

ENGAGE POSSIBILITY

change

collaborate

connection

community

capacity

create

care

champion

catalyze

courage



10C

creating space for change

A PROPOSAL FOR

CITY OF GUELPH - Guelph Farmers Market, 21-071

PREPARED BY

JULIA GRADY, EXECUTIVE DIRECTOR
10C SHARED SPACE

Guelph Farmers' Market Expression of Interest 21-071

Part A:

10C's Vision and Proposed Activation

10C welcomes the opportunity to respond to this Expression of Interest (EOI) and to collaborate with the City of Guelph, Economic Development/Tourism to co-create a multi-purpose, indoor-outdoor community market that is thriving with active uses 7 days per week.

Building on our success as a not-for-profit placemaker, a social change and food enterprise hub, and our ability to support community connection, 10C proposes to "activate" the market in multiple phases, as a **quality public place** that represents Downtown Guelph as a **food district** and the **heart of food and culture** in Guelph-Wellington.

We will build vibrant and active uses in the short-term which will position food access and circular socio-economic principles at the centre. More importantly, 10C will commit to a collaborative process that will support an ambitious site and grounds redevelopment, undertaken as a Public / Not-for-Profit / Community Partnership (PNCP).

Under 10C's collaborative stewardship and community activation, the community will see:

- Activation of the Market Building and Grounds 7 days per week, within a structure that makes 24/7 uses a possibility.
- Use of 10C's flexible membership / activities / sliding-scale not-for-profit enterprise framework providing accessible, affordable and free use by multiple organizations and individuals, and developing methods to expand revenue sources for collaborators, market presenters and vendors.
- An open process to intentionally engage food, farming, social, arts and cultural communities as to possible uses, including a comprehensive set of enterprise models, learning and mentorship opportunities, and partnership development based on shared interests.
- Our commitment to investigate the feasibility of redeveloping the market site. We propose creating a community vision for a facility with expanded open and accessible access, including urban agriculture and cultivation opportunities. In such a facility, cultivation and processing of crop products would be done on site as a demonstration of urban agriculture, providing public validation of operational and enterprise models. Implementation will involve collaboration through the PNCP with all levels of government, developing scale-appropriate funding and financing methods, engaging private and foundation investment, and raising community philanthropic support to create a best-in-class community-run market and urban agriculture facility.

Reflect, Attract and Celebrate the diversity of our community.

In phase one, we will support groups, organizations and individuals to co-create innovative programming. 10C's 'awesome sauce' involves creating enterprise models that support sharing, flexibility, trust and reciprocity. We are excited at the possibility of holding the framework to support wide uses embracing diversity, promoting inclusion and creating equitable systems. 10C will work in allyship with individuals in the local First Nations, Metis and Inuit communities to embrace reciprocity and be guided by the spirit of the Two Row Wampum and Dish With One Spoon Covenant. We will step towards open, meaningful engagement and work to remove systemic barriers from our Western systems. The first visible outcome will be expanded days of facility use, offering for example, cyclical events based on cultural patterns, food skills and training days, and plant-based and local food days. Cross-cultural and multi-disciplinary programming will open up potential to create uses that engage, reflect, and attract the diversity of people in our community.

In Guelph-Wellington, Food will be viewed as a right. A robust, active community-based market will support and enhance priorities around food.

10C works within an ecosystem of organizations and individuals who have been tirelessly advocating for food rights. Actions to enhance priorities around food include:

- Supporting the continued and expanded success of the Saturday Market.
- Adding increased uses reflecting the [Refreshing Our Local Tradition Goals](#). By layering new proposed uses, including digital architecture and shared services, in gradual steps, 10C and collaborators will become oriented to the existing culture and operations of the Saturday market.
- Collectively exploring uses and models to support improvements to food access, food security and food sovereignty. We know that 12-15% of people in our community do not have access to healthy food and food relief work happens throughout Guelph-Wellington every day of the week. The Market facility could be used to increase food access, as well as raising collective awareness, creating solutions and extending advocacy to end local food insecurity at the policy level and at the dinner table.

A vibrant community destination with FULL use of the facility and grounds.

By using 10C's placemaking framework and operational structures, the market site could be successfully activated with 7 day per week and 24/7 uses. In the expanded operations, we would widely engage farmers, new vendors, food producers, not-for-profits, social enterprises and the people living in and visiting Guelph-Wellington to fully use and experience the Market as a public space.

There are MANY groups, including established relationships with the University of Guelph, Canada's Food University, that could be involved in an expanded Market offering. 10C will commit to leveraging existing relationships, technology, membership tools and space-sharing policies to provide a flexible container for these operations and community uses to develop, grow, and flourish.

We can see:

- Engagement of 200+ NFPs and member groups and community partners, including arts and cultural activities, integrated into food-focused offerings;
- Collaborating on partnership applications to create funding streams and enterprise models for program development to provide a robust offering of training, incubation and acceleration services, including network supports championing new and emerging food businesses.
- New food offerings by emerging enterprises, student and youth-led activities and other vendors who are currently unable to access the Saturday market;
- Food preparation using the existing Market kitchen, in tandem with 10C's commercial kitchen; a network of shared kitchens, and increased market café hours to coincide with increased programming hours.
- Leveraging the early commitment from [PRIVA](#), to provide initial feasibility analysis and support from the related charitable organization (the [Sustainable Urban Delta Foundation](#)) to assist in developing our long-term vision. This project is within their mandate to show how urban environments can be transformed, helping city governments, organizations and citizens to create tangible results. A redeveloped state of the art 'Smart Market' that also GROWS food, could be part of the direct action Guelph can take towards providing enough food for all.

Part B:

10C in Partnership and Collaboration

10C brings curiosity, connection and expertise to develop a community enterprise model for this project. In a typical year, 10C activates its 15,000 sf property by supporting over 2000 events annually, for close to 30,000 participants, with the momentum of increasing uses prior to the pandemic. We look forward to the returning beehive of activity as public health restrictions are reduced.

After leading 10C through its own building expansion phase and activation, we have the experience, skills and reputation to pursue this project, both in the short-term and the long-term. The Acker's redevelopment at 42 Carden Street was a \$5M project implemented on a shoestring budget and financed in real-time. We undertook this challenging adaptive reuse project from 2016-2018, and transformed an essentially vacant unserviced 150+ year old property, into a fully accessible vibrant community asset. 10C's home is now ready for a future phase, including completion of a roof-top greenhouse and convening space to further support local food work happening at 10C through the Nourish kitchen. Our team is eager to continue developing placemaking offerings and can see a vibrant future for the Farmers' Market building and grounds.

10C has existing NFP governance and operational structures in place. This project clearly dovetails with 10C's involvement in Our Food Future, COIL, 10C's leadership in promoting the Sustainable Development Goals (SDGs), and our dedication to revitalizing the downtown core through our placemaking activities.

Project Leads (Appendix B):

- Julia Grady, Co-Founder and Executive Director, 10C
- Katie Baikie, Associate Director, 10C

Financial Assumptions:

- The Selected organization will have access to comprehensive information about the market facility and operations, including market vendor contracts, site plans and constraints, environmental assessments, financial and operating plans.
- The Selected organization would have autonomy to establish a new business model, including developing new revenue streams, that supports the community impact goals.
- The use of the property would be offered at no cost in exchange for achieving and developing impact reporting to community goals.
- 10C would enter into a formalized Community Benefit agreement with the City of Guelph that would include a financial framework, commensurate with the effort required to achieve these goals, and support a healthy transition of leadership over the first 2 years, with staged 5 year, 10+ year agreements possible. The Community Benefit agreement would be updated at key stages.
- The City of Guelph would fully maintain the building facilities, including any planned or unplanned maintenance or repairs to core systems and infrastructure.
- In relation to the long-term vision presented by 10C, the City would partner on external funding applications, as part of the Public-Not-for-Profit / Community Partnership (PNCP). It would also prioritize these applications in the context of other demands.

Community Collaborators:

In the limited time available since this EOI was launched, 10C has actively worked to co-create this concept with several community groups. We plan to engage and develop this conversation further across a wide stakeholder and community base. A summary of Supporters is provided in Appendix A.

We look forward to the possibility of discussing this project,



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Appendix A (Supporters)

Community Collaborators:

In the limited time available since this EOI was launched, 10C has actively worked to co-create this concept with several community groups. We plan to engage and develop this conversation further across a wide stakeholder and community base. Supporters include:

- [The SEED](#) – a do-it together food movement, working toward a connected community where everyone has access to healthy food.
- [Guelph Tool Library](#) – a lending library of tools where you can borrow items for food preparation, food preservation, gardening, renovation.
- [Guelph Neighbourhood Support Coalition](#) – neighbourhood groups that are inclusive, engaging, responsive and build a sense of belonging.
- [Guelph Arts Council](#) – championing and growing opportunities for Guelph’s creative community through communications, resources for learning, and cultural programs and partnerships.
- [Innovation Guelph](#) – supporting entrepreneurs with mentorship and business support programs and services to help innovative enterprises start, grow and thrive.
- [Guelph Chamber of Commerce](#) – member-driven voice of business in Guelph dedicated to advocating, connecting, and convening to foster economic prosperity.
- [University of Guelph Landscape Architecture](#) – aims to run a 4th year ‘Community Design’ studio exploring opportunities to enhance and animate the public realm in and around the Market.
- [Sustainable Urban Delta Foundation](#) – aims to create a world full of food producing cities in order to address urgent social and ecological challenges.
- [PRIVA](#) – a global high-tech company that develops hardware, software and services in the field of climate control, energy saving and optimal reuse of water.
- Local citizens, urban agriculture cultivation specialists, technical advisors and supporters.