

# BUSINESS PLAN

2019 - 2020



APPROVED BY THE  
BOARD OF DIRECTORS



ONTARIO  
HERITAGE  
TRUST  
An agency of the Government of Ontario

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Richmond Hill David Dunlap Observatory. Photo: Chris Robart.

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Cheltenham Badlands.

## Executive Summary

### Delivering the Mandate across Ontario

The current position of the Trust builds upon several years of thoughtful examination of the agency's legislated mandate, how and for whom it is delivered, and why it matters to Ontarians. In 2012 the Trust completed an extensive sustainability review, with a focus on core mandate and an analysis of all revenue and expenditures, as a measure to streamlining expenditures and diversifying the revenue base. The result for the agency was a balanced budget in 2016 and for subsequent years. In 2015 MTCS completed a Mandate Review that confirmed the Trust as a valuable resource in heritage matters, with strong professional and technical knowledge, that is recognized as a centre of specialized expertise in heritage that is not offered elsewhere in the provincial government. Both the Trust and MTCS concluded reviews of the operating model for the Elgin and Winter Garden Theatres and the Trust's plan for the ongoing operation of the EWG was affirmed by the Ministry in 2018. In 2017, the Trust reviewed the portfolio of properties it owns on behalf of the people of Ontario to determine whether all of them have provincial significance and require protection through Trust ownership. A similar review of the easement property portfolio is underway.

The result is an agency that is focused and accountable, has successfully diversified its revenue base, balances its budget and has a plan for long-term sustainability. As a complement to leveraged funds from the Province of Ontario, the Trust raises over 65% of its budget. We work in 85% of Ontario municipalities and with an increasing number of Indigenous communities. The work we do matters to and touches many Ontarians:

- Approximately 900,000 people participate in Trust sites and programs each year and 325,000 access information through the Trust's website
- Provincial plaques are touchstones for communities, central to local identity, highlighting people, places and events that define them as distinct;

- Doors Open Ontario celebrates the uniqueness of Ontario's communities, providing free access to families and visitors, and contributes \$13M annually to local economies;
- The protection of provincially sensitive sites with local partners ensures these provincial assets are a vital part of local communities;
- Easement protection of provincially significant properties leaves the sites in local ownership, provides provincial recognition and a framework for managing change;
- Access is provided to Trust sites to support authors, artists, musicians, filmmakers, producers, and other entrepreneurs in the creative industries;
- Public education initiatives include providing a voice for Ontarians to share their heritage through the website, interaction with interpretive programs, and the Trust's magazine Heritage Matters; and
- The advancement of knowledge about conservation includes models for adaptive reuse, demonstration projects, and on-line registers and conservation tools available to the public.

### **Assets**

- 4,331 hectares (10,703 acres) of cultural/natural lands protected by Trust ownership and 3,047 hectares (7,530 acres) of cultural/natural lands protected by Trust easement, as of March 2017
- 197 owned properties (27 cultural and 170 natural heritage properties) in 56 municipalities
- Conservation easements held on 278 provincially significant heritage properties (as of July 2017) in 110 municipalities
- 948,478 archaeological artifacts and 25,011 cultural artifacts related to Trust properties
- 1,284 provincial plaques in 262 municipalities
- Owned sites include 11 National Historic Sites (NHS) and 46 Areas of National and Scientific Interest (ANSIs); easements protect 34 NHSs and 24 ANSIs

### **Key Impacts**

- Protect 475 properties through ownership or easement
- Engage more than 900,000 participants in sites and programs
- Deliver provincial programs in 85% of Ontario's municipalities, representing over 99% of Ontario's population
- Generate \$13M annually spent in DOO communities, featuring 120 communities in 37 events in 2018
- Educate Ontarians about significant persons, places and events using provincial plaques
- Sites, archaeological and cultural artifacts to tell Ontario's stories
- Protect habitat for 61 of Ontario's species at risk
- Showcase the world's last operating double decker theatre
- Protect (part of) the site of Ontario's first parliament buildings
- Recognized the exceptional contribution of 4,891 individuals and projects to heritage conservation through the Lieutenant Governor's Ontario Heritage Awards and Young Heritage Leaders programs till 2018
- Track over 30,000 designated properties from 228 municipalities on the Ontario Heritage Act Register
- Protect 165 registered archaeological sites on owned and easement properties



## Our Mandate

Pursuant to the Ontario Heritage Act, R.S.O. 1990, the Ontario Heritage Trust (OHT or 'Trust') has a broad, province-wide mandate to identify, protect, promote and conserve Ontario's heritage in all of its forms. The Trust serves as the heritage trustee and steward for the people of Ontario. In this capacity, it is empowered to conserve provincially significant cultural and natural heritage, to interpret Ontario's history, to educate Ontarians of its importance in our society, and to celebrate the province's diversity. The Trust's mandate includes three main areas of responsibility, which were affirmed by the 2015 Mandate Review:

1. Owning, managing and protecting a portfolio of provincially significant heritage properties;
2. Acting as a centre of expertise on the protection and conservation of provincially and locally significant heritage properties; and
3. Promoting heritage and educating the public in the role and importance of heritage.



Doors Open Waterloo. Photo: Joe Martz

## Strategic Directions

### Our Vision

An Ontario where the places, landscapes, traditions and stories that embody our heritage are reflected, valued and conserved for future generations.

### Our Mission

- To be the centre for heritage information, knowledge and expertise;
- To lead by demonstrating excellence in cultural and natural conservation;
- To foster an understanding and appreciation of our past through our programming and events; and
- To give voice to the diversity of Ontario's people and places.

### Our Values

- Inclusive, multifaceted representations of the province's heritage that reflect our diversity and complexity;
- Integrated and collaborative conservation of natural, cultural, tangible and intangible heritage;
- Archaeology, landscapes of memory, storytelling, tradition and Indigenous language as irreplaceable heritage resources of cultural significance;
- Holistic, sustainable community planning that serves the public good and establishes a sense of place, civic identity and permanence through the integration of old and new;
- The discovery, knowledge and insight, generated by cultural heritage, which fosters cultural affiliation and reconciliation, and enables us to better understand ourselves;
- The centrality of heritage conservation in the effective stewardship of the environment and in the creation of sustainable and resilient communities; and
- The potential of heritage to inspire, to stimulate creativity, and to motivate us to bequeath knowledge, narratives and histories, and a diverse and authentic cultural environment to future generations.

## Strategic Themes and Objectives

The Trust's five strategic themes and objectives provide the framework for our processes, goals, actions and performance.

| Lead   | Conserve   | Educate   | Inspire  | Achieve Excellence  |
|--|--|---|--|---|
| <ul style="list-style-type: none"> <li>• Demonstrate a holistic, innovative, integrated approach to conservation</li> <li>• Collaborate to build community capacity for conservation</li> <li>• Demonstrate the relevance and importance of a shared multifaceted understanding of our past and present, while revealing and celebrating how it can inspire our future</li> <li>• Build relationships with indigenous communities to support the protection and celebration of Indigenous heritage and identity</li> </ul> | <ul style="list-style-type: none"> <li>• Actively steward lands, cultural landscapes and cultural resources for the purpose of preserving, protecting and promoting their heritage values and features</li> <li>• Transform Ontario's understanding of the connection between cultural heritage, conservation and environmental protection and sustainability</li> </ul> | <ul style="list-style-type: none"> <li>• Nurture appreciation and forge connections for Ontario's cultural and natural heritage</li> <li>• Reflect and share the diversity of the province's tangible and intangible heritage</li> <li>• Identify, safeguard and promote intangible heritage</li> </ul> | <ul style="list-style-type: none"> <li>• Engage new audiences by focusing on diverse programs and opportunities</li> <li>• Invite Ontarians to share, value and celebrate the complex narratives we have inherited</li> <li>• Provide programs to cultivate youth participation in, and excitement for heritage</li> </ul> | <ul style="list-style-type: none"> <li>• Meet high standards and best practices of governance, fiscal management and sustainability, and accountability</li> <li>• Demonstrate a culture of diversity, inclusion, respect and professionalism</li> <li>• Promote innovation and creativity; social and environmental responsibility</li> <li>• Bring different skills, resources and perspectives to key initiatives by creating partnerships and collaborations</li> </ul> |



Enoch Turner Schoolhouse.

## Key Deliverables

### Integrated Conservation in Communities Across the Province

- Manage and invest in lands, cultural landscapes and cultural resources to safeguard them for future generations
- Build brand awareness with program partners and the public to position the Trust as a centre for heritage information and expertise.
- Deliver the annual Capital program and develop a 5-Year Capital outlook
- Assess the Property Portfolio review to develop strategies for ongoing stewardship, including building capacity with stewardship partners.
- Implement the Cheltenham Badlands Master Plan and raise funds for future phases
- Engage new audiences for the Elgin and Winter Garden (EWG) Theatres and celebrate the Theatres as a vibrant cultural asset.
- Design and implement province-wide programming, Heritage Matters, digital and social media content to deliver the annual interpretive theme of Communications in 2019 and the Environment in 2020.
- Design and host a conservation symposium / lecture.
- Continue development of the OHA E-Register and other on-line resources as tools to support community conservation.

## **Engaging all Ontarians**

- Secure ongoing funding and partner support for the Doris McCarthy Artist-in-Residence Program; Doors Open Ontario; Youth Strategy; annual conservation lecture.
- Integrate interpretive theme and programming in MyOntario web feature and continue interviews over time to inform future programming.
- Identify partners and proceed with provincial plaques approved to support themes of identity and diversity.
- Continue implementation of a digital discussion to broaden the dialogue around provincial plaques, augment the interpretation, and facilitate a sharing of perspectives.
- Enhance and improve user experience to grow the Trust's digital footprint and audience
- Ensure that the Trust brings value to Ontarians through the Accessibility for Ontarians with Disabilities Act (AODA) requirements

## **Working with Indigenous Communities**

- Provide opportunities and mentoring for Indigenous youth in partnership with First Nations and universities and colleges.
- Work with Indigenous communities to provide opportunities for them to tell their stories through publications, markers, provincial plaques and online exhibits.
- Explore models and create partnerships with Indigenous communities for the conservation and management of protected areas.
- Continue to work with Indigenous communities for the protection of sacred lands and culturally significant places.
- Facilitate the resolution of issues such as archaeology, environmental protection and the re-interment of Ancestors.
- Continue implementation of the acquisition plan for Nochemowenaing and raise funds to support.

## **Value for Ontarians**

- Meet high standards and best practices of governance, fiscal management and sustainability and accountability.
- Deliver a balanced budget.
- Secure grants (program and capital) to total \$3.0M in 2019-20.
- Implement Fundraising Plan - Raise funds in support of the Trust's objectives and continue to broaden the revenue base through fundraising and grants.
- Continue to build EWG business volume through operational innovations and new and expanded partnerships.
- Continue to build and promote high functioning teams (both Board and staff).
- Implement life-cycle replacement and upgrade of IT systems.
- Find new, unprecedented innovative opportunities and partnerships.

# Overview of Programs and Activities

## Current Programs

Over the past five years, the Trust has conducted an extensive internal review to ensure a strong alignment of all activities with our mandate and to ensure that delivery is focused, innovative, integrated and cost effective. The Trust works province-wide, in urban centres and rural areas, in collaboration with public and private sector partners.

### A. Conservation and Stewardship

The Trust protects Ontario's significant heritage places holistically. The Trust's conservation and stewardship activities are designed to support communities across Ontario, contribute to the sustainability of heritage sites to reflect the diversity of place and people, and to demonstrate excellence and best practices in conservation.

The Trust's Integrated Conservation Plan is designed to protect the complex layering of history and the ways it is represented in our communities, to recognize and support the intersection and interplay of all forms of heritage.

The Trust works with governments, Indigenous communities, conservation authorities, land trusts, heritage organizations and private landowners to ensure the stewardship of its lands and easements, providing vital community relationships and vibrant local participation. More than 90% of the Trust's properties are managed with partners. The Trust employs an integrated conservation approach to heritage, as shown below.



## **Conservation of Heritage Properties – 197 Owned Sites**

Under the Ontario's Heritage Act, the Trust is mandated to conserve properties of historical, architectural, archaeological, recreational, aesthetic, natural and scenic interest for the benefit of the people of Ontario.

The Trust's heritage leadership role includes:

- The strategic acquisition of provincially significant cultural and natural heritage properties that are owned directly by the Trust on behalf of the Crown
- The use of a variety of business models in managing its cultural heritage sites: tourism attractions, leases, licenses for use of space
- The Trust and its partners support active outdoor recreation, tourism and learning about heritage by stewarding over 160 km of public trails including the Bruce Trail, located on the agency's natural heritage lands
- The Trust protects 165 registered archaeological sites that are located on properties owned by the Trust or protected by Trust conservation easements. Often, these lands are environmentally sensitive and possess natural heritage value.

## **2018-19 Major Capital Projects**

In 2018-19, the Trust undertook 11 capital projects at 10 Trust owned sites, contributing significantly to the economy of the heritage conservation work including and supporting tourism and revenue generating sites across Ontario. The 2018-19 MTCS core capital grant was supplemented with \$100,000 from Parks Canada through the National Cost-Sharing Program for Heritage Places.

## **Conservation Easements – 275 Easement Properties in 110 municipalities**

The Trust holds conservation easements on 193 cultural heritage and 82 natural heritage properties in 110 municipalities across the province. An easement is a legal agreement between the heritage property owner and the Trust that is registered on the title of a property. It establishes mutually accepted conditions that will ensure the conservation of a heritage property in perpetuity without the Trust owning the property.

## **First Parliament Site – 265 Front Street, Toronto**

The site of Ontario's first purpose built parliament buildings is composed for four properties in public ownership. 265 Front Street East is owned by the Trust. The protection and interpretation of the First Parliament Site is an ongoing priority. The City of Toronto has started planning the future use of its portion of the Parliament lands (271 Front Street East, 25 Berkeley Street and 5 Parliament). The Trust has established principles and objectives for the conservation and interpretation of the site and is working with the City for the long-term revitalization and enhancement of the Parliament Block and to ensure that its objectives are met in the development of a city-led Master plan for the Parliament Block. In the meantime, this property is leased to a commercial tenant.

## **Strengthening Community Conservation**

The Trust is recognized for its expertise in conservation. It assists communities and community organizations by providing education and technical advice on the conservation of Ontario's heritage, building local awareness and capacity for heritage planning, promoting a cultural landscape approach to conservation, and facilitating conservation solutions in communities across the province. The Trust adds value to its partnerships with property owners and communities, finding innovative and cost effective conservation solutions.

The Ontario Heritage Act Register is an example of one of the Trust's conservation tools that strengthens community conservation. The OHA Register is a searchable public database of all properties designated under the Ontario Heritage Act. It is an important resource for planners, researchers, property owners and developers.

Other examples of the Trust's on-line conservation tools include the Places of Worship Inventory and Tools for Conservation.

## **Workshops, Training and Technical Advice**

The Trust provides technical advice, assistance and best-practice models of conservation, interpretation and adaptive reuse to strengthen community capacity for conservation.

- The Trust has strong partnerships with universities/educational programs across Ontario, including – the Ryerson Planning Program; Fleming College; Algonquin College; University of Toronto-Mississauga; Willowbank; York University; Queens Conservation Program; University of Toronto; and the University of Western Ontario. These educational opportunities support community groups, members of the public, heritage organizations, professional associations and post-secondary educational institutions.
- Trust staff annually support professional conferences with planning assistance and as speakers. These include – the National Trust for Canada; the Ontario Heritage Conference; Ontario Land Trust Alliance; Latornell Conservation Conference; the Willowbank School of Restoration Arts; the Ontario Archaeological Society; the Canadian Association of Heritage Professionals; the Ontario Association of Architects; and many others.

## **B. Public Education and Awareness**

The Trust provides a coordinated and cohesive program of interpretation shaped through strategic and ongoing creative planning. The Interpretive Plan integrates programs and products, focuses resources, branding and marketing, and assists in securing funding support from grants and sponsors. The Trust uses a range of tools to deliver its interpretive program. These include provincial plaques, exhibits at museum sites, publications like Heritage Matters, online exhibits and resources, Doors Open Ontario, Heritage Week programming, lectures and dialogues and presentations at workshops. The perspectives and contributions of a broad range of partners and communities are sought to ensure a balanced, inclusive and objective narrative on Ontario's heritage.

In recent years, the Trust has designed and delivered a number of initiatives that explore Ontario's diverse cultural heritage:

- International Year for People of African Descent (2011)
- 50th Anniversary of the Ontario Human Rights Code (2012)
- Ontario's Artistic and Theatrical Heritage (2013)
- Ontario's Sport Heritage (2015)
- 400 Years of French Presence in Ontario (2015-2016)
- Medical Science and Innovation (2016)
- Ontario 150 - MyOntario - A vision over time (2017)
- Women's Suffrage (2018)

## Heritage Value

Through its Fall 2018 issue of Heritage Matters, and its public lecture with renowned Indigenous artist Kent Monkman, hosted at the Elgin and Winter Garden Theatre Centre, the Trust engaged in a critical exploration of the concept of heritage value, highlighting projects that are inclusive and collaborative while taking on the challenges of telling the stories and presenting our province’s complex histories in a way that helped create opportunities for greater understanding on this topic. This examination of heritage value provided an additional conservation lens to the Trust’s interpretive theme “toward a fair and just society,” which explored 100 years of women’s suffrage in Ontario.

## Interpretive Plan

The Interpretive Plan provides a framework for an annual interpretive theme and relevant key commemorations to guide existing programming and special initiatives. The Interpretive Plan focuses the Trust’s work on the following interpretive themes and key commemorations for the period of 2019-2023.

| Year/Interpretive Theme | Key Commemorations   |
|-------------------------|--|
| 2019 - Communications   | <ul style="list-style-type: none"> <li>- 80<sup>th</sup> anniversary of the Television Exhibit at the Canadian National Exhibition</li> <li>- 200<sup>th</sup> anniversary of Barnum House (1819-1820)</li> </ul>  |
| 2020 - Environment      | <ul style="list-style-type: none"> <li>- 50<sup>th</sup> anniversary of the creation of Polar Bear Provincial Park (1970), the largest in Ontario</li> <li>- 120<sup>th</sup> anniversary of the Art Gallery of Ontario (1900 – Art Museum of Toronto)</li> </ul>                |
| 2021 - Design           | <ul style="list-style-type: none"> <li>100<sup>th</sup> anniversary of OCADU – moved to and opened at 100 McCaul Street (the first building in Canada to be used solely for art education)</li> </ul>  |
| 2022 - Agriculture      | <ul style="list-style-type: none"> <li>- 100<sup>th</sup> anniversary of the Royal Agricultural Winter Fair</li> <li>- Platinum Jubilee of Queen Elizabeth II</li> <li>- 230<sup>th</sup> anniversary of the first Royal tour</li> </ul>   |
| 2023 - Music            | <ul style="list-style-type: none"> <li>- 100<sup>th</sup> anniversary of the Toronto Symphony Orchestra (the then-new Symphony Orchestra gave its first concert at Massey Hall in April 1923)</li> <li>- 100<sup>th</sup> anniversary of The Williams Treaties (1923)</li> </ul> |

The Trust's themes and commemorations are explored through a variety of programs, including:

### **Attractions**

The Trust owns and stewards museums, historical sites, trail systems and natural areas in various communities across Ontario, most of which are operated in partnership with local groups.

The goals of Trust museum sites include: educational and community programming; conservation of the museum buildings; conservation of cultural and archaeological artifacts; visitor access; historical research; and interpretation and commemoration. Some of the Trust's most popular sites are part of conservation areas, provincial and regional parks as well as major trail networks that draw visitors for ecotourism, recreation and wildlife viewing.

### **Doors Open Ontario**

Doors Open Ontario is an annual, province wide cultural heritage tourism program. The Trust launched Doors Open Ontario in 2002 to create access, awareness and excitement about the province's heritage. Doors Open events are held on weekends between April and October, providing an opportunity for people to access heritage sites in communities across the province, to boost tourism, and promote the importance of heritage and encourage people to take an active role in heritage conservation.

The program fosters strategic alliances among a range of community partners and attracts visitors to unique cultural tourism experiences that boost local economies and encourage civic pride and volunteerism.

Doors Open Ontario 2018 featured around 1,000 participating sites in 150 communities, within 39 events. The program annually generates over \$13 M in revenues for local communities, and Doors Open Ontario 2018 attendance is estimated to be over 450,000. With the exclusion of agencies from government grant programs, the Trust will have to re-examine its funding model for this program.

### **Heritage Matters**

Heritage Matters is the Trust's flagship publication. Each issue of Heritage Matters tells Ontario's stories – with articles about conservation efforts and partnerships, as well as articles about our shared past. Issues are designed to provide diverse perspectives and are themed in alignment with the interpretive plan and conservation objectives. In 2019-20 the magazine will move to a digital publication only. It is supplemented by an e-newsletter Heritage Matters... More.

### **Heritage Week**

The Trust leads Heritage Week on behalf of the province. Heritage Week, the third week of February, is an annual opportunity to celebrate heritage in communities across Ontario.

## **Provincial Plaques**

The Trust has researched, developed and unveiled 1,284 provincial plaques since 1956. The program commemorates people, places and events of provincial significance and marks major moments of change, achievement, historical significance and popular culture. The Trust works with local community organizations, Indigenous communities, government and corporate partners in urban centres and rural areas to develop the plaques.

The Trust continues to update the interpretive approach to this major public commemoration activity, and to find new ways to engage Ontarians and bring awareness to the province's history.

## **Lieutenant Governor's Ontario Heritage Awards**

The Lieutenant Governor's Ontario Heritage Awards, administered by the Trust recognize exceptional contributions to heritage conservation, environmental sustainability and biodiversity, and cultural and natural heritage. These juried awards are presented annually at a ceremony at Queen's Park in Toronto and are given for Youth Achievement, Lifetime Achievement, Community Leadership and Excellence in Conservation. The program celebrates individuals from communities across Ontario.

## **Annual Lecture**

Starting in 2017, the Trust has hosted lectures that were tied to the Fall issues of Heritage Matters (2017 focused on intangible cultural heritage with cultural anthropologist and National Geographic Explorer-in-Residence Wade Davis speaking; 2018 focused on heritage value with the internationally renowned Indigenous artist Kent Monkman). For 2019-20, the Trust is looking to continue the lecture as an annual activity. By selecting high profile speakers from diverse professional background the Trust is able to attract new audiences. The Trust has partnered with CBC host Paul Kennedy to make this content available to an international audience through the show Ideas. This event is supported through ticket sales and sponsorships.

## **Digital Enterprise**

The Trust is creating a digital environment and using digital technologies to transform how the Trust connects with its audiences and create value. However, significant technology investments will be required to transform the Trust's business.

## **C. Business Centres**

Creative adaptive re-uses of Trust sites provide excellent opportunities to share historic assets with local communities who provide an on-site presence and revenues support maintenance and other Trust programs.

### **Lease Rental**

The Trust has 34 lease agreements and approx. 10% of the total revenue is derived from these leases. This money is used towards the Trust's key operations and initiatives. Partnership agreements share historic sites with local communities with partners providing stewardship of the venues. In 2019-20 the Trust will invest in the expansion of its available lease space.

### **Heritage Venues and Filming**

In recent years, distinctive Toronto heritage venues have been promoted as unique, first-class facilities for meetings, weddings, corporate and special events. In addition to sharing these historic sites through adaptive re-use, revenues generated support the Trust's conservation and stewardship work. Further, Trust sites, particularly those in or around the Toronto area (Ontario Heritage Centre, Enoch Turner Schoolhouse, Elgin and Winter Garden Theatre Centre and Scotsdale Farm) have successfully attracted filming activity. With around 6% of total revenue contribution, it is a support for core programs and capital projects.

### **Elgin and Winter Garden Theatre Centre (EWG)**

EWG is a premiere example of the Trust's mandate at work with approx. 20% of the total revenue coming from this Centre. The Centre's operations include:

- » Conserving, stewarding and interpreting this unique national historic landmark, which is the last double-decker theatre operating in the world;
- » Undertaking sensitive adaptations to ensure continued use as safe, viable and sustainable contemporary theatres, while protecting the heritage value;
- » Providing unique places of assembly to complement the cultural infrastructure and serve the public interest in the heart of Ontario's capital city;
- » Delivering programming across a variety of disciplines by leading entertainment practitioners; and,
- » Offering an official provincial government location and gathering place for the celebration of Ontario's artists, people, achievements and history.

The EWG hosts a broad range of theatrical performances, events, concerts, plays and festivals. The theatres, rehearsal studios and lobby spaces provide unique places of assembly, inspiring creativity and innovation. The theatre hosts shows, performances and festivals and continues to be a venue of choice for many theatre and event producers and audiences. The Trust also offers guided and group tours of the EWG, providing insight into its history and restoration.

The Centre's resident clients - Toronto International Film Festival (TIFF) and Ross Petty Productions - continue to attract strong audiences and critical support, and the Winter Garden Theatre is growing in popularity with presenters and audiences alike for its superb acoustics.

In recent years, the Trust has been creating partnerships with private sector producers to bring new productions to the EWG, resulting in exciting new opportunities at both theatres for performers and audiences alike. In 2019, Mirvish Productions brought 'Come From Away' to the Elgin stage.

### **Doris McCarthy Artist-in-Residence Program**

In September 2014, the Trust launched the Doris McCarthy Artist-in-Residence Centre at Fool's Paradise (Toronto), the former home and studio of Canadian artist Doris McCarthy. The centre is open to professional visual artists, musicians and writers for short-term residencies to live and work on their creative disciplines.

Applications are reviewed by an expert advisory panel. Going into its fifth year in 2019, the program has drawn nationally and internationally renowned artists and significant media coverage, including 60 applications for the upcoming season. The program is sponsored by the RBC Foundation.

## **D. Youth Engagement**

The Trust's Youth Strategy engages youth in heritage conservation in communities across the province through educational opportunities, mentoring forums and networking activities, and points of connection. The strategy is supported by Great-West Life, London Life and Canada Life.

### **Showcasing Youth Perspectives**

The Trust often features articles written by students and award recipients in its publications and online story collections, and includes them in its awards jury.

### **Young Heritage Leaders (YHL)**

The Trust's Young Heritage Leaders program celebrates youth achievement in preserving, protecting and promoting local heritage. Since 2000, the Trust has worked with communities and schools to celebrate young volunteers for their heritage activities.

### **Mentoring/Teaching/University Partnerships**

As part of its leadership role within the heritage sector, the Trust provides experiences and mentoring support for developing professionals in the many fields related to the Trust's mandate. Youth employment through summer experience terms, internships and co-op placements have been a target initiative. The Trust has also been an active supporter of the Ontario Internship and Internationally Trained Internship programs. The Trust averages 45 student employment opportunities annually. The Trust partners with many universities and colleges on educational programming, including lecturing, credit for project courses, work placements and special research initiatives.

## **E. Collaborating for Conservation - Initiatives Involving Third Parties**

The Trust maintains a wide range of relationships with tenants and operating partners, conservation authorities, municipalities, federal agencies, provincial ministries and agencies, Indigenous communities, land trusts, school boards, charitable foundations, universities and historical societies and other non-government organizations. While each body requires a slightly different approach, Trust staff work closely with the parties in their portfolios by:

- Ensuring that terms are clearly set out in contracts/leases/partnership agreements
- Maintaining strong and open channels of communication
- Holding regular meetings to review and address issues
- Undertaking regular site audits to ensure optimal stewardship and program implementation

The Trust's partnerships include:

1. 34 tenants (including not-for-profit, commercial and residential leases)
2. 178 or 93% of natural and cultural sites with operating partners (including conservation authorities, naturalist organizations, land trusts, foundations, Ontario Parks, the MNRF, municipalities, Indigenous communities, friends groups, ministries, educational institutions and other non-government organizations)
3. 275 conservation easement property owners, which include municipalities, public bodies, not-for-profit non-governmental organizations, private for-profit corporations and individuals
4. 228 municipalities have designated properties on the OHA Register
5. 25 to 30 Indigenous Nations and organizations

### **Program Partners**

The Trust has 40-45 Doors Open Ontario event partners each year. It also engages with an extensive array of partners across the province in the delivery of its programs and public activities, currently including: sponsors and corporate donors; Doors Open Ontario community organizations; plaque program partners; educational institutions; provincial and local heritage organizations; Doris McCarthy Artist-in-Residence partner organizations; Indigenous communities; and federal, provincial and municipal governments.



George Brown House.

## Environmental Scan – 2019-2020

### Internal:

- The Trust is on target to meet a balanced budget again in 2019-20 and annually in the out years.
- The Trust's flagship programs – Doors Open Ontario, the Lieutenant Governor's Ontario Heritage Awards, Young Heritage Leaders and Provincial Plaques – provide an opportunity to engage with Ontarians all over the province and provide the Trust with brand recognition opportunities in a wide variety of communities.
- The hiring freeze implemented by the Government in 2018 is negatively impacting the ability of the Trust to hire staff with specialized competencies to deliver its mandate and support fundraising and business enterprises
- The Trust has been successful in securing grants to support program delivery and capital.
- Changes to the rules for application to government grant programs will restrict opportunities for the Trust to raise much needed program funding.
- The Trust seeks to expand its fundraising capacity to move further into the area of corporate sponsorships.
- One of our core programs (Doors Open Ontario) requires core funding at a base level of \$185,000 per year.
- The Trust is working with investment professionals to increase the earning potential on its endowments and restricted funds, while maintaining acceptable risk tolerance thresholds.
- The Trust's operating grant from MTCS is expected to decrease and approved staff complement is expected to be frozen continuing the trend of the last decade
- Operating grant covers 66% of salaries and benefits, and in real terms has decreased over time
- The Trust's ability to compensate is not sustainable without external fundraising staffing

**External:**

- Increases in utility costs add to the costs to manage the portfolio of Trust-owned properties.
- Increased public focus on commemorations and inclusivity of historical interpretation
- Currently in the late stage in the business cycle, impacting the Trust's investment portfolio mix, total-return expectations and heightening expected levels of volatility
- There is significant competition for limited philanthropic dollars and corporate sponsorship prospects.
- Lack of grant support for heritage conservation, declining memberships and changing operational needs in partner organizations, and deferred building maintenance have resulted in a marked increase in requests to the Trust for technical support, funding support, annual funding for stewardship, free rental spaces, and pressure on its site partnerships.
- The Greater Toronto Area theatre sector is strong, with increased investment in new productions and increased attendance numbers.

# Performance Measures

The Trust's performance measures focus on the results of agency programs, services and general operations, and demonstrate value achieved under the key themes of the three-year strategic plan (2017-2020).

| 2019-20 OHT PERFORMANCE MEASURES  | 2018-19     | 2019-20     | 2020-21   |
|---|-------------|-------------|-----------|
|   | TARGET      | TARGET      | TARGET    |
| <b>Integrated Conservation</b>  |             |             |           |
| Properties (cultural and natural) Protected through Ownership or Easement                     | 470         | 474         | 476       |
| Celebrating Ontario through Site/Program Attendance   | 900,000     | 925,000     | 940,000   |
| Website Visits  | 325,000     | 330,000     | 340,000   |
| Online Conservation Resources - Website Visits to resources:                                  | 45,300      | 45,500      | 47,000    |
| • Conservation Tools  | 950         | 975         | 1,000     |
| • E-Register  | 3,900       | 4,000       | 4,100     |
| • Places of Worship Inventory   | 9,400       | 9,450       | 9,500     |
| • Provincial Plaques  | 28,000      | 28,250      | 28,500    |
| Social Media Fan Base   | 11,000      | 13,000      | 15,000    |
| Social Media Impressions  | 2.5M        | 2.7M        | 2.9M      |
| Amount Invested in Trust Capital (\$M)  | \$1.5M      | \$1.5M      | \$1.5M    |
| <b>Working with Indigenous Communities</b>  |             |             |           |
| Number of Indigenous Communities and Organizations with which we work                         | 17          | 19          | 21        |
| <b>Engaging all Ontarians</b>   |             |             |           |
| Youth Programming (school-group visits, archaeology camps) OHT<br>EWG                         | 5,200       | 5,300       | 5,350     |
|   | 9,000       | 1,000       | 1,000     |
| Youth Mentoring Hours (OIP, SEP, etc. + unpaid)   | 16,000      | 16,250      | 16,300    |
| Number of Individuals Recognized for their Contributions through LGOHA and YHL Award Programs | 245         | 245         | 245       |
| Volunteer Hours and Value   | 43,000      | 43,050      | 43,100    |
|   | \$1,016,950 | \$1,018,132 | 1,019,315 |
| <b>Value for Ontarians</b>  |             |             |           |
| Number of Performances at EWG   | 250         | 300         | 300       |
| Ticketed Attendance, Elgin and Winter Garden  | 210,000     | 250,000     | 250,000   |
| Occupancy (days): EWG Studios, Lobbies, Venues, and Filming (quarterly)                       | 1,200       | 1,220       | 1,250     |
| EWG Economic Impact (Gross Domestic Product)  | \$12.3M     | \$15M       | \$15.3M   |
| Self-generated Revenues**   | 65%         | 65%         | 65%       |
| Sponsorship/Foundation/Donor/Grant Support (\$M)  | \$2.5M      | \$2.6M      | 2.6M      |
| Doors Open Ontario Economic Impact  | \$13.2M     | \$13.3M     | 13.3M     |

\*\*Self-generated revenues include all grants secured through applications; sponsorships and donations from fundraising activities; and revenues from business centres and investments.



Fulford Place. Photo: Glyn Davies

## Capital Plan

### Planning and Decision-Making Framework

The Trust's Capital Infrastructure Plan outlines the short- and long-term preservation, rehabilitation, restoration and operational needs of the Trust's provincially significant real property and non-property assets. The Trust's portfolio comprises a diverse set of holdings that express a range of periods, site types, architectural styles, cultures, ecosystems and geographical regions across the Ontario landscape, which are safeguarded and managed by the Trust on behalf of the province. This diversity of resources is matched by a wide range of strategies and management tools employed to address the capital needs of each site and type of asset.

The Trust's capital priorities continue to be informed by site operating models that reduce operating costs and increase revenue, while meeting core conservation and stewardship objectives.

In making conservation decisions and prioritizing needs in its portfolio, the Trust is guided by internationally recognized conservation charters, principles and declarations (International Council on Monuments and Sites and UNESCO); by the Standards and Guidelines for the Conservation of Historic Places in Canada (2010). The Trust is a prescribed body under the Province of Ontario's Standards and Guidelines for Conservation of Provincial Heritage Properties (2010). The Trust's Conservation Framework was approved by MTCS in 2012 and unique Statements of Significance have been developed for each property. In many cases, capital projects also have an educational value providing opportunities for the Trust to showcase and demonstrate emerging conservation technologies and best practices for government and other owners of heritage property.

Capital planning is informed by the Asset Management Information System (AMIS) that has been adopted by MTCS in consultation with the Trust and other Ministry agencies. In addition to AMIS, planning is guided by site-specific conservation assessments, facility monitoring reports prepared by Trust staff, business needs, needs of operating partners and other facility assessments (for example, AODA, code compliance, hazardous materials, energy audits, etc.). The AMIS is an excellent tool for projecting the renewal timelines and replacement costs for modern construction components (for example, mechanical, ventilation, electrical, conveyance systems, fire suppression, roof membranes, etc.). However, the application does not accurately reflect maintenance costs associated with heritage features that are inherently maintainable (for example, wood windows, brick walls, terrazzo floors, etc.) and that the Trust is responsible for preserving.

As pressures and needs are identified and articulated at specific sites, funding proposals will be developed and projects created in AMIS to reflect the rationale, design and anticipated costs.

## Capital Planning

The **Capital Budget** is based on actual and projected spending of funds that are either in-hand or expected to be in-hand based on previous patterns of funding. The Capital Budget is a five-year projection of the spending of capital funds received from the MTCS and other sources.

## Five-Year Capital Summary

A summary of the Trust's five-year capital plan is included in the table below. Capital projects are undertaken from funds that are available in the Capital Budget. Projects are planned for 2019-20 with estimates for anticipated projects for 2020-23. In 2019-20, the Trust projects significant peak capital pressures based on a number of building systems in larger buildings reaching the end of their usable life and requiring renewal. This is tracked in AMIS and a similar life-cycle renewal pressure is anticipated for 2021-22 for additional properties and systems. The Trust will investigate and develop strategies to extend system life cycles at reduced costs to mitigate these anticipated unfunded pressures.

|                           | \$ Million(s) |         |         |         |         | TOTAL     |
|---------------------------|---------------|---------|---------|---------|---------|-----------|
|                           | 2018-19       | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2018-2023 |
| MTCS Capital Grant Budget | \$1.5         | \$2.1   | \$2.1   | \$2.1   | \$2.1   | \$9.9     |

## Applications for Cost-Share Funding

The Trust regularly applies for cost-share funding from special funding programs offered by other levels of government. An application approved by the Trust's Board of Directors and submitted to the Canada Cultural Spaces Fund (CCSF) for 2019-20:

- Elgin and Winter Garden Theatre (CCSF) - \$571,795 towards a project to replace the hydraulic rigging system in the Winter Garden Theatre

The Trust is awaiting an adjudication decision for the above capital funding application, which depends on matching funding from MTCS.

## **2019-20 MTCS Capital Allocation**

The Trust is requesting \$2.1M for capital projects in 2019-20, based on 12 business cases. Many of these projects build on investments in phase I in 2018-19. The projects are:

### **Ontario Heritage Centre (Toronto) \$600,000**

Rehabilitation of the HVAC system and installation of a new building automation system to coordinate the operation of HVAC, radiant heat and natural ventilation systems. This follows completion of the first stage of work in 2018-19 including engineering design of the new system.

### **Fulford Place (Brockville) \$250,000**

Undertake the repair and restoration of deteriorated exterior painted wood features of the south and west verandahs following an initial phase of exterior wood repair in 2018-19. The Trust has applied for an additional \$100,000 in cost-share funding from NCSPHP.

### **Ontario Heritage Centre (Toronto) \$100,000**

Undertake a project to repair the foundation walls of the OHC, and to install new drainage and waterproofing. This follows investigation and design of water mitigation solutions by an engineer in 2018-19.

### **Elgin and Winter Garden Theatre (Toronto) \$570,000**

Replacement of the failing hydraulic system in the Winter Garden Theatre with a new hydraulic rigging system that will meet the theatre's operational and programming needs. The Trust has applied for an additional \$570,000 in cost-share funding from CCSF.

### **Elgin and Winter Garden Theatre (Toronto) \$25,000**

Undertake an engineering study to determine options for the cladding and insulation of a major, external vertical air duct with cladding that is no longer functional.

### **Niagara Apothecary (Niagara-on-the-Lake) \$150,000**

Restoration of interior finishes and enhancement of site interpretive opportunities.

### **Rockwood Academy (Rockwood) \$30,000**

Complete an engineering study to determine best options of a new heating system for Rockwood and prepare drawings and specifications for tender.

**Exterior Painting and Base Building Repair (Multiple Built Heritage Sites) \$100,000**

Undertake re-painting, building envelope repairs and other pro-active maintenance activity at multiple built heritage sites to reduce the requirement for repeated major restoration projects.

**AODA Accessibility Upgrades (Dresden, Brockville, Toronto) \$125,000**

Undertake improvements to accessibility and accessible facilities at sites that are frequented by the public or clients, including Uncle Tom's Cabin Historic Site, Fulford Place, Enoch Turner Schoolhouse, Ontario Heritage Centre and George Brown House.

**Multiple Natural Heritage Sites \$25,000**

Upgrades to trail infrastructure, signage and fencing at multiple natural heritage sites.

**Cultural / Archaeological Collections Management at Multiple Sites \$25,000**

Investment in infrastructure to support the regulatory, conservation and storage requirements of the Trust's archaeological and cultural collections.

**Information Technology at Multiple Sites \$100,000**

Renewal of key information technology infrastructure.

**2020-21 MTCS Capital Allocation**

The Trust is requesting \$2.1M for capital projects in 2020-21, based on 13 business cases. The projects are:

**Ontario Heritage Centre (Toronto) \$700,000**

Rehabilitation of the HVAC system and installation of a new building automation system to coordinate the operation of HVAC, radiant heat and natural ventilation systems. This follows completion of earlier phases of work in 2018-19 and 2019-20.

**Fulford Place (Brockville) \$200,000**

Continue exterior wood repair of verandahs, windows and exterior trim and repair of exterior terrazzo and paved/gravelled surfaces that present slip and fall hazard (potentially undertaken with Parks Canada Cost Share funding).

**Elgin and Winter Garden Theatre (Toronto) \$375,000**

Undertake capital improvements to repair the building envelope and interior finishes, HVAC upgrades, initiatives and upgrades that improve the customer experience, security and life safety upgrades, accessibility upgrades and capital investment that supports business development.

**Ashbridge Estate (Toronto) \$75,000**

Install limited access exterior public washrooms (designed in 2017-18) to support increased public and special event use of the grounds.

**Rockwood Academy (Rockwood) \$250,000**

Install a central heating system in the main residential block with rough-in of services to extend heating to ancillary wings, based on engineered heating system design and installation of natural gas service both completed in 2019-20. The work will require cutting and patching and partial insulation of select spaces. Current heating is limited to wood burning stoves that require constant attention and constitute increased fire risk.

**Scotsdale Farm (Halton Hills) \$125,000**

Undertake the repair of the Bennet Farmhouse to prepare it for revenue generating tenancy or use.

**George Brown House (Toronto) \$75,000**

Remediation of interior water damage in the basement of George Brown House following exterior repairs and water regrading completed in 2019-20.

**Exterior Painting and Base Building Repair at Multiple Built Heritage Sites \$125,000**

Undertake re-painting, building envelope repairs and other pro-active maintenance activity at multiple built heritage sites to reduce the requirement for repeated major restoration projects.

**Planning AODA Accessibility Upgrades at Multiple Built Heritage Sites \$25,000**

Retain specialist consultants to assess site conditions and design heritage appropriate accessibility improvements for key publically accessible buildings, in support of government wide accessibility goals for 2025.

**Conservation Reports at Three (3) Built Heritage Sites \$25,000**

Retain external architects and engineers to update conservation reports at three built heritage sites (Rockwood Academy, Barnum House, Uncle Tom's Cabin Historic Site) to identify emerging priorities requiring pro-active conservation interventions and to complement data regarding building systems contained in AMIS. Conservation reports would support future requests for capital funding.

**Multiple Natural Heritage Sites \$50,000**

Upgrades to trail infrastructure, signage and fencing at multiple natural heritage sites.

**Cultural / Archaeological Collections Management at Multiple Sites \$25,000**

Investment in infrastructure to support the regulatory, conservation and storage requirements of the Trust's archaeological and cultural collections.

**Information Technology at Multiple Sites \$50,000**

Renewal of key information technology infrastructure.

**2021-22 MTCS Capital Allocation**

The Trust is requesting \$2.1M for capital projects in 2021-22, based on 9 business cases. The projects are:

**Elgin and Winter Garden Theatre (Toronto) \$500,000**

Undertake capital improvements to repair the building envelope and interior finishes, HVAC upgrades, initiatives and upgrades that improve the customer experience, security and life safety upgrades, accessibility upgrades and capital investment that supports business development.

**Asbridge Estate (Toronto) \$275,000**

Undertake rehabilitation of the Carriage Shed (exterior restored in 2010-11) for revenue generating use, undertake restoration of the Green House for use by community partners and implement groundwater management measures and landscape improvements to address seasonal flooding and restrictions on site operation and programming.

**Scotsdale Farm (Halton Hills) \$325,000**

Undertake repairs to agricultural outbuildings and barns to forestall ongoing deterioration.

**Exterior Painting and Base Building Repair at Multiple Built Heritage Sites \$150,000**

Undertake re-painting, building envelope repairs and other pro-active maintenance activity at multiple built heritage sites to reduce the requirement for repeated major restoration projects.

**Implement AODA Accessibility Upgrades (Dresden, Brockville, Toronto) \$500,000**

Based on recommendations contained in AODA Accessibility Upgrade Report prepared in 2020-21, implement accessibility improvements at key publically accessible buildings including George Brown House, Enoch Turner Schoolhouse, OHC, Fulford Place and UTCHS in support of government wide accessibility goals for 2025.

**Conservation Reports at Four (4) Built Heritage Sites \$25,000**

Retain external architects and engineers to update conservation reports at four built heritage sites (Scotsdale Farm, Wolford Chapel, Homewood, Inge-va) to identify emerging priorities requiring pro-active conservation interventions, to complement data regarding building systems contained in AMIS. Conservation reports would support future requests for capital funding.

**Multiple Natural Heritage Sites \$150,000**

Upgrades to trail infrastructure, signage and fencing at multiple natural heritage sites.

**Cultural / Archaeological Collections Management at Multiple Sites \$25,000**

Investment in infrastructure to support the regulatory, conservation and storage requirements of the Trust's archaeological and cultural collections.

**Information Technology at Multiple Sites \$150,000**

Renewal of key information technology infrastructure.

**Summary – 3-Year Capital Outlook**

| Project Name   | 2019-20 (\$M) | 2020-21 (\$M) | 2021-22 (\$M) |
|--|---------------|---------------|---------------|
| Ontario Heritage Centre HVAC/BAS                                   | 0.600         | 0.700         |               |
| Fulford Place Exterior Restoration                                 | 0.250         | 0.200         |               |
| Ontario Heritage Centre Basement Waterproofing                     | 0.100         |               |               |
| Elgin and Winter Garden Theatre Hydraulic System Replacement       | 0.570         |               |               |
| Elgin and Winter Garden Theatre General Capital Repairs            | 0.025         | 0.375         | 0.500         |
| Niagara Apothecary Finishes Renewal and Interpretation             | 0.150         |               |               |
| Ashbridge Estate Capital Repairs                                   |               | 0.075         | 0.275         |
| Rockwood Academy Heating System                                    | 0.030         | 0.250         |               |
| Scotsdale Farm Capital Repairs                                     |               | 0.125         | 0.325         |
| George Brown House Water Damage Repair                             |               | 0.075         |               |
| Exterior Painting and Base Building Repair (Multiple Sites)        | 0.100         | 0.125         | 0.150         |
| AODA Accessibility Upgrades (Multiple Sites)                       | 0.125         | 0.025         | 0.500         |
| Conservation Reports   |               | 0.025         | 0.025         |
| Natural Heritage Capital Upgrades at Multiple Sites                | 0.025         | 0.050         | 0.150         |
| Cultural/Archaeological Collections Capital Costs (Multiple Sites) | 0.025         | 0.025         | 0.025         |
| <b>TOTAL</b>   | <b>2.100</b>  | <b>2.100</b>  | <b>2.100</b>  |

## Capital Management Activities and Non-property Assets

The Capital Budget also include line items for the capital component of three ongoing asset-management activities:

- Conservation Assessments
- Non-property Assets
- Information Technology

Conducting **Conservation Assessments** is an ongoing activity that complements AMIS. Conservation assessments prepared by specialist heritage consultants are used to identify and plan the implementation of specific short-, medium- and long-term conservation needs of the Trust's heritage properties. This information supplements the overall life-cycle/depreciation approach characterized by the AMIS. Conservation assessments have been prepared on a priority basis for 15 Trust cultural heritage properties. Assessments are needed for 12 additional cultural sites and an estimated 13 natural sites. The preparation of conservation assessments is not a one-time activity but must be repeated and/or updated on a five-year cycle to ensure that conditions are accurately monitored. The earliest of the site assessment reports are 10-years old and should be reassessed and updated to inform the overall capital plan.

The **non-property asset** category includes conservation and stewardship activities that have a clear capital component, including provincial plaques, and cultural and archaeological collections.

**Provincial plaques – corner stone of communities** are highly visible and strongly branded provincial assets. Since the program began in 1956, 1,284 provincial plaques have been unveiled. Over time, these plaques are exposed to considerable wear and tear from the elements, become damaged or vandalized, go missing and sometimes have to be taken down or relocated. The capital needs for the Provincial Plaque Program include funds for replacing existing plaques and erecting and maintaining approach markers that guide visitors to the plaque locations. The average cost to cast, ship and install a previously unveiled provincial plaque is \$5,000, if no review or translation of the text is needed. There is also a pressure to support the cost of developing, translating and fabricating plaques that need to be replaced to reflect new research, perspectives and cultural sensitivities.

The Trust holds **archaeological and cultural collections** related to its owned properties in accordance with archaeology and museum standards. Close to 1,000,000 archaeological artifacts have been recovered from Trust properties and remain in the Trust's possession. In addition, the Trust is responsible for the protection and care of approximately 25,000 cultural artifacts directly associated with Trust-owned properties and central to the interpretation and integrity of these sites.

The Trust has a responsibility to “safe-keep” archaeological and cultural artifacts and field records, which entails ensuring that the collections are stored properly and conserved; that curatorial care is maintained in perpetuity; and that the information from these collections is made accessible to the public. Archaeological artifacts and cultural collections have specific requirements for registration and storage, defined in provincial and industry conservation standards.

Due to the rapid pace of change in the **Information Technology (IT)** sector, it is necessary to keep up with emerging technology, government standards and new applications on an annual basis. Unfunded IT capital needs at the Trust include a multimedia management system, firewall and security enhancements, and database migration and consolidation.

| ONTARIO HERITAGE TRUST<br>2019-20 proposed budget and 2 year financial outlook  | 2017-18           | 2018-19           | 2019-20           | 2020-21           | 2021-22           |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | ACTUALS           | BUDGET            | BUDGET            | OUTLOOK           | OUTLOOK           |
| <b>REVENUE</b>  |                   |                   |                   |                   |                   |
| MTCS OPERATING GRANT  | 3,074,700         | 4,074,700         | 3,809,300         | 4,074,700         | 4,074,700         |
| OTHER MTCS GRANTS   |                   |                   |                   |                   |                   |
| - Capital Investment  | 1,166,197         | 1,500,000         | 2,071,795         | 2,100,000         | 2,100,000         |
| - Premiers' Gravesite Program (annual maintenance) per MOU  | 20,000            | 20,000            | 20,000            | 20,000            | 20,000            |
| - SEP summer student funding  | 23,832            | 25,000            | 25,000            | 25,000            | 25,000            |
| PROVINCIAL GRANTS   | 477,700           | 225,000           | 25,000            | 25,000            | 25,000            |
| FEDERAL GRANTS  | 1,708,115         | 225,000           | 631,634           | 125,000           | 125,000           |
| NON-GOVERNMENT GRANTS/ SUBSIDIES  |                   | 300,000           | 0                 | 215,800           | 17,100            |
| One time Transfer - As per MTCS DIRECTION 2017  | 991,391           |                   |                   |                   |                   |
| FUNDRAISING   |                   |                   |                   |                   |                   |
| - Donations & Sponsorships (individual donors, corporate sponsors, community partner contributions & non-government grants)                   | 269,216           | 525,000           | 460,966           | 454,014           | 426,590           |
| DOORS OPEN ONTARIO (sponsorship and community registration)   |                   |                   | 185,000           | 200,000           | 200,000           |
| BUSINESS REVENUE  |                   |                   |                   |                   |                   |
| - Leases  | 1,474,376         | 1,271,400         | 1,594,000         | 1,653,329         | 1,685,972         |
| - Heritage Venues & Filming   | 568,456           | 580,000           | 591,600           | 603,500           | 615,600           |
| - EWG Theatre Operations  | 2,641,664         | 2,438,030         | 4,788,739         | 4,687,454         | 4,677,123         |
| INVESTMENT INCOME   | 610,203           | 643,373           | 675,000           | 530,000           | 510,000           |
| MUSEUM ADMISSION & GIFT SHOP  | 93,919            | 84,150            | 94,853            | 77,137            | 79,231            |
| OTHER INCOME  | 75,942            | 88,540            | 25,840            | 26,400            | 27,000            |
| <b>TOTAL REVENUE</b>  | <b>13,195,711</b> | <b>12,000,193</b> | <b>14,998,727</b> | <b>14,817,335</b> | <b>14,608,318</b> |
| <b>Apply/(carry forward) multi-year special project. Restricted Funds received and reported as revenue and expended for intended purposes</b> | <b>2,026,641</b>  | <b>1,626,870</b>  | <b>550,410</b>    | <b>568,649</b>    | <b>667,696</b>    |
| <b>EXPENDITURES</b>   |                   |                   |                   |                   |                   |
| - Salaries & Benefits 59 FTEs   | 6,045,537         | 6,024,353         | 6,229,557         | 6,529,210         | 6,630,488         |
| - TEI/VEP   |                   |                   | 200,000           |                   |                   |
| Less: - Recovery/ off-set from project funding  | (300,000)         | (400,000)         | (450,000)         | (450,000)         | (450,000)         |
| NET SALARIES & BENEFIT EXPENSES   | 5,745,537         | 5,624,353         | 5,979,557         | 6,079,210         | 6,180,488         |
| - Business Centre Operations (EWG & Heritage Venues)  | 876,734           | 870,000           | 2,084,520         | 2,029,311         | 2,059,743         |
| - Property Portfolio Management (all properties incl. EWG)  | 1,755,819         | 2,337,370         | 2,901,716         | 2,852,601         | 2,716,429         |
| - Program Delivery  | 1,756,705         | 2,121,164         | 1,548,342         | 1,554,863         | 1,569,355         |
| - Doors Open Ontario Expenses   |                   |                   | 185,000           | 300,000           | 300,000           |
| - Corporate Strategic Programming   | 14,177            | 14,177            | 150,000           | 150,000           | 150,000           |
| - OCAF grant repayment per funding agreement  |                   | 60,000            |                   | 120,000           |                   |
| OPERATING & PROGRAM DELIVERY EXPENSES   | 4,403,435         | 5,402,710         | 6,869,579         | 7,006,775         | 6,795,527         |
| CAPITAL RESTORATION & RENEWAL EXPENSES  | 5,026,103         | 2,500,000         | 2,500,000         | 2,100,000         | 2,100,000         |
| RESTRICTED FUND EXPENSES  | 47,277            | 100,000           | 191,000           | 200,000           | 200,000           |
| <b>TOTAL EXPENDITURES</b>   | <b>15,222,352</b> | <b>13,627,063</b> | <b>15,540,137</b> | <b>15,385,986</b> | <b>15,276,015</b> |
| <b>Operating surplus/(Deficit): 1+2-3</b>   | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| <b>Draw from Board approved Restricted Funds</b>  | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| <b>Net Surplus/(Deficit) from operations</b>  | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| <b>Net assets (deficit), beginning of year as per the General Ledger</b>  | <b>26,657,101</b> | <b>24,851,306</b> | <b>23,224,436</b> | <b>22,674,026</b> | <b>21,105,377</b> |
| <b>Net assets (deficit), end of year - forecast</b>   | <b>24,630,460</b> | <b>23,224,436</b> | <b>22,674,026</b> | <b>22,105,377</b> | <b>21,437,681</b> |

## **Governance and Management**

Established in 1967, the Ontario Heritage Trust is the province's heritage agency, with a statutory responsibility for identifying, preserving, protecting and promoting cultural and natural heritage across the province.

The Trust is unique among the agencies of MTCS: it is considered both an "attractions agency" and a "service agency" as it provides cultural heritage attractions as well as a wide range of conservation services and heritage programming to government and to communities across the province.

The Trust has a unique business niche, as it:

- is the only legislated provincial heritage organization responsible for the identification, protection, renewal and promotion of all types of Ontario's heritage – cultural and natural, tangible and intangible
- holds properties & collections in trust on behalf of the Crown for the people of Ontario;
- raises more than 66% of self-generated revenues through donations, grants and sponsorships (as per 2018-19 performance results);
- is an organization with special expertise in conserving, operating and maintaining heritage sites; and
- has conservation expertise that can be leveraged by ministries and local communities.

## **Governance**

The Ontario Heritage Trust is a corporation without share capital under the name Ontario Heritage Trust in English and Fiducie du patrimoine ontarien in French. A Board of Directors appointed by the Lieutenant Governor-in-Council governs the Trust. A minimum of 12 directors is required; there are currently 14 directors, including the Chair. The Board meets a minimum of four times a year.

Members of the Board of Directors come from across the province and represent a diverse range of sector and community perspectives that bring skills and expertise related to the Trust's mandate. They represent the Trust at various activities, including Young Heritage Leaders presentations, provincial plaque unveilings and commemorative events.

The Trust is a Provincial agency under the Agencies & Appointments Directive (AAD), 2018. The AAD, the Memorandum of Understanding (MOU) with the MTCS, approved Trust-developed policies, Management Board Secretariat guidelines, and government directives govern how the Board of Directors and the agency operate. The Trust is a commission public body under the Public Service of Ontario Act. It is a prescribed public body under the standards and guidelines for the conservation of Provincial Heritage Properties. An audit is conducted annually by the Office of the Auditor General of Ontario. Minutes of the Board of Directors meetings and Trust results are filed quarterly with the Minister of Tourism, Culture and Sport. An annual report is tabled in the Legislature.

Members of the Board of Directors are (as of March 2019):

**Harvey Andrew McCue, Chair (Ottawa)**  
**Melanie Hare, Vice-Chair (Toronto)**  
**Lisa Brown (Toronto and Gravenhurst)**  
**Michelle A. Hamilton (London)**  
**John F. Coombs (Toronto and Cloyne)**  
**Eileen P.K. Costello (Toronto)**  
**Lynne D. DiStefano (Toronto)**  
**Antoinette Fracassi (Ottawa)**  
**George Thomas Kapelos (Toronto)**  
**Susanne (Su) Murdoch (Barrie)**  
**Jean Yves Pelletier (Ottawa)**  
**Isaac Quan (Toronto)**  
**Wendy Shearer (Guelph)**  
**Nathan Tidridge (Waterdown)**

The Board of Directors operates with an Executive Committee; three standing committees: Heritage Programs, Finance and Investment; and Fundraising. The Board has formed two additional committees to assist in its work: EWG Advisory Committee; and Audit Committee.

**Board of Directors (Committee Structure - as of March 2019)**

|   |  |
|---|--|
| <b>Executive Committee</b>              | Harvey McCue, John F. Coombs, Lynne DiStefano, Melanie Hare, Wendy Shearer, Nathan Tidridge                                    |
| <b>Heritage Programs Committee</b>      | Eileen Costello, Michelle A. Hamilton, Melanie Hare, Susanne (Su) Murdoch, Jean Yves Pelletier, Wendy Shearer, Nathan Tidridge |
| <b>Finance and Investment Committee</b> | Harvey McCue, John F. Coombs, Lynne DiStefano, Antoinette Fracassi   |
| <b>Fundraising Committee</b>            | Lynne DiStefano, Lisa Brown, Isaac Quan  |
| <b>Audit Committee</b>                  | Harvey McCue, Lynne DiStefano, John F. Coombs, Antoinette Fracassi   |
| <b>EWG Advisory Committee</b>           | Harvey McCue, George Kapelos   |

Trust staff report to the Chief Executive Officer (CEO). The CEO is responsible to the Board of Directors for implementing the vision and strategic priorities of the organization, and to the Deputy Minister of the MTCS for ensuring that the agency operates according to the requirements of the Management Board of Cabinet, the AAD and the Ontario Heritage Trust-MTCS MOU.

## Appendix – Glossary of Terms

|                     |  |                    |  |
|---------------------|--|--------------------|--|
| <b>AAD</b>          | Agencies and Appointments Directive                  | <b>OFA</b>         | Office of Francophone Affairs                            |
| <b>AMIS</b>         | Asset Management Information System                  | <b>'Ministry'</b>  | Means the Ontario Ministry of Tourism, Culture and Sport |
| <b>AODA</b>         | Accessibility for Ontarians with Disabilities Act    | <b>MOU</b>         | Memorandum of Understanding                              |
| <b>CEO</b>          | Chief Executive Officer                              | <b>MTCS</b>        | Ministry of Tourism, Culture and Sport                   |
| <b>CIP</b>          | Community Infrastructure Program                     | <b>NCSPHP</b>      | National Cost-Share Program for Heritage Places          |
| <b>DMAIR</b>        | Doris McCarthy Artist-In-Residence                   | <b>OHA</b>         | Ontario Heritage Act                                     |
| <b>DOO</b>          | Doors Open Ontario                                   | <b>OPS</b>         | Ontario Public Service                                   |
| <b>ESD</b>          | Electronic Service Delivery                          | <b>OPSEU</b>       | Ontario Public Service Employees Union                   |
| <b>ETS</b>          | Enoch Turner Schoolhouse                             | <b>TIFF</b>        | Toronto International Film Festival                      |
| <b>EWG</b>          | Elgin and Winter Garden Theatre Centre               | <b>'the Trust'</b> | means Ontario Heritage Trust                             |
| <b>FTE</b>          | Full-Time Equivalent                                 | <b>UTCHS</b>       | Uncle Tom's Cabin Historic Site                          |
| <b>GBH</b>          | George Brown House                                   | <b>YHL</b>         | Young Heritage Leaders                                   |
| <b>'Government'</b> | means Ontario provincial government                  |                    |  |
| <b>IATSE</b>        | International Alliance of Theatrical Stage Employees |                    |  |
| <b>IO</b>           | Infrastructure Ontario                               |                    |  |
| <b>IT</b>           | Information Technology                               |                    |  |
| <b>LGOHA</b>        | Lieutenant Governor's Ontario Heritage Awards        |                    |  |
| <b>MBS</b>          | Management Board Secretariat                         |                    |  |