

Executive Summary

In 2022, 10C took on operations of the Guelph Farmers' Market with a promise to activate.

10C has been a committed partner for the City of Guelph. In the first year in this relationship, **10C secured \$803,076 in new external capital funding** (1.1M in total including City of Guelph and community-contributions) to activate and improve the market site and grounds.

10C's goal was to improve the site for both customers and the **110 vendors** who offer a high level of quality, farm-fresh food, artisanal products, and homemade goods. 10C has been successful in operations and the Guelph Farmers' Market now regularly attracts **2500-3200 people per week**, ranging from local residents to tourists visiting the area. 10C has also generated an increase of vendor applications from across the community with **23 vendors on a waitlist**. In year 1, 10C held a number of events, including a Thursday market, **increasing active uses of the site by 62%**.

The capital improvement funding allowed 10C to move forward new **infrastructure to improve both the vendor and the visitor experience**, specify accessible barrier-free washrooms, a new front entrance, a shared commercial kitchen and café, and indoor-outdoor event spaces to modernize and increase active uses.

In late 2022, design and engineering moved through the City of Guelph permitting process. Reaching Ontario Building Code compliance required solutions to the deferred maintenance that became evident at the property. Existing site conditions and the sequencing of work required 10C to shift funds from the programmatic goals, to address these **core building deficiencies**, such as an **insufficient HVAC air handling system, electrical upgrades**, and two **new universal / barrier-free washroom facilities to bring the building in line with the City of Guelph's FADM standard** and support **increased occupancy from 233 to 500 people**.

The full project cost (including the program upgrades some of which were deferred) **is \$2,080,000, of which \$1,120,000 has been raised and implemented to date. \$960,000 in capital improvement funds are required** to complete the program of work as outlined and tendered within 10C's Site Plan and Building Permit package. Pending support from the City, **10C is planning to fundraise for approximately 50% of this amount**.

The 10C team has and will continue to support the Guelph Farmers' Market to become a leading destination for local food, local events, economic development and community connection. With adequate funding from its partner, the City of Guelph, to support these core building upgrades, 10C is well-positioned to successfully complete this work in 2024.

This document presents a one time capital funding request to the City of Guelph to balance the city contribution to that of other levels of government funding and planned community contributions. Investing in the Market infrastructure will enable future economic activity, provide City of Guelph with new rental revenue and increase community uses of this formerly under-utilized resource and aligns with the Future Guelph Strategic Plan (2024-2027) in sections 3, 4, 11 and 12.

Related Documents (available internally):

- Community Benefit and Lease Agreement (executed Jan 1, 2022)
- City of Guelph Negotiation Update package (November 1, 2021)
- City Council motion to proceed (November 21, 2021)
- 2022-2023 10C Guelph Farmers' Market Activation Progress Update (Operating Summary Sept 2023)
- Capital Improvements Site Plan Package
- Building Permit Package for the Interior Renovations

Proposed Public-Private Financial Collaboration

ACTION: One-Time Funding for Capital Improvements at the Guelph Farmers' Market

To support timely completion of construction upgrades to the market building and grounds, which improve accessibility, life safety and enable future increases in activities, 10C requests a capital contribution from the City of Guelph, structured as:

\$500,000 non-repayable funds

to recognize the added capital upgrades to the Market facility itself, including HVAC upgrades, life-safety, accessibility, and structural improvements. This would position the City of Guelph as a **37.4% matching contributor** relative to the funding secured from other levels of government and the planned community contributions.

\$460,000 repayable funds

to be repaid by 10C to the City of Guelph as community sponsorship and fundraising goals are met between 2023–2027. Progress in the fundraising activities to be reported and remitted on a semi-annual basis from 2023 to 2027. Success in this initiative would involve the **community as a 24% supporter** in the project.

Proposed Funding Balance

\$500,000

10C to fundraise for
Community Donations

24.0% goal
3.3% Current
\$38,432

\$779,250

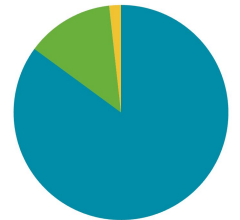
City of Guelph
Capital Contributions

37.4% goal
24.9% Current
\$279,250



Current Funding Imbalance >

Itemized financial summary chart follows on page 5 and page 8.



Proposed Public-Private Financial Collaboration

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Summary of external funding awarded to 10C for Guelph Farmers' Market Capital Improvement Projects		
10C Awarded External Funding		
Canadian Community Revitalization Fund (CCRF)	\$709,576	
RTO4 - Tourism Relief Fund	\$93,500	
Total External Funder Contributions	\$803,076	in place, expended
City of Guelph Funding		
Matching funds for (CCRF)	\$200,000	
Matching funds for RTO4 directed to accessibility	\$50,000	
Economic Development department contribution	\$29,250	
Total Current City of Guelph Contributions	\$279,250	in place, expended
ACTION - for the City of Guelph carry through on the contract commitment to recognize the significant life-safety, HVAC, accessibility and structural work completed in this project which adds long-term value to the facility.	\$250,000	completion of current scope of work in 2024
ACTION: Advance planned facility improvement funds for new entrance to 2024 to enable 10C to complete within the current construction process.	\$250,000	completion of current scope of work in 2024
Total Current Plus Requested City of Guelph Contributions	\$779,250	
Community Contributions		
Current Community Fundraising	\$38,432	in place, expended
ACTION PENDING: Future Ongoing Community Fundraising	\$461,568	completion of current scope of work in 2024
Total Pending Community Contributions	\$500,000	
Total Project Funding Requirement	\$2,082,326	

Proposed Public-Private Financial Collaboration

ACTION: One-Time Funding for Capital Improvements at the Guelph Farmers' Market

Please note that this is not a new request. 10C has been in dialogue with multiple levels of city staff throughout 2022-23. Due to the complexity of the collaboration, and the time-based nature of the funding obtained, city staff have directed us to bring this to Council. **We seek direction and support from Council to enable 10C to move this work forward.**

10C entered into the negotiations and the long-term agreement with the understanding that both 10C and the City of Guelph were committed to investing in the facility. **The City of Guelph Negotiation Update package (November 1, 2021) indicated that there would be up to \$700,000 in funds available** should 10C be successful in obtaining matching funding via other sources.

To date, **only \$250,000 has been allocated from facilities/accessibility budgets** to the renovations being implemented by 10C at the Guelph Farmers' Market. While 10C recognizes that there are other priorities at the market, such as repair of the south wall, we reiterate that much of this work was required for code compliance and safe operations of the existing Saturday market program.

It is 10C's understanding that City staff have included a \$250,000 budget line for the Wilson Street front entrance upgrades in 2025. Through this request, we are seeking to **advance this funding to 10C in 2024 so that we may complete the Wilson Street accessible entrance upgrades at today's dollars in 2024 within 10C's current scope of design/engineering and construction.**

ACTION - of the \$500,000 capital funding request, city staff have indicated inclusion of \$250,000 in the 2025 facilities capital budget, making this a cash-flow and timing-based request, not a request for net-new funds.

Items completed and pending that address the current state of the 'base building and life-safety components' to reach code compliance (OBC/FADM):

- HVAC upgrades including heated make-up air handling to support greater than 233 occupants as audiences approach 400+ people in peak times, depending on the event
- Electrical upgrades - including new panels, improved distribution and parking lot lighting to ensure safe Saturday Market operations
- Structural - helical piles and steel beam framing was needed to increase the structural elements in the south end of the market
- Accessibility - added two NEW barrier-free washrooms (universal washroom awaits power-assisted adult change table to fully meet the City of Guelph FADM accessibility standard)
- These changes ALL support higher level occupancy, as with Saturday market vendors and staffing alone, there are now regularly **over 400 people attending the market** (including 60-90 vendors/staff and 150-320 customers) **with growing attendance.**

ACTION - of the \$500,000 capital funding request, over \$250,000 of the upgrades are allocated to items which may be considered "base building and life-safety components" as outlined in the lease as being the City's responsibility. We seek direction from Council to provide an allocation from the overall cultural / corporate facilities budget (or from reserves) so that we may address and improve the condition of the building.

Background and Overview of Capital Upgrades

In 2022, IOC was successful in applying for funding through the Canada Community Revitalization Fund (CCRF) and the Regional Tourism Ontario Tourism Relief Fund (RTO4). A total of \$1,082,326 was awarded, including \$279,250 contributed to date by the City of Guelph. With this funding, IOC began project scoping, architectural design, building code review, and the required structural, electrical and mechanical design and engineering.

Working with skilled local experts, IOC began **the site planning and building permit application process which uncovered several costly building deficiencies including HVAC and life-safety elements which were required to be completed to bring the building into current code compliance (OBC/FADM)**. IOC was also required to update the site's **outdated property survey** to account for discrepancies at Freshfield Street. IOC incorporated all required changes into a scope of work that could be priced, prioritized, and contracted with required work to be implemented during extremely tight federal/provincial funding timelines.

As the core building deficiencies were required to be addressed prior to other finishing work, available funding was shifted from the "programmatic" vendor and community-facing upgrades to support the level of base building improvements (HVAC, electrical, plumbing, structural, accessibility) required in the building.

All of the building upgrades add long-term value to the facility, providing for increased occupancy from the existing low 233 occupant load to 500 people and supporting increased life-safety and physical accessibility. Scoped features such as the commercial kitchen/café, front entrance and back-lot upgrades will support increased days of use, improve the experience, and usability for vendors, customers, and community members.

Capital Upgrades Completed in 2023:

- HVAC upgrades including heated make-up air handling to support over 233 occupants as market audiences approaches 400+ people in peak times
- Electrical upgrades to support electrical safety elements for Saturday Farmers' Market operations (some of which was pre-planned on the City's own workplan)
- Plumbing upgrades for all perimeter vendors to have hand-wash sinks with additional double-sinks required for WDG Public Health compliance
- Structural - helical piles installed to provide adequate foundation/footings in the south end of the market
- Added two NEW barrier-free washrooms to meet the City of Guelph FADM accessibility standard
- Added 8 permanent post & beam vendor booths
- Added 10 mobile booths to support multiple-days of use
- Commercial kitchen 60% complete, including required structural work, framing, HVAC and plumbing rough-in

Capital Upgrades Pending:

- 40% of the work remains to complete the commercial kitchen and café area
- Exterior parking lot lighting including footings for structural masts and a storage/market vending container
- Add 8-9 post & beam vendor booths
- New widened accessible Wilson Street front entrance with signage
- All gender upgrades in the outdated pre-existing washrooms
- Add accessible ramp and railing and new back door for kitchen loading dock and outdoor events staging

The project planning process outlined a \$2,080,000 capital project for both required building upgrades and program upgrades to the facility.

- \$1,120,000 funding in place with work implemented in phase 1.
- **\$960,000 in funds are required to complete phase 2.**
- **Work is at stand-still pending this discussion and additional funding.**

Proposed Public-Private Financial Collaboration

Summary of Guelph Farmers' Market Improvements – Complete, Underway and Planned

Core Facility Improvements	Building Infrastructure or Program	Status		Approximate \$ Value	Estimated \$ Remaining
HVAC related to 500 person occupancy requirement	Building Infrastructure	100%	Complete	\$230,000	\$0
Interior Plumbing upgrades – for vendor booth sinks	Building Infrastructure / Program-related	100%	Complete	\$70,000	\$0
Universal and Barrier-Free washrooms – new accessibility additions (2 washrooms)	Building Infrastructure	91%	Complete	\$200,000	\$18,000
Indoor/Outdoor Event Space & Placemaking Upgrades	Program-related	70%	Complete	\$92,000	\$27,600
Commercial Kitchen & Café – Construction	Program-related	60%	Complete	\$390,000	\$156,000
Vendor Booths and Market & Kitchen Equipment	Program-related	50%	Complete	\$260,000	\$130,000
Outdoor market booth and storage area including survey costs, foundations	Program-related	50%	Complete	\$58,000	\$29,000
Interior/Exterior Electrical upgrades, including new building internet service, and core lighting for back lot	Building Infrastructure	50%	Complete	\$130,000	\$65,000
Structural upgrades and changes across project areas	Building Infrastructure / Program-related	50%	Complete	\$100,000	\$50,000
Back Entrance Loading Dock and Accessible Ramp	Building Infrastructure / Program-related	12%	Pending Funding	\$120,000	\$105,600
Front Entrance Wilson Street Accessibility	Building Infrastructure	12%	Pending Funding	\$290,000	\$255,200
Washroom Accessibility Upgrades – all gender washroom upgrades (4 stalls)	Building Infrastructure	12%	Pending Funding	\$140,000	\$123,200
	Estimated costs include architectural, engineering, construction management, permit fees and IOC staffing across each line item			\$2,080,000	\$959,600

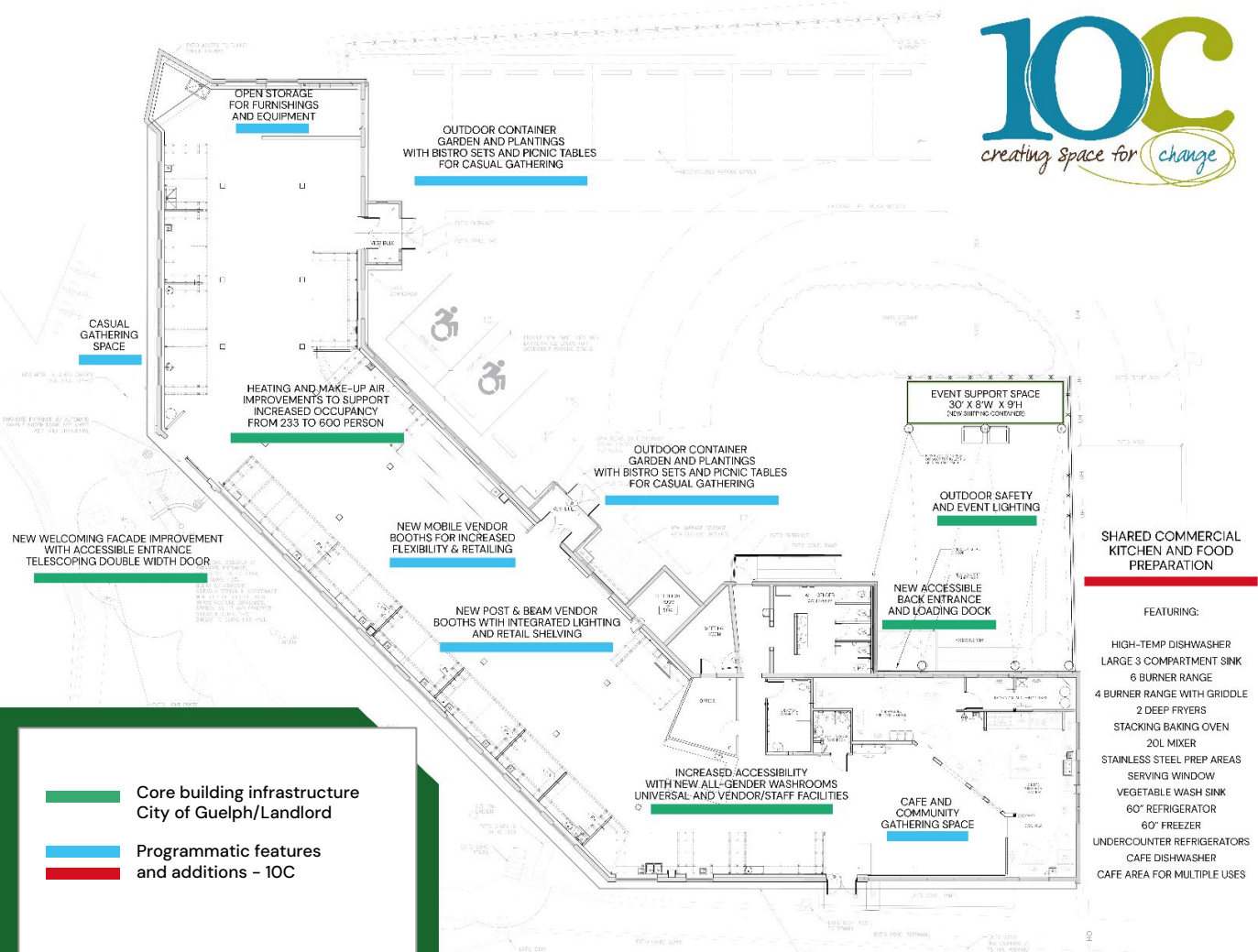


with Capital Improvement Funding from

Funded by:
Federal Economic Development
Agency for Southern Ontario



Work began in December 2022
and has already provided
significant improvements.



- Core building infrastructure City of Guelph/Landlord
- Programmatic features
- and additions - 10C

SHARED COMMERCIAL KITCHEN AND FOOD PREPARATION

FEATURING:

- HIGH-TEMP DISHWASHER
- LARGE 3 COMPARTMENT SINK
- 6 BURNER RANGE
- 4 BURNER RANGE WITH GRIDDLE
- 2 DEEP FRYERS
- STACKING BAKING OVEN
- 20L MIXER
- STAINLESS STEEL PREP AREAS
- SERVING WINDOW
- VEGETABLE WASH SINK
- 60" REFRIGERATOR
- 60" FREEZER
- UNDERCOUNTER REFRIGERATORS
- CAFE DISHWASHER
- CAFE AREA FOR MULTIPLE USES

Throughout the market, 8 new timber-frame booths with additional lighting, electricity and accessible height counters were created to improve vendor retailing and create a backdrop for new activities. 8-9 new booths await completion as funds become available.



Three new HVAC make up air units were added to increase the volume and quality of air-handling. This was required to address occupant loads of 300-500 people as experienced at a busy Saturday market and new events and activities.



Two new accessible washrooms are awaiting final completion and approvals.



The work including structural reinforcement in the south end of the market was extensive. Existing site conditions in this area indicated a lack of footings for support posts.



Opening the commercial kitchen in early 2024 is the top priority. This will further increase activities and add new revenue TO the City of Guelph as 10C reaches increased financial milestones.





Guelph Farmers' Market

top 5 highlights

Why this matters. The 10C team is successfully re-energizing and reactivating the Guelph Farmers' Market for the benefit of the community.

Through the lease structure, higher levels of activity will **provide a future long-term revenue stream to the City of Guelph.**

1

Saturday market attendance now averages 2500+ people.

Consistent Saturday market attendee growth from weekly average of **800** during February/April 2023 to **2577** through June to September 2023.

Peak attendance of **3230** on August 5, 2023 surpasses earlier pre-covid attendance numbers.



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2

Saturday market booths are full, with new vendors on a waiting list.

Permanent perimeter booths and new mobile rolling booths are full, with inside removable tables and stands also at capacity. In 2023, are **110** total vendors and a current active waitlist of **23** vendors.





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3

December night markets add 3-4 seasonal shopping days.

2022 seasonal market featured **60 vendors** each night, including current market vendors and seasonal gift vendors. Crowds increased in December and this will continue as a mainstay special event in 2023.



Guelph Farmers' Market

top 5 highlights

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A woman wearing a red beanie with a circular logo and glasses is looking down at a computer screen. The background is slightly blurred, showing what appears to be a kitchen or office setting.

4

We welcomed new community events and programming.

In 2022, 10C held 84 days of programming onsite including 32 days of additional programming such as the Sunday Special Antique Market, Awesome Baby Show, Queen of Craft 10th Anniversary, Vocamus Book Bash, and Take Time Vintage Night Market brought new attendees to the Market.



Guelph Farmers' Market

top 5 highlights

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5

Capital renovations and market vendor upgrades are in progress.

In 2022, 10C attracted **\$803,076** in new external funding from federal and provincial governments for capital improvements and upgrades, supported by **\$279,500** in City of Guelph funds.

To date, 10C has leveraged the initial \$500,000 operating investment 1.85 times.



next steps

10C is eager to work to **raise new capital improvement and programming funds** through available granting streams.

As well, through 2024-2027 the **LOVE your Market donation program** will connect with community supporters to invest in the exciting capital and programming upgrades to the market.



LOVE your Market

Our 2023-2027 community fundraising goal is **\$500,000.**

One time, monthly or legacy donations.

10carden.ca/yourmarket



As a display of community support, 10C will be seeking engagement from the philanthropic and business community, with **individual and group sponsorship and donation** opportunities available.

All named sponsorships have recognition terms of up to 15 years. Donor or sponsorship contributions over \$10,000 can be allocated over three annual payments.

Your Market Recognition & Naming Opportunities

- Gateway to the Market – Main Entrance
- The Market Kitchen
- Outdoor Community Gathering Space
- Community Café
- Permanent Market Booths (18 opportunities)
- Mobile Market Booth (8 opportunities)
- 10C will also embark on an engagement plan for widespread grassroots community donations

10carden.ca/yourmarket



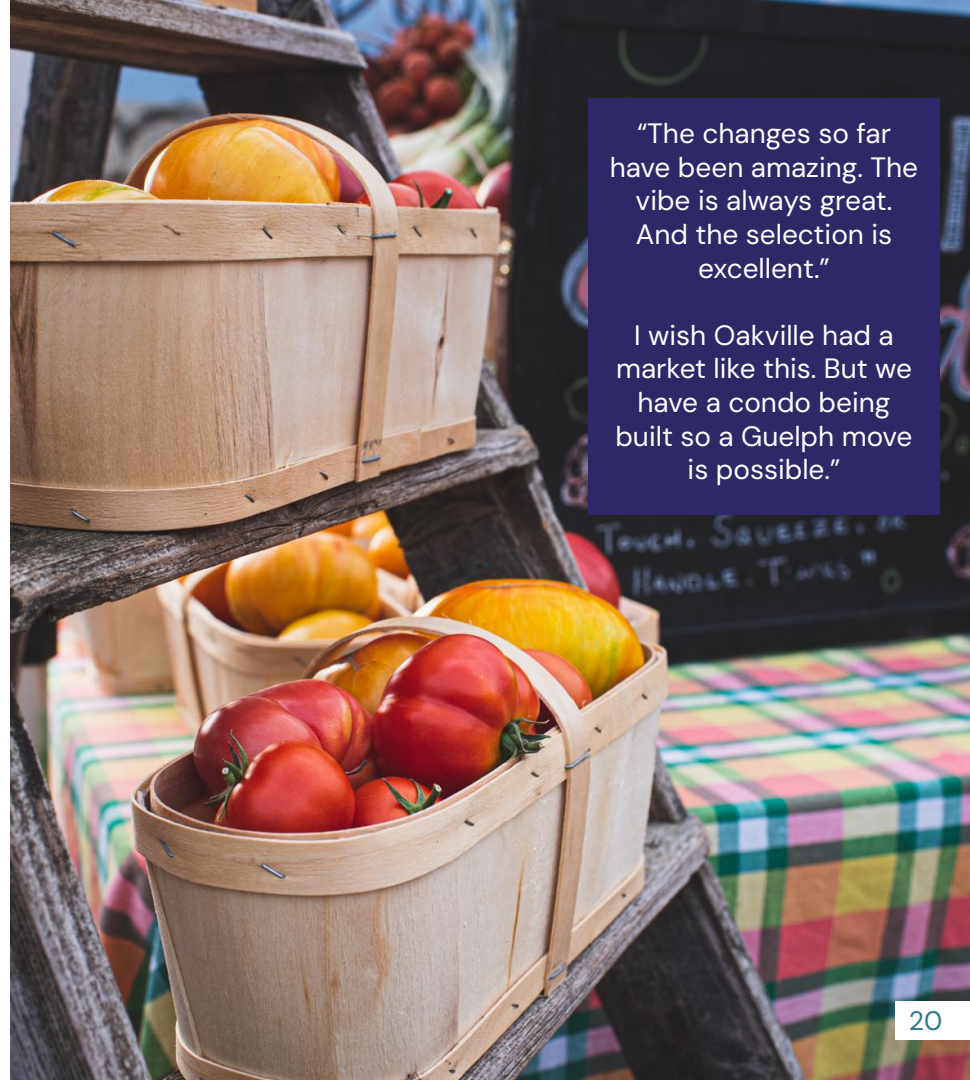
audience reflections

"Thank you for efforts to enliven the market."

"We attend the GFM with an almost religious observance. I appreciate greatly how it has become much more diverse in its food offerings and choices."

"Thank you for continuing to attract a wide variety of vendors!"

"Love all the new upgrades. Love our local market!!"



"The changes so far have been amazing. The vibe is always great. And the selection is excellent."

I wish Oakville had a market like this. But we have a condo being built so a Guelph move is possible."