surrounding exterior public spaces.
- Key Stakeholder Interviews (September 2022 – November 2022): PPS conducted 13 interviews with key stakeholders, including neighbouring property owners, the HFM management and board, City Councillors, and partner organizations.

Complete feedback from these activities was synthesized and analysed to identify key themes and trends related to the Market's physical design/infrastructure, its program and mix, and its operations, as well as the Market's Vision Statement. A more in-depth overview of the project's engagement and feedback received can be found in Appendix "B" to Report PED23049.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Prior to the completion of the governance and operational review of the Hamilton Farmers' Market, Council had directed staff to undertake a review and consultation on the vision and role of the Hamilton Farmers' Market. This direction was provided under the context of the significant change the Market is currently experiencing, such as:

- The surrounding neighbourhood is currently undergoing redevelopment;
- The changing nature of the vendors, their offerings, and consumer habits; and,
- The Markets' engagement with its customers and the surrounding community.

Based on the analysis by PPS of precedents and best practices, as well as the engagement with the public, vendors, customers, and stakeholders, as summarized in Appendix "B" to Report PED23049, the Vision Statement provided in Appendix "A" to Report PED23049 is being recommended to guide the future planning and operation of

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the Hamilton Farmers' Market Corporation, including the ongoing governance and operation review.

A number of recommendations for the future of the Farmers' Market also arose out of the consultant's analysis and the engagement activities. Based on these recommendations, staff are also proposing that the Guiding Principles in Appendix "A" to Report PED23049 be utilized to guide the future planning and operation of the Hamilton Farmers' Market Corporation.

PPS is of the belief that with an updated vision and mandate, the Hamilton Farmers' Market will deliver several benefits to both the vendors and the public, including:

- Trust and camaraderie among vendors, management, and the public;
- Functioning as a focal point for the downtown, as a central meeting place, and as a must-see destination for tourists;
- Continuation of the Market's long-standing history and tradition;
- Supporting small businesses and providing jobs;
- Incubating entrepreneurs and supporting the "graduation" of business into storefronts;
- Supporting other downtown retailers and helping to revive downtown retail;
- Serving as an amenity to attract new residents and office workers; and,
- Showcasing Hamilton agriculture and value-added products.

The analysis and engagement also 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.

ALTERNATIVES FOR CONSIDERATION

Rather than referring them for further consultation, Council could immediately adopt the Vision Statement and ten Guiding Principles and direct as follows:

OUR Vision: To be the best place to raise a child and age successfully.
OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.
OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

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- (a) That the proposed Vision Statement and ten Guiding Principles for the Hamilton Farmers' Market attached as Appendix "A" to Report PED23049 be endorsed, and be used to guide the future planning and operation of the Hamilton Farmers' Market Corporation
- (b) That the proposed Vision Statement and ten Guiding Principles for the Hamilton Farmers' Market attached as Appendix "A" to Report PED23049 be used to guide the Hamilton Farmers' Market Governance and Operational Review

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent, and accessible approach to City government that engages with and empowers all citizens to be involved in their community

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Built Environment and Infrastructure

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED23049 – Vision and Guiding Principles for the Future of the Hamilton Farmers' Market

Appendix "B" to Report PED23049 – Project for Public Spaces - Vision and Recommendations for the Future of the Hamilton Farmers' Market