

St. Lawrence Market Precinct Advisory Committee

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

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

	<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"> Tenants Association The AGM was held recently with strong attendance and positive engagement, and elections are being planned for November to reconstitute the committee and executive. Heritage Toronto 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. 	
4	Other Business	
	<p>Winter Market & Program Updates (Highlights)</p> <ul style="list-style-type: none"> Winter Market 2025: November 20 – December 22 (Thursday–Sunday). Expanded vendor count (~25), enhanced programming, lighting, and media partnerships. Positioned as a long-term strategic investment. Members agreed this is the type of high-level initiative appropriate for Committee focus. <p>North Market Update</p> <ul style="list-style-type: none"> Expression of interest issued for Sunday programming. Planning underway for tent removal and interim activations. <p>Next Meeting Focus</p> <ul style="list-style-type: none"> Receive updates on the Strategic Plan, key partnerships, and any upcoming RFPs affecting the Market. Discuss 2026 priorities, including marketing strategy and performance reporting. <p>Meeting Schedule</p> <ul style="list-style-type: none"> The next meeting is anticipated to be held in January 2026 (exact date to be confirmed and circulated in advance). 	