





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

\$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.

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;

- 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.

- 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

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:

- (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