

**St. Lawrence Market Precinct Advisory Committee**

<b>Date/Time:</b>	Wednesday, November 5, 2025	<b>Location:</b>	Teams/Board Room
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<b>Invitees:</b>	<b>Attendees:</b> Effie Tziamouranis, Elizabeth Seibert, Suzanne Kavanagh, Paul Moyer, Jeremy Roach, Allison Bain, Larry Smith, Graham Hnatiw <b>Regrets &amp; Absences:</b> Kathryn Wakefield <b>Alternates and Guests:</b> Brandon Arckinson <b>City Staff:</b> Macy Parakh, Tyler Johnson, Daniel Picheca, Scott Barrett, Christina Tedesco, Saida Osman
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Item #	Item	Actions Required
<b>1</b>	<b>Governance – What have we done?</b>	
	<ul style="list-style-type: none"> <li>Multiple governance models were reviewed; several were eliminated as unsuitable.</li> <li>Three options were shortlisted: <ul style="list-style-type: none"> <li>1. Advisory Body with New Terms of Reference (Recommended)</li> <li>2. Advisory to Council</li> <li>3. Civic Board</li> </ul> </li> <li>Consensus was reached to proceed with Option 1, recognizing it as the most practical, low-risk approach.</li> <li>Members acknowledged some discomfort with returning to a familiar structure but agreed that meaningful change can be achieved through updated Terms of Reference (ToR).</li> <li>The working group confirmed that consensus-building, as outlined in its ToR, was successfully achieved.</li> <li>Rationale for Selecting Option 1 <ul style="list-style-type: none"> <li>Retains a market-specific advisory body while modernizing mandate, membership, and processes.</li> <li>Faster to implement than other models and minimizes disruption to ongoing Market operations.</li> <li>Strengthens collaboration, transparency, and trust between staff and advisors.</li> <li>Focuses the Committee on strategic advice rather than operational control.</li> <li>Civic Board (Option 3) was not advanced due to the significant shift in authority and accountability it would require.</li> </ul> </li> </ul>	
<b>2</b>	<b>Governance – What are the next steps?</b>	
	<ul style="list-style-type: none"> <li>Feedback from SLMPAC was grouped into four priority areas: <ul style="list-style-type: none"> <li>Accountability – clarity on roles, authority, and decision-making.</li> <li>Decision-making – need for timely, autonomous operational decisions by management.</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>○ Trust – rebuilding confidence through follow-through and transparency.</li> <li>○ Feedback loops – clear communication on how advice is considered and applied.</li> <li>• The new ToR are expected to address systemic issues such as member attendance, decorum, and staff responsiveness.</li> <li>• Additional detailed work remains to be completed within the ToR</li> <li>• Recent staff realignments consolidated facilities and custodial services under Market management, improving accountability and responsiveness</li> <li>• The localized management approach has strengthened decision-making capacity and service delivery.</li> <li>• Centralized support remains important, but day-to-day decisions should remain Market-focused</li> <li>• Members requested access to high-level financial context to support informed advice <ul style="list-style-type: none"> <li>○ Staff acknowledged this gap and committed to improving transparency while managing confidentiality.</li> </ul> </li> <li>• Members supported reintroducing performance tools (e.g., dashboards or scorecards) to track progress against strategic objectives.</li> <li>• Agreed Direction <ul style="list-style-type: none"> <li>○ Proceed with Option 1: Advisory Body with New ToR as an interim approach.</li> <li>○ Focus on clarity, accountability, and effectiveness.</li> <li>○ Remain open to revisiting governance structure in the future once outcomes can be evaluated.</li> </ul> </li> <li>• The Committee agreed to prioritize a full renewal of the ToR addressing: <ul style="list-style-type: none"> <li>○ Mandate and scope</li> <li>○ Membership composition and recruitment process</li> <li>○ Meeting cadence</li> <li>○ Advice and decision pathways</li> <li>○ Roles and responsibilities of members and staff</li> </ul> </li> <li>• Implementation considerations: <ul style="list-style-type: none"> <li>○ Some transition challenges are expected as the refreshed advisory model is implemented.</li> <li>○ Meetings should evolve from presentation-driven to more interactive and outcomes-focused.</li> <li>○ The Committee should re-engage with the mid-cycle Strategic Plan once governance updates are complete.</li> </ul> </li> </ul>	
<b>3</b>	<b>Stakeholder Updates</b>	
	<ul style="list-style-type: none"> <li>• <b>St. Lawrence Neighbourhood Association</b> A well-attended event celebrated the Esplanade community's 50th anniversary at St. Lawrence Hall. A meet-and-greet is</li> </ul>	

	<p>planned for November 17, and the new Moccasin Identifier has been well received, with one City concern resolved..</p> <ul style="list-style-type: none"> <li>• <b>Tenants Association</b> The AGM was held recently with strong attendance and positive engagement, and elections are being planned for November to reconstitute the committee and executive.</li> <li>• <b>Heritage Toronto</b> Heritage Toronto marked its 50th anniversary at a successful awards gala that exceeded fundraising goals, highlighted by a standing ovation for the Adaptive Reuse award winner, Deer Park Church. Walking tours continue to perform well and are being promoted as gift opportunities.</li> </ul>	
<b>4</b>	<b>Other Business</b>	
	<p><b>Winter Market &amp; Program Updates (Highlights)</b></p> <ul style="list-style-type: none"> <li>• Winter Market 2025: November 20 – December 22 (Thursday–Sunday).</li> <li>• Expanded vendor count (~25), enhanced programming, lighting, and media partnerships.</li> <li>• Positioned as a long-term strategic investment.</li> <li>• Members agreed this is the type of high-level initiative appropriate for Committee focus.</li> </ul> <p><b>North Market Update</b></p> <ul style="list-style-type: none"> <li>• Expression of interest issued for Sunday programming.</li> <li>• Planning underway for tent removal and interim activations.</li> </ul> <p><b>Next Meeting Focus</b></p> <ul style="list-style-type: none"> <li>• Receive updates on the Strategic Plan, key partnerships, and any upcoming RFPs affecting the Market.</li> <li>• Discuss 2026 priorities, including marketing strategy and performance reporting.</li> </ul> <p><b>Meeting Schedule</b></p> <ul style="list-style-type: none"> <li>• The next meeting is anticipated to be held in January 2026 (exact date to be confirmed and circulated in advance).</li> </ul>	