

Engagement Summary and Background Report



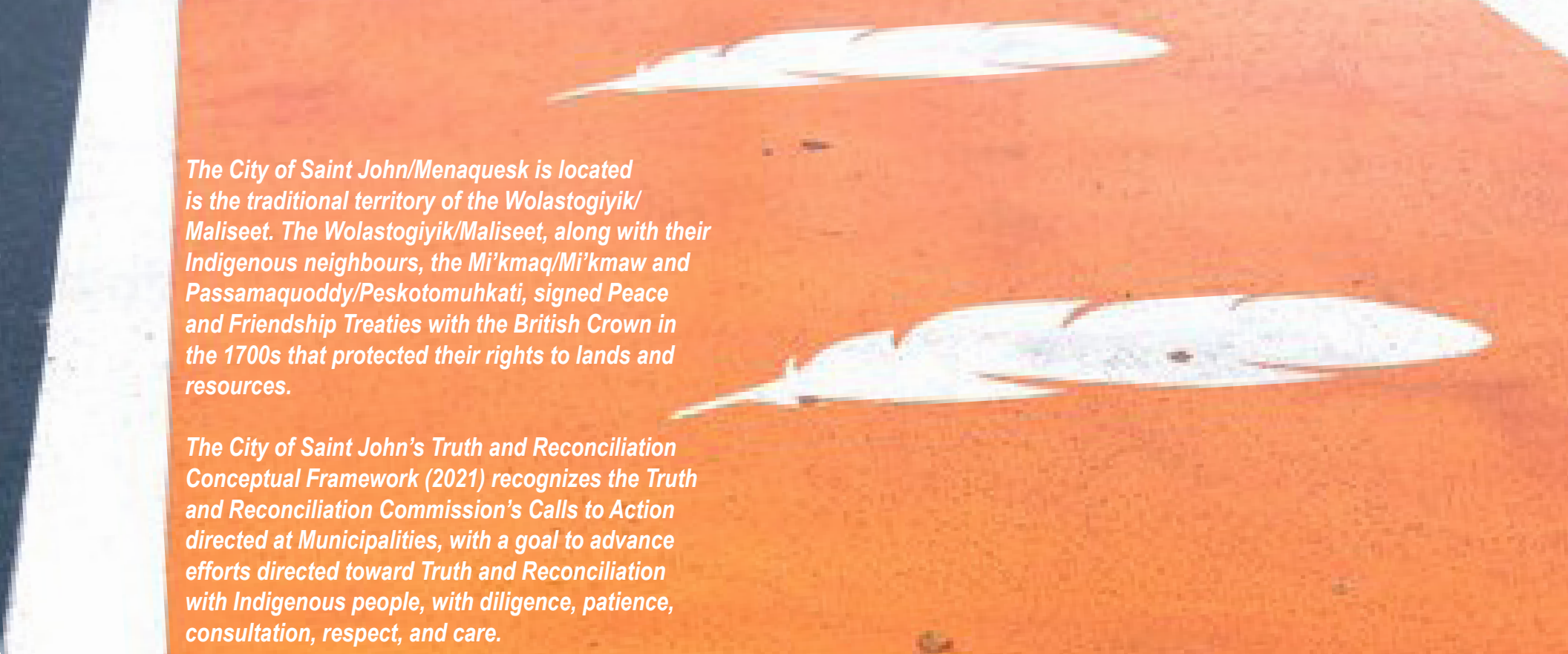
City Market Strategic Plan 2023-2033

Draft: May 2023

City Market – The heartbeat of Uptown Saint John

FBM
architecture
interior design
planning

**QUAY
NORTH**
URBAN DEVELOPMENT



The City of Saint John/Menaquesk is located is the traditional territory of the Wolastogiyik/Maliseet. The Wolastogiyik/Maliseet, along with their Indigenous neighbours, the Mi'kmaq/Mi'kmaw and Passamaquoddy/Peskotomuhkati, signed Peace and Friendship Treaties with the British Crown in the 1700s that protected their rights to lands and resources.

The City of Saint John's Truth and Reconciliation Conceptual Framework (2021) recognizes the Truth and Reconciliation Commission's Calls to Action directed at Municipalities, with a goal to advance efforts directed toward Truth and Reconciliation with Indigenous people, with diligence, patience, consultation, respect, and care.

DRAFT

City Market 2023-2033 Strategic Plan

ENGAGEMENT SUMMARY AND BACKGROUND REPORT

The **Strategic Plan Background Report** is a companion document to the Strategic Plan, with an in-depth overview of engagement discussions, historical background and case studies. The Strategic Plan was developed with oversight from a citizen and stakeholder Steering Committee, with a consultant team comprising Fowler Bauld & Mitchell Ltd. ("FBM") and Quay North Urban Development ("QNU").

Acknowledgments

Steering Committee: Cindy Christie, Melanie Colpitts, Michael Forestell, Becky Knox, Councillor Gerry Lowe, Andy McPherson, Gilliane Nadeau, Mayor Donna Reardon, Ann Rickman, Nancy Tissington.

City Staff: Greg Cutler, David Dobbelsteyn, Tahlia Ferlatte, Andrew MacDonald.

Consultant team: Kieron Hunt, Taylor Mathiesen, Brianna Maxwell, David Paterson, Christina Wheeler.



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1 ENGAGEMENT OVERVIEW



Engagement Overview

To say that residents of the Saint John region are passionate about the City Market is an understatement. The feedback we've received so far combines an admiration and celebration of the building's past, along with optimism for the role of the City Market in future.

To undertake community engagement, we worked with City Staff to receive feedback from a diverse set of perspectives.

City Staff led outreach, using posters displayed in the Market and throughout the neighbourhood, on social media channels, and existing contact lists to reach stakeholders. Online community engagement was conducted via the Shape Your City Saint John and Façonnez Votre Ville Saint John web platforms.

We used a number of tools to receive feedback from a range of perspectives. This included over 150 interactions in-person and over 200 interactions online, resulting in the set of ideas presented in this document and the Strategic Plan.

Engagement was conducted through:

- A **Survey** and interactive **Ideas Wall** on the Shape Your City Saint John and Façonnez Votre Ville Saint John web platforms;
- An in-person engagement **pop-up** in the Market on May 5, 2022;
- Interviews with vendors, along with a **vendor survey**;
- **Focus group sessions** with a range of community groups, business groups, neighbourhood agencies, and high school students; and
- Meetings with City **Advisory Committees**, including the Cruise Ship Liaison Committee, the Accessibility Advisory Committee, and the Heritage Development Board.

Input from all meetings has been compiled and summarized here.

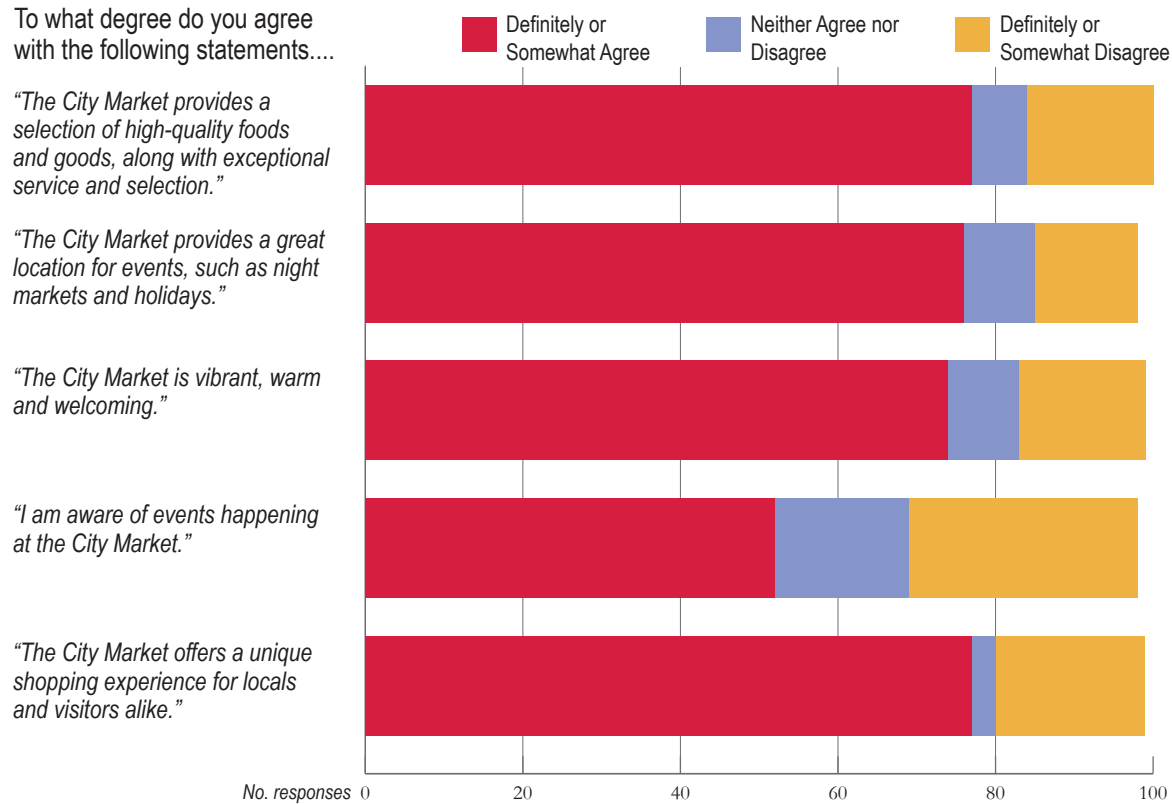


Survey Response Wordcloud: What words or short phrases would you use to describe the City Market?

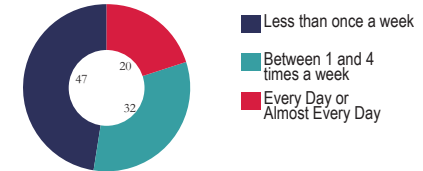
Online Survey Results

The online survey was completed by 99 people. The following figures summarize the responses to the survey.

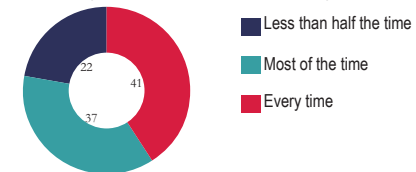
To what degree do you agree with the following statements....



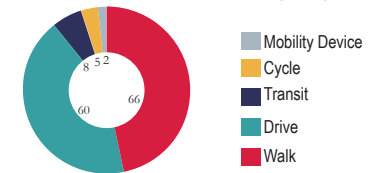
How often do you visit or pass through the Market?



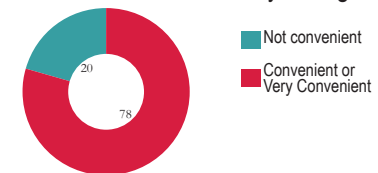
When you visit, how often do you make a purchase?



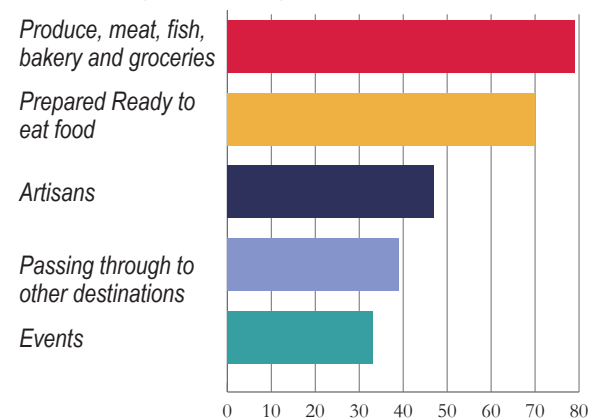
How do you travel when going to the Market?



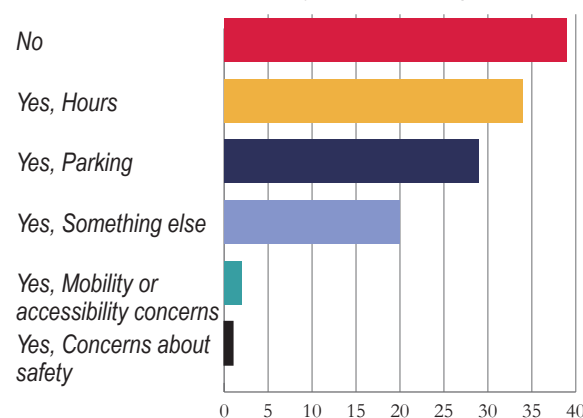
How convenient is it for you to get to the Market?



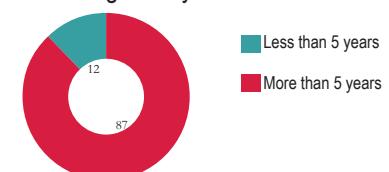
What draws you to the City Market?



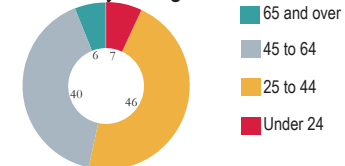
Are there aspects that keep you from visiting the market?



How long have you lived in the Saint John Region?



What is your age?





May 5, 2022 Pop-up at the Market

Ideas

The Online Ideas Board asked residents for their Big Ideas on the Market's vendor mix, physical design, and role in the community. Residents were able to view and comment on the ideas of others.

On May 5, 2022, approximately 70 people stopped by the In-Person Pop-Up Session to share their ideas about the City Market and what they hope the Strategic Plan will help achieve.

Comments from the Pop-up and the Ideas Board are included here, categorized by theme.

Heritage, Storytelling, and Character

I've taken an after-hours tour of the Market - learned about all sorts of interesting features that are hidden in the corners that many would find interesting. Bring attention to those features

Bring back the mobiles

Keep the personality of the place with anything you do.

We love the special building and appreciate the architecture and consider it iconic for Saint John. We have brought every visitor we have hosted to the Market.

Highlight hidden historical features

High tide rafter height.

Many members of my family buy food there every day - lunch, and whatever we need for supper. It is our expectation to always be able to buy food and groceries and hope this continues.

Saint John 1st sign too small under market clock (need bigger sign)

Keep it unique with Saint John character (a bit rough/gritty around the edges)

Seek local Heritage Designation for exterior of the building.

Not mall. Keep rustic market feel.

Have someone to share market history and stories for residents, not just for the visitors.

Interior design and vendor fit-up should be consistent with building's heritage in their signage, material, colour, and lighting.

Historical. Maintain presence as subtle background.

More pictures of history at SJCM. Honour history

Cornelius Sparrow's Saloon was across Germain. Tell its story?

Hours and Pop-Ups

Better hours for market basics.

Tourists were unhappy to visit SJ on Sundays or after 6pm to find the market closed.

I stopped going at 5PM as I knew vendors would be shutting down early.

Make it easier/accessible for pop-ups (shorter hours).

More pop-ups on weekend (2-3 days only)

More pop-ups on the same day

The in-person community input for the Strategic Plan was at a time that people working a typical 9-5 outside of the uptown could not attend.

Longer hours

I live uptown and would easily eat here 3-4 times every week if I could grab supper here. Currently it seems most food vendors are done by 3pm, which misses out completely on the supper rush.

Hours - open the occasional Sunday

If the right vendors are there, one or two extended open hours a week might bring in more / different customers.

Partnership with regional farmer's Markets, allowing the farmers market vendors to sell year-round, on weekdays, reaching more customers through the week.

Quality

Needs quality vendors

Don't like the poor-quality merch ("trinkets from China")

No cheap trinkets

Cater to sophisticated tastes of foodies.

More high quality food vendors (e.g. seafood chowder)

Atrium needs some work.

Maintenance

Not gonna lie, the market does have an odd fishy smell.

Would love to see a full-time security guard.

Better maintenance physical building

Feels dirty for a food destination.

Bad fish smells sometimes at side of building

Security presence (or strategy)

Seating

The atrium is good for overflow seating but it takes people out of the market setting and also hides customers away. ... losing the ambience of a bustling market. Instead, it can seem slow and empty even though it might not be.

More comfortable lunch seating and redo of the solarium.

More seating inside the market (we love the tables next to Kim's and Sisters/Lords inside)

More outside tables for food customers.

Came here for two years before I knew there was seating in the atrium.

Need a café with seating

Seating where you can see the action.

Lots of bar/counter seating for quick informal eating standing up.

More seating

See and be seen when eating

Eating spaces should not be relegated to outside the main part of the building; have them placed inside.

Make space for students to study outside of their home or a library.

Layout, Traffic Flow, and Design

Right now, you can gallop from entrance to exit without stopping. Perhaps a layout that encourages a slower progress and more curiosity?

Flags - could we please remove the repeated ones and include others reflective of the ethnocultural groups in the city.

We want to regain access and usage of South Market Street.

The washrooms need a re-do - should be accessible and inclusive, Modern. Need one at each end of the market. Maybe even so modern as to be a point of destination (see public toilets in San Francisco!)

Having a common area outside to eat/drink

Keep the market as a walk-through

Don't allow the market to be a walk-through place as it is at present

Better flow during cruise ship days

Good for locals and cruise passengers to mingle.

Centre aisles are empty - provide very little space for a business. You don't see this type of set-up in other markets in Canada, for example in Montreal & Toronto.

Adjust benches to address congestion on busy days

utilize more of the outdoor space. Invites more people in.

Liveliness, Activation and Experience

I Love the Market but almost never get there.

Community Corner - Small area dedicated to local events and areas of interest.

A "learn-how-to" corner... (learn how to tie a bowline knot, etc.) - with things you can learn in 5 minutes that ideally are locally inspired and not just for tourists

Don't make everything about buying items. Add services & activities.

I can see the city market from my front door, but work outside of Uptown. I have to drive out of the uptown core to a large chain grocer to get my groceries.

We love the bell and bell ringing and would not want that to change.

Love the outdoor lights at night

Make a fantastic and unique media wall / spot for pictures - information platform for City facts and news and events, vendor food menus, market activity schedules, live stream special events. Could work nicely as a contemporary counterpoint to the market's historic ambiance.

Look at other markets and see what makes them successful.

Employ continuous use clause

Placemaking research shows that successful places provide at least 10 different reasons why anyone should go there. Eat a meal, drink a coffee, people watch, listen to music, learn something, take pictures, look at art, help someone, socialize, make something, etc.

Small climbing wall.

Monthly evening event in the market, such as special live music/wine, arts, locals night

Elevated photo platform.

Events & Music

Diverse music & performances.

A walking tour guide of the Old Loyalist homes.

Periode de Noël - plus d'activités et show musicale pour enfants [translation: Christmas period - more activities and musical shows for children]

Food tours are great (would be great).

Activités musique les fins de semaine. [translation: weekend musical activities]

Entertainment

Food events showcasing local (celebrity chefs?)

Piped-in or live music (at an appropriate volume). Promote live music on social media, with a program posted a week in advance. Live music only on the weekend as a special draw, if it is well promoted.

Increased multicultural activities

Include a spot for Minstrel Musicians to play

Organize events with traffic flow in mind

Customers

I am a resident & work downtown; I love the feel but there is so little actually for me.

Catch the end of work crowd.

Cater to theatre-goers (pre-show dinner/ drinks)

Gotta be mix of tourists & locals

To appeal to local & tourists vendor offerings should be unique but not only touristy.

A quality attractive market would be open on weekends; not only cater to business worker and cruise crowds.

Vendors

Maintain retail offering (as well as food)

Should be a variety of vendors, with a focus on specialty foods; variety of bakeries & other shops; coffee, tea shops.

Turn-over in the middle aisle - always something new?

Bit of a grind for vendors w/ COVID

Would love to see city market more on the tourism/historical and Brunswick Square with grocery store

Think it is welcoming. Vendors very friendly.

When I walk through the market I get kind of bored seeing the same booths every time... variety and the possibility of finding something new is a huge reason people shop.

If there are going to be crafts and art available, let's make it local or at least regional - High quality local souvenirs.

More Shops for Saint Johners - When I think of the market I think of it being 60%+ catered to tourist.

Since the majority of the center aisle is for visitors or tourists, there is a perception that there's not a lot there I would normally shop for.

Target that 60% of space is for local fresh food - More no-sprayed produce in the market from local farmers.

Accommodate more ethnically specialized and smaller food vendors (e.g., one-product offering food vendors, like say, a Jamaican Patty Bar) with smaller spaces that can be rented out on a one-off basis.

Options for people to rent a spot at different price points - you are more likely to have different types of sellers who will attract different types of buyers.

Food vendors circulate and offer samples.

Centre aisles are empty - provide very little space for a business. You don't see this type of set-up in other markets in Canada, for example in Montreal & Toronto.

Specific Vendor Ideas

Dry Cleaner Drop-off/ Pick-up Booth

Bring Java moose or other coffee back

A small flower shop

Shoe repair

Full service deli

Small specialty wine shop

Speedy Mani booths or seated Chair Massage booth (10 min increment slots, partner with a local massage school)

Bicycle rentals

Flowers

Baleman's replacement? Prioritize fresh food and to-go (over gifts)

Ethnic grocery items

Centre aisles are empty - provide very little space for a business. You don't see this type of set-up in other markets in Canada, for example in Montreal & Toronto.

Marketing and Visibility

Promote smaller vendors on social media.

The owners of Slocum & Ferris do great work promoting through Social Media. The Saint John City Market website should be revamped with video tours and options to buy online and pickup in store.

Market to the uptown workforce, so that the thousands of employees can pick up an idea for supper on their way home - this would provide better and more diverse food options, compared to big box supermarkets.

Market food boxes/meal prep boxes

Better Marketing

Include an info display that explains that the market is a public asset, that the Mayor is official clerk, etc. Include the manager name and contact info similar to what grocery stores do.

Would love to see city market more on the tourism/historical and Brunswick Square with grocery store

Hard to see across side to side

Height of benches - in the 90s you could see over them (now you can't see across)

See things clearly - better signage & with vintage look

Food

The core of a public market - St. Laurence, Kensington, Granville Island, etc - is a food market.

One produce is enough; no more fresh food needed.

Bakery

Food vendors offer more product for cruise ship

Organic foods

Make sure you have the essentials (meat, fish, bakery)

Maintain balance fresh food & prepared food

More alcohol offerings

More grab-and-go meals

Take and bake in middle aisle

Coffee!! Options for early AM.

Needs coffee shop :)

Local and Hand-crafted

Provide space for handicrafts from local ARTISANS. :)

Local handmade always priority.

Need more handcrafted items

More hand made retail artisans

All N.B. Local

Vendor Survey Results and Vendor Meetings

In summer 2022, an online survey was distributed to current vendors, using contact information provided by the City. Twenty-three vendors completed the survey, including 15 full-time vendors (which is 71% of full-time vendors).

Based on the vendors who completed the survey, we found that:

- 50% of the vendors opened in the last 5 years.
- 9% opened between 6 and 20 years ago.
- 41% have operated for more than 20 years.

This illustrates how the Market is comprised of a mix of old and new: about half of the vendors are very new, and about half are very well established and historic.

Other findings from the survey include:

- Most estimate that between 60 and 80% of their business is from locals, and 20% to 40% from visitors.
- Most consider the City Market to be the best possible location for their business in the Saint John region.
- 33% are satisfied with the City Market's Marketing efforts; while 28% are neutral and 38% are dissatisfied with current marketing efforts. Most vendors are interested in marketing efforts giving individual profiles of businesses and products.
- Most agree that hours in the Market should be consistent among vendors, however there are some challenges. It can be difficult to justify staffing if there is not business coming in during early morning or late afternoon. Owner-operators also need time for production and time off, so longer hours can be a problem for work-life balance.

- Most would consider opening late (past 6 pm) one or more nights per week, however there are some challenges. Spring, summer, Fall and Christmas may work better than winter for extended hours. There needs to be strong marketing and a critical mass, with all vendors being open.
- Most vendors would consider opening on Sundays but there are some challenges, and it is often seen as contingent on cruises and other notable events. Owner-operators also enjoy having at least one day off a week. Sundays could be a markedly different day, with vendor make-up and set of activities to make going on a Sunday a special and different experience.

In November 2022, we held meetings with Vendors to share initially formulated recommendations of the Strategic Plan, including changes to hours and layout changes. While there was concern expressed about how the layout change would impact vendors, an ongoing requirement of the Strategic Plan and its implementation will be to work with vendors to see how the individual needs of vendors can align with the larger needs and vision of the Market.

A number of additional inputs from vendors (relating to topics including vendor mix, security, maintenance, Market money, marketing, and operations) are included in the Conversation Summary below.

2

CONVERSATION SUMMARY: IDEAS DISCUSSED DURING ENGAGEMENT



History and Storytelling

The City Market, designated as a National Historic Site in 1986, is recognized as a centrepiece of Uptown Saint John and a place to tell the stories of the building, the city and its people. The building is layered in history, with heritage-defining elements inside and out. Heritage is also reflected in the Market's social and economic role as a place of gathering and commerce. The governance structure of the Market is also of historic importance.

The City Market opened in 1876: **it will be 150 years old in 2026**. This is an opportunity to think about the role of the Market for the next 50 or 150 years, and how it continues to provide new experiences and connections in a heritage building. There may also be an opportunity at this anniversary to access funding for capital improvements.

The City Market is a primary destination for tourists, including cruise passengers and out-of-town visitors. Many we spoke to felt that the storytelling approach is too tourist-focused and that there are opportunities for **locals to “rediscover” the Market**. Night tours and events provide opportunities to capture the interest of locals. Some of the display panels and community notice boards seem to fade into the periphery and their location, content, or design may be reconsidered going forward - so that they are always relevant, and attractively maintained. While some storytelling takes place passively through interpretive panels, the most engaging opportunities for storytelling take place through experiences and person-to-person interactions with vendors, staff, residents, and tour guides. Storytelling suggestions noted through engagement include:

- Developing a **photo bank** of historical photos of the City Market;
- Partnering with a museum or community group to **lead tours and manage artifacts**;
- Place interpretations or artifacts in the **corridor to Brunswick Place**;

- Tell the **less-often-told stories**, including those of Indigenous peoples and under-represented groups (One example is Cornelius Sparrow's Saloon that existed nearby on Germain Street); and
- Consider the storytelling and public art opportunities in the **plaza space** at the corner of Germain Street and South Market Street, along **South Market Street** and along **North Market Street**.

Those we spoke to liked the eclectic individuality of the stalls. The Market should put consideration towards **tenant fit-up style requirements**, and how they can both support businesses while also being compatible with the Market. A number of more contemporary styled vendors have been introduced in recent years. Some we heard from believed that contemporary styles were out of place, while others considered them a respectful counterpoint to the heritage of the building. It is relevant to consider Standard 11 in the Standards and Guidelines for the Conservation of Historic Places in Canada (2nd Edition) which notes that new additions to a historic place should be “physically and visually compatible with, subordinate to and distinguishable from the historic place.”

An **updated evaluation of character and heritage-defining features and artifacts** is beyond the scope of this Strategic Plan but such a study could be considered when moving forward. There are countless artifacts in and around the City Market. While every element is potentially historically valuable, the layers of visual messages and conflicting signage may be diminishing the overall coherence of the stories. Some important elements ought to be more clearly highlighted or elevated within the space.

Many of our conversations had to do with this very question of what was felt to be historically significant. Some thought that the **paint** should be removed from bricks and beams to bring out the original materials, whereas others opposed this idea. Some appreciated the **flags**, while others suggested changing or removing the flags. Some

thought that the red **colour of benches** was unattractive and should change to a more neutral colour. Some felt that the **aisles layout** (one central aisle and two smaller side aisles) was historical and important to maintain, while others believed that this layout should be open for reconsideration as a two-aisle layout, as is put forward in the Strategic Plan.

Through engagement and research, we came to appreciate some of the changes that occurred in the Market between its 100th birthday in 1976 and today. Some of this comes from photos from the 1970s (See the Historical Background Section). This has included at least the following:

- Turnover of vendors, including a trend from the Market being predominantly a fresh food market (i.e. multiple fish vendors, multiple produce vendors, etc.) to a market that also features prepared foods and merchandise;
- The emergence of Saint John as a tourist and cruise ship destination in the 1990s;
- Changes in sanitation and heating;
- Lighting improvements;
- Replacement/restoration of some windows;
- White paint applied to structural beams and walls;
- Red paint applied to benches;
- Changing flags;
- The connection to the pedway system; and
- The introduction of the solarium on South Market Street and storage extension on North Market Street in the late 1980s as an effort to increase space and provide structural reinforcement.

Current physical features related to history and storytelling in the Saint John City Market



Marketing and Branding

Vendors, stakeholders, and residents alike commented on how marketing and branding could be improved. Based on the online survey responses, residents are not especially aware of events at the Market (A relatively low number of survey respondents agreed with the statement “I am aware of events happening at the City Market”). It was commented that the motto “A New Experience Every Time” does not generally ring true for residents, who tend to feel that the Market has an unchanging set of offerings. Residents ought to be advocates for the quality and experience of the Market, and that this could be part of attracting friends-visiting-friends travellers. For this to be successful, it is important that the Market remain front of mind for residents, and that they maintain an awareness and interest in the Market and its events and vendors.

We received comments that the City Market **website** should be revamped with video tours and options to buy online, along with a Market directory and additional information on parking, transit, and events. It is also important that a directory map and event information can be found within the Market itself.

There was a desire among vendors that the City Market have its **own brand** and marketing/communications distinct and independent from City’s communications and administration processes. There is a suggestion that marketing be the responsibility of a **dedicated staff-member** rather than it being contracted out or part of the Market manager’s responsibility. The marketing manager could work with Agents of Record, branding, social media, events, inbound marketing, website, marketing plan creation and execution, marketing return-on-investment reporting, working with City and Provincial tourism groups, guest experience, working with tour companies, sponsorship, private events, and activations (such as murals, mobiles, demonstrations, and other community initiatives).

There is a desire to see **individual vendors and products profiled** on social media. Social media content could be improved with additional structure and planning, which might follow a weekly formula. For example, one day for specials for food vendors for that week; one day for as a vendor Q&A; one day as a profile for non-food vendors and events.

The City Market should be integrated into the experience of Uptown, and it can be distinct and complementary to other key destinations nearby, including the Sunday Queen Square Farmers Market and the Area 506 Container Village. Some think about these destinations as competition for the City Market, but this is not necessarily the case if each fostered a distinct appeal. Area 506 Container Village has a focus on live entertainment and may bring people to the area to see events. The farmers market on Sunday can bring people to Uptown, and if the City Market was open, people may be drawn here to continue shopping and have lunch. The City Market is distinct from the Farmers Market and the Container Village in that is open 12 months of the year and 6-7 days a week for day-to-day needs.

On busy cruise ship days, tour companies may bring thousands of people to the Market. While vendors near entrances find themselves providing visitor information, there can be consideration for providing more formalized and appropriately located visitor information/customer assistance services at one of the entrances (“**market ambassadors**” as staff or volunteers). Right now, Market staff are present, but people might not be able to find them when they need them. A Market ambassador stand can provide wayfinding assistance, lost and found, a fridge to store purchases, and Market money. The ambassador role can also help with those needing assistance or first aid.

An **information display** can also be installed that explains the Market’s governance structure, the mission and core values of the Market, along with the Market manager’s contact information. This may also be an opportunity for an information for Market activity schedules, and potentially an opportunity to have a comments wall or feedback chalk board.



Events and Experience

The City Market is well-known for events and community involvement, including artist-in-residence programs, and mobiles created by local students, Uptown Sparkles, and Night Markets. People we spoke to would like to see **additional options for community involvement and events**, including Uptown events such as Uptown Burger Week and events that celebrate multiculturalism, (i.e. not only celebrating European holidays). It is key that vendors, partners, and promoters are aware and willing to participate so that there is a critical mass. The Night Market on Thursday evenings on South Market Street is seen by some vendors as a success, but this has not been the case for all vendors, potentially due to wayfinding, marketing or critical mass of complementary vendors.

We heard many comments on ensuring liveliness and tidiness, with some commenting that the Market can feel like a “ghost town” on weekdays except during the lunch hour rush. This in part had to do with vacancies, though some found the music is often not turned on, and that litter and clutter contributed to a lack of vitality. Bringing in live music or performances and having a **stage area** was desired, but it is important to manage this so that it does not impede communication between vendors and customers. It was noted that **Saturdays and Sundays could represent compelling experiences** that make the City Market distinct from the rest of the week to attract regional residents. This could involve a regular roster of performances and special events.

Many wanted to see more **seating within the Market Hall**, so people can see and be seen. Consideration should be given to a central gathering and eating area that is family-friendly. A **family-friendly lens** to seating and the space can help to ensure there are experiences for kids that go beyond simply shopping.

Many we spoke to noted that they would like to see a shift in focus whereby the Market is not just about

purchasing and, but that it can also be a space where you can go for **learning and experiences**, for which you can go and not necessarily spend money. For tourists, the unique experience (eating dulce or learning about history for example) may be more popular than the physical souvenir.

A **“learn-how-to” corner** is another idea, where you can learn something new in 5 minutes that appeal to residents and visitors alike (for example, learn to tie a bow-line). Many we spoke to liked the idea of the City Market including a **community Market kitchen**, which may be sponsored to offset rent. The Market kitchen could include regular cooking class. There is also the option to engage cooking classes at the high schools. One concern about such a space is that it will need to be effectively programmed every day to ensure it is well used - some analysis is required to ensure that there is demand and capacity for such a space to be well used. Another consideration is an **incubator kitchen**. Such a space would be available for rent by the day or by the hour for start-ups or pop-ups in need of a professional kitchen for developing and showing off their product.



Examples of events, experiences, storytelling and community connections at the City Market.



Inclusion and Accessibility

All topic areas in this document relate to inclusion and accessibility.

Our understanding of inclusion is informed by focus group meetings with a range of agencies and service organizations in Uptown Saint John. The area has a growing population of new immigrants for whom the connection to the City Market is strong, especially as it relates to food, cultural identity, and events. There is a desire to continue seeing foods at the Market representing cultures around the world. This can be supported through programs to incubate small producers and smaller pop-up food vendors.

Many who pass through the Market do not have the money available to make a purchase, and so opportunities to be in the space without spending money can make the space more welcoming. Based on reports from Living SJ and the Human Development Council, Saint John has a level of poverty and child poverty rate that significantly exceeds the New Brunswick average. The Market can consider taking a leadership role or facilitator role focusing on food security for those who have challenges affording and accessing healthy food. This could take the form of **partnering with agencies and vendors to fight food insecurity**. The City Market could look to organizations such as Second Harvest and coordinate the donation of perishable foods that would otherwise become waste. This could be coordinated on a specific day of the week that is preferable for participating agencies and vendors (e.g. Sunday night). Vendors may also consider **“pay-it-forward” token systems**, whereby customers can buy a meal for those in need.

We also met with high school students, who have a distinct experience of the Market, and are seeking spaces to socialize and feel welcomed.

From an accessibility perspective, we discussed the experience of the Market with the City’s Abilities Advisory Committee. This conversation focused

on the specific experiences of those with mobility challenges, those with vision loss, and those on the autism spectrum.

It is recommended that as changes are contemplated within the Market’s physical space and programming, **regular meetings with stakeholder groups and the Abilities Advisory Committee** are held. These check-ins can help identify partnerships or opportunities, and better ensure that contemplated changes can improve the Market for all people, and avoid causing unintended negative consequences for some.

Additional notes are provided below that relate to specific considerations for accessibility.

Considerations for those with reduced or no vision:

- Those who have reduced vision have different considerations from those with no vision;
- Not a lot of contrast in the City Market; aisles are quite cluttered and lighting isn’t good. A lot of times white canes get snagged on benches or debris;
- Signs are too high, color contrast and font important but not consistent;
- Lack of braille wayfinding;
- Audible signage is an option;
- Digital board with audio (e.g., earbuds) could be a good way of increasing accessibility for (could be at an info Kiosk);
- Tactile markers, high visibility strips, and guidance strips can also be installed on the concrete floor to aid navigation; and
- Germain Street entry and plaza hazardous (need for more visible and tactile distinction of steps, ramps and benches).

Considerations for wheelchair users:

- Bricks at Charlotte St are tripping hazard, especially in the spring when they shift;
- Sometimes push buttons for electric doors are not turned on;
- Counter tops and point of sale machines may be too high to be accessible; and

- It can be especially difficult during special events and cruise ship days to get through the Market.

Considerations for individuals on the autism spectrum:

- Signage is varied in the Market and consistency in signage (above vendors or at eye level) would help; and
- Some helpful options for navigation could include a directory map or stall numbers.

What is working well:

- Red colour of benches is highly visible;
- A straight path of travel means it is easy to mental map the area for those with reduced or no vision;
- Charlotte Street entrance is easy to locate given it echoes;
- Charlotte St has audible crossing signal and bus stops; and
- The elevator at the pedway is a positive.

Additional comments:

- Desirability for Market staff presence at a specific table or location so they can be found;
- Standardized and more highly visibility waste stations is desirable - there is a specific company that specializes in accessible waste receptacles; and
- Desirability for more seating outdoors, with options for sun and shade.

Evaluating accessibility at the City Market means looking at the details.

1. The plaza at Germain and South Market has angled stairs, slopes, and obstacles making it challenging for those with vision loss to navigate.



2. Clearly marked accessible parking spaces help visitors with mobility needs feel welcome.



3. Charlotte Street entrance includes accessible parking spaces, and transit.

4. Automatic door openers are located at key entrances.



5. Most stalls contain ramping to improve accessibility in a challenging building.



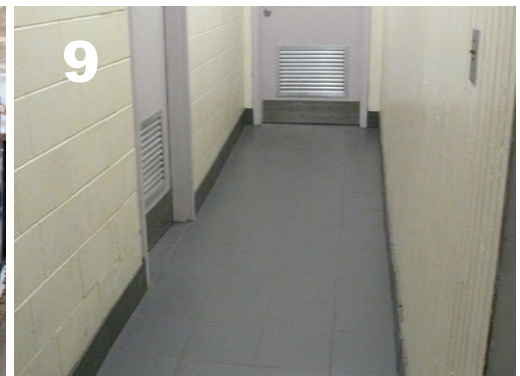
6. While the slope is a challenge for some, the centre aisle and its connection to the pedway makes the Market a key link.



7. Market aisles must be adequately wide to allow two-way wheelchair circulation.



8. A variety of signage styles can make wayfinding challenging for some.



9. Ensuring hallways are clear of clutter and other barriers to movement supports accessibility.

Hours

Maintaining consistent hours for vendors is one of the key pieces of feedback we received from residents and vendors alike. Whereas the current lease structure requires vendors to be open during set market hours, this has not traditionally been enforced, especially as the pandemic and staffing challenges have caused struggles for vendors.

It is recognized that there is a staffing challenge for vendors to commit to being open beyond the current practice, without knowing if business will improve as a result, or if business improvements take several months to materialize.

However, with awareness, attraction, and a critical mass of vendors open, staying open beyond typical office hours will allow vendors to capture customers leaving Uptown at the end of the workday, as well as people who live Uptown but work outside of Uptown during the day.

The current expectation from residents is that vendors generally close mid-afternoon. Any change in practice will need to be consistently upheld, publicized, advertised, and maintained such that the expectation changes. Since customers are creatures of habit, it may take time to see the benefits of the extended hours. This culture change can come alongside an **overall marketing effort that highlights a new commitment to vendor hours (along with events and other new reasons to check out the Market).**

Pop-ups on the Benches are key to the vitality of the space, though these vendors also have other jobs and need time to produce their work. One option is to explore **hot benching**, with pop-ups that may be open only a few hours or a few days a week, but that the space may be filled by other vendors at other times (or the benches may be converted to high-top seating).

For the benches to be full it may be necessary to consider programming them Fridays and Saturdays only to start and increasing as demand merits. This will create a critical mass that will become

a draw unto itself and then the program can be promoted as an event (“Vendor Days at the Market”). Day vendors are typically most successful when surrounded by other day vendors of similar quality standard. Monthly specialty days can also be promoted as a method of gaining exposure for the program to new vendor groups. For example: “Momprenuer Monday” one Monday a month, featuring at-home, women-run businesses; or “Maritime Knits Day” once every month, featuring only knitted products; or “Thirsty Thursdays” featuring local breweries, distilleries, and non-alcoholic craft beverage makers.

Hot benching would require a consideration for storage and loading needs for pop-ups. An ever-changing mix of pop-ups allow for a variety of vendor mix at different times, and they also will attract a variety of customers. This effort can contribute to “all day life” and “all week life” in the Market.

Along with a desire to enforce current hours, there is a desire to extend hours. This may mean **opening later for one or two nights a week**, and being open on **Sundays** either year-round or during spring, summer, fall and the lead-up to Christmas. This allows the Market to better serve locals as well as visitors, and to capture dinner and evening traffic. There is the option for the Market to be a **distinct experience on weekends versus weekdays**, with events, live music, and potentially a different layout or set of vendors. The experience of the Market at night is also something more people would like to experience.

Closed or inactive Market stalls in the City Market



Vendor Mix and Market Practices

A market thrives when vendors come together to provide a compelling mix that draws customers to shop here. According to the Vendor Survey, close to half of vendors have been in business over 20 years, while at the same time, close to half just opened in the last 5 years – this means that there is a strong mix of new and old.

Generally, those we heard from were in favour of the current proportion or mix of vendors (i.e. prepared foods versus fresh foods versus merchandise). Some commented that **service-providers could be introduced** - while they were previously a key part of the Market, they no longer have a strong presence. The following specific vendor type ideas were noted as desirable to bring into the Market:

- Fresh foods: Sliced meats and cheese deli; olives and olive oil; Specialty products (eggs, mushrooms, maple products).
- Prepared foods: Coffee; Japanese; Thai; dinner service; ice cream; specialty bakery (e.g. donuts or cupcakes).
- Merchandise and crafters: leather-worker; glass-worker; wood-worker; metal-worker; knitting; pottery; jewelry; craft supplies.
- Service Providers: Visitor information/ Tourism NB; Dry Cleaner Drop-off/Pick-up Booth; flowers; shoe repair/shoe shiner; knife sharpening/key cutting; barber; seated chair massage booth; yoga studio; and bike rentals.

A key piece of feedback was that variety and a high standard of quality is desired. Some commented that most of the center aisle seems catered for visitors or tourists, so there was not a sense that there is a lot in the Market that locals would need. This **greater variety** could be enabled by smaller stall size along the benches, along with a rotation of food and merchandise. Several commented on the quality of merchandise for sale, and wanting to see an emphasis on locally made items and a reduced amount of souvenirs (though there may be

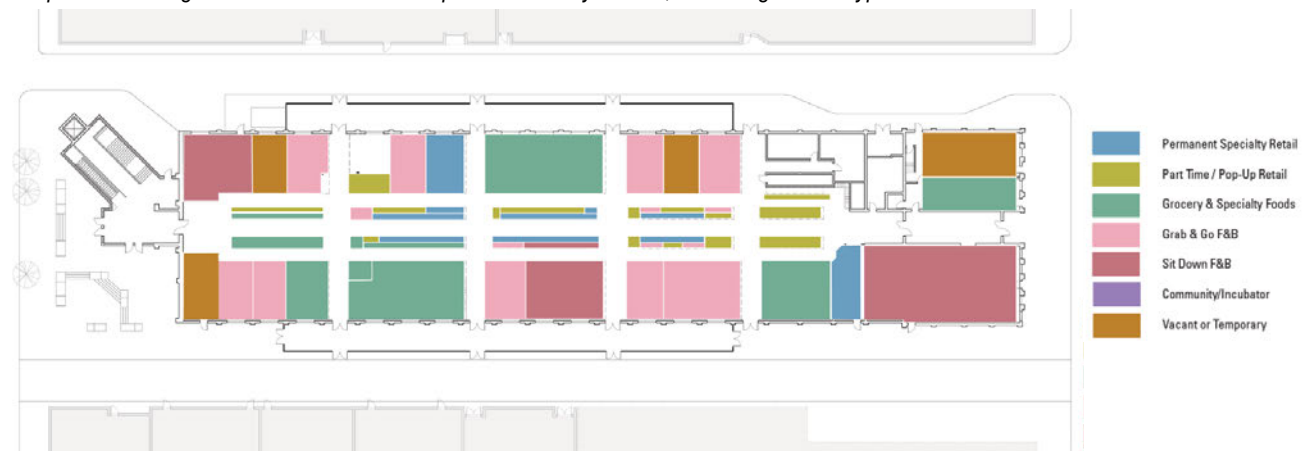
a seasonal change, whereby souvenirs have more presence in summer and less in Winter). The

Other ideas discussed during engagement that relate to vendor mix include the following:

- Staying open until after the end of office hours comes with the opportunity for vendors to cater to “take and bake” or **ready-made suppers**.
- There is also the option for the City Market website to include **e-commerce** and start a **click and collect system** for centralized pick-up at the end of the day. This option can also benefit those who have trouble navigating the Market for health or accessibility reasons.
- Options for people to rent a spot at different price points and for different amounts of time, with a **preferential lease rate for new vendors** to enter the Market at a reduced rate.
- If the City Market’s goal is to grow local small business, there may be a consideration that once a vendor is large and successful it be encouraged to move to its own standalone location outside the Market and make space for new businesses to enter the Market. At the same time, this needs to be balanced with the fact that established vendors can act as an anchor to bring customers to the Market.

- Locally made and grown food was thought to be the mainstay of the Market. There was a suggestion that the Market can **partner with regional farmers markets**, allowing the farmers market vendors to sell year-round or on weekdays through a stand at the Market.
- Some commented that bringing in duplication of food items should not be permitted. For example, if there are already offerings of breakfast sandwiches, the Market should not permit another vendor to enter that also sells breakfast sandwiches. While there is a need to foster a mix of vendor types, at the same time, there should not be a sense of a monopoly on certain food items, as competition can also lead to increased diversity and quality.
- Vendors can hybridize their offerings between prepared foods and grocery items. For example, an Indian prepared foods stall may also sell spice mixes for cooking at home, or a Mexican food stall may also sell freshly made dips and salsa.
- Food vendors could circulate and offer samples.
- Public **signage with information on leasing** and pop-up opportunities can be displayed to advertise the Market to potential entrepreneurs.

Floor plan illustrating the current utilization of space in the City Market, indicating vendor types.



Mobility and Flow (Market layout)

Many see and experience the Market as a space to pass through. This is emphasized by the straight shot from door to door. Many said that they pass through the Market unaware of the vendors in the side stalls, and unaware that seating is available. Vendors along the sides of the Market would like to see this visibility improved. The design and width of side aisles also means that there is some conflict between those who are stationary (mingling, browsing or waiting for food) with those who are going from point A to point B. Narrow aisles presents a challenge for those with mobility devices, wheelchairs, and strollers. It is also challenging for bench vendor staff to have an appropriate location to sit or to interact with customers. Historical photos show that the side aisles used to be significantly wider (See "Historical Background")

Most people we spoke to were favourable of a layout change that creates a meander. This can mean **replacing the 3 aisles with 2 aisles**, so that people entering the Market would choose to either walk along stalls on the north or south, with both aisles comfortably wide. This would substantially increase the walk-by traffic for stall vendors and would also maintain the exposure for bench vendors along a central section. Some residents, vendors, and members of the Heritage Development Board thought that status quo layout should be maintained for historic or business reasons. They commented that improvements to access and visibility could be alternatively achieved by reducing the vertical blocking of sightlines by bench vendors, and/or by reducing the width of side vendors (i.e. reducing their footprint into the aisles).

We received some comments that locals will avoid the City Market on cruise-ship days because it is congested. Any improvements should consider how to manage flow during busy days and allow for mingling and browsing, as well as faster moving shoppers to pass through.

While the Market is traditionally considered as a long and linear experience, further thought can be

given to a cross-flow between sides of the Market. There could be an important entry experience on the North and South sides, and there may be a hub in the middle that contains seating or event space.

Signage for key locations in the Market (such as the solarium seating area and washrooms) appears inconsistent and could be improved with a more holistic approach to signage and wayfinding more generally. The rustic or handmade nature of the signage is appreciated, but this should not be to the detriment of legibility for visitors, those whose first language is not English, and those with reduced vision.

Parking is considered a problem, especially for older generations and is often cited as a reason for some to prefer shopping at big box retailers as opposed to coming to the Market. There is a struggle for some to carry purchases to their vehicle, and assistance could be offered. The opportunity for free parking for pop-up vendors was

also put forward. There are a number of parking lots near to the Market, and the website and print materials could be improved with **information on parking options**. There may be consideration to increase the number of **accessible parking spaces** near the Market.

Bathrooms were often cited as an issue for the Market. This is one of the few public washrooms in the Uptown, and as such can be very busy, especially during cruise ship days. Additional washrooms can be considered in or near the City Market to accommodate increased demands. The bathroom also has a reputation a being a place where drug use occurs and so harm-reduction principles should be employed when considering the design of washrooms in and around the Market. Washrooms can be improved to be accessible, gender neutral, and include a family restroom.



Seating and Solarium

Whereas the handful of seating options within the Main Market Hall are popular, the solarium seating is experienced as removed from the Market, and some visitors are not aware that the seating exists. There is a desire to see **more seating introduced within the Market itself** to help create the ambiance of a bustling market. This could be central to the market hall and close to prepared food vendors. There is also an option to consider benches or a small number of tables and chairs near entrances. These are important for those with reduced mobility. Seating for bench vendors should also be considered in the design.

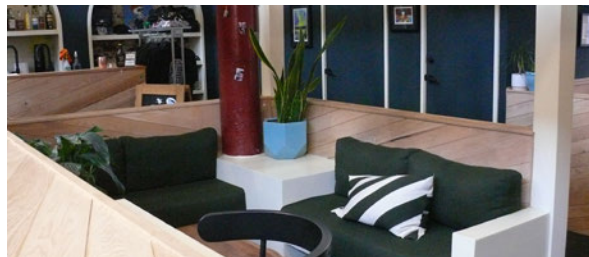
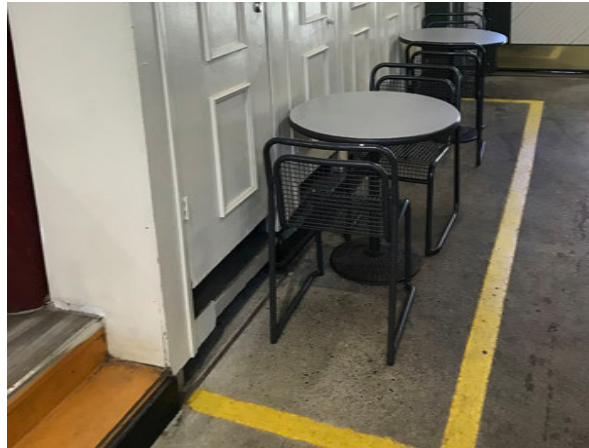
Within the solarium, there were comments that seating seemed dated and uncomfortable. The seating area is also impacted by temperature shifts and adjacent construction. Many would like to see **updates to the seating, maintaining accommodation for a variety of group sizes**. Improvements can also be considered to waste receptacles and by providing drinking fountains/ water bottle refill, and microwaves.

One consideration is to explore **mezzanine seating** at the Germain Street end of the Market in order to allow additional options to sit, have events, and experience the Market. This possibility should consider wheelchair accessibility and respecting the heritage of the Market's roof structure.

With seating brought into the main market hall, the solarium becomes overflow seating. If sufficient seating is provided within the market hall, there is the opportunity to consider **removing or renovating the solarium structure** to be a hybrid indoor/outdoor space. This would allow many more options for using South Market Street as a pedestrian priority public space. Further technical analysis will be required to understand if this is a feasible option.

Opinions on **outdoor seating options** was poor and picnic tables outdoors are awkwardly sloped. Some of this seating can be improved with investments in site furnishing.

Seating currently in the market



Outdoor Spaces and Connections

People we spoke with thought there needed to be a stronger connection between indoors and outdoors at the City Market. This can mean thinking about the importance of entries at North Market Street and South Market Street towards a central “hub” within the Market.

South Market Street has the potential to be a pedestrian priority shared area, that is improved with trees, planting, lighting, seating and murals to support night markets. The option to remove the solarium, if feasible, can widen and improve this space. In the future, South Market Street may be used for loading in morning hours only, but become pedestrianized in the afternoons and evenings.

North Market Street is the location where loading and unloading predominantly occurs and it can maintain this utility. It can be improved with murals.

The **plaza at Germain and South Market** presents design issues with sloping surfaces and angled stairs. It has the potential to be improved by considering public art, and improved seating and circulation. It could be provided with an official name.

Patios and Bike Racks on Charlotte Street could be considered. Charlotte Street may be improved in the future for active transportation and safety at the crossing. Some have proposed that the intersection of Charlotte can be a “Scramble” intersection.

Current outdoor spaces at the Market



Maintenance and Security

We received many comments on the overall sense of clutter, and that **cleanliness** as well as rodent control could be improved.

A **security presence** is desired, and security ought to be separate from the duties of maintenance.

Better maintenance and utilization of storage spaces and mezzanine rooms is desired, including the option for **pop-up vendor storage**. The upstairs areas could include a **business centre for vendors** to print and store records, as well as the potential to have a shared product photography light box.



Environmental Sustainability

Sustainability goals can be front and centre for the City Market. These can mean improving **building energy efficiency**, by looking at upgrades to lighting, heating, ventilation and building envelope for the main building as well as the solarium structures. It could also mean introducing a **green roof or solar panels to the roof**. It may also mean looking into ways to **further recycling, composting and reducing food waste**. There is an anticipated federal ban on single-use plastic cutlery and foodservice ware. Typically, this would mean that vendors would switch to using compostable items and so composting will need to be in place. However another option, which was piloted at the Forks in Winnipeg, was to introduce **reusable cutlery and dishware** and have a market-wide system for dishwashing.

At The Forks Market in Winnipeg, a reusable dishware system was introduced in 2019, with centralized dishwashing.



Implementation

Implementing the Strategic Plan will take time, funding, and dedicated effort.

Implementation tools to consider include:

- An **implementation approach**, which may include an oversight body or committee and which engages vendors and stakeholders along the way;
- An online **implementation “dashboard”**;
- Regular **updates** to vendors, and regular meetings with vendors;
- Regular updates to members of the public; and
- A concerted **marketing effort for residents to rediscover** what’s new at the market: and
- Working towards a 2026 date with goals reflecting the **150th birthday** milestone in terms of improvements and events.



3

HISTORICAL BACKGROUND



City Market, St. John, N.B.

103,300 (N)

Historical Background

The City Market, designated as a National Historic Site in 1986, is recognized as a centrepiece of Uptown Saint John and a place to tell the stories of the building, the city and its people. The building is layered in history, with heritage-defining elements inside and out. Heritage is also reflected in the Market's social and economic role as a place of gathering and commerce. The governance structure of the Market is also of historic importance.

Historical Recognition

Built between 1874 and 1876, the Saint John City Market was designed in the Second Empire Loyalist style by New Brunswick architects McKean and Fairweather. The Market's distinctive design was selected in a competition among local architects. At the time, Saint John was one of the world's leading shipbuilding centers, so it is no surprise that the roof of the City Market resembles the inverted keel of a ship. Hand-hewn timbers and dove-tailed joints that have stood fast for more than century attest to the skill and experience of the builders. It narrowly escaped the great Saint John fire that swept through the City in 1877. As the oldest continuing farmer's market in Canada, it forms the historic centerpiece of a vital Uptown.

The Royal Charter establishing the City of Saint John in 1785 provided for the operation of public markets, naming the Mayor of the city as Clerk of the Market with power to grant licenses to farmers, craftsmen and others to peddle their wares.

The ringing of the Market Bell every morning and evening, a tradition at the City Market, signals opening and closing of the day's business. Today the keeper of that tradition is the Deputy Market Clerk who oversees day to day affairs. The Market Clerk and staff still preside over the daily operation of the Market and report through the Market Committee to the Saint John City Council.

On June 16, 1986 the Saint John City Market was designated a National Historic Site of Canada. Over the years, restoration work was made possible by funding from the City of Saint John, Parks Canada, and the Government of New Brunswick. The following is the statement of Heritage Value provided by Parks Canada (Sourced to Historic Sites and Monuments Board of Canada, Minutes, June 1986.):

The Saint John City Market was designated a national historic site of Canada in 1986 because: of its market hall interior, its commercial Second Empire façade on Water Street and its two side elevations on North and South Market Street; it is a rare and distinguished surviving example of a 19th century building designed as a market.

The Saint John City Market illustrates the development of buildings designed specifically as markets in 19th century Canada. The solid, fire-resistant Saint John Market building was constructed between 1874-1876 to the designs of New Brunswick architects McKean and Fairweather. It survived the Great Fire of 1877 and was renovated over the years, allowing it to remain an important civic structure that continues to fulfill its original function.



City Market Interior

(Source: Provincial Archives of New Brunswick Portfolio P171-23)



City Market Interior

(Source: Provincial Archives of New Brunswick Portfolio P171-22)

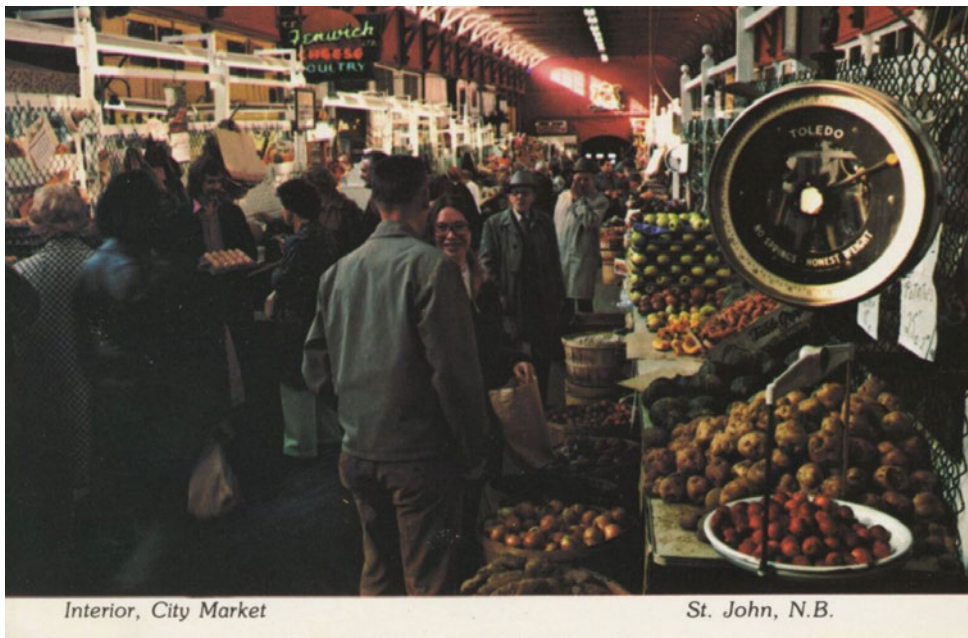


The City Market as a meeting place (circa 1950)

(Source: Provincial Archives of New Brunswick, Saint John Heritage Resource Collection, P338-693)

Parks Canada notes the following as the key Character-Defining Elements of the City Market:

- The prominent downtown location at the northwestern corner of King Square;
- The substantial, rectangular massing of the whole, and the three-and-a-half-storey massing of the front block;
- The timber construction with brick facing;
- The Charlotte Street façade with its central entranceway flanked by two shallow pavilions crowned by pavilions, its classically detailed cornice, the rhythm of alternating single and paired windows on the second and third floors, the large shop windows at ground level and decorated dormer windows, and the mansard roof;
- The elaborate exposed timber truss work of the market hall with its decorative circular motifs in the spandrels of semi-circular arches that support twenty modified queen posts;
- The semi-circular clerestory windows that run the length of the side elevations at the level of the tie beams, and the tall round-headed windows running along the side aisles;
- The wall brackets set between the cast iron columns and tie beams that link the support structure to the walls;
- The decorative iron gates; and
- Its continuing use as a public market.



Interior, City Market

St. John, N.B.

City Market Post Card, circa 1976-1983, via ebay

Modern renovations and changing usage

A number of renovations took place within the City Market since the middle of the 20th century. These changes have allowed the building to maintain its historical character while continuing to operate as a market.

Some of these changes included:

- Installing a concrete floor
- Heating the building
- Stall vendors along the sides of the market hall extended leased space out from the line of columns by approximately 6 to 8 feet
- The construction of structures along North Market Street (vendor storage and fridges) and South Market Street (the glassed in solarium area). These structures provided both structural support that was identified as required for modern building standards as well as additional usable space.
- The Atrium at Germain was constructed along with a below-street connection to Brunswick Place via the Inside Connection pedway.
- Changes in lighting and painting of walls and benches
- Introducing and changing flags
- Offices, currently housing municipal staff, are located in the upper floors of the City Market tower fronting Charlotte Street

While visitors have always been drawn to the City Market, the late 20th century saw the emergence of Saint John as a cruise ship destination. The first cruise ship to call on Saint John was the Cunard Princess in 1989, as an unexpected arrival due to a hurricane diversion from Bermuda. The visit was so successful that it kick-starting the local cruise industry. Saint John welcomed approximately 153,000 cruise passengers and 77,000 crew in 2022. Most Saint John shore excursions include a trip to the City Market and so the cruise and tourism industry have a strong relationship to the Market as a place to share the story and products of Saint John.

Accordingly, the last 50 years saw a shift in vendor types. In the past, the Market would host multiple competing vegetable, meat, and fish vendors. Today, fresh food vendors remain the foundation of the Market, but there is a larger presence of prepared foods (take-out meals) to serve local workers and students, as well as merchandise vendors focused on local products and souvenirs.



Photos of the City Market in 1977

(Source: Robert Davis via Twitter)

Historical Tour of the Market

The City of Saint John website offers a self-guided historical tour, presented here to provide further historical background informing the strategic plan development. (Source: City Market Website)

1. Deputy Market Clerk's Office – The Royal Charter establishing the City of Saint John in 1785, granted the City the right to operate public markets. The charter named the Mayor of the City, Clerk of the Market, with the right to appoint a Deputy Market Clerk. The Deputy Market Clerk looks after the day to day operations of the market from his office overlooking the market hall. The appointment of a Deputy Market Clerk by the Mayor still continues, the appointee being a municipal employee.

2. The City Market Bell – The City Market Bell, located over the Deputy Market Clerk's office, is rung every day to signal the opening and closing of the market. Traditionally this is the task of the Deputy Market Clerk.

3. Mounted Moosehead – It is claimed that this moose was killed by hunters near Musquash about 1910. Musquash is a community located south of Saint John. The moose was brought to the market to be butchered with the butcher keeping the head to display over his shop.

4. McDonald's Stained Glass Window – During the early years of the market some of the merchants had office and storage rooms constructed over their stalls. This stained glass window is an example of the extent to which some merchants went to leave their name in the market.

5. Ice-room – Before the days of electricity and refrigeration, block ice was the only source of refrigeration. To the left of the McDonald office is a large room with insulated walls that was kept filled with blocks of ice to cool the walk-in cooler located below the ice-room in the area occupied by Winegarden Estates Ltd. Some of the overhead rail system that was used to ferry meat into the cooler can still be seen.

6. The City Market Walls – the City Market walls are built entirely of brick with no additional reinforcement. The walls are 12 inches thick and thicken to 24 inches where they support the roof rafters.

7. Official City Crest (Above the doorway) -Its 4 symbols tell the story of a proud history in fishing, forestry, shipping and industry.

8. Market Gates – In 1880 wrought iron gates were installed at the top and bottom of the City Market to assist the Deputy Market Clerk in securing the building. The gates were designed and built by local craftsmen.

9. Steel Supports – The steel columns supporting the roof structure vary in height from 20 feet to 30 feet. The City Market floor slopes down from Charlotte Street to Germain Street, a vertical drop of 10 feet.

10. Meat Scale – The overhead rail is used to ferry meat from the loading area to the walk-in cooler or to be hung in the main aisles. Before the imposition of a fixed rent system, merchants were charged a fee for everything they brought into the market to sell. The scale enabled the Deputy Market Clerk and his assistants to weigh products for which a fee by weight was charged.

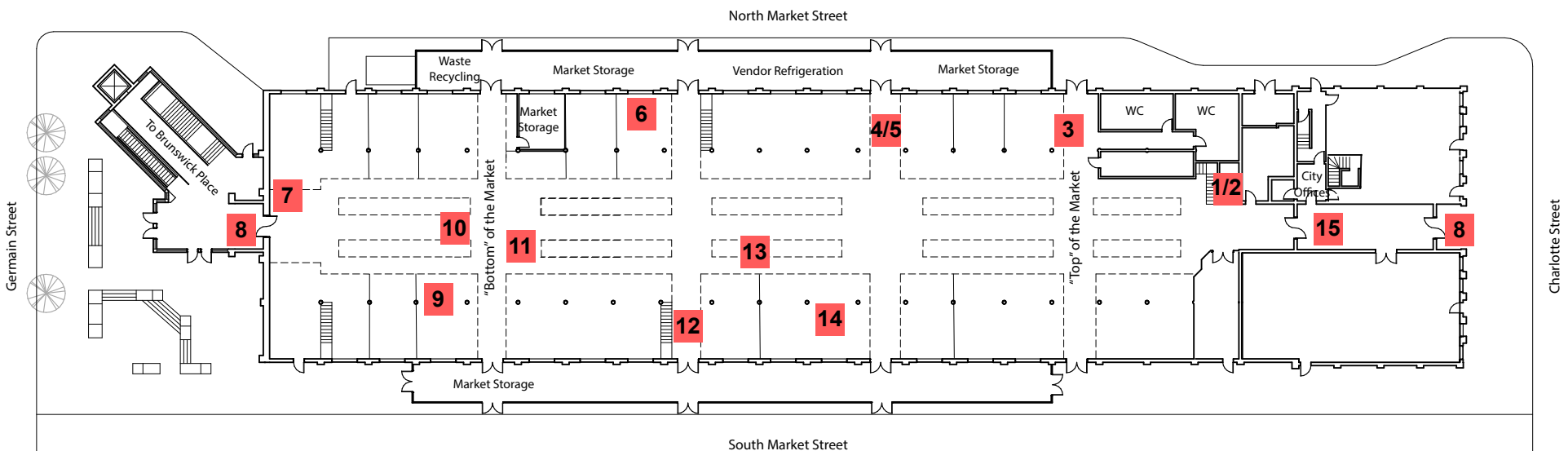
11. Roof Rafters – The roof support system is built entirely from hand-hewn timbers and assembled in the same manner as a ship's hull, the difference being that it is upside down to form a roof rather than a hull.

12. Delivery Entrances – The market has eight entrances that lead to North and South Market Streets. These entrances originally served as receiving doors. In the era of horse and wagon, it was not uncommon for wagons to be driven into the market to ease the task of loading and unloading.

13. The Aisles – The centre and side aisles are occupied by bench merchants. Traditionally benches were rented by the day or week, with merchants frequently changing with the seasons. Today the merchants occupying the benches are still referred to as bench merchants and still rent by the day and week. However, today's merchants occupy the same benches year round. Many bench merchants have been at their locations for over 10 years.

14. Stalls – The shops located along the outside walls are referred to as stalls and the merchants that occupy them stall merchants. These long term occupants rent by the year. Some of these shops have operated continuously for over 100 years with Slocum & Ferris dating back to 1895.

15. Charlotte Street Tower – As you exit the market at Charlotte Street, you pass under one of the two office towers that were part of the original 1876 City Market Building. The tower at the Germain Street entrance was removed in 1955.



4 CASE STUDIES



Indianapolis City Market



The Forks Market

Location: Winnipeg, Manitoba

Population: 749,600 (2021)

Year of Opening: 1989 (Trade on site dates earlier)

Facility Size: 109,000 sq. ft.

Common Area Usage: “Busk Stops” for buskers. Atrium’s food hall seating is small single tables that can be arranged into 1 large 80-person harvest table for events. Other public seating includes comfy chairs in upstairs lounge and outdoor seating in the Plaza.

Community Facilities: Market Tower offers publicly accessible views of the two historic rivers from 6 storeys high. Market can be rented by special request only. Open-air covered centre of Market Plaza hosts classes and events during warmer seasons while serving as a skating rink during winter.

Building Type: Adaptive re-use of horse stables and haylofts in a former railyard.

Hours: Daily 7am-10pm, even Christmas. May vary by vendor.

Tenant Sizes: Food Hall Kiosks range from 130-700 sq. ft.

Retail Spaces range from 130-2500 sq. ft.

Tenant Mix: 38 vendors offering wide variety of f&b, featuring the Common alcohol tasting bar, specialty retail, barber, and arcade.

Operating Model:

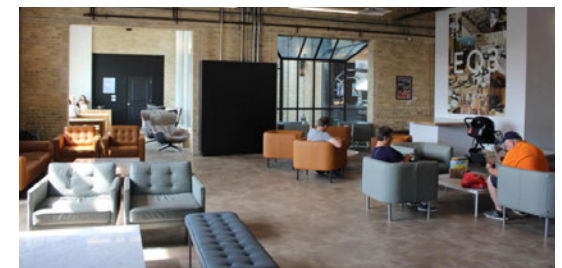
- Owned & managed by the Forks North Portage Partnership, equally by municipal, provincial, and federal governments.
- Market is financially self-sufficient with no government funding.
- Forks Market app allows customers to order online.
- National Historic Site est. 1989, guided tours by Parks Canada
- Additional site attractions: Museums, Splash Park

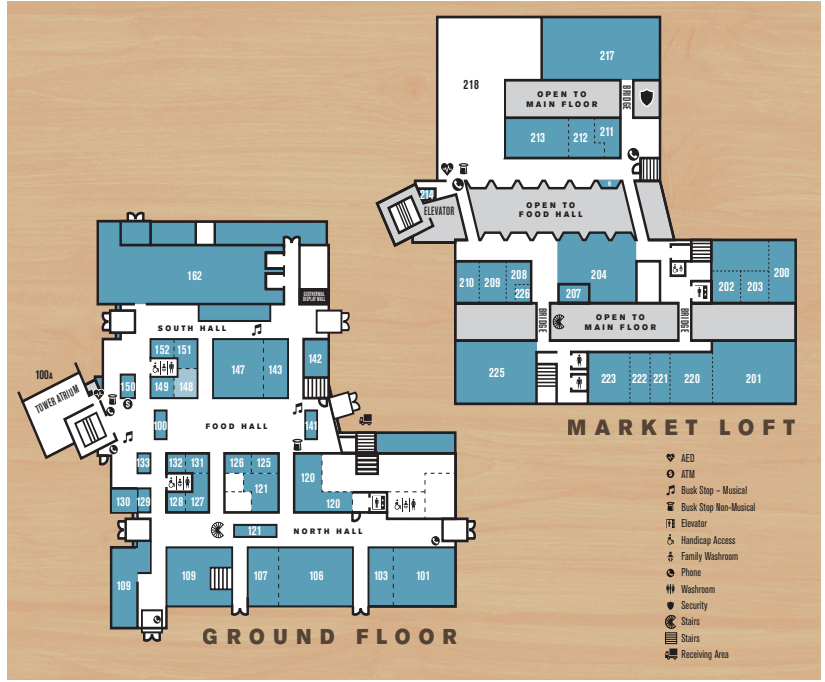
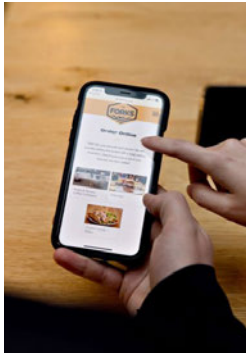
Lease Rates: Food Hall rate is % of gross sales.

Parking: Hourly, daily, and monthly paid parking available.

Sustainability:

- Food hall transitioned from disposable dishes to ceramic plates and silverware in 2019
- *Target Zero* sustainability initiatives include Geothermal Heat Pumps, Biofuel, on-site Composting, Recycling, Low-flow toilets, Rainwater capture.







Indianapolis City Market

Location: Indianapolis, Indiana, United States

Population: 869,400 (2020)

Year of Opening: 1821

Facility Size: 26,700 sq. ft., incl. mezzanine but excl. wings

Common Area Usage: Indoor public seating in Mezzanine. Outdoor public seating in outdoor plazas, plus bicycle parking.

Community Facilities: Available for any size event rental for \$1000-\$2500 (weddings, birthdays, race starting points). Outdoor stage available in West Plaza. Bicycle Garage Indy in East Wing.

Building Type: Brick building built in 1886 to house the booming market, which had opened in 1821, with mezzanine and modern wings added later.

Hours: Mon to Fri 7am-4pm; Sat 8am-4pm; Weekly "Original Farmer's Market" runs Wed 10am-1:30pm

Tenant Sizes: Food Hall Kiosks range from 130-700 sq. ft.

Retail Spaces range from 130-2500 sq. ft.

Tenant Mix: 22 permanent merchants offering wide variety of food & beverage, specialty retail, barber, bicycle shop, and Indy Black Chamber of Commerce. Additional merchants at "Original Farmer's Market" on Wednesdays.

Operating Model: Owned by Department of Metropolitan Development, City of Indianapolis. Managed by 11 person Board of Directors. Volunteers run: Original Market set-up/tear-down, events, landscaping, and group opportunities.

Lease Rates: 4 options: Merchant stall, Merchant cart, Pop-up shops, and Farmer's market.

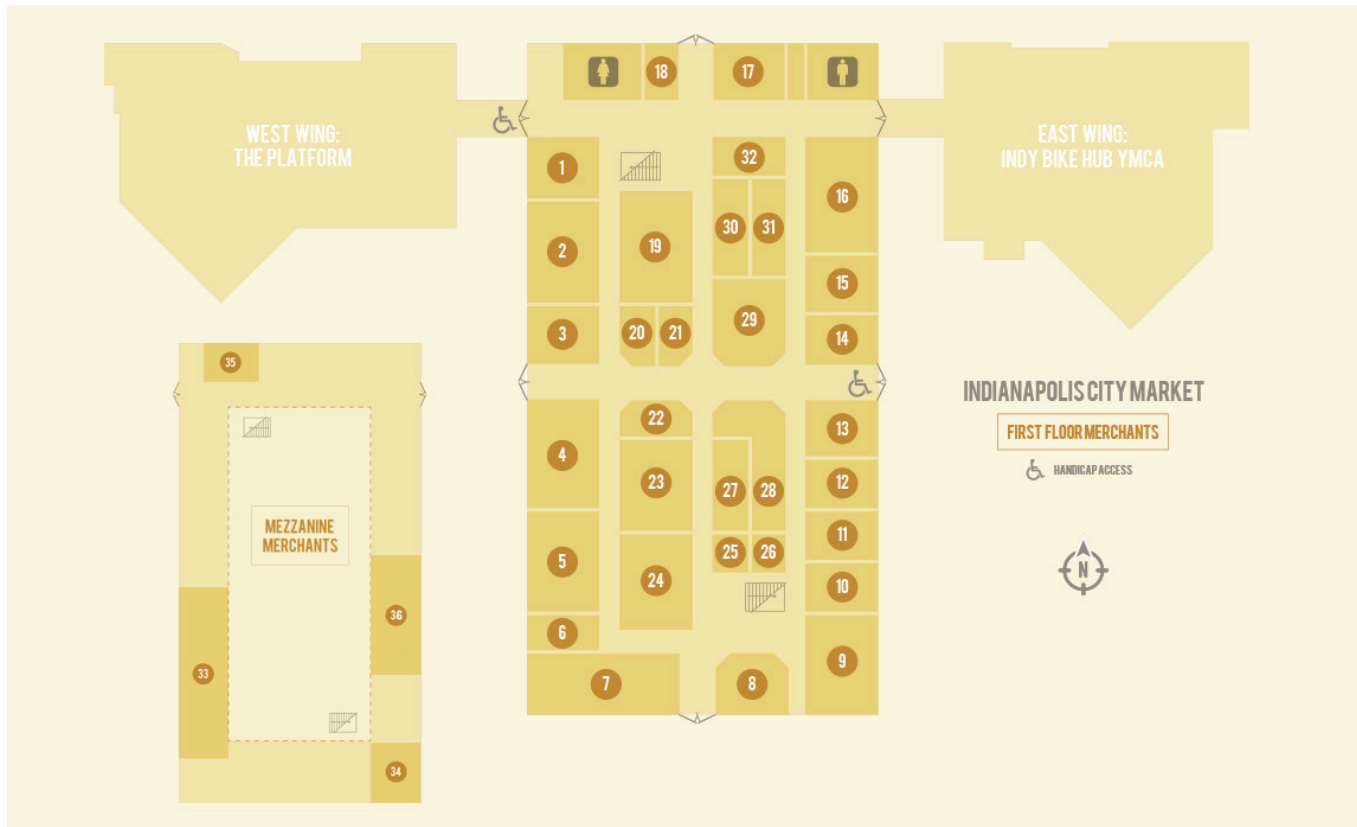
Parking: Street-level metered parking available throughout Market East District, plus several parking garages within walking distance.

Inclusion: SNAP (food stamps) benefits and Fresh Bucks matching program increase access to produce for at-risk populations. *Buy 2 Give 1* food program during "Original Market" encourages patrons to buy additional products that are donated to help those experiencing food insecurity.

Of Interest:

- Guided tours of City Market Catacombs (below market) offered
- Added to National Register of Historic Places in 1974
- Undergoing a redevelopment plan to demolish east wing of the building and replace it with an 11-story, 60-unit residential building.







Milwaukee Public Market

Location: Milwaukee, Wisconsin, United States

Population: 577,200 (2020)

Year of Opening: 2005

Facility Size: 38,500 sq. ft.

Vendor Leasable Space: 28,000 sq. ft.

Community Facilities: Demonstration kitchen offers classes. Mezzanine available to rent for events (e.g., weddings)

Building Type: Adaptive re-use of warehouse building

Hours: Mon to Sat 10am-8pm; Sun 10am-6pm

Tenant Sizes: Market stalls 200-400 sq. ft. while the restaurants, which have outdoor patio seating, are larger than 500 sq. ft.

Tenant Mix: 18 vendors primarily offering mix of prepared food & beverage, some specialty retail and a seasonal beer truck patio

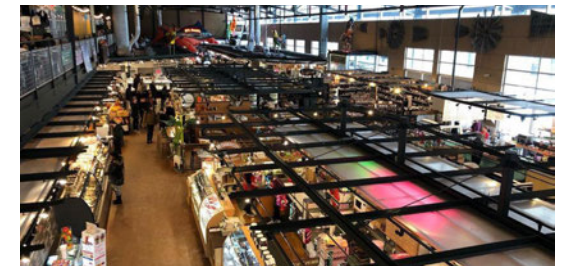
Operating Model: Owned & operated by Business Improvement District; partners with Historic Third Ward Association.

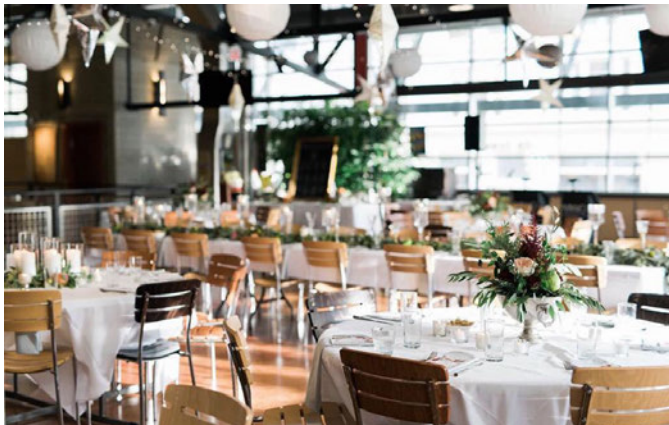
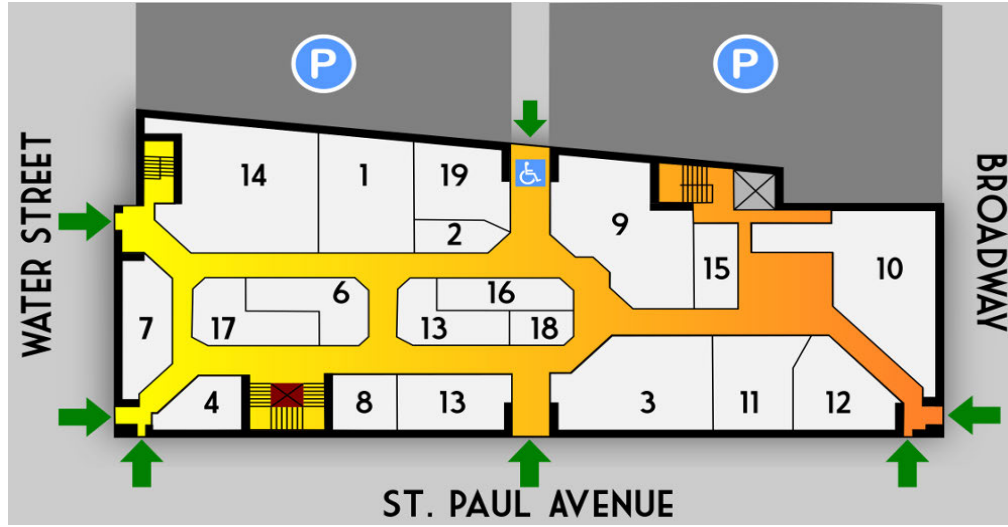
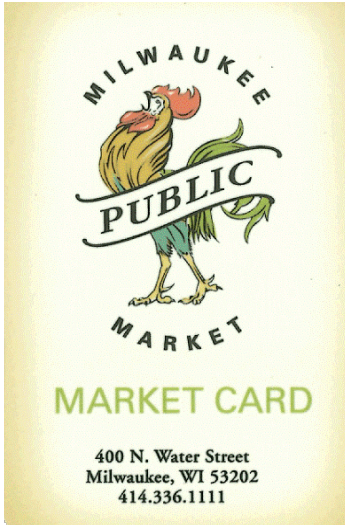
Lease Rates: Permanent leases, plus 1 seasonal beer truck patio

Inclusion: Market partners with local schools to offer students with special needs work experiences with vendors. *Market on a Mission Grant* given annually to local group providing services to youth or under-served individuals.

Of Interest:

- Online ordering, curbside pickup, and delivery offered by participating vendors.
- Opened outdoor Dinky Rink in 2022, available during market hours by 90 minute reservation.
- Partner with Public Library to sell used books for \$1 each, generating approx. \$25,000 since market opening.
- *Brighten the Passage* initiative enhanced pedestrian experience.







Faneuil Hall Marketplace (Quincy)

Location: Boston, Massachusetts, United States

Population: 675,600 (2020)

Year of Opening: 1826

Facility Size: 359,800 sq. ft. (vendor, retail, and office space)

Vendor Leasable Space: 200,000 sq. ft.

Common Area Usage: Indoor public seating in Quincy Market building on ground floor and 2nd floor mezzanine beneath dome. Outdoor public seating in pavilion and streets between buildings.

Community Facilities: Faneuil Hall rented for events and classes. Buskers use pavilion and pedestrian mall open spaces.

Building Type: Faneuil Hall Marketplace (official name) includes central Quincy Market (Greek revival), North and South Market Buildings (6-story brick buildings), and historic Faneuil Hall (former office of Mayor Quincy, after whom it is still called). Open-air Pedestrian Malls occupy streets between the 3 parallel buildings.

Hours: Mon to Thurs 10am-7pm; Fri to Sat 10am-9pm;
Sun 12pm-6pm (may vary by store)

Tenant Sizes: Quincy Market stores range from 200-2000 sq. ft.
North and South Market stores from 300-4000 sq. ft.

Tenant Mix: 18 restaurants, 35 colonnade eateries in Food Fall, and over 40 specialty retail shops. Short term pushcarts.

Operating Model: Owned by City of Boston. Leased to Boston Redevelopment Authority who leased it to Faneuil Hall Marketplace Inc. for maintenance, tenancy, and custody.

Lease Rates: 15% of monthly sales for Push Carts; \$2500/month for Food Carts.

Inclusion: Pushcart *Bull Market* allows vendors to test new products in low-cost, low-risk setting.

Of Interest:

- Designated a National Historic Landmark, offering free tours.
- One of the first “*Festival Marketplace*” in the country used as a revitalization strategy for downtowns, with success leading to similar public market initiatives in New York, Washington, Los Angeles, Miami and Baltimore.







Rochester Public Market

Location: Rochester, New York State, United States

Population: 211,300 (2020)

Year of Opening: 1905 on current site (1827 in City)

Facility Size: 72,600 sq. ft.

Common Area Usage: Rented for events (weddings, concerts). Public outdoor seating between buildings and sometimes under covered sheds for events. Outdoor standing and picnic tables.

Community Facilities: Nutrition Education Centre has demonstration kitchen offering classes, demos, and workshops. Free admission Special Events held throughout the year (e.g., concerts, art show, flower show, food trucks, garage sales).

Building Type: Four 1-level market sheds, with 1 indoor (Shed B or “Wintershed”) and 3 covered open-air (Sheds A, C, D)

Hours: Tues and Thurs 6am-1pm; Sat 5am-3pm; year-round

Tenant Mix: Over 300 vending stalls selling local produce, variety of food & beverage, and retail.

Operating Model: Owned & run by City of Rochester. *Friends of the Public Market* non-profit manages Market Tokens, branded merchandise, tours, the Trolley, some events, and more.

Lease Rates: Daily, seasonal, or annual leases available. Rates vary by length, season, and if serving prepared food.

Parking: 5 free city-owned surface parking lots with Trolley transporting patrons from lots May through October.

Inclusion:

- Reputed to offer affordable high-quality produce
- SNAP (food stamps) benefits convert to Market Tokens and SNAP recipients receive 40% bonus via NY State Fresh Connect Program as incentive to use SNAP at the Market
- *Flower City Pickers* food gleaning program collects food every market day, donating to community organizations and farmers
- *Bike to the Market* biking incentive program (gain Tokens)
- *Greening the Market* initiatives: solar panels, electric vehicle ports, railway bridge conversion to AT trail, perennial garden







SAINT JOHN

FBM

architecture
interior design
planning

QUAY
NORTH

URBAN DEVELOPMENT

Saint John City Market
2023-2033 Strategic Plan
Engagement Summary and
Background Report

Draft: May 2023