

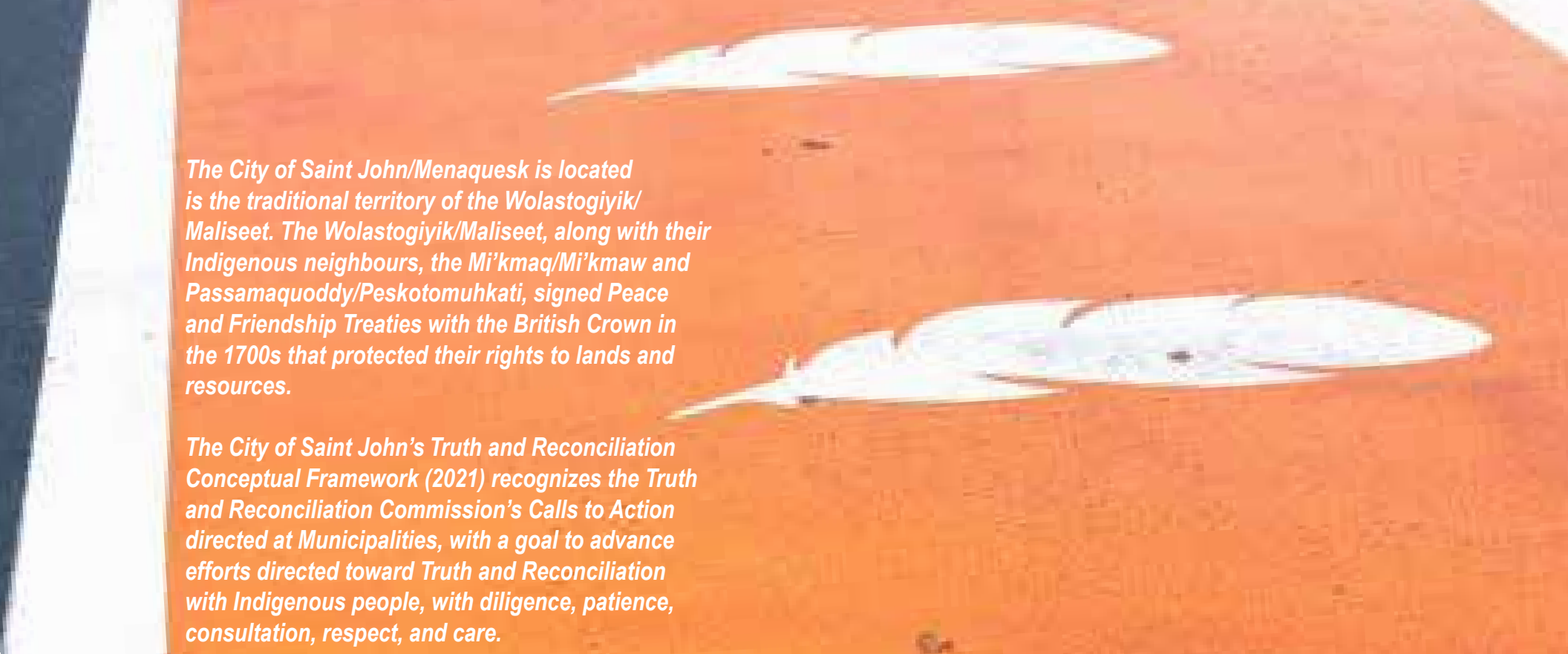


City Market Strategic Plan 2023-2033

Draft: May 2023

City Market – The heartbeat of Uptown Saint John





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

This document provides an updated and refreshed 10-year Strategic Plan for the Saint John City Market. 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").

The **Strategic Plan Background Report** is a companion document that contains an in-depth overview of engagement discussions, historical background and case studies.

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, Brian Irving, Andrew MacDonald.

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



Strategic Plan Contents

Cover Letter / Message from the Steering Committee	3
The City Market as the Heartbeat of Saint John's Uptown	5
Strategic Plan at a Glance: Vision, Mission, Core Values and Directions	6
Engagement in Developing the Plan	7
Case Studies	10
Core Values	14
Strategic Directions	15
Detailed Action Plan	48





The City of Saint John

DRAFT **City Market Strategic Plan 2023-2033**

Greetings,

As Chairperson of the City Market Strategic Plan Steering Committee, I am pleased to offer the Committee's endorsement of the 2023 – 2033 Strategic Plan.

The Steering Committee is composed of Members of Common Council, City Market vendors, representatives from Envision Saint John: The Regional Growth Agency, Uptown Saint John, and members of the community. The Committee has been meeting since January 2022 and has been working closely with FBM Planning, and Quay North Developments. The Strategic Plan is informed by Common Council's Priorities (Grow, Green, Belong, Move and Perform), the Central Peninsula Secondary Plan, and extensive public consultation.

Throughout the planning process, the Steering Committee has been supported by numerous public engagement sessions, including market pop-ups, vendor engagement, targeted meetings, focus groups, and online engagement through Shape Your City. In total, more than three hundred and fifty people contributed to the Strategic Plan.

There are 65 specific actions to take place over the lifespan of the plan. I am pleased to share a few of the actions that have been prioritized by the Committee:

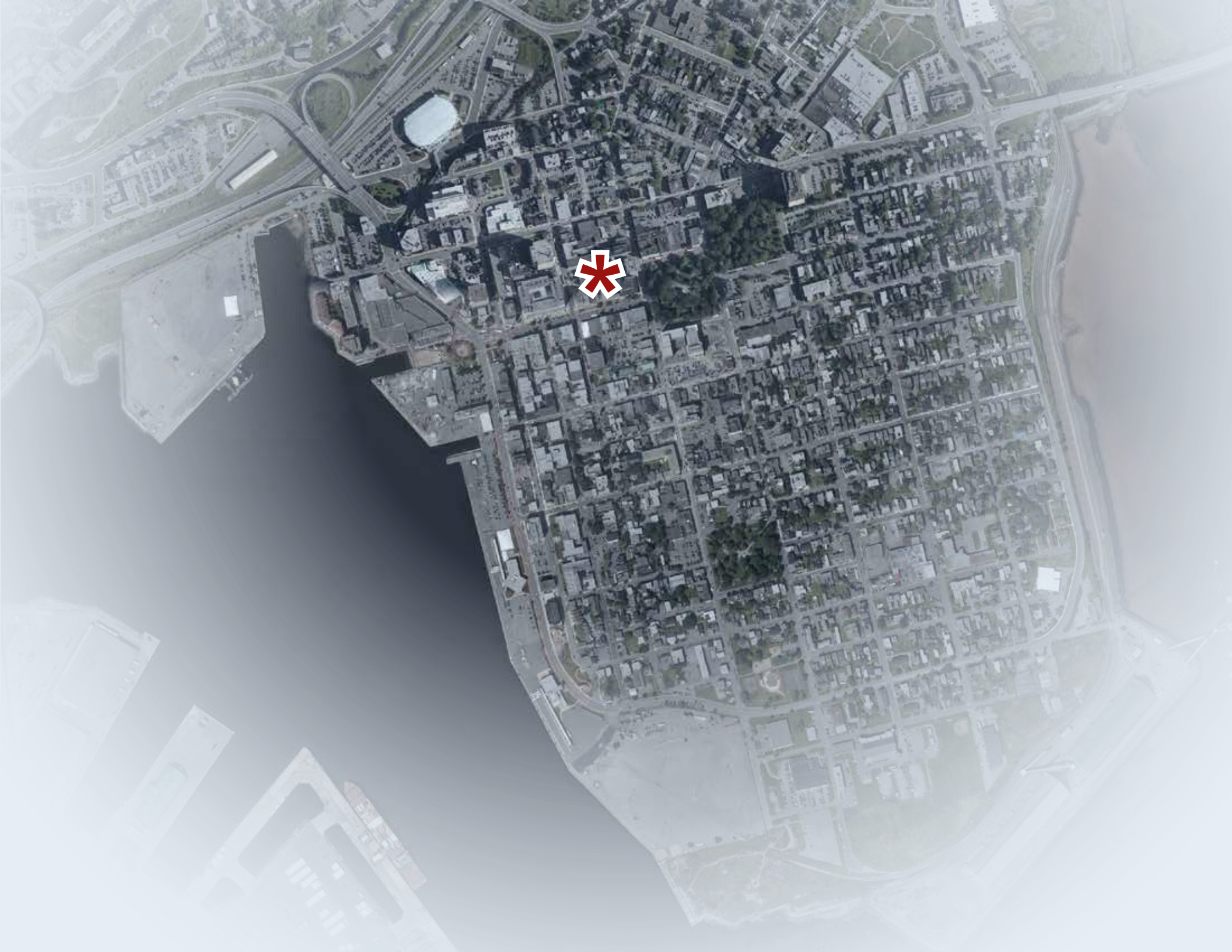
- Implement a two-aisle layout, along with a renewed Bench/Kiosk program;
- Redesign the plaza at Germain Street as an extension of the Market;
- Consistent Hours of Operation, energy efficient upgrades, and improvements to bathrooms; and
- Celebrate the 150th birthday of the Market in 2026.

It's an exciting time to be in Saint John. We are pleased to present the City Market Strategic Plan 2023 – 2033. This plan will ensure that the City Market will remain the heartbeat of Uptown Saint John for years to come.

Sincerely,

Donna Noade Reardon
Mayor and Chair - City Market Strategic Plan Steering Committee





The City Market – The Heartbeat of Uptown Saint John

Located at 47 Charlotte Street, the Saint John City Market is Canada's oldest continuously-operated farmer's market. The Royal Charter establishing the City of Saint John in 1785 named the Mayor of the city as Clerk of the Market with power to grant licenses to farmers, crafters and others to peddle their wares. The building, designated a National Historic Site of Canada in 1986, was designed by architects J.T.C. McKean and G.E. Fairweather in the Second Empire style, and completed in 1876. Some of the businesses in the market have been operating continuously for over 100 years.

The 2023-2033 Saint John City Market Strategic Plan charts a Vision for the City Market with achievable Key Directions so that this institution continues to thrive in an evolving Uptown, maintaining a place in the hearts of residents and visitors alike.

Why a new Strategic Plan?

Strategic planning is a process that is instrumental to the success of an organization. It requires the leaders and stakeholders to take time to develop goals and objectives, along with a detailed plan for how to achieve them. It requires thinking about what an institution is, where it has been, and where it is going.

The City Market is one of the most visited sites in New Brunswick with over one million visitors annually. In recent years however (and including during the pandemic), visitation and patronage to the Market has declined. During the pandemic, the City identified that the City Market may be too reliant on tourists and office workers for its success. Going forward, the Market will need to be a place not just for tourists and office workers during the lunchtime rush. It must also be well supported by locals, especially the growing number of residents who choose to call Uptown home.

The total cost to operate the building is estimated at approximately \$1.1m annually (this includes the four-story tower that hosts office space and which

is currently occupied by City departments). The City Market currently generates approximately \$500,000 annually in revenue primarily from renting space to vendors. The City's goals for the Strategic Planning process include seeking recommendations on generating additional revenue (or reducing costs), towards being cost-neutral or profitable, while also fulfilling its mandate to serve the community.

How the Plan was developed

The Strategic Plan development process ran from January 2022 to March 2023. It included community, vendor, stakeholder, and staff engagement to inform the vision, mission, core values and key directions. The Steering Committee and consultant team considered community feedback in developing a set of Priority Actions as well as a detailed Action Plan as a roadmap. This work included an Operations Audit to understand Market practices and provide options for operational improvements.

The engagement emphasized the Market's rich history. Strong ties to the local community have allowed the City Market to be a valuable and well-regarded community asset. With some careful and thoughtful planning, along with intentional capital investment, the City Market can maintain its reputation as the premier destination and gathering place for both locals and tourists in Saint John. It is clear that the Market has great potential, but

that there are key changes needed. The intent of the Strategic Plan is to identify a path forward to effectively meet a set of shared aspirations.

What the Plan covers

- Identifying the best use of floor space in the Market;
- Improving the customer experience;
- Aligning a vision for the Market with the goals and objectives of individual vendors;
- Design of exterior spaces on Charlotte Street, North and South Market Street, and Germain Street;
- Marketing and branding;
- Modernizing the Market while maintaining its historic and heritage character; and
- Examining of case studies from other markets.

The office tower is not within the scope of this plan.

The Strategic Plan is just the beginning. The year 2026 will mark the 150th birthday of the City Market. Now is the time to start planning for this milestone and think about how the Market will continue to serve generations of Saint Johners.

The 2023-2033 City Market Strategic Plan at a Glance

Vision

What is the IMPACT of the Market?

*Creating shared experiences
and pride of place for
Saint Johners past, present,
and future.*

Mission

What the Market DOES?

*Rooted in Uptown's history and evolving
for tomorrow, the City Market welcomes people to
gather around local food and crafts.*

Core Values

What principles GUIDE decisions?

For more: See p. 14

*Vendor
and Market
Excellence*



*Storytelling
and Visitor
Experience*



*Gathering and
Connection*



Inclusion



Sustainability



*By locals,
For Locals*



*Growth and
Experimentation*



Strategic Directions

For more: See p. 15 to 47

**Work together
to achieve
destination
excellence.**

**Provide
space** to
shop, move,
experience,
and gather.

**Connect
indoors and
outdoors.**

**Make the
Market a
place of
storytelling
and pride.**

**Embrace
inclusion
and make
a positive
community
impact.**

**Continuously
improve
sustainability
and overall
building
efficiency.**

**Implement
the Strategic
Plan and
review
governance,
leasing and
operations.**

with an ACTION PLAN and Committee-identified PRIORITY MOVES

For more: See Detailed Action Plan p. 48 to 55



Lord's LOBSTER
FISH MARKET



BATH BODY

SAINT JOHN City Market
SAINT JOHN City Market
SAINT JOHN City Market
SAINT JOHN City Market

SAINT JOHN CITY MARKET EARNAS NOTE

SAINT JOHN CITY MARKET EARNAS NOTE

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SAINT JOHN CITY MARKET EARNAS NOTE

We've got you covered.

northmarketsafood

T
A
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T



Truly Fresher Salmon from Atlantic Canada



IT COULDN'T GET TO YOUR PLACE
ANY FRESHER
THAN IF IT JUMPED THERE ITSELF



TAKE OUT
CLOSED

Fish, Mead

Image: Feb 2022

Engagement in Developing the Draft Plan

A wide range of residents and stakeholders were engaged to ensure that the Plan reflects a holistic vision and set of insights. In total feedback was received from over 350 people through the process of developing the Draft Plan, presented in Spring 2023.



May 2022 Pop-up in the Market



Survey word-cloud of answers to the question “What words or short phrases would you use to describe the City Market?”

Oversight via the Strategic Plan Steering Committee

A Steering Committee for the project was formed at the project outset. The Committee was responsible for setting goals and objectives for the project, reviewing analysis and stakeholder engagement, and endorsing the draft Plan towards its approval by Common Council. The Committee met nine times between January 2022 and April 2023.

Community Engagement

An in-person engagement pop-up in the Market was held on May 5, 2022, where we engaged with over 70 people. In Spring 2022, online engagement was conducted through the Shape Your City Saint John and Façonnez Votre Ville Saint John web platforms. Through engagement online, 99 people completing the survey and 44 individual ideas and comments were added to the Ideas Wall.

Vendor Engagement

A survey targeted to vendors was completed by 23 vendors (representing over 70% of full-time vendors.) The large majority of vendors attended meetings in November 2022 to discuss draft concepts emerging in the Strategic Planning process.

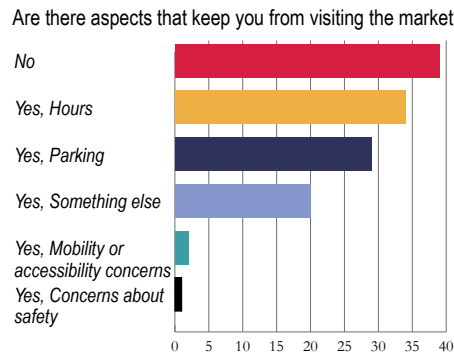
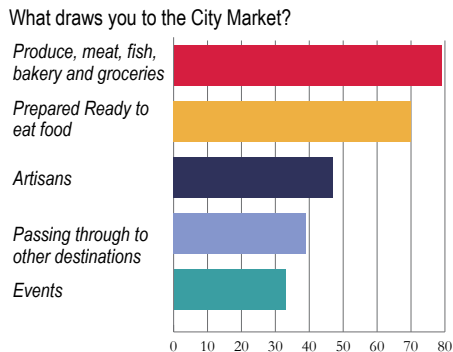
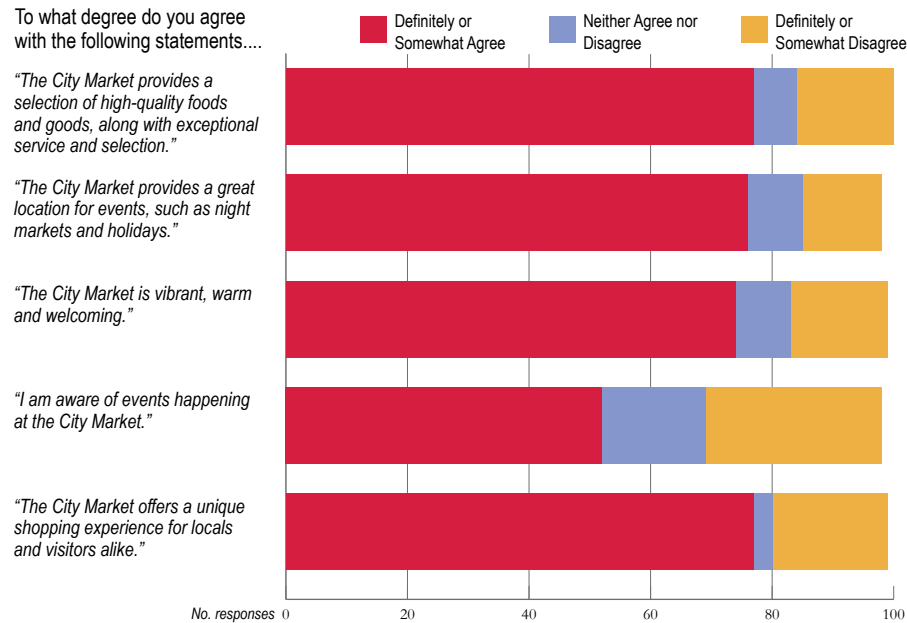
Stakeholders and Advisory Committees

Targeted meetings and focus group sessions were held in Spring to Summer 2022 with high school students, UNB, Envision Saint John, Uptown Saint John, Chamber of Commerce, Aquilla Tours, Waterloo Village, PULSE, Saint John Newcomers Centre, PRUDE, Area 506, nearby developers, the Cruise Ship Liaison Committee, Accessibility Advisory Committee, and Heritage Development Board.

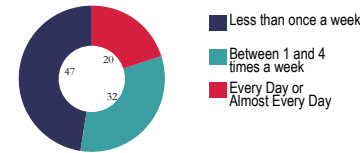


Online Survey Results

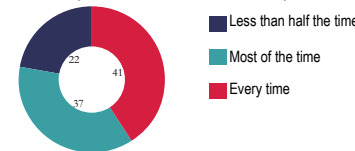
A complete summary of engagement feedback is contained in the Engagement Summary and Background Report.



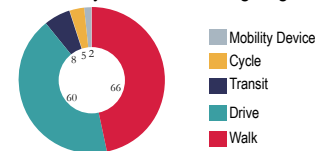
How often do you visit or pass through the Market?



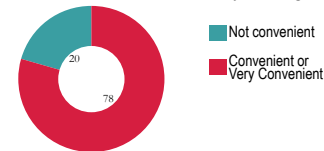
When you visit, how often do you make a purchase?



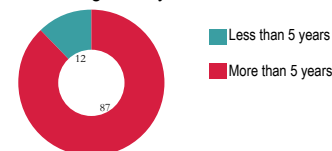
How do you travel when going to the Market?



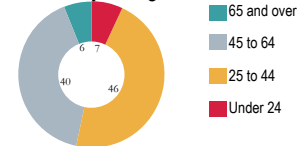
How convenient is it for you to get to the Market?



How long have you lived in the Saint John Region?



What is your age?

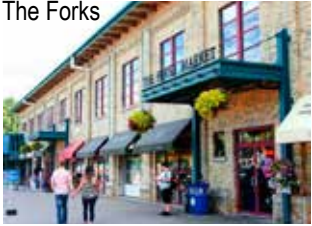


Case Studies

For further details on Case Studies, refer to the Engagement Summary and Background Report.

Case studies offer ideas and inspiration for the City Market. The following markets provide unique approaches to heritage, community value, and Market or vendor practices.

The Forks



Winnipeg, Manitoba
Year of Opening: 1989
Size: 109,000 sq. ft.

Noteworthy aspects: The food hall seating can be arranged into 80-person harvest table for events. Market can be rented for events. “Busk Stops” are located in the Market and an open-air covered centre of Market Plaza hosts classes and events during warmer seasons while serving as a skating rink during winter. The market was established as a National Historic Site in 1989 and guided tours are provided by Parks Canada. The food hall transitioned from disposable dishes to ceramic plates and silverware in 2019. Other *Target Zero* sustainability initiatives include Geothermal Heat Pumps, Biofuel, on-site Composting, Recycling, Low-flow toilets, Rainwater capture.

Indianapolis



Indianapolis, Indiana
Year of Opening: 1821
Size: 26,700 sq. ft.

Noteworthy aspects: The market contains 22 permanent merchants offering food & beverage, specialty retail, services, bicycle shop, and non-profits. Additional merchants attend for an “Original Farmer’s Market” on Wednesdays. Seating is provided in a mezzanine. The market includes outdoor public seating and an outdoor stage. Community facilities are available for rent for weddings, birthdays, and functions. SNAP (food stamps) benefits, Buy 2 Give 1, and Fresh Bucks matching program increase access to produce for at-risk populations. Guided tours of City Market Catacombs (below market) are offered and the site was added to National Register of Historic Places in 1974.

Milwaukee



Milwaukee, Wisconsin
Year of Opening: 2005
Size: 38,500 sq. ft.

Noteworthy aspects: The Market contains 18 vendors primarily offering mix of prepared food & beverage, some specialty retail and a seasonal beer truck patio. A demonstration kitchen offers classes. A mezzanine for seating is available to rent for events (e.g., weddings). The Market partners with local schools to offer students with special needs work experiences with vendors. The Market on a Mission Grant is given annually to local group providing services to youth or under-served individuals. Online ordering, curbside pickup, and delivery is offered by participating vendors. Brighten the Passage initiative was introduced to enhance the pedestrian experience..

Faneuil Hall



Boston, Massachusetts
Year of Opening: 1826
Size: 359,800 sq. ft.

Noteworthy aspects: Faneuil Hall Marketplace includes central Quincy Market, North and South Market Buildings, and historic Faneuil Hall. An open-air Pedestrian Malls occupy streets between the buildings. The Market contains 18 restaurants, 35 colonnade eateries in the Food Fall, and over 40 specialty retail shops. Rental space is available for events and classes. Buskers use pavilion and pedestrian mall open spaces. Pushcart *Bull Market* allows vendors to test new products in low-cost, low-risk setting. The site is designated a National Historic Landmark, offering free tours, and it is one of the first “*Festival Marketplace*” in the US used as a revitalization strategy for downtowns.

Rochester



Rochester, New York
Year of Opening: 1905
Size: 72,600 sq. ft.

Noteworthy aspects: Common area is available to rent for events (weddings, concerts). Public outdoor seating is provided between buildings and sometimes under covered sheds for events. The Nutrition Education Centre has demonstration kitchen offering classes, demos, and workshops. SNAP (food stamps) benefits convert to Market Tokens and the *Flower City Pickers* food gleaning program collects food every market day, donating to community organizations and farmers. There is a *Bike to the Market* biking incentive program. *Greening the Market* initiatives include solar panels, electric vehicle ports, railway bridge conversion to AT trail, and perennial garden

Key Takeaways from the Case Studies

History and Storytelling

All 5 markets have historic status and offer tours.

Marketing and Branding

Expanding Point of Sale options like the market app, curbside pickup, and delivery can increase local draw and improve customer service, and market operations.

Events and Experience

The markets commonly feature demonstration kitchens, events, venue rental opportunities, and observation areas to take in views of the area.

Inclusion and Accessibility

Markets commonly take on a food security role with the intent of improving food access for vulnerable populations.

Days of Operation

Most case study markets operate seven days a week to meet the needs of locals and visitors alike.

Vendor Mix and Market Practices

Most markets offering a variety of vendor/stall types, stall sizes, and leasing arrangements. This promotes a range of business types and support markets as a small business incubator.

Mobility and Wayfinding

Markets offer generous aisles that balance the bustle and crowd, with flow. Several examples of wayfinding methods are included and most include an up-to-date directory and floor plan of vendor locations.

Seating

A variety of flexible seating options are provided and seating is typically within view of vendors.

Outdoor Spaces and Connections

All of the markets offer outdoor spaces to connect the indoor and outdoor spaces. Including areas that are sheltered from rain and sun can extend the use of the space outdoors.

Environmental Sustainability

The markets often show off their sustainable infrastructure. For instance, the Forks has installed heat pumps, a rainwater basin, and low-flow toilets. Rochester has a living wall, electric vehicle charging ports, and solar panels.

Encouraging active transportation and transit is another tool used to show leadership in sustainability and healthy lifestyles.

Governance

Non-profit boards of directors manage 3 of the 5 markets, while 2 are managed by municipalities. Of the two city-run markets, Rochester relies heavily on the Friends of the Public Market group, which offers tours, runs events, and manages food access programs. Faneuil Hall is owned by the City and managed by a 3rd party, Faneuil Hall Marketplace Inc.



Imagery of case study markets

Core Values for the City Market

The following Core Values were identified and refined through stakeholder engagement. Core values are intended to guide decision making as the Strategic Plan is implemented over time.

CORE VALUE	WHAT IT MEANS...
 Vendor and Market Excellence	Vendors and management share a high standard of excellence and work together so the Market lives up to its reputation as the premier destination in Saint John for local foods, products, and services.
 Storytelling and Visitor Experience	Stories of the Market and Saint John are told through a holistic lens that showcases heritage, community, and creativity, with interactions making for a memorable experience for visitors.
 Gathering and Connection	The Market is a welcoming meeting place and the heart of a vibrant Uptown community, with a unique atmosphere, as well as a compelling set of shopping experiences and events.
 Inclusion	The Market reflects a diverse and evolving community, with people of all ages, abilities, and cultures having a role to play.
 Sustainability	The Market is operated in a way that recognizes and minimizes environmental impact, while promoting its positive in social wellbeing, heritage preservation, local economic benefit, and affordability.
 By locals, For Locals	Businesses are locally owned and operated, while local shoppers represent the foundation for the Market's year-round success. (Visitors are drawn to the Market because it is a genuine local experience.)
 Growth and Experimentation	The Market is a testing ground for new businesses, products, and ideas: There is something new every day at the Market.

Strategic Plan Directions

The seven Strategic Directions of the Plan work together with a goal to unlock and fulfil the City Market’s potential as a public market. Each Direction encompasses a set of actions, with the Detailed Action Plan contained on pages 48 to 55 of the Strategic Plan.

STRATEGIC DIRECTION

- 1 Work together to achieve **destination excellence**.
- 2 Provide space to shop, move, experience, and gather.
- 3 Connect indoors and outdoors.
- 4 Make the Market a place of storytelling and pride.
- 5 Embrace inclusion and make a positive community impact.
- 6 Continuously improve sustainability and overall building efficiency.
- 7 Implement the Strategic Plan and review governance, leasing and operations.

The following symbols are used in the Strategic Plan Directions:



Committee-identified **Priority Moves** for Plan implementation



Comments from **community engagement**



Strategic Direction 1: Work together to achieve destination excellence.

The City Market's key assets include significant public loyalty, a sense of history, an attractiveness to visitors, quality vendors, and a prime location.

Residents engaged tended to agree that the vendors at the Market provide an exceptional level of quality, service and selection. The tenant mix includes fresh foods, prepared foods, and merchandise. The Market in essence, has always been about food at its core, and the Market is well positioned as a food hall, while also providing services and retail products to a lesser but equally important extent. A focus on food should guide programming efforts and event plans, as the Market continues to provide an experience that is a unique combination of Farmer's Market, Public Market, Food Hall and Entertainment Festival.

Pop-ups or Bench vendors are critical to the character and success of the Market, however many residents want to see a greater variety or rotation of products available, with a focus on goods that are locally made or made on site. A Bench program can look to achieve a variety of vendors on specific days to create a "critical mass" of like vendors which offer a highly curated and vetted product mix. This mix can be promoted as an event (i.e. theme days for certain vendor types). This rotation can create a sense of uniqueness, with a "what's here today, may not be here tomorrow" mentality.

Being open for business is a key struggle for the Market, as most vendors effectively close mid-afternoon. Through our engagement, the majority of stakeholders indicated that the hours of operation are a primary concern. Inconsistent hours among tenants negatively impacts both customer experience and sales productivity. A review of TripAdvisor Comments notes that many of the negative reactions to the City Market stem from arriving at 3 or 4 in the afternoon and being

disappointed to find most vendors closed, despite advertised hours of operation. Engagement indicated that many local residents have a fondness for the Market but that they don't necessarily patronize it – most often for reasons of selection or hours. Research from the Destination Development Association indicates that 70% of all weekday consumer spending in North American Cities takes place after 6 pm. When the Market is closed it is not productive for the community nor for businesses.

Building customer demand and awareness may take time, so it is important that a strong messaging strategy be employed prior to and while extending hours. The primary objective prior to a potential extension of the hours of operation is to ensure that tenants will be successful during those hours. As such, the Market will need to provide the programming and communication to support the hours of operation and ensure that the public is well informed. Programming to support extended hours will be important, including advertising evening bench vendors or pop-up tenants, scheduling buskers or performers in the evening, and/or tenant tasting events.

The increased level of programming suggested here may necessitate a role (in addition to the Market Manager) dedicated to marketing, community involvement, and pop-ups.

Specific Actions to Support Destination Excellence

1. Implement revised Monday to Saturday hours, enforce core hours, and advertise changes in hours.
2. Explore and incrementally implement Sunday openings in the future.
3. Encourage increased spending by Uptown residents and workers (e.g. take-home suppers, evening events).
4. Promote and maintain an optimal mix of vendor types.

5. Regularly meet with vendors / the vendor association to discuss mutual goals and proposals.
6. Meet with business and newcomer groups to identify pop-up opportunities.
7. Develop vendor or product selection criteria and target new offerings wish-lists for various market categories (e.g. craft, merchandise, fresh foods, prepared foods).
8. Increase diversity of offerings, through pop-ups and smaller stall sizes where appropriate, and encourage efficient use of space for wider product range.
9. As opportunities arise, relocate vendors for improved market flow, organization, and co-tenanting.
10. Introduce service vendors, potentially in main market hall, or alternatively in mezzanine, solarium areas or outdoor spaces.
11. Ensure regular maintenance and investments by vendors in fit-ups (i.e. interior improvements by vendors are aligned with lease renewals).
12. Develop and maintain a marketing and communication plan, including updates to social media and website.
13. Introduce a "Market Outreach and Experience Manager" role.
14. Develop an independent brand and logo for the City Market that is separate from the City's.
15. Consider introducing volunteer roles ("Market Ambassadors," "Hosts," or "Honorary Clerks") to assist customers and provide tours or interpretation, while providing a stronger sense of community involvement.

The Detailed Action Plan contains further information on these proposed actions.

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

"Saturdays need management presence, including a floor plan for pop ups and coordination of vendors. We need someone looking after the overhead and live music (selection and volume) and collecting rent consistently."

"Longer hours, at least til 7pm, including food vendors. 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."

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

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 relatively low number of survey respondents agreed with the statement "I am aware of events happening at the City Market."

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.



Priority Moves for Destination Excellence

- Establish consistent hours
- Have staffing dedicated to outreach and experience
- Develop a clear marketing plan

What Makes for a Great Destination

A destination for locals

Saint John's Uptown is experiencing a period of strong residential growth and commercial vitality. The City Market has a key role to play in the neighbourhood. It can also serve as a magnet for bringing regional residents to the Uptown for one-of-a-kind vendors, events, and experiences.

The City Market serve as places of commerce, but – unlike a shopping centre – it is a public space and all residents of Saint John have a stake. Despite the value of Markets for cities, the US-based non-profit organization *Project for Public Spaces* (PPS) notes that North American public markets face many of the same challenges. These include: irregularity of ongoing investment, lack of management capacity, poor coordination with other organizations, and increased competition from supermarkets. (PPS, “Kickstarting Market City Strategies,” March 2020).

PPS provides key insights and research into Public Markets as destinations. Their research finds that **experiences** are the top reason why people love markets:

“Seeing other people, opportunities for impromptu conversations, the unexpected sensory delights. This is what draws people back, again and again, to their favourite markets. But these qualities don’t just happen; a great market must be carefully planned as a public gathering place and managed within a sustainable business structure.” (Source: PPS, “10 Qualities of Successful Public Markets.”)

PPS notes that public markets encourage community and economic development by keeping money in the local neighborhood and offering business opportunities for new vendors with a comparably low barrier to entry.

There are numerous benefits to the local community that can be achieved with the City Market. The Market can increase access to fresh and healthy food, benefit the local economy, and serve as a gathering place for people from different ethnic, cultural, and socioeconomic communities.

Over the last 20 years, malls and supermarkets have recognized the appeal of markets and often co-opt the aesthetic and experience of historic markets, capitalizing on grab-and-go foods in particular. This shows the success and appeal of what places like the City Market genuinely can offer.

CBC Harbour Lights at the City Market 2018
(Image Source: harbourlightssj.ca)



A destination for visitors

What visitors seek has also shifted over recent decades. Generally, there has been a shift in travel desires from collecting stuff to collecting experiences. While souvenirs have a role, it is the interactions in the Market that will leave a lasting memory.

The Canadian Tourism Commission developed an “Explorer Quotient (EQ) Case Study for Tourism New Brunswick.” This study profiled a targeted approach to the three types of visitors profiled below.

The Study describes the three EQ Profiles as follows:

“**Cultural Explorers**” seek opportunities to embrace, discover and immerse themselves in the culture, people and settings of the places they visit. Values include: Importance of Spontaneity, Cultural Sampling, Adaptability to Complexity, Pursuit of Novelty, Personal Control, Personal Escape, and Personal

Challenge. They are less interested in big business and consumption of goods. A Cultural Explorer will seek out Living History, Culture, the Beauty of Nature, and Fun, Shared Experiences. They are more likely than other travellers to visit exhibits and Historic Sites/ Buildings, to go on Sightseeing Activities and partake in Hands-on Learning Activities, as well as Festivals and Events.

“**Authentic Experiencers**” are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history of the places they visit. Values include: Personal Control, Importance of Spontaneity, Culture Sampling, Everyday Ethics, Skepticism towards Advertising, and Ecological Concern. They are less interested in the Joy of Consumption. An Authentic Experiencer will seek to understand about living history and culture. They are more likely than other travellers to visit Exhibits, Architecture, Historic Sites/Buildings, and Museums.

“**No-Hassle Travellers**” are extroverted, flashy people who seek secure group travel, allowing them to be pampered in luxurious surroundings while seeing all the main sights of a destination. Values include: Consumption, confidence in advertising, aversion to complexity, and the importance of brands. They tend to be less interested in gaining a deeper cultural and historical understanding of a place. A No-Hassle Traveller will seek comfort and “checklist travel” by sampling the must-see spots in order to talk about them on social media or with friends when they get home. They are likely to attend food-related tours and dine out. (Source: Destination Canada, 2015)

The Strategic Plan responds to these profiles through a focus on how important genuine experiences are for these target markets.

The challenge: Placemaking for the City Market

Project for Public Space coined the term “The Power of 10+” to define what makes places successful. The Power of 10+ is the idea that there should be at least 10 focal points or 10 potential experiences in a space. This principle leads to a depth of experience and meaning that makes places compelling, diverse, and experiential. As a concept, it can guide the Market in its vendor mix, amenities, marketing, and events.

We can think of this concept with questions like:

- What are 10 things to taste at the Market?
- 10 things to smell?
- 10 things to touch?
- 10 things to hear?
- 10 things to participate in?

These ought to be unique to the City Market and appealing to a broad range of people.

The Benefits of Public Markets (PPS)





Marketing

Developing a strong marketing and promotion program is vital to the long-term success of the Market. The City Market budgets approximately \$60,000 annually on Marketing through a contribution from vendors. The marketing strategy must reflect the brand of the Market to ensure it is attracting residents and visitors, while positively profiling vendors.

Marketing focus

Digital and social media should be the focus of communications, especially through Instagram and Facebook.

Social media approaches should provide followers a behind-the-scenes peak, and opportunity for human interest stories centered on this place that everyone in Saint John has a fondness for. A highly curated and deliberate approach to authentic messaging on social media will reinforce the loyalty of the City Market customer base and a renewed interest in patronizing the Market. This can include strategic partnerships with influencers and online personalities for providing quality content, along with investment in geotargeted advertisement.

Earned media - blog posts and articles written about the City Market but which is not paid for or created by the Market - should be sought. This form of publicity is highly valuable and Market Management should constantly engage with local media contributors and have an up-to-date list of local writers and including details on what topics they cover. Earned media content can include stories about new businesses, an anniversary of a long-time tenant, a new product launch, or a community sponsorship. Market Management should be proactive in developing stories and generating organic media coverage to align with external media trends and local stories.

Programming

The City Market has a well-developed and constantly evolving line-up of event programming. Events should be at the core of most communication about the Market to ensure constant reinforcement of the message that “there is always something going on at the Market.”

As such, it is recommended that Market Management create marketable events as much as possible out of day-to-day operations. This can relate to establishing a critical mass and sense of quality and urgency for pop-up vendors. With pop-ups, it is important that customers see a product as special, and that they might only be able to get it that day. Day vendors are most successful when surrounded by others of a similar quality standard.

Monthly specialty days can be promoted as a method of gaining exposure for new vendor groups. Examples could include “Momprenneur Monday,” with one Monday of every month, featuring small at-home, women-run businesses; or “Maritime Knits Day,” featuring only knitted products; or “Thirsty Thursdays” featuring local breweries, distilleries, and non-alcoholic craft beverage makers.

A focus of special event programming should be to bring people inside the door and also to showcase tenants at events and see event visitors converted into customers for tenants. Marketing and promotion must be strategic in who it is targeting to come to the property and efforts should be made to ensure they are educated in advance about the vendors.

Food is and will remain the core focus of the Market. Targeted events such as long table meals, sample Saturdays, food demonstrations, taste tours, and craft fairs are all examples of events that are most applicable to the core business of the Market and opportunities to generate revenue. Additionally, some low-intervention, passive events such as buskers and live music are great for ambiance, if positioned near a seating area, for example. Historical tours of the Market can also connect visitors with local stories and products.

Branding

To be an outstanding destination, the City Market needs to maintain:

- A strong and well-earned brand that is experiential;
- A strong first impression and a strong last impression;
- A critical mass or clustering of complementary businesses;
- Places to gather;
- Activities and entertainment;
- Effective wayfinding; and
- Effective beautification and maintenance for appealing spaces and displays.

(This list is adapted from the Destinations Development Association’s “Ingredients of an Outstanding Downtown.”)

It is recommended that the City Market consider a process of brand evolution, which can include distinguishing the identity and logo of the City Market from municipal assets to avoid confusion and allow the Market to pursue a brand that is distinct from, but related to, that of the City.

This brand evolution should include powerful and consistent social media templates and design direction, signage templates, digital newsletter template, and website redesign. It is also recommended that a social media guide be developed based on principles of the brand with detailed instructions for content and visual direction.



Signage and branding can invite community members to become involved.

Strategic Direction 2: Provide space to shop, move, experience, and gather.

A major move proposed in this Plan is to transition from the current three-aisle layout to a more spacious and accessible two-aisle layout (See illustrative plan, page 24 to 25).

This change means that people entering the Market would walk along stalls on the north or south, with both aisles comfortably wide to serve customers, including those with mobility devices, and parents with strollers. This change would substantially increase the walk-by customer traffic for stall vendors along either side of the Market and would also maintain the exposure for bench or kiosk vendors along a central section.

Revising the layout and design of benches will also impact stall leases that include bench space, used either for display, fridges or sinks. Almost every vendor will be impacted by this change, but this move has been identified as fundamental to unlocking the value and vitality of the Market.

The Bench program can be rethought, both in terms of its leasing and design. Bench vendors that are operating permanently may be transitioned to permanent side stalls locations. The key goal of Bench vendor leasing is to provide vending space to small businesses at an accessible cost, as well as to provide a wide variety and limited-time offerings to customers. A well-managed Benches program will evoke feelings by customers that there is “always something going on at the Market” and “always new products to explore.” This can also lead to a sense that a certain product may not be available in the future. Benches/kiosks shown in the layout plan may be rented to a single vendor or may be subdivided.

A social seating and eating area in the centre of the Market is included in the layout, which serves to benefit nearby prepared food vendors, and add

vitality to the Market, with a “see and be seen” objective. There is also the opportunity to include public art and performance space here.

In the event that benches are redesigned or replaced, it is recommended that they be designed such that empty Benches are movable, and flexible for configuration as long-tables or other event setups. When not occupied by vendors, they should appear to be deliberately setup for eating at or gathering; whether with stools around them or just a foot rail at the base for standing. A thoughtful design can achieve highly usable merchandising space for vendors as well as comfortable seating for customers. There is an opportunity to provide additional seating and access to new spaces in the Market, by adding a publicly accessible mezzanine.

Taken together these changes can contribute to rethinking the Market as an event rental venue. This also provides opportunity for additional business to tenants in the property that might be set up to do catering or provide beverage service.

The solarium space was felt by many to be a candidate for change. It provided critical indoor seating, albeit climate control is a particular issue here and many felt the seating was dated. As an “out of the way” space, many visitors do not know that this seating exists. With appealing seating options provided in the main market hall, the solarium becomes overflow seating – it may be rethought whether it is necessary in the future, or whether this space can benefit from a redesign in its connection to outside alongside changes to South Market Street as a pedestrian priority street and extension to the Market experience (See also Strategic Direction 3: Connect indoors and outdoors.)

These changes would be complemented by improvements for consistent wayfinding and improvements to the public bathrooms (See also Strategic Direction 5: Embrace inclusion.)

Specific Actions to Support Providing Space

1. Implement a two-aisle layout, with kiosk-style bench vendors, a central gathering and seating area, and public art – See Concept Illustration.
2. Procure design and construction services for a new style of benches/kiosks and seating.
3. Introduce consistent and accurate wayfinding and provide Market Information Stands at main entrances with up-to-date market information.
4. Provide an updated vendor layout plan for the Market Information Stands and website.
5. Improve bathroom design for quality, safety, capacity, inclusion, and accessibility, while advocating for additional public washroom options to be provided in nearby locations, which may include Brunswick Square, temporary washrooms during the summer, or washrooms associated with Kings Square.
6. Scope design concept and costing estimate for a publicly accessible mezzanine as a raised level within the market hall.
7. Review and require signage legibility standards for vendors, potentially with graphic design assistance provided by the City.
8. Improve solarium seating.
9. Explore options for improving, replacing or modernizing the solarium. This can include improving the connection between indoors and outdoors without reducing availability of indoor seating. (See also Action 3.1).
10. Ensure the Market is operated with the goal of being a fun, animated, safe place for people to shop and spend their time. This includes choosing music that is an appropriate volume (which may require updated audio systems) and managing the temperature properly.

The Detailed Action Plan contains further information on these proposed actions.



"There is nothing more annoying from a customers point of view than having to search for a vendor that you want to buy something from. Tenants should be easily visible."

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

"See and be seen when eating."

"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."

"It would be nice to be able to have a center section where there would be more seating and a proper area for entertainment instead of shoving performers in a corner somewhere."

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

"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."



Priority Moves for Providing Space

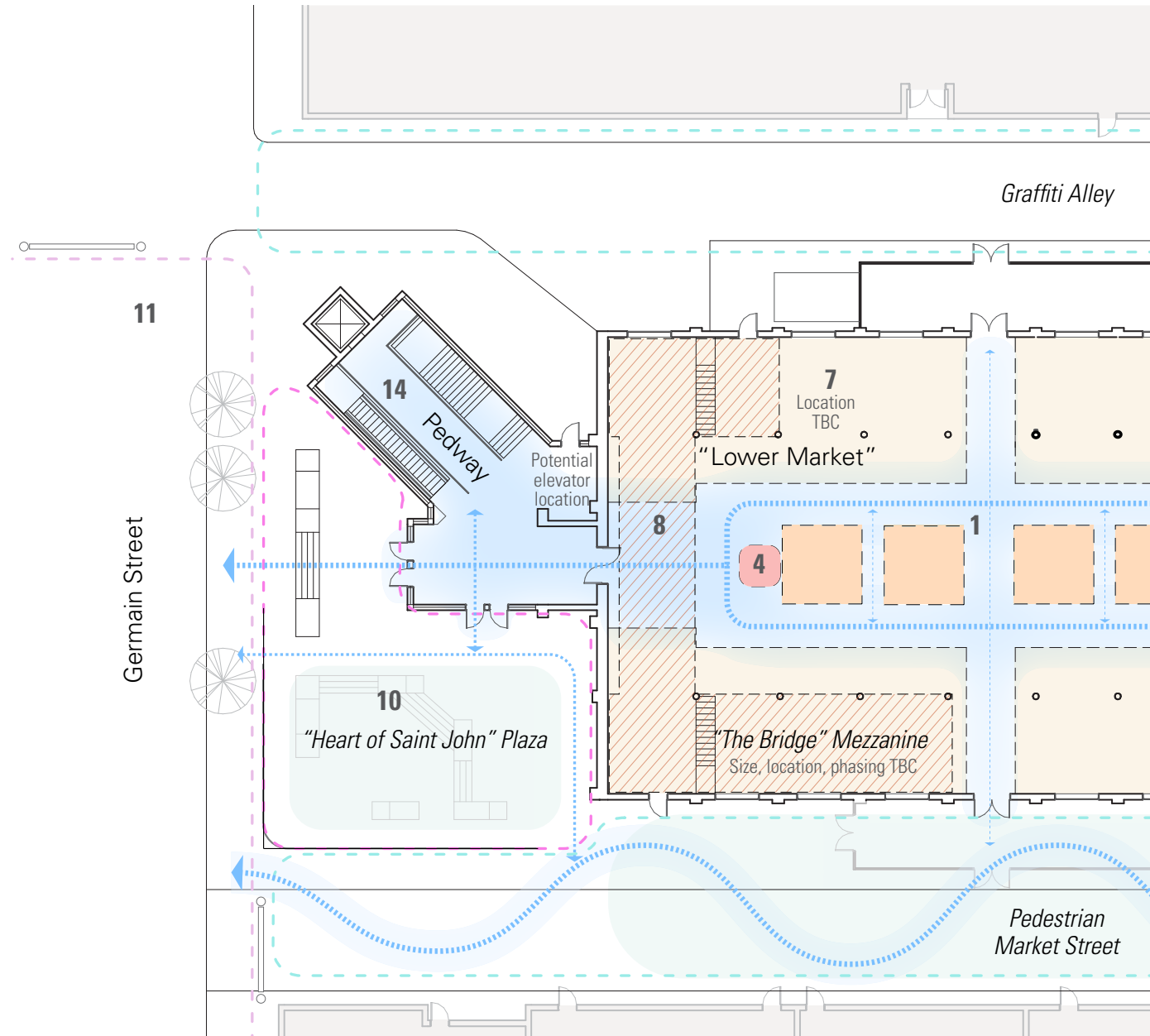
- Implement a two-aisle layout, along with a renewed Bench/Kiosk program
- Provide seating in the main market hall
- Provide Wayfinding and info kiosk improvements

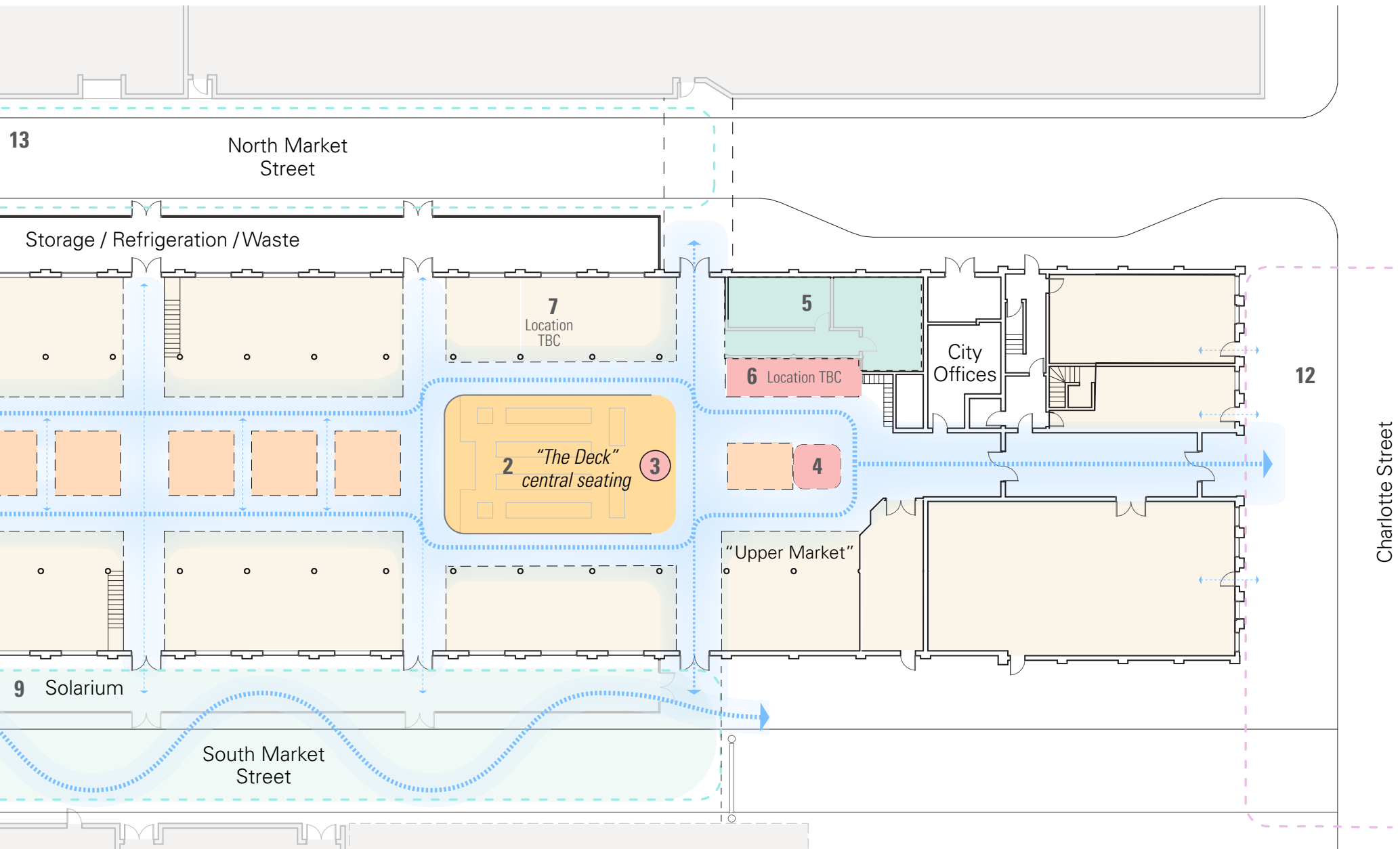
Putting It Together: A Concept Overview of Strategic Design Objectives

Legend

1. Two aisle layout with cross-circulation and kiosk bench vendors
2. The “Deck” accessible seating adjacent to prepared food vendors (potential bandstand location)
3. “Timepiece” Public Art
4. Prominent market information stands at each main entrance
5. Bathroom improvements
6. Learning corner for arts, culture and community involvement (Location TBC)
7. Culinary Hub/Incubator Kitchen (Location TBC)
8. The “Bridge,” an accessible mezzanine above the Lower Market
9. Solarium improvement, replacement or modernization to support South Market Street as a pedestrian-priority street (Loading in am)
10. The “Heart of Saint John” Plaza (provisional name), with improvements to become a more appealing and usable first impression for the Market’s Germain Street entrance
11. Street-to-Plaza / events for Germain Street, between North Market and King Street
12. Support for active transportation and patios on Charlotte Street and a “Scramble” intersection for connection to King’s Square
13. “Graffiti Alley” with public art and murals on North Market Street
14. Historical displays in the pedway connection

Note: Further design exercises are required to explore the implications of these concepts. The end result may vary from the conceptual illustration.





What are the impacts and benefits of changing the layout?

While the centre aisle in the current layout is relatively generous, side aisles become congested. Over the 20th century, side stalls' merchandising and entries encroached into the side aisles (i.e. moved forward beyond the red posts), so that the clear width between side stalls and benches is as little as 5 to 6 feet. While flow and accessibility could be improved by reducing this encroachment, this would significantly impact stall vendors and so a two-aisle layout was explored. It is recognized that a 3-aisle design is historic, but at the same time the current layout is not conducive to the vitality of the Market, nor does it meet the needs for accessibility to patrons that use or require mobility aids.

The layout change represents a chance to widen aisles and improve exposure to vendors, while a rethink of how the Benches are used is an opportunity to improve their functionality.

Seating represents a new opportunity to add activity to the Market hall and is a benefit to prepared food vendors and patrons.

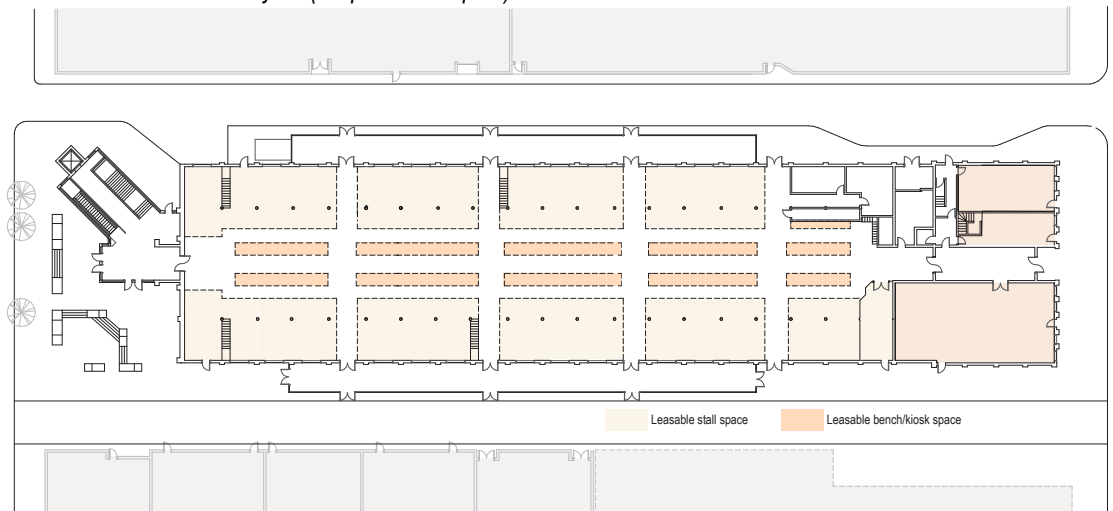
While the proposed layout represents a slight reduction in the total amount of leasable floor area, the experience and usability of the space as a whole can be greatly improved through these changes. The layout is a chance to maximize the use of floor space, reducing vacancy and allowing all vendor types to benefit from common area improvements.

Detailed design work is needed to refine the layout, however the table below illustrates the change in areas represented by the proposed concept:

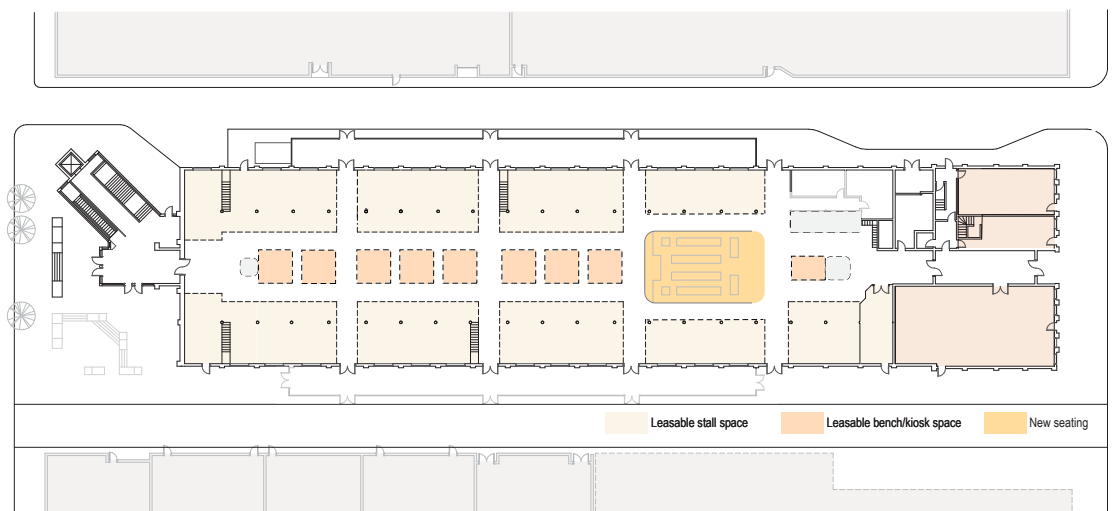
	Current design	Proposed concept
Leasable stall area	10,600 sq ft	10,000 sq ft
Leasable bench/kiosk area	2,800 sq ft	1,500 to 1,800 sq ft
New market hall seating area		1,000 to 1,200 sq ft

(All areas are approximate. The solarium and potential mezzanine area are not included.)

The Current Market Layout (simplified floor plan)



Proposed Market Layout Concept





Kiosks that can operate alternatively as seating (left) or as pop-up vendor space (right).



Movable seating in the Boston Public Market, adjacent to prepared food vendors.



A mezzanine space in the Indianapolis City Market was added in the 1970s and is used for seating and events.



John Hooper's *Timepiece*, formerly installed in Market Square, has been proposed for relocation to inside the City Market. The move is supported by the Arts Board, City staff and the Hooper Family. (Photo: Ron Cogswell, Sept 2017, via Flickr)

Visualizing the potential: Market Interior - Lower Market (facing Germain Street)

The illustrations below are an initial concept of how the design changes can provide a more open layout, improving flow and visibility within the market hall.

Simplified 3D Model, Current view towards Germain Street

What we observed

Bench displays and coolers block views across the market, so it's hard to see what is on offer.

Empty benches detract from the appeal of the space.

Aisles are narrow and challenging for those with mobility devices and parents with strollers.



Photo of this aisle (February 2022)

Simplified 3D Model, Potential view towards Germain Street



Possibilities represented here

A two-aisle layout, with benches that complement the historical character of the market, while better serving the needs of vendors and shoppers.

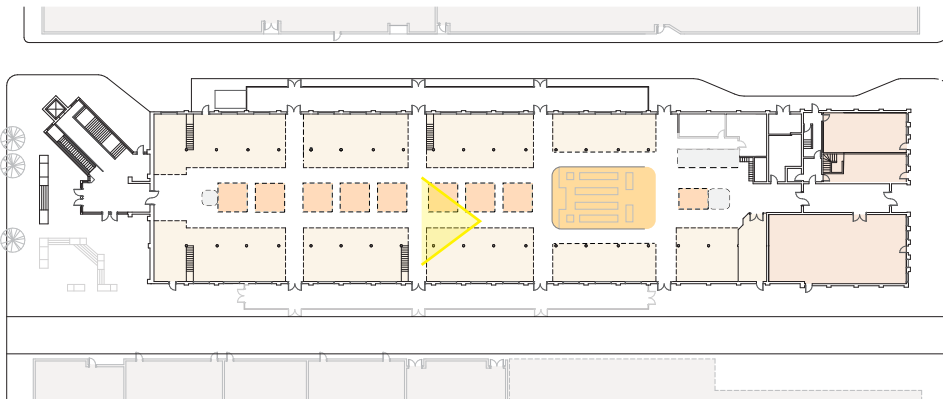
Truss structure materiality is exposed instead of painted white.

A mezzanine for additional seating and new visual connections to the space.

Lower profile benches allow a view to all four corners of the Market.

Pop-up vendor kiosks - when unoccupied they convert to seating.

Spacious aisles for browsing, socializing, and passing by.



View location indicated

Visualizing the potential: Market Interior - Upper Market (facing Charlotte Street)

The illustrations below are an initial concept of how the design changes can provide a more open layout, which includes seating and the relocation of the *Timepiece*.

Simplified 3D Model, Current view towards Charlotte Street

What we observed

Many walk quickly from door to door down the centre aisle and do not notice side stall vendors.

Seating in the solarium feels removed from the activity of the Market.



Photo of this location (February 2022)

Simplified 3D Model, Potential view towards Charlotte Street



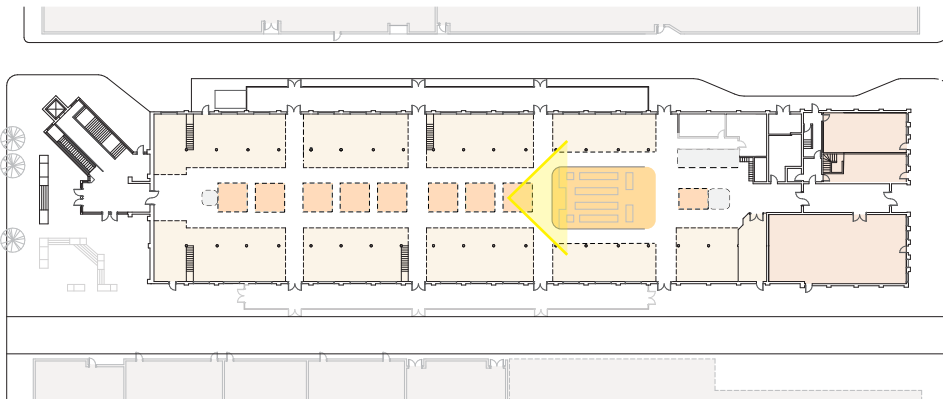
Possibilities represented here

A central meeting place adjacent to most of the prepared food vendors in the Market.

John Hooper's *Timepiece* has been proposed for relocation into the City Market by the Arts Board and the Hooper Family.

A variety of seating options on a flat, level surface.

Vendor stalls in this area are pulled back to the red columns so that the seating area can be generous.



View location indicated

Strategic Direction 3: Connect indoors and outdoors.

The outdoor spaces represent the entry sequence and first impression of the Market. They should not be neglected. Especially during the summer, the connection between inside and outside should be strengthened.

The building face along Charlotte Street maintains its historic facade, while building faces on Germain Street, North Market Street and South Market Street present a mix of historic elements and newer additions. The Night Market and other events in the summer represent chances to connect inside and outside, with a combination of indoor and outdoor vendors and performers.

Upon completion of adjacent construction, there is an opportunity for South Market to be a walking priority street for the outdoor market, public art, and seating. (Loading can be restricted to the morning hours.) The physical design and hardscaping of South Market Street should support this new use. This design should also consider how the solarium on the south side of the building serves as a stronger connection between indoors and outdoors. For stall vendors on the south side, there may be the ability to use windows for ordering and pass-through.

The plaza space at the corner of Germain and South Market is currently problematic in its design, for example with various cross slopes and angled staircases that present hazards for those with reduced vision. A renovation of this plaza space can make the area more attractive and usable. This may come with a naming opportunity, opportunities for temporary vending, improved seating, performance space and/or public art.

In the past, Germain Street between North Market and King Street has been closed to vehicle traffic to allow street festivals. This kind of event can be considered on a more permanent or regular basis to strengthen the outdoor experience of the Market.

The Market experience is an active one. When it comes to getting to the Market, safe, family-friendly, and tourist-friendly connectivity via walking, cycling, transit, and mobility devices should be the priority. This is not to discount that many want or need to drive to Uptown and the Market – however this can be an experience in which visitors stop and stroll throughout the area. While a lack of parking is perceived as an issue for some, there are at least three parking lots are located within 150 m of the Market, while numerous nearby streets containing on-street parking. Improving the Market's connection to accessible parking stalls may be an important consideration however. The needs of deliveries and loading for the Market is another priority to maintain through public realm designs.

North Market Street provides loading and access to the Market. Beautification options here include murals.

The pedway from Brunswick Square is another key connection to the Market, however it does not aesthetically relate to the Market – this is another opportunity for storytelling, perhaps with event posters, historical displays or artifacts to introduce some of the stories and events in the Market and the local area.

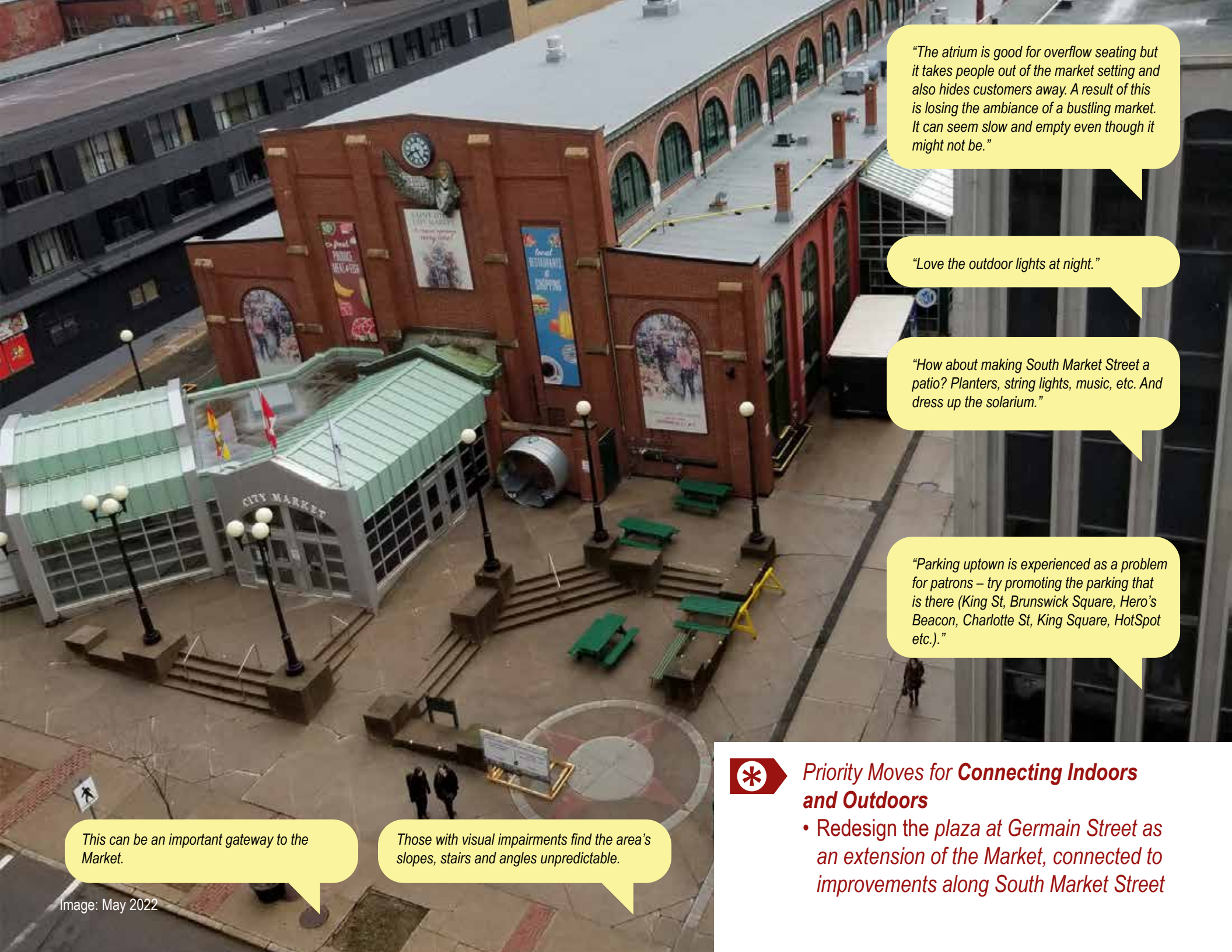
Specific Actions to Support Connecting Indoors and Outdoors

1. Develop South Market Street as a pedestrian active transportation priority space that accommodates the outdoor market, public art, seating, weather protection, and green space.
2. Explore future design potential for the plaza

at the intersection of Germain and South Market Street with the goal of being a vibrant and accessible space that relates to both the neighbourhood and draws people into the market's indoor and outdoor vendors.

3. Research cost and design, and/or procurement for City Market branded bicycle racks, repair station or e-bike rentals.
4. Explore temporary, seasonal or permanent conversion of Germain Street between North Market Street and King Street to pedestrian space.
5. Evaluate loading/unloading practices and provision of loading spaces, adjusting as necessary to balance business needs and outdoor space goals.
6. Explore public art murals for North Market Street to improve street character and establish a connection to similar murals throughout the Uptown, with the potential for a mural tour or festival.
7. Support “Complete Street” streetscaping plans on Charlotte Street for walking, cycling, and patios. Consider a scramble intersection at Charlotte Street, King Square N Street and South Market Street.

The Detailed Action Plan contains further information on these proposed actions.



"The atrium is good for overflow seating but it takes people out of the market setting and also hides customers away. A result of this is losing the ambiance of a bustling market. It can seem slow and empty even though it might not be."

"Love the outdoor lights at night."

"How about making South Market Street a patio? Planters, string lights, music, etc. And dress up the solarium."

"Parking uptown is experienced as a problem for patrons – try promoting the parking that is there (King St, Brunswick Square, Hero's Beacon, Charlotte St, King Square, HotSpot etc.)."

This can be an important gateway to the Market.

Those with visual impairments find the area's slopes, stairs and angles unpredictable.



Priority Moves for **Connecting Indoors and Outdoors**

- Redesign the plaza at Germain Street as an extension of the Market, connected to improvements along South Market Street

Visualizing the potential: Market Exterior - Plaza at South Market and Charlotte Street

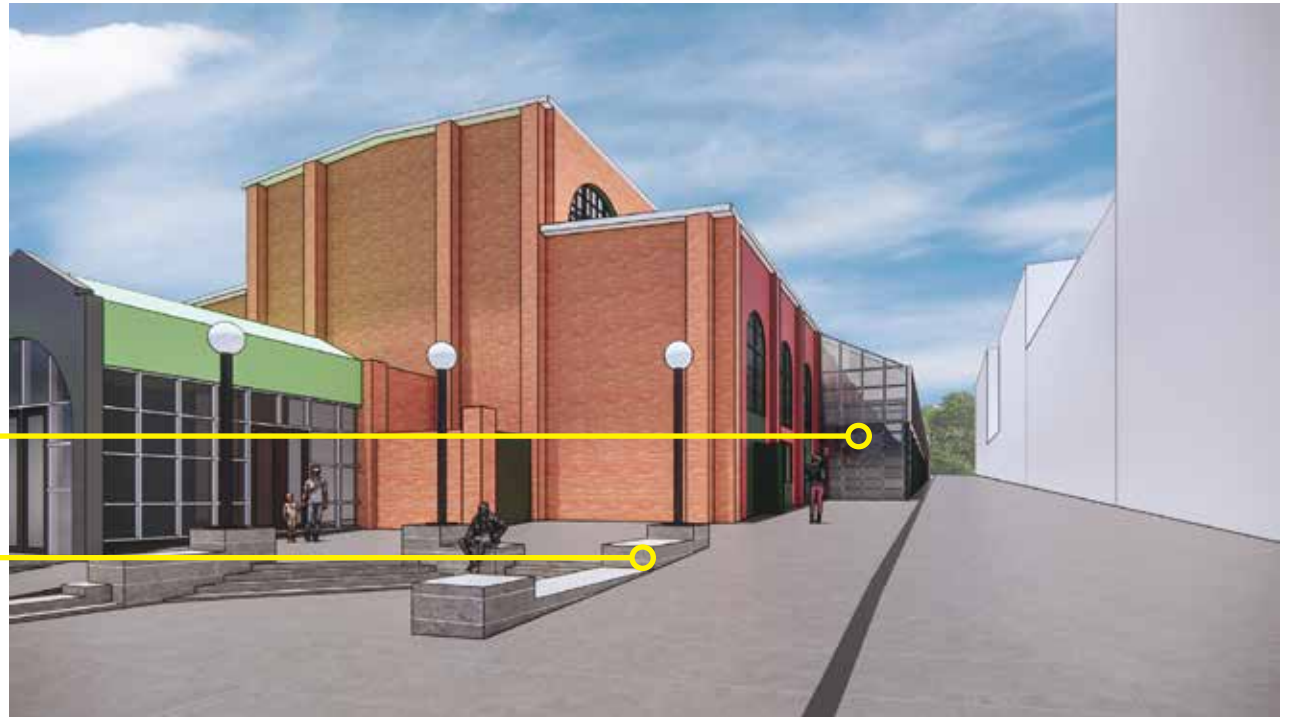
The illustrations below are an initial concept of how the design changes can provide a more usable open space that works well for events, is friendly to pedestrians, and draws people into the Market.

Simplified 3D Model, Current view of Plaza and South Market Street

What we observed

The glazed solarium covers the historic brick structure and doesn't effectively connect from inside to outside.

Stairs, seating and sloped surfaces are awkward and don't relate to what's going on inside the Market.



Night Markets and festivals draw people to South Market and Germain



Photos of this location (May 2022)



Simplified 3D Model, Potential view of Plaza and South Market Street



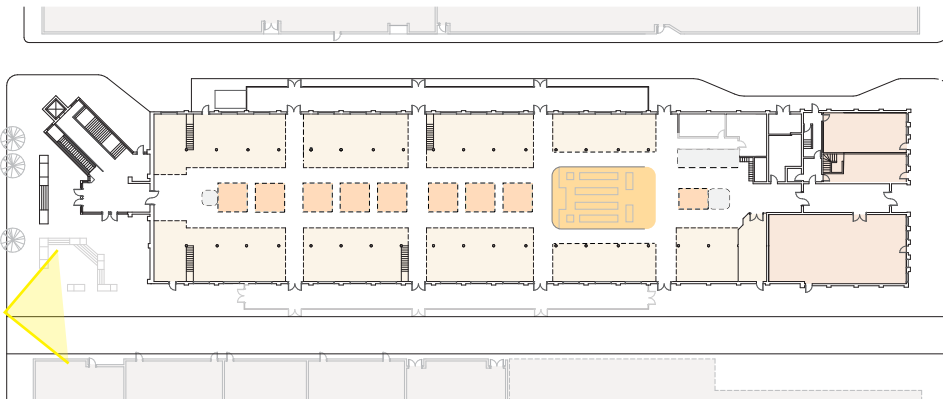
Possibilities represented here

Attractively designed public spaces for events and a great first impression of the Market.

The solarium is modernized to improve the connection between inside and outside.

A more appealing and usable entry plaza that draws people into the Market.

South Market Street as walking priority space, with outdoor vendors, bike racks, public art, seating, weather protection, and greenery.



View location indicated

Strategic Direction 4: Make the Market a place of storytelling and pride.

As the oldest continuously-operated farmers' market in Canada and a designated National Historic Site, The City Market is a place to tell the stories of the building, the city and the community. The mainstay activity of the Market has always been buying, selling, and interacting with producers – so vendors and Market staff should consider how they are making history and telling the story every day.

The City Market will be 150 years old in 2026 and so the timing is right for the Market to operate at its strongest, as it continues to provide new experiences and connections in a heritage building. There may also be an opportunity at this anniversary to access funding from upper levels of government for capital improvements, restorations, and events.

Storytelling can happen through interpretive signage or historical photos within and near the Market. Interpretive signs illuminate the power of a place and its historic significance. Thoughtful and well-designed signage programs demonstrate community pride in local heritage – they do more than just provide just information. They are also an opportunity to shed light on little known facts. The building itself is layered in history, with character-defining elements inside and out. Many of these elements accrued over time and have become hidden, or they may be in plain sight but be somewhat inexplicable. Strategic signage or uncovering can help to tell some of the stories.

It is important to be deliberate about the important stories and how to tell them. Storytelling can

happen through interactions with vendors and staff, building tours, themed tours (such as tasting events), and interactive arts and culture events. As such, storytelling is highly connected to marketing and programming efforts. Vendor training and knowledge sharing also plays a role.

Pride of place comes through in the details and a critical consideration should look at whether existing signage is maintained, accurate, and relevant.

This storytelling approach, whether through signage or interaction, can and should include equitable representation of Saint John's cultural makeup and it may contribute to Indigenous reconciliation through vendor mix, murals, arts, and cultural creation. Further consultation is required to determine the Market's potential role in reconciliation.

Specific Actions to Support Placemaking and Storytelling

1. Prepare to celebrate the Market's 150th birthday in 2026, through events and capital funding opportunities.
2. Seek opportunities through events and displays to highlight under-represented groups, incl. Indigenous communities, Black New Brunswickers and newcomers.
3. Foster arts and culture, potentially with the programming of a Learning Corner, which includes interactive arts, culture, and creation elements; and with potential for a flexible stage/bandstand.
4. Consider City Market opportunities for Indigenous reconciliation; options that could be discussed through consultation include: public art, storytelling events, the sale of authentic Indigenous products, Indigenous owned and operated vendors, artist-in-residence programs, or opportunities in the Learning Corner.

5. Thoughtfully relocate and integrate the John Hopper Timepiece into the City Market interior, and meet with Arts Board to discuss integration of art and storytelling components.
6. Introduce storytelling elements and/or relocated existing market artefacts into the pedway connection to Brunswick Square.
7. Conduct further analysis on heritage-defining features and storytelling opportunities within the Market.
8. Meet with the Heritage Development Board to receive feedback on storytelling approaches and physical changes to the City Market.

The Detailed Action Plan contains further information on these proposed actions.

"Special Events - This is one of the most important things that we can do to bring people in. We need to create excitement and interest to the market on a steady basis. Each week/weekend there should be new entertainment or event that will draw different groups of people to the market. We need the community to support us not the tourists."

"Have the Market be a venue for gatherings, photo ops, private functions. (seating inside the market would be key to this)"

"More pictures of history at SJCM. Honour history."

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

"Highlight hidden historical features"



"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."



Priority Moves for Placemaking and Storytelling

- Celebrate the 150th birthday of the Market in 2026



Historical imagery:

(Right) City Market Interior (Provincial Archives of New Brunswick Portfolio P171-23)
(Bottom left) City Market Post Card circa 1910-1913 (via ebay)
(Bottom middle) The City Market circa 1950 (Provincial Archives of New Brunswick, Saint John Heritage Resource Collection, Portfolio P338-693)
(Bottom right) City Market Post Card, circa 1976-1983 (via ebay)



Further details on heritage and character-defining features are contained in the Engagement Summary and Background Report.

Strategic Direction 5: Embrace inclusion and have a positive community impact.

As a core value, inclusion should be considered in all decisions, so the Market continues to be experienced as an accessible and equitable space that represents diversity and a community focus. A family-friendly lens to seating and the space can help to ensure there are experiences for kids that go beyond simply shopping.

The local area sees a high level of poverty and child poverty. Opportunities to be in the space without spending money can be pursued in a way similar to how libraries act as active public spaces. The Market can consider community partnerships and taking a leadership role or enabler role focusing on food security for those who have challenges affording and accessing healthy food.

This can include promoting social enterprises (also known as community interest companies). Social enterprises are community-level organizations with characteristics of both businesses and non-profits, combining entrepreneurship with a social purpose, for example to give back to the community or employ members of marginalized populations.

The option to incorporate a community kitchen or an incubator kitchen into the Market should be explored. Such a facility can showcase products and chefs, support growing businesses, and be a space for culinary, nutrition and food security programming.

The Rick Hansen Foundation notes that, in Canada, almost 50% of adults have or have experienced a

permanent or temporary physical disability or live with someone who has. Rick Hansen Foundation Accessibility Certification is a national rating system that measures and certifies the level of meaningful access of buildings and sites. Evaluating the City Market against this program is an opportunity to systematically understand the City Market's physical accessibility, how it can improve, and what are the barriers for the community, customers, and employees. Design for accessibility also benefits parents with strollers, older populations, and those with temporary injuries or disabilities.

Improving the washrooms needs to be a focus for the Market, while there should be advocacy for additional public washroom options nearby to be opened. Washroom improvements should be implemented using contemporary guidance that goes beyond building code minimums for inclusion and accessibility (For further resources, see p. 40).

Specific Actions to Support Inclusion and Community Impact

1. Maintain tradition of strong local presence and accessibility with community events and displays; and seek new opportunities to celebrate cultures and traditions that reflect all of Saint John's communities.
2. Publicize opportunities for community members to become involved, through volunteering, and vendor or pop-up opportunities.
3. Embrace a role for the City Market to attract and support small business and social enterprises through partnerships with community and newcomer groups.
4. Construct a professional incubator kitchen for short-term rental by emerging businesses or

pop-ups and/or introduce a culinary hub for community-based culinary, nutrition and food security programming.

5. Embrace a role for promoting food security, through Second Harvest, or programs with vendors and community groups or partnerships with farmer's markets.
6. Introduce small public amenities to improve usability in the City Market, such as microwaves and water fountains.
7. Introduce venue rental opportunities (e.g. weddings and corporate/community events).
8. Investigate provision and utilization of accessible parking spaces, designating additional parking spaces as accessible if needed.
9. Improve bathrooms with a priority for safety, gender inclusion, accessibility, and supporting families.
10. Support modernization of point-of-sale technology with consideration for accessibility.
11. When assessing market changes and vendors fit-ups, use an accessibility lens to meet the needs of persons of varying ability levels; regularly seek feedback from the Abilities Advisory Committee.
12. Provide regular community updates during Plan Implementation to spark knowledge and community interest in changes, and to receive feedback.

The Detailed Action Plan contains further information on these proposed actions.



"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."

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

"Poverty rate: A big portion of the community can only walk on through the market, and that's it."

The market doesn't feel kid-friendly: "I would bring kids to the farmers market, but not the city market."

"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!)"



Priority Moves for *Inclusion*

- Provide programming and space for community, culture, and learning
- Improve the bathrooms

Market Kitchen or Incubator Kitchen

A community kitchen can host community classes or help support local business.

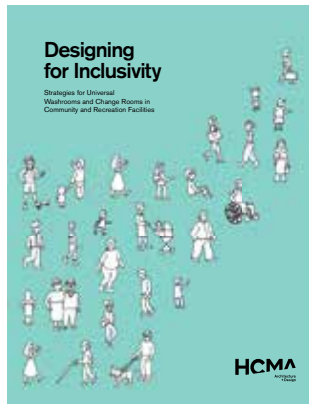


Market Kitchen, Lonsdale Quay Market, North Vancouver

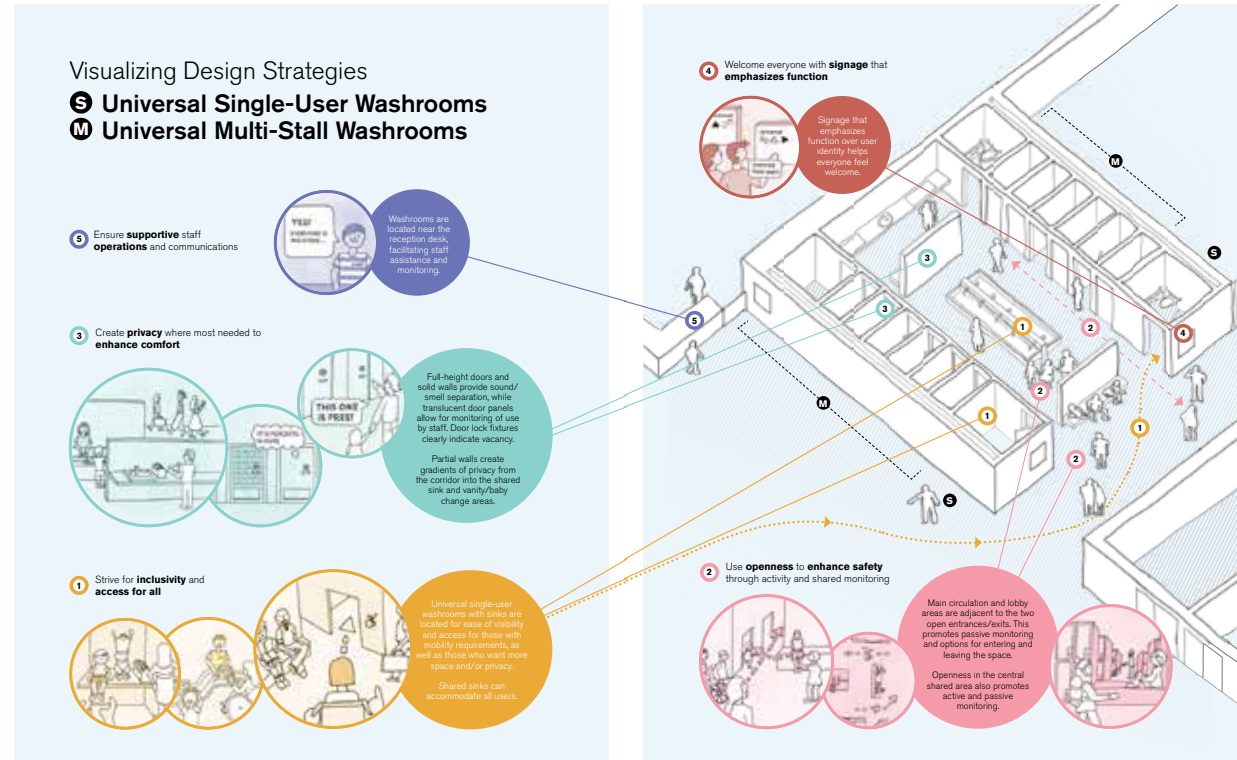


Inclusive design for washrooms and other spaces

Recent best practices in accessible and inclusive washrooms are outlined in HCMA Architecture's Designing for Inclusivity (available online, shown below) and in the book "Building Better Bathrooms" by Julie Sawchuk.



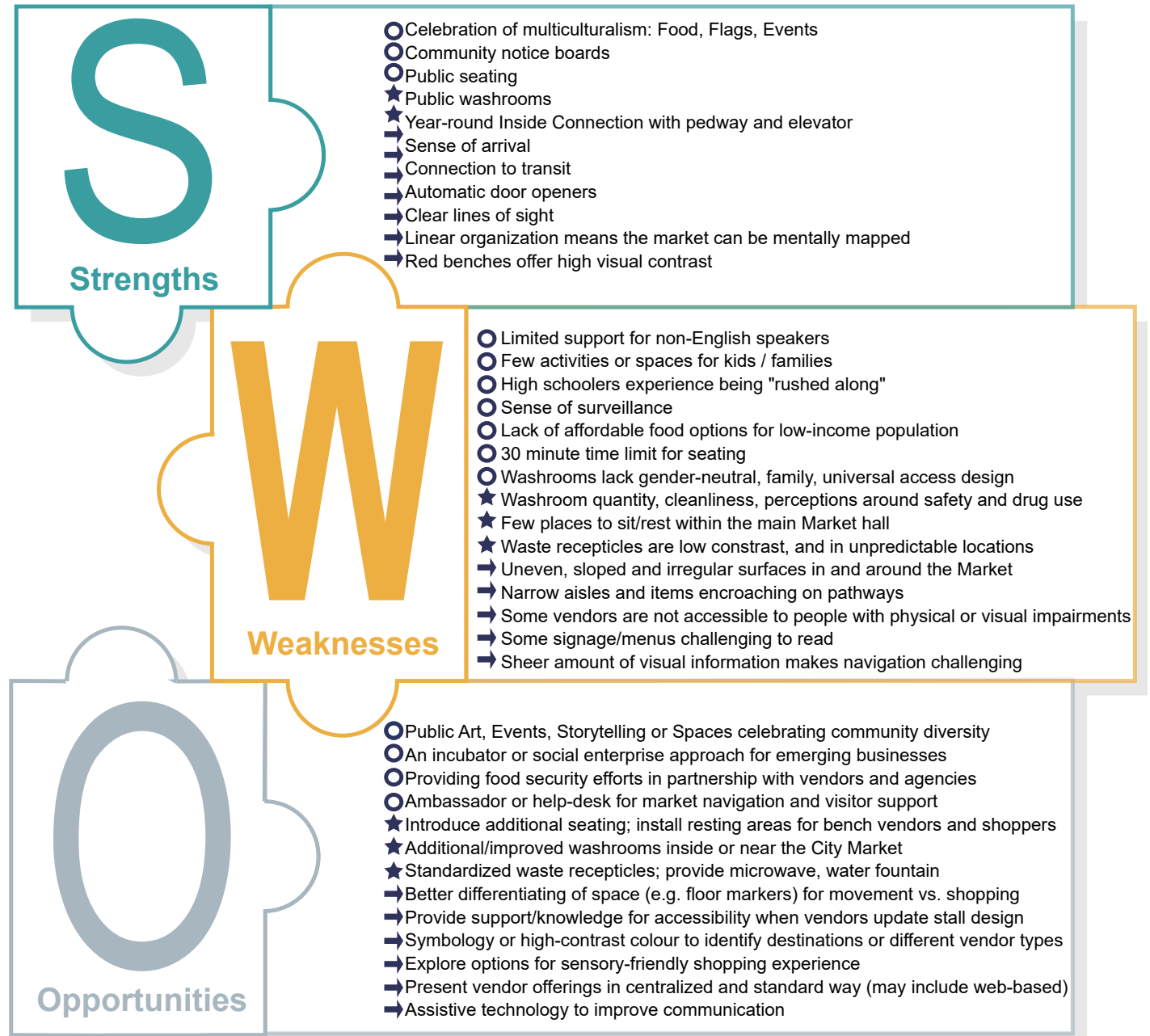
HCMA Architecture's Designing for Inclusivity



Inclusion, Diversity, Equity and Accessibility: Strengths, Weaknesses and Opportunities for the City Market

In support of the Core Value of *Inclusion*, FBM has prepared the following high-level summary relating to strengths, weaknesses, and opportunities for the City Market.

These considerations relate to all areas of the Strategic Plan and are based on synthesizing initial conversations with stakeholders and the Abilities Advisory Committee. These are not intended to be a comprehensive list but rather a starting point of ideas to continue to consider as changes are considered and implemented.



Goal Statements:

- **Openness to All (Culture, language, identity and income):** Establish the market as a diverse, lively and inclusive space for all.
- ★ **Amenities in the market:** Enable people to meet their basic needs safely, comfortably and predictably.
- ➔ **Mobility and Wayfinding:** Enable people to move easily and predictably through the space with few barriers.

Strategic Direction 6: Continuously improve sustainability and overall building efficiency.

The Market must be guided by a commitment to a sustainable future and to improving the health, economic and environmental well-being of the community.

Supported by funding from Infrastructure Canada, the City Market has recently implemented building energy efficiency retrofits in collaboration with Saint John Energy for heating, cooling, lighting and appliances. Such initiatives for building energy efficiency should continue. Sustainability initiatives can extend into energy generation (for example, through installing solar panels). Waste reduction efforts should be explored, including composting and more sustainable food service materials. One option is to explore a reusable dishware system, which would both reduce waste and improve the experience of dining in.

To correspond with sustainability efforts, interpretive signage or displays can be included that provide a tool for community education and advocacy on sustainability and waste reduction.

Specific Actions to Support Sustainability

1. Continue to evaluate and implement building energy efficiency retrofits for heating, cooling, lighting and appliances, in collaboration with Saint John Energy.
2. Continue to implement water use efficiency upgrades.
3. Consider solar and/or micro-wind turbine power generation options for the building's rooftop, and/or options for green roof or

occupied patios.

4. In response to planning federal legislation banning the use of single use plastic foodservice ware, introduce composting receptacles along with garbage and recycling, and require vendors to use compostable plates and cutlery, and/or explore a reusable dishware system to reduce waste from single-use packaging waste and improve the dining experience.
5. Promote active transportation by improving the outdoor experience for the building, including canopies for weather protection, and bike parking (potential for bike-share or bike-rental vendor or program could be considered as noted under 3.3).
6. Promote or require the use of local, high-quality and low-carbon material and construction/vendor fit-ups.
7. Provide educational displays to explain City Market sustainability strategies and building upgrades, such as updates or a live dashboard for energy use, energy generation, and energy/water savings (This can relate to reducing the use of single-use packaging.)

The Detailed Action Plan contains further information on these proposed actions.

Telling the sustainability story



Water bottle fill stations noting the impact from reducing single use bottles.



Arlington's Discovery Elementary School includes a building dashboard system to tell the story of the building's sustainability features (image: VMDO Architects)



"Sustainability needs to be front and centre"

"Higher quality garbage and recycling containers and introduce a food waste recycling program."

"Need for consistent temperature in the solarium."



*Priority Moves for **Sustainability***

- Continue to implement building energy efficiency upgrades

Strategic Direction 7: Implement the Strategic Plan and review governance, leasing and operations.

The intent of the Action Plan is to see key changes implemented over the next 10 years. This requires a dedicated body or committee to track progress, oversee implementation, and work with management, vendors, and stakeholders.

While there should be general alignment in the principles and core values between the Market and the City, there also needs to be consideration for the uniqueness of the mandate for the Market, when compared to other City department and operations. The Market should be governed in such a way that it can determine and focus on its own Mission, Vision and long-term priorities, within a financially sustainable framework.

The Market Manager and the implementation body will be required to fully understand the core values of the Market with a focus on continuity and structured accountability. Core values are instrumental so that decisions are consistent rather than made on an ad hoc or reactionary basis to issues or opportunities as they arise. Tracking Key Performance Indicators will be important, as will be maintaining a targeted list of desirable vendor types. Data gathering and record-keeping is necessary for measuring the effectiveness of marketing campaigns and events.

Modernizing the ability to purchase and redeem Market Money is fundamental for the success of the program. Equally important is ease for tenants to redeem gift certificates for cash to ensure their participation in the program. This could include the option for electronic gift cards, or the ability to buy Market Money within the Market.

Specific Actions to Support Implementation

1. Establish a 10-year implementation body and framework to oversee Action Plan implementation.
2. Explore changes in governance structure that would better enable efficient operations and financial sustainability.
3. Establish updated leasing procedures that could include: targeted new tenant outreach and merchandising; revised lease structure to incorporate percent-rent leases; establish guidelines and criteria for overhold, month-to-month and temporary or flexible leases.
4. Update tenant design and operations manual/handbook including updated and consistent lease plans
5. Modernize point-of-sale technology and market money practices with consideration for convenience and accessibility.
6. Establish transparent practices for preferential leasing or lower barriers to entry for targeted business types (e.g. new small business start-ups, social enterprises, Indigenous-run businesses, and/or businesses run by newcomers or members of marginalized groups.)

The Detailed Action Plan contains further information on these proposed actions.



CITY MARKET

“We had a thriving business in the City Market for a very long time... We hope for the generations of vendors to come to be able to see the Market restored to what it once was and maybe even a little better. It is going to take more than just one person trying to look after everything that needs to be done to rebuild what has been lost over the years. We have done a good job at restoring the physical building but now it is time to take hard look at what makes the inside of the market (the heart and soul) and figure out what to do and where to start.”



*Priority Moves for **Implementation***

- Pursue governance changes to enable implementation of the Plan and financial sustainability of the Market

Detailed Action Plan

This section provides details on specific Actions recommended for implementation over the next 10 years.

Core Values: ❶ Vendor & Market Excellence ❷ Storytelling & Visitor Experience ❸ Gathering & Connection ❹ Inclusion ❺ Sustainability ❻ By Locals, For Locals ❼ Experimentation & Growth
Timing: "Near-term" is 2023-2025; "Mid-Term" is 2026 to 2028; "Long-term" is 2029 to 2032
Cost Estimates: \$ = less than \$100,000; \$\$ = \$100,000 to \$1m; \$\$\$ = \$1m or greater

Strategic Direction 1: Work together to achieve destination excellence.

	Action	Timing	Project type	Cost Estimate	Why (Values)
❑ 1.1	Implement revised Monday to Saturday hours, enforce core hours, advertise change in hours. ¹	Near-term	Operations, marketing, vendors	\$	❶ ❸
❑ 1.2	Explore and implement Sunday opening.	Near- to mid-term	Operations, vendors	\$	❶ ❸
❑ 1.3	Encourage increased spending by Uptown residents and workers (e.g. take-home suppers, evening events).	Near-term	Marketing, vendors	—	❸
❑ 1.4	Promote and maintain an optimal mix of vendor types. ²	Ongoing	Operations	—	❶ ❸ ❼
❑ 1.5	Regularly meet with vendors/vendors association to discuss mutual goals and proposals.	Ongoing	Engagement	—	❶ ❼
❑ 1.6	Meet with business and newcomer groups to identify pop-up opportunities.	Ongoing	Engagement	---	❶ ❷ ❹ ❺ ❼
❑ 1.7	Develop vendor or product selection criteria and target new offerings wish-lists for various market categories (e.g. craft, merchandise, fresh foods, prepared foods).	Near-term	Operations	—	❶ ❹ ❸ ❼
❑ 1.8	Increase diversity of offerings, through pop-ups and smaller stall sizes where appropriate. Encourage better use of space for wider product range.	Near- to Mid-term	Operations, vendors	See 2.1	❶ ❹ ❼
❑ 1.9	As opportunities arise, relocate vendors for improved market flow, organization, and co-tenanting.	Near- to Mid-term	Operations, capital improvements	\$	❶
❑ 1.10	Introduce service vendors, potentially in main market hall, or alternatively in mezzanine, solarium areas or outdoor spaces.	Mid-term to long-term	Operations, vendors	—	❶ ❸ ❸ ❼

¹ Proposed hours: Stalls min hours: Mon to Sat 10/11am to 7pm; Benches hours 10am to 3pm OR 2pm to 7pm. Peak season evenings open Thu to Sat open to 9 pm. Optional Extension: Doors are open 7am to 9pm Mon to Sat. Open Sun & some Holidays from June to Sep and Dec, from 10am to 3pm. Consider in 3 to 5 years opening Sundays year-round.

² Proposed mix for permanent vendors is 50% Prepared Foods (Quick-service or dine-in), 20 to 25% Fresh Foods; 20 to 25% Crafts and Retail; 0 to 10% Service Providers. Pop-up vendors are anticipated to be predominantly craft and retail, along with a few prepared or fresh food vendors.

❑ 1.11	Ensure regular maintenance and investments by vendors in fit-ups (i.e. interior improvements by vendors are aligned with lease renewals).	Ongoing	Operations	\$	❶ ❷
❑ 1.12	Develop and maintain a marketing and communication plan, including updates to social media and website. ³	Near-term and ongoing	Marketing	\$	❶ ❷ ❸ ❹ ❺
❑ 1.13	Introduce a “Market Outreach and Experience Manager” role. ⁴	Near-term and ongoing	Operations	\$	❶ ❷ ❸ ❹ ❺
❑ 1.14	Develop an independent brand and logo for the City Market that is separate from the City’s.	Near-term	Marketing and Engagement	\$	❷ ❹ ❺
❑ 1.15	Consider introducing volunteer roles (“Market Ambassadors,” “Hosts,” or “Honorary Clerks”) to assist customers and provide tours or interpretation, while providing a stronger sense of community involvement.	Near-term and ongoing	Operations and Engagement	—	❶ ❷ ❸ ❹ ❺

Strategic Direction 2: Provide space to shop, move, experience, and gather.

	Action	Timing	Project type	Cost Estimate	Why (Values)
❑ 2.1	Implement a two-aisle layout, with kiosk-style bench vendors, a central gathering and seating area, and public art – See Concept Illustration.	Near- to mid-term	Capital improvement, vendors	\$\$ to \$\$\$	❶ ❷ ❸ ❹ ❺ ❻ ❼
❑ 2.2	Procure design and construction services for a new style of benches/kiosks and seating. ⁵	Near-term	Capital improvement	\$ to \$\$	❶ ❷ ❸ ❹ ❺ ❻ ❼
❑ 2.3	Introduce consistent and accurate wayfinding and provide Market Information Stands at main entrances with up-to-date market information. ⁶	Near-term	Capital improvement	\$	❷ ❹ ❼

³ Develop sustained Marketing across channels with profiles of vendors, calendar of events, and promotion in collaboration with other organizations (e.g Uptown, Envision, Port, Area 506, Farmers Market). Regular website updates should be included, with links to vendors, as well as exploring options for e-commerce/click-and-collect options.

⁴ A staff person, in addition to the Market Manager, is suggested to oversee marketing, community relations, volunteers, programming, pop-ups and some aspects of vendor relations/training.

⁵ Vendor benches/kiosk design criteria: allows for product display/storage/signage; allows for views across the Market; complements heritage materiality and Saint John culture; opportunities to subdivide stall; opportunities to accommodate fridges/sinks as needed; seating for vendors; opportunities to convert to seating when vacant; opportunities to move for events or seasonal reconfiguration; accessibility of display/point-of-sale; complements seating area design.

Seating area design criteria: seating for 50 to 60+ on a flat surface; variety of seating options for various group sizes; accessibility and comfort; potential for a small flexible bandstand area with power and improved sound system (ensure sound quality and appropriate volume throughout the market or focused only in the seating area, so as not to interfere with vendors); integration with John Hooper Timepiece public art; relationship to food vendors; connection to entries from North Market and South Market Streets; inclusion of waste, compost, and recycling receptacles; potential for dishware return area if reusable dishware is introduced; microwave and water fountain; connection to washroom area; connection to adjacent community spaces, such as potential community kitchen or learning corner.

⁶ Information stand(s) can include vendor map directory; leasing/pop-up vending information; events at the Market and in the community; historical interpretation; management contact information; and the vision, mission, and core values of the Market. The Info Stand may be regularly staffed, or staffed with volunteers/summer students during the high-season. Benefits of regular staffing include the opportunity to exchange Market money, be a purchase pick-up location, provide first-aid, assist those with accessibility challenges, assist pop-ups, etc. Ensure it is designed in such a way that it will still be attractive and useful when un-staffed.

❑ 2.4	Provide an updated vendor layout plan for the Market Information Stands and website.	Near-term	Capital improvement	—	❷ ❹ ❼
❑ 2.5	Improve bathroom design for quality, safety, capacity, inclusion, and accessibility, while advocating for additional public washroom options to be provided in nearby locations, which may include Brunswick Square, temporary washrooms during the summer, or washrooms associated with Kings Square. ⁷	Near-term	Capital improvement	\$\$	❶ ❹
❑ 2.6	Scope design concept and costing estimate for a publicly accessible mezzanine as a raised level within the market hall. ⁸	Mid-term	Capital improvement	\$\$ to \$\$\$	❶ ❷ ❸ ❹ ❺
❑ 2.7	Review and require signage legibility standards for vendors, potentially with graphic design assistance provided by the City.	Near-term	Capital improvement, operations	\$	❶ ❷ ❹
❑ 2.8	Improve solarium seating.	Near-term	Capital improvement	\$	❶ ❷ ❸ ❹ ❺
❑ 2.9	Explore options for improving and modernizing the solarium. This can include improving the connection between indoors and outdoors without reducing availability of indoor seating. (See also Action 3.1).	Near-term to mid-term	Capital improvement	See 3.1	❸ ❹ ❺ ❻
❑ 2.10	Ensure the Market is operated with the goal of being a fun, animated, safe place for people to shop and spend their time. This includes choosing music that is an appropriate volume (which may require updated audio systems) and managing the temperature properly.	Near-term and ongoing	Operations	\$	❶ ❷

⁷ Explore a larger unisex public restroom with multiple stalls, prioritizing accessibility, inclusive of gender neutral and family washrooms. The Concept Illustration shows the washroom expanded slightly, however it may not be feasible to accommodate crowds during the busiest of days and the City Market should advocate for additional public washroom options to be provided in nearby locations to reduce the burden on the City Market as one of the few public washrooms in the area.

⁸ The mezzanine design may be located as a metal structure above the Market hall toward the Germain Street end of the Market (“Lower Market”), as shown in the Concept Plan. This has the potential to incorporate the historic mezzanine and existing stairs on the south side of the Market, and opportunities to bring the public into existing mezzanine spaces should be explored where possible. Mezzanine can include space for seating for mid-sized events (100+ people) and has the potential to support destination service providers (e.g. barber, yoga studio, artist in residence). Design criteria for mezzanine: Seating capacity, accessibility, complements heritage-defining features of the Market. The heavy timber structure and open volume of the Market are heritage-defining features, and so the mezzanine design must be sensitively designed to not obscure it.

Strategic Direction 3: Connect indoors and outdoors.

	Action	Timing	Project type	Cost Estimate	Why (Values)
❑ 3.1	Develop South Market Street as a pedestrian active transportation priority space that accommodates the outdoor market, public art, seating, weather protection, and green space. ⁹	Near- to mid-term	Capital improvement	\$\$\$	❶ ❷ ❸ ❹ ❺ ❻ ❼
❑ 3.2	Explore future design potential for the plaza at the intersection of Germain and South Market Street with the goal of being a vibrant and accessible space that relates to both the neighbourhood and draws people into the market’s indoor and outdoor vendors. ¹⁰	Near- to mid-term	Capital improvement	\$\$	❷ ❸ ❹
❑ 3.3	Research cost and design, and/or procurement for City Market branded bicycle racks, repair station or e-bike rentals.	Near- to mid-term	Capital improvement	\$	❸ ❺ ❻ ❼
❑ 3.4	Explore temporary, seasonal or permanent conversion of Germain Street between North Market Street and King Street to pedestrian space. ¹¹	Near- to mid-term	Capital improvement	\$ to \$\$\$	❷ ❸
❑ 3.5	Evaluate loading/unloading practices and provision of loading spaces, adjusting as necessary to balance business needs and outdoor space goals.	Near-term	Capital improvement	—	❶
❑ 3.6	Explore public art murals for North Market Street to improve street character and establish a connection to similar murals throughout the Uptown, with the potential for a mural tour or festival.	Near to long-term	Capital improvement	\$	❷ ❸ ❹ ❺
❑ 3.7	Support “Complete Street” streetscaping plans on Charlotte Street for walking, cycling, and patios. Consider a scramble intersection at Charlotte St, King Square N St and South Market St.	Near to long-term	Capital improvement	\$ to \$\$	❸ ❹

⁹ The solarium, in coordination with Action 6.1 (Building Energy Efficiency), can be considered for improvements or changes based on further analysis of its energy efficiency and building structural requirements. The design for any change to the solarium should consider that any resulting reduction in 12-season seating currently in the solarium must be offset by increased provision of seating within the Market Hall. The redesign of South Market Street adjacent to the City Market can support morning loading, then be closed to vehicle traffic most of the day. The design can support priority for people walking, cycling, and using mobility devices through improved hardscaping, and introduction of seating, planters, public art, bike racks, and overhead lighting. Space should support outdoor vending and contains a clear entrance and connection to the interior of the City Market.

¹⁰ The current design, with angled benches and sloping surface make the space challenging to effectively use. An improved plaza design can be flattened and may contain flexible or movable seating, public art, vending space, and/or a bandstand. The plaza may be named in recognition of under-represented groups or figures in Saint John History.

¹¹ This section of Germain Street has been closed in the past for street parties and can be considered for a more regular or permanent conversion to a plaza. This future use can be supported by a landscaping and hardscaping design efforts to improve usability of the space.

Strategic Direction 4: Make the market a place of storytelling and pride.

Note: The establishment of new spaces or events at the market will only be effective if there is capacity to ensure they are properly programmed. Action 1.13 notes the introduction of a “Market Outreach and Experience Manager” role. A central aspect of the role would be to ensure that spaces and activities in the market are effectively and consistently programmed, and that opportunities to participate are effectively advertised and fairly allocated.

	Action	Timing	Project type	Cost Estimate	Why (Values)
<input type="checkbox"/> 4.1	Prepare to celebrate the Market’s 150 th birthday in 2026, through events and capital funding opportunities.	Near-term to 2026	Engagement	—	❷
<input type="checkbox"/> 4.2	Seek opportunities through events and displays to highlight under-represented groups, incl. Indigenous communities, Black New Brunswickers and newcomers.	Near-term and Ongoing	Engagement and Research	—	❷ ❼
<input type="checkbox"/> 4.3	Foster arts and culture, potentially with the programming of a Learning Corner, which includes interactive arts, culture, and creation elements; and with potential for a flexible stage/bandstand. ¹²	Near- to mid-term	Capital Improvement	\$ to \$\$	❷ ❸ ❹
<input type="checkbox"/> 4.4	Consider City Market opportunities for Indigenous reconciliation; options that could be discussed through consultation include: public art, storytelling events, the sale of authentic Indigenous products, Indigenous owned and operated vendors, artist-in-residence programs, or opportunities in the Learning Corner.	Near-term and Ongoing	Engagement and Operations	\$	❶ ❷ ❸ ❹
<input type="checkbox"/> 4.5	Thoughtfully relocate and integrate the John Hopper <i>Timepiece</i> into the City Market interior, and meet with Arts Board to discuss integration of art and storytelling components. ¹³	Near- to mid-term	Capital Improvement	\$	❷ ❸ ❻
<input type="checkbox"/> 4.6	Introduce storytelling elements and/or relocated existing market artefacts into the pedway connection to Brunswick Square.	Mid-term	Capital Improvement	\$	❷
<input type="checkbox"/> 4.7	Conduct further analysis on heritage-defining features and storytelling opportunities within the Market. ¹⁴	Near-term	Research	\$	❷
<input type="checkbox"/> 4.8	Meet with the Heritage Development Board to receive feedback on storytelling approaches and physical changes to the City Market.	Near-term and Ongoing	Engagement and Research	—	❷

¹² In coordination with design of seating area, consider potential for a small flexible bandstand area with power and improved sound system (ensure sound quality and appropriate volume throughout the market or focused only in the seating area, so as not to interfere with vendors)

¹³ The *Timepiece* relocation recommendation is put forward by the Arts Board, along with City staff and the Hooper Family, as the public art piece needs to be relocated to an indoor location.

¹⁴ This study would represent an update to heritage studies from the 1980s that led to registration as a National Historic Site. The study can encompass exterior and interior architectural elements, the history of use, entrepreneurship, food, and culture. The goal of such work is to identify and evaluate any proposed changes, and to support a storytelling strategy that can appeal to a wide range of local residents and visitors through visitor experience initiatives, interpretative signage, programming, events, restoration of building elements, and potentially sensitive relocation of artifacts. The study may also comment on the relocation of the *Timepiece*.

Strategic Direction 5: Embrace inclusion and have a positive community impact.

	Action	Timing	Project type	Cost Estimate	Why (Values)
<input type="checkbox"/> 5.1	Maintain tradition of strong local presence and accessibility with community events and displays; and seek new opportunities to celebrate cultures and traditions that reflect all of Saint John’s communities.	Ongoing	Operations and Engagement	—	❷ ❸ ❹ ❺
<input type="checkbox"/> 5.2	Publicize opportunities for community members to become involved, through volunteering, and vendor or pop-up opportunities.	Ongoing	Operations and Engagement	—	❶ ❹ ❺ ❼
<input type="checkbox"/> 5.3	Embrace a role for the City Market to attract and support small business and social enterprises through partnerships with community and newcomer groups.	Ongoing	Operations and Engagement	—	❶ ❹ ❺ ❼
<input type="checkbox"/> 5.4	Construct a professional incubator kitchen for short-term rental by emerging businesses or pop-ups and/or introduce a culinary hub for community-based culinary, nutrition and food security programming. ¹⁵	Near- to mid-term	Capital improvement	\$ to \$\$	❶ ❹ ❺ ❼
<input type="checkbox"/> 5.5	Embrace a role for promoting food security, through Second Harvest, or programs with vendors and community groups or partnerships with farmer’s markets.	Ongoing	Operations and Engagement	— to \$	❹ ❺
<input type="checkbox"/> 5.6	Introduce small public amenities to improve usability in the City Market, such as microwaves and water fountains.	Near- to mid-term	Capital improvement	\$	❸ ❹
<input type="checkbox"/> 5.7	Introduce venue rental opportunities (e.g. weddings and corporate/community events).	Mid-term	Operations	Revenue generator	❷ ❸ ❹
<input type="checkbox"/> 5.8	Investigate provision and utilization of accessible parking spaces, designating additional parking spaces as accessible if needed.	Near-term	Capital Improvement	— or \$	❹
<input type="checkbox"/> 5.9	Improve bathrooms with a priority for safety, gender inclusion, accessibility, and supporting families.	Near- to mid-term	Capital Improvement	\$\$	❶ ❷ ❹
<input type="checkbox"/> 5.10	Support modernization of point-of-sale technology with consideration for accessibility.	Near- to mid-term	Operations	—	❹
<input type="checkbox"/> 5.11	When assessing market changes and vendors fit-ups, use an accessibility lens to meet the needs of persons	Ongoing	Operations and Engagement	—	❹

¹⁵ The Strategic Plan process discussed options of both an “incubator kitchen” approach (with a focus on supporting small business) and a “community kitchen” (with a focus on supporting community groups for cooking classes, for example.) An incubator kitchen may better support small businesses, whereas a community kitchen approach may better support community groups. In either case, the program will require ongoing programming and maintenance to be a success and ensure it is a well-used space. If a dishware system is implemented (See Action 6.4), dishwashing may be integrated with the incubator kitchen/culinary hub space. Costs for operating the space may be offset through sponsorship.

	of varying ability levels; regularly seek feedback from the Abilities Advisory Committee.				
❑ 5.12	Provide regular community updates during Plan Implementation to spark knowledge and community interest in changes, and to receive feedback.	Ongoing	Engagement	—	4 6

Strategic Direction 6: Continuously improve sustainability and overall building efficiency.

	Action	Timing	Project type	Cost Estimate	Why (Values)
❑ 6.1	Continue to evaluate and implement building energy efficiency retrofits for heating, cooling, lighting and appliances, in collaboration with Saint John Energy.	Ongoing	Capital Improvements	TBC Operations cost improvement	5
❑ 6.2	Continue to implement water use efficiency upgrades.	Ongoing	Capital Improvements	TBC Operations cost improvement	5
❑ 6.3	Consider solar and/or micro-wind turbine power generation options for the building's rooftop, and/or options for green roof or occupied patios.	Mid-term	Capital Improvements	TBC Operations cost improvement	5 5
❑ 6.4	In response to planning federal legislation banning the use of single use plastic foodservice ware, introduce composting receptacles along with garbage and recycling, and require vendors to use compostable plates and cutlery, and/or explore a reusable dishware system to reduce waste from single-use packaging waste and improve the dining experience. ¹⁶	Near- to long-term	Capital Improvements	— to \$\$	1 5
❑ 6.5	Promote active transportation by improving the outdoor experience for the building, including canopies for weather protection, and bike parking (potential for bike-share or bike-rental vendor or program could be considered as noted under 3.3).	Near- to mid-term	Capital Improvements	\$ to \$\$	1 5
❑ 6.6	Promote or require the use of local, high-quality and low-carbon material and construction/vendor fit-ups.	Ongoing	Operations	—	1 5 6
❑ 6.7	Provide educational displays to explain City Market sustainability strategies and building upgrades, such as updates or a live dashboard for energy use, energy generation, and energy/water savings (This can relate to reducing the use of single-use packaging.)	Near- to mid-term	Capital Improvements	\$	2 5

¹⁶ This would require establishing a dishwashing location and necessary staffing support.

Strategic Direction 7: Implement the Strategic Plan and review governance, leasing and operations.

	Action	Timing	Project type	Cost Estimate	Why (Values)
❑ 7.1	Establish a 10-year implementation body and framework to oversee Action Plan implementation. ¹⁷	Immediately	Governance	—	❶ ❷ ❼
❑ 7.2	Explore changes in governance structure that would better enable efficient operations and financial sustainability. ¹⁸	Near-term (2023)	Governance	—	❶
❑ 7.3	Establish updated leasing procedures that could include: targeted new tenant outreach and merchandising; revised lease structure to incorporate percent-rent leases; establish guidelines and criteria for overhaul, month-to-month and temporary or flexible leases.	Near- to mid-term	Operations	—	❶
❑ 7.4	Update tenant design and operations manual/handbook including updated and consistent lease plans	Near-term	Operations	—	❶ ❸ ❼
❑ 7.5	Modernize point-of-sale technology and market money practices with consideration for convenience and accessibility.	Near- to mid-term	Operations	\$	❶
❑ 7.6	Establish transparent practices for preferential leasing or lower barriers to entry for targeted business types (e.g. new small business start-ups, social enterprises, Indigenous-run businesses, and/or businesses run by newcomers or members of marginalized groups.)	Near- to mid-term	Operations	—	❶ ❹ ❼

¹⁷ The roles of this body may also include leading fundraising, setting financial sustainability targets, reviewing and recommending governance structure/resourcing changes, and leading ongoing engagement with vendors, elected officials, advisory committees, stakeholders, and community members.

¹⁸ A governance review or change would include feedback from staff, elected officials, stakeholders, and outside expertise. Goals of a governance change would include improving operations capacity, financial sustainability, leasing, point-of-sales, and to better ensure the Market’s ability to fulfil its Mission, Vision, Core Values, and Action Plan.



SAINT JOHN

FBM

architecture
interior design
planning

**QUAY
NORTH**

URBAN DEVELOPMENT

Saint John City Market

STRATEGIC PLAN

2023-2033

Draft: May 2023