



An agency of the Government of Ontario

# Corporate Business Plan

---

# 2016-17

## Table of Contents

1 Executive Summary .....	page 1
2 Mandate .....	page 2
3 Strategic Directions .....	page 3
4 Overview of Current/Future Programs and Activities .....	page 5
5 Resources Needed to Meet Goals and Objectives .....	page 17
6 Environmental Scan .....	page 18
7 Performance Measures .....	page 21
8 Financial Budget .....	page 22
9 Information Technology (IT)/Electronic Service Delivery (ESD) Plan.....	page 24
10 Initiatives Involving Third Parties .....	page 24
11 Implementation Plan/Key Deliverables .....	page 30
12 Communication Plan .....	page 33
13 Capital Plan.....	page 35
14 Organizational Chart – Governance and Management.....	page 42
15 Appendix – Glossary of Terms .....	page 45

# 1 Executive Summary

An agency of the Ministry of Tourism, Culture and Sport (MTCS), the statutory role of the Ontario Heritage Trust ('the Trust' or OHT) is to identify, protect, promote and conserve Ontario's heritage. The Trust serves as the heritage trustee and steward for the people of Ontario. In this capacity, it is responsible to conserve provincially significant cultural and natural heritage, to interpret Ontario's history, educate Ontarians of its importance in our society, and celebrate the province's diversity. The Trust strives to position the heritage of the province of Ontario as integral to the lives of all Ontarians.

The Trust's many and varied programs reach all corners of the province. Through core Trust programs (owned properties, easement properties, Doors Open Ontario [DOO], Provincial Plaques, and recognition programs) the Trust works in 85% of Ontario municipalities (379/444) and 99.22% of Ontarians have access to Trust programs and services.

Key impacts include:

- 457 cultural and natural heritage properties protected through ownership or easement
- Over 800,000 participants in sites and programs annually
- \$5M spent annually in DOO communities, with 44 communities hosting events in 2015
- 1,258 provincial plaques in 262 municipalities
- 925,189 archaeological artifacts and 25,000 cultural artifacts managed and interpreted
- Habitat protected for 61 of 202 species at risk, meaning that the Trust protects approximately 30% of Ontario's species at risk
- 29,888 designated properties from 222 different municipalities tracked on the Ontario Heritage Act Register
- More than 6,500 individuals from 288 municipalities are recognized for their contributions through award programs

Engaging Ontarians is a strategic priority of the Trust and shapes the framework for the ongoing planning of programs, operations and initiatives to reach diverse audiences, build community conservation capacity, and shape conservation solutions for significant heritage assets.

The Ontario Heritage Trust identifies, protects, renews, and promotes Ontario's rich and diverse heritage - cultural and natural, tangible and intangible. It provides services as:

- The heritage trustee and steward of the people of Ontario
- A centre of excellence for the delivery of services to government and communities
- A strong advocate and advisor for heritage
- A centre for heritage information and education

The Trust's Transformation Plan (2005-2020) continues as the agency's strategic framework. The financial stability of the Trust remains a priority, with focus on ensuring a strong, lasting financial foundation for the agency. The work of engaging Ontarians evolves, with significant results each year in communities across the province, connecting a broader range of partners, stakeholders, and general public participants with the Trust's mandate. And, year over year, the Trust demonstrates leadership and excellence, creativity, and innovation in its many and varied conservation activities.

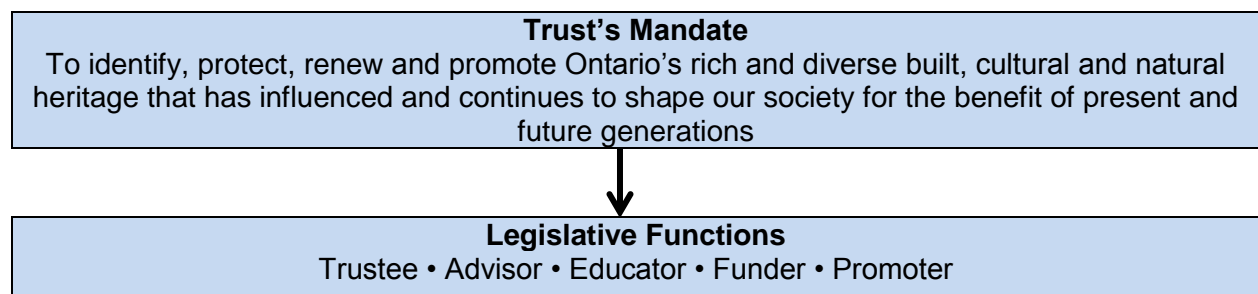
## 2 Mandate

*(From 2014-15 MTCS Results-Based Plan)*

The MTCS's mandate is to help build a strong innovative economy in Ontario through strategic support and investments in three key sectors of the economy – tourism, culture and sport and recreation.

The MTCS is committed to protecting and promoting what Ontarians value: a strong economy that creates good jobs and provides the services that Ontarians need as well as a province that is an internationally-recognized tourism destination with strong and stable cultural, sport and recreational sectors. As per Premier Wynne's Mandate Letter to Minister Coteau (September 25, 2014), the Ministry should be "continuing to support culture, heritage, and tourism agencies and attractions to maximize their economic and social contributions to the province." Additionally, the Ministry should be "continuing to build partnerships and engage communities across the province, including Aboriginal communities. [MTCS] will continue to support the conservation of built heritage and archaeological resources, strong public libraries, a vibrant arts sector, sport, para-sport and recreation, Aboriginal community recreation, and economic opportunities including Aboriginal tourism."

Supporting Ministry goals, the mandate of the Ontario Heritage Trust is:



The Trust's mandate as the government's heritage agency is set out in the Ontario Heritage Act. The objects of the Trust (*OHA*, Section 7) are:

- to advise and make recommendations to the Minister on any matter relating to the conservation, protection and preservation of the heritage of Ontario;
- to receive, acquire and hold property in trust for the people of Ontario;
- to support, encourage and facilitate the conservation, protection and preservation of the heritage of Ontario;
- to preserve, maintain, reconstruct, restore and manage property of historical, architectural, archaeological, recreational, aesthetic, natural and scenic interest;
- to conduct research, educational and communications programs necessary for heritage conservation, protection and preservation.

In June 2015, the Treasury Board and MTCS undertook a Mandate Review of the OHT as part of the government's review of all of its agencies. Recommendations and decisions arising from the Review are not known at this time.

### 3 Strategic Directions

The Ontario Heritage Trust has a broad, province-wide mandate for conservation. Flowing from the legislated mandate, the Trust established a 15-year plan (2005-2020) for the transformation of the agency. The plan focusses on three pillars: financial stability, public engagement, and leadership. The Trust continues to evolve its leadership in conservation, actively engaging the public while ensuring the long-term sustainability of the agency.

The Board reviewed the Transformation Plan in September 2014 and approved the following goals and priorities moving forward:

#### **Vision**

The Trust is the province's heritage agency and serves as:

- The heritage trustee and steward for the people of Ontario;
- A centre of excellence for the delivery of services to communities and government;
- A strong advocate and advisor for heritage;
- A centre for heritage information and education; and
- The promoter of Ontario's built, cultural and natural heritage.

#### **Engage Ontario Goal**

To position the heritage of the province as integral to the lives of all Ontarians.

#### **Transformation Plan Goals**

- Heritage contributing to economic prosperity and a higher quality of life in communities across Ontario;
- Providing superior heritage experiences, attractions and services through integrated management and promotion; and
- Building the capacity for the continued growth and vitality of heritage in Ontario.

#### **Priorities 2015-2017**

- Engage youth and diverse audiences
- Collaborate and build community conservation capacity
- Provide conservation solutions for provincially significant heritage assets
- Proactively build brand recognition, positioning the Trust as a heritage conservation leader
- Innovate and creatively utilize new technologies
- Build stable, diverse human and financial capacity for the agency

## **Supporting Government Priorities and Results**

The Trust's strategies are consistent with the provincial government's priorities of supporting strong, vibrant communities; growing tourism; building a strong and prosperous cultural sector; and, conserving Ontario's cultural and heritage resources. In addition to its work with the MTCS, the Trust works in partnership with a number of government ministries and agencies, including the Ministry of Natural Resources and Forestry (MNRF), Aboriginal Affairs (MAA), Economic Development, Energy and Infrastructure (MEDEI), Infrastructure Ontario (IO), the Ministry Of Community Safety & Correctional Services (MCSCS), Ontario Power Generation (OPG), and the Office of Francophone Affairs (OFA). Its work with Aboriginal communities serves as a model, both in the protection of sacred lands and in approaches to cooperative programming and capacity building.

## **Trust Contribution to the Government's Priorities and Results: 2015-2016**

As an agency of the Ministry of Tourism, Culture and Sport, the Trust provides extensive services in support of the Government's priorities, including:

- Engaging over 800,000 residents and tourists province-wide in public programming
- Conserving and stewarding 188 provincially significant properties in 55 municipalities
- Conserving 11 National Historic Sites; 85 registered archaeological sites
- Protecting sacred and culturally significant lands in partnership with Aboriginal communities, including the Chippewas of Nawash First Nation, the Huron-Wendat Nation, and the Moose Cree First Nation
- Protecting 19 provincially significant wetlands, 27 environmentally sensitive areas, and 43 areas of natural and scientific interest
- Protecting 270 properties through conservation easements in 112 municipalities
- Protecting habitat for 61 of 202 species at risk meaning that the Trust contributes to the protection of approximately 30% of Ontario's species at risk
- Protecting intangible cultural heritage, including technical skills and knowledge, oral traditions, language, performing arts, rituals and ceremonies and festive events
- Telling Ontario's stories through province-wide initiatives such as Doors Open Ontario, provincial plaques, and on-line exhibits
- Providing technical advice, assistance, and best practice models of conservation, interpretation, and adaptive re-use to strengthen community capacity for conservation
- Recognizing excellence in conservation through the Lieutenant Governor's Ontario Heritage Awards (LGOHA) and Young Heritage Leaders (YHL)
- Advising on heritage policy and issues: Ontario Culture Strategy; provincial designation under the *Ontario Heritage Act*; *Standards and Guidelines for Conservation of Provincial Heritage Properties*; transfer from provincial control of provincial heritage property of provincial significance (under the Standards & Guidelines [S&Gs]); *Provincial Policy Statement* (PPS 2014)
- Managing province-wide information databases: Ontario Heritage Act Register; Places of Worship Inventory
- Designing and delivering government initiatives: Premiers' Gravesites Program and Heritage Week (since 2007); Religious Heritage Properties Working Group (2009-2010); Ontario Bicentenary of the abolition of the British slave trade (2009); International Year for People of African Descent (2011); 50<sup>th</sup> Anniversary of the Ontario Human Rights Code (2012); Ontario's Sports Heritage (2015) and 400 Years of French Presence in Ontario (2015)
- Leveraging the province's investment by raising over half of the funding required through donations, sponsorships, and grants

## 4 Overview of Current/Future Programs and Activities

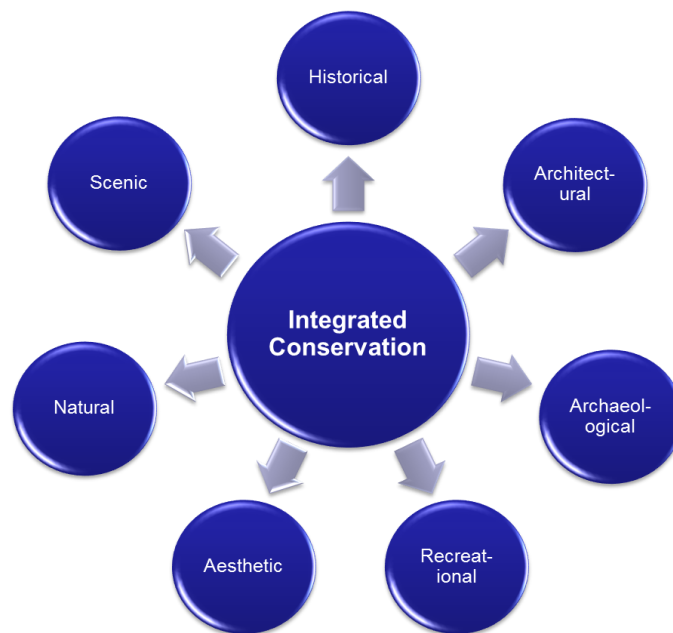
### 4A. Current Programs

Over the past three years, the Trust has conducted an extensive internal review to ensure a strong alignment of all activities with our mandate and to ensure delivery is focused, innovative, integrated and effective.

#### 4A-1. Conservation and Stewardship

Given the breadth of its responsibilities as defined under the Ontario Heritage Act, the Trust is well positioned to protect Ontario's significant heritage places in a holistic way, not just one building or property at a time, but structures, cultural landscapes, districts, watersheds, and systems. By so doing, we support dynamic resilient communities that are adaptive in the face of change. The Trust's conservation and stewardship activities are designed to reflect the diversity of place and people, and to demonstrate excellence and best practices in conservation. The Trust's Integrated Conservation Strategy is directly related to its legislated responsibility "to preserve, maintain, reconstruct, restore and manage property of historical, architectural, archaeological, recreational, aesthetic, natural and scenic interest". It 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 - cultural and natural, tangible and intangible.

The Trust works with governments, First Nations and Métis Councils, 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.





### **Natural and Cultural Heritage Property – 187 Owned Sites**

The Trust's heritage leadership role includes the strategic acquisition of provincially significant heritage properties that are owned directly by the Trust on behalf of the Crown. The stewardship, monitoring, capital repair, and conservation of these properties are ongoing responsibilities. The Trust owns 27 cultural and 160 natural heritage properties. 90% of the lands the Trust acquires are managed in partnership with local organizations.

<http://www.heritagetrust.on.ca/Conservation/Natural-heritage.aspx>

<http://www.heritagetrust.on.ca/Conservation/Buildings.aspx>

### **Easements – 270 Easement Properties**

Conservation easements are one of the most flexible and powerful conservation tools available for the protection of heritage resources, and are part of the Trust's legislated mandate. An easement is a voluntary legal agreement between the heritage property owner and the Trust, which establishes mutually accepted conditions to ensure the conservation of a heritage property in perpetuity. The Trust has used conservation easements as a cost-effective and strategic mechanism for the conservation of heritage properties for almost 40 years. The Trust holds 192 cultural heritage easement properties and 78 natural heritage easement properties.

<http://www.heritagetrust.on.ca/Conservation/Conservation-easements.aspx>

### **Protecting Sacred Lands**

The Trust protects 150 registered archaeological sites that are located on properties owned by the Trust or protected by Trust conservation easements. Some of these archaeological sites are places of special value to First Nations. Often these lands are also environmentally sensitive and possess natural heritage value. It is the Trust's policy to preserve archaeological remains in situ and to treat these significant places with the utmost respect and sensitivity.

The Trust protects a number of sites valued by the Aboriginal community, including burial places, traditional use and archaeological sites. The Trust is committed to the permanent protection and respectful and sensitive preservation of these culturally significant places.

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

The EWG hosts a broad range of theatrical performances, events, concerts, plays and festivals. The theatres, rehearsal studios and lobby spaces are rented to commercial and not-for-profit theatrical producers/presenters, cultural organizations, film producers, the corporate/public sector and community-based organizations. Guided and group tours are also offered, providing insight into the history and restoration of this National Historic Site.

The Centre's resident clients, TIFF, Opera Atelier, 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, and has partnered with Roy Thomson Hall to deliver concerts.

<http://www.heritagetrust.on.ca/EWG/Home.aspx>



### **Film Location Services**

Trust properties, particularly the Ontario Heritage Centre, George Brown House, Enoch Turner Schoolhouse, and the Elgin and Winter Garden Theatre Centres, are popular locations for film shoots.

<http://www.heritagetrust.on.ca/Heritage-Venues/Film-shoots.aspx>

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

The site of Ontario's first purpose-built parliament buildings is composed of four properties, which are in public ownership. The one at 265 Front Street East is owned by the Trust. The protection and interpretation of the First Parliament Site is a priority for the Trust. The City of Toronto has started planning the future use of its portion of the Parliament lands (271 Front Street East and 25 Berkeley Street), which it acquired in 2012, as well as 5 Parliament, which is adjacent to the south. The Trust has established principles and objectives for the conservation and interpretation of the site and will work with the City for the long-term revitalization and enhancement of the Parliament block.

<http://www.heritagetrust.on.ca/Resources-and-Learning/Exhibits/Foundations-Fire-Early-Parliament-and-the-War-o.aspx>

### **Strengthening Community Conservation**

The Trust 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, and facilitating conservation solutions in communities across the province. Key resources provided online include:

*Ontario Heritage Act Register*

<http://www.heritagetrust.on.ca/Resources-and-Learning/Ontario-Heritage-Act-Register.aspx>

*Places of Worship Inventory*

<http://www.heritagetrust.on.ca/Ontario-s-Places-of-Worship/Home.aspx>

*Slavery to Freedom Web Resource*

<http://www.heritagetrust.on.ca/Slavery-to-Freedom/Home.aspx>

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

The Trust presents at a significant number of lectures at conferences as well as public and private events. These educational opportunities extend to the public, heritage and community groups, professional associations, and post-secondary educational institutions.

<http://www.heritagetrust.on.ca/Resources-and-Learning/Tools-for-conservation.aspx>

## **4A-2. 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, on-line exhibits and resources, Doors Open Ontario, Heritage Week programming, 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.

## Interpretive Plan

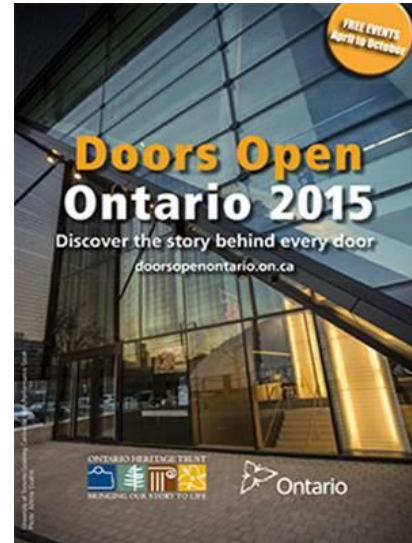
The Interpretive Plan provides a framework which identifies an annual interpretive theme and relevant key commemorations to guide existing programming and special initiatives, drawing on this range of tools and resources. The Interpretive Plan focuses the Trust's work on the following interpretive themes and key commemorations for the period 2016-2018.

Year	Interpretive Theme	Key Commemorations
2016	<b><i>Science and Innovation</i></b> <ul style="list-style-type: none"> <li>The history and impact of medical science, innovation and ingenuity in Ontario</li> </ul>	<b><i>Healthcare</i></b> <ul style="list-style-type: none"> <li>50th anniversary of universal health insurance in Ontario</li> </ul>
2017	<b><i>Identity: Knowing ourselves</i></b> <ul style="list-style-type: none"> <li>Role of Ontario in Confederation</li> <li>How we have come to know and understand ourselves as Ontarians (150 years later)</li> </ul>	<b><i>Canada's Sesquicentennial</i></b> <ul style="list-style-type: none"> <li>Remember and honour the people, places, and events that comprise the story of Confederation (from a provincial perspective)</li> </ul> <b><i>The Trust's 50th anniversary</i></b> <ul style="list-style-type: none"> <li>Explore the evolution of heritage preservation in Ontario and its complex relationship to the broader history of the province</li> </ul>
2018	<b><i>Equality and a fair society</i></b> <ul style="list-style-type: none"> <li>Impact and implications of the transition to a peaceful society in post-war Ontario</li> </ul>	<b><i>Peace</i></b> <ul style="list-style-type: none"> <li>100th anniversary of the end of the First World War</li> </ul> <b><i>Women's suffrage</i></b> <ul style="list-style-type: none"> <li>Honour and remember the people, organizations, and events that helped to make women's suffrage a reality in Ontario and Canada</li> </ul>

### **Doors Open Ontario (DOO)**

DOO is an annual, province-wide cultural heritage tourism program. The Trust launched DOO in 2002 to create access, awareness, and excitement about the province's heritage. Doors Open events are held on weekends between May and October, providing an opportunity for communities to showcase their local heritage and promoting awareness of the importance of heritage, while encouraging citizens 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. DOO 2015 celebrated Ontario's sports heritage. 49 community events, representing a total of 102 municipalities and 192 communities attracted approximately 500,000 visitors. There is no core funding. Funds are raised annually to support this program.

<http://www.doorsopenontario.on.ca/>



### **Heritage Week**

Heritage Week is an annual opportunity to celebrate heritage in communities all over the province. Heritage Week 2016 will be held in Kingston and will launch the Trust's 2016 theme, Medical Science and Innovation.

<http://www.heritagetrust.on.ca/News-and-Events/2016/Feb/Heritage-Week-2016.aspx>

### **Heritage Matters**

'Heritage Matters' is the Ontario Heritage Trust's flagship publication. Issues are themed in alignment with the interpretive plan and conservation objectives.

<http://www.heritagetrust.on.ca/Resources-and-Learning/Free-publications/Heritage-Matters-magazine/Issues-at-a-glance.aspx>

### **Attractions**

The Trust owns and stewards museums and historic sites in various locations in the province, many of which are operated in partnership with local community groups. Collectively, these attractions tell the story of Ontario from a range of geographically, ethno-culturally, and thematically diverse perspectives. The goals of Trust museum sites include: conservation of the museum buildings; conservation of cultural and archaeological artifacts; visitor access; educational and community programming; historical research; and, interpretation and commemoration.

<http://www.heritagetrust.on.ca/Conservation/Museums.aspx>

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

In September 2014, the Ontario Heritage Trust launched the Doris McCarthy Artist-in-Residence Centre at Fool's Paradise, the former home and studio of Canadian artist, Doris McCarthy, located in Toronto. Professional visual artists, musicians, and writers may apply for short term residencies to live and work on their creative disciplines at this serene and picturesque site overlooking the Scarborough Bluffs. In keeping with McCarthy's wishes when she donated the property to the Ontario Heritage Trust, the Centre embraces the multi-disciplinary nature of the arts, strives to demonstrate the

positive and restorative influence of landscape and the environment, and fosters excellence among contemporary Canadian artists, musicians and writers. Applications are reviewed by an expert advisory panel.  
<http://www.heritagetrust.on.ca/Programs/Doris-McCarthy-Artist-in-Residence-program.aspx>



### **Lieutenant Governor's Ontario Heritage Awards (LGOHA)**

The Lieutenant Governor's Ontario Heritage Awards, administered by the Ontario Heritage Trust, recognize exceptional contributions to heritage conservation, environmental sustainability and biodiversity, and cultural and natural heritage. These 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.

<http://www.heritagetrust.on.ca/Programs/Recognition-programs/Lieutenant-Governor-s-Ontario-Heritage-Awards.aspx>

### **Provincial Plaques**

The Trust has created 1,258 plaques since 1958. The Provincial Plaque Program is an adjudicated, cost-sharing program that commemorates people, places and events of provincial significance. The plaques celebrate major moments of change, achievement, historical significance and popular culture. Provincial plaques encourage public engagement and education. The Trust works with local communities, individuals, heritage groups, corporations, ministries and provincial organizations to commemorate and interpret Ontario's heritage through provincial plaques.

New plaque subjects are identified each year as Trust initiatives and through the public application program. All subjects are reviewed against the Trust's criteria and are adjudicated by the Board.

<http://www.heritagetrust.on.ca/Resources-and-Learning/Online-Plaque-Guide.aspx>

## **4A-3. Youth Engagement**

The Trust's Youth Strategy engages youth in heritage conservation in communities across the province through educational opportunities, forums and networking activities, and effective communication mechanisms.

### **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 particular, youth employment through summer experience terms, internships, and co-op placements has been a target initiative, with a focus on providing entry-level experiences in natural heritage conservation, archaeology, architecture, heritage planning, public history programming,

and tourism. The Trust has also been an active supporter of the Ontario Internship and Internationally Trained Internship Programs.

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

The Ontario Heritage Trust's Young Heritage Leaders program celebrates youth achievements in preserving, protecting and promoting local heritage. Since 2000, the Trust has worked with communities and schools to recognize young volunteers across Ontario for their heritage activities. For 13 years, Young Heritage Leaders has been sponsored by Great-West Life, London Life and Canada Life.

<http://www.heritagetrust.on.ca/Programs/Recognition-programs/Young-Heritage-Leaders.aspx>

#### **4A-4. Support for Government and Government Initiatives**

Included in the Trust's legislated mandate is the responsibility to provide advice to government on heritage matters. The Trust's advisory role, with regard to provincial significance and provincial designation, is legislated under the *Ontario Heritage Act*. The Act provides the Minister the power to designate a property of cultural heritage value or interest of provincial significance, after consultation with the Trust (OHA, Section 34.5).

On Monday, November 23, 2015, the Ontario Heritage Trust held a one-day symposium to encourage discussion of, and inspire contributions to, Ontario's Culture Strategy being led by MTCS. Participants included more than 100 sector leaders, colleagues, professionals and thinkers from equally diverse perspectives. The day provided useful feedback in support of a strong, vibrant, inclusive heritage sector that is well integrated into the culture of Ontario.

<http://www.heritagetrust.on.ca/CorporateSite/media/oht/PDFs/2015-Cultural-Heritage-Symposium-highlights-FINAL-ENG.pdf>

The Trust also provided its proposals for the Culture Strategy, specifically a series of recommendations for the effective management of cultural heritage.

<http://www.heritagetrust.on.ca/CorporateSite/media/oht/PDFs/2015-OHT-Cultural-Strategy-whitepaper-FINAL-Web-ENG.pdf>

The Trust is also a delivery agency, contributing to a broad range of government initiatives, including:

Premiers' Gravesites Program (since 2007)

<http://www.heritagetrust.on.ca/Programs/Commemoration/Premiers-Gravesites-Program.aspx>

Heritage Week (since 2007)

<http://www.heritagetrust.on.ca/Programs/Heritage-Week/Heritage-Week-2015.aspx>

Religious Heritage Properties Working Group (2009-2010) – led to the publication of the *MTCS, Heritage Places of Worship – A Guide to Conserving Heritage Places of Worship in Ontario Communities*

[http://www.mtc.gov.on.ca/en/publications/Heritage\\_Tool\\_Kit\\_POW.pdf](http://www.mtc.gov.on.ca/en/publications/Heritage_Tool_Kit_POW.pdf)

Ontario Bicentenary of the abolition of the British slave trade (2009);

<http://www.heritagetrust.on.ca/Slavery-to-Freedom/History/Toward-the-abolition-of-slavery-in-Ontario.aspx>



International Year for People of African Descent (2011);  
<http://www.heritagetrust.on.ca/CMSImages/CorporateSite/2f/2f6ad2ad-ded2-4cac-8e77-3d62bb52fbe8.pdf>

50th Anniversary of the Ontario Human Rights Code (2012);  
<http://www.heritagetrust.on.ca/News-and-Events/2012/Jun/Provincial-plaque-commemorates-50th-anniversary--o.aspx>

Ontario's Sports Heritage (2015);  
<http://www.heritagetrust.on.ca/Resources-and-Learning/Snapshots-of-Ontario-s-sport-heritage.aspx>

400 Years of French Presence in Ontario (2015).  
<http://www.heritagetrust.on.ca/Resources-and-Learning/Champlain-400.aspx>

#### **4A-5. Partnerships and Collaborations with First Nations and Métis Communities**

The Ontario Heritage Trust has built a number of partnerships with indigenous communities that protect culturally significant and sacred lands, recognize the different perspectives and connections that the First Nation and Métis peoples bring to the history and preservation of the planet, and that tell our collective stories. Recent examples include:

- Nochemowenaing, co-managed with the Chippewas of Nawash First Nation
- The commemoration of Chief Francis Pegahmagabow with the Wasauksing First Nation
- Exploration of the history of the Hudson Bay sites on Moose Factory Island, with the Moose Cree Nation and MoCreebec

### **4B. Future Needs and Opportunities**

#### **4B-1. Core Program Funding**

##### **1. Reconciliation with First Nations and Métis Communities**

The Trust is uniquely positioned to serve as an agent for reconciliation, to work with Ontario ministries, First Nations and Métis communities to:

- Tell the stories through provincial plaques and on-line exhibits
- Recognize those involved in protecting and preserving cultural spaces and traditions through the Lieutenant Governor's Ontario Heritage Awards
- Protect and conserve culturally significant and sacred lands
- Facilitate resolution of issues like archaeology and the re-interment of ancestors

***Estimated Cost: Funding and staff resources are required to support these activities.***

##### **2. EWG Annual Operating Requirements**

The 2013 EWG Operating Review confirmed that the EWG financial profile compared very favourably to industry norms, with lower deficit levels than peer facilities. In fact, the EWG raises 87% of its budget. At the same time, it was noted that no North American publicly-owned theatres operate without some form of public subsidy and that the EWG, without a predictable subsidy level, creates a financial burden for the Ontario Heritage Trust. The report further recognized that, even if all the recommended enhancements were successfully implemented,

the EWG would require, on average, a subsidy level of \$250,000 annually to meet operating requirements.

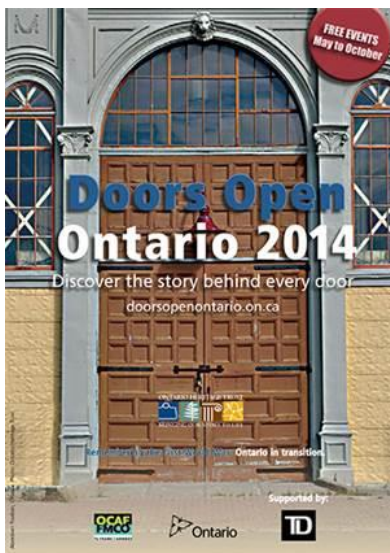
An operating model focused on the identification of efficiencies, building enhanced production and co-production capacity and business volume, has delivered encouraging results for EWG operations.

The Trust has successfully implemented a sustainability plan that will result in a balanced budget by 2016-17. A real threat to the success of this plan, however, relates to the cyclical financial performance of the EWG, which mirrors the fortunes of the Toronto theatre sector. The Trust is asking for an increase in annual operating funds of \$250,000 to cover this specific and discrete annual requirement.

***Estimated Cost: \$250,000/year***

### **3. Doors Open Ontario (DOO)**

Doors Open Ontario is an annual, province-wide cultural heritage tourism program that the Trust launched in 2002, and has since delivered annually, to create access, awareness, and excitement about the province's heritage. DOO events are held by numerous communities across the province on weekends between April and October, with participating heritage buildings, sites of architectural significance, gardens, and natural heritage sites opened to the



public free of charge for public tours. DOO provides an opportunity for communities to showcase their local heritage and promotes awareness of the importance of heritage, while encouraging citizens to take an active role in heritage conservation. The program fosters strategic alliances among a range of community partners and attracts visitors to a unique cultural tourism experience that boosts the local economy and encourages civic pride and volunteerism.

Annually, DOO attracts approximately 500,000 participants and generates over \$5M in local economies throughout the province through an annual Trust investment of \$300,000.

The Trust currently receives no core funding for Doors Open Ontario, but raises funds to support the program each year. The viability of the program is at risk each year, dependent on the success of fundraising efforts.

To continue the delivery of the successful Doors Open Ontario program, and ensure its long-term sustainability, the Trust is seeking core program funding in the amount of \$300,000 per year to ensure that it has sufficient, sustainable resources to deliver a world-class heritage and tourism promotion program on a long-term basis.

***Estimated Cost: \$300,000/year***

### **4. Celebrating Canada 150 – My Ontario**

The Trust's public programming for 2017 will focus on Ontario's identity and its role in Confederation, exploring how we have come to know and understand ourselves as Ontarians 150 years later, and remembering and honouring the people, places and events that comprise the story of Ontario. The Trust's plans are dependent on additional funding. Two proposals for funding to support the province-wide celebration of Ontario 150 have been shared with MTCS and MCIIT:



- Delivery of enhanced and expanded public programming related to the Trust's 2017 interpretive theme of Identity | Knowing ourselves **Estimated Cost: \$340,000**
- Developing and delivering the enhanced My Ontario project **Estimated Cost: \$1M**

## **4B-2. Investment in Conservation**

### **1. Extraordinary Capital Needs at Three Trust Sites**

The Trust's cultural property portfolio was assessed to have over \$10M in capital renewal requirements for 2016-17 as part of the Trust's \$35M unfunded capital needs pressures - this represents a significant, one-time spike in capital needs generated by an aggregate of life-cycle system renewal requirements that normally total \$1 to 1.5M annually in the Trust's portfolio of 27 built heritage properties. In anticipation of these requirements, the Trust is making an exceptional funding request to address capital renewal needs at three large and complex national historic sites. The Ontario Heritage Centre (OHC) and the Elgin and Winter Garden Theatre Centre (EWG), together, account for the majority (\$4.2M) of the identified capital renewal needs of the Trust portfolio. The third site is the Cheltenham Badlands. Cost benefits will be realized by proceeding as a single project, through reduced mobilization cost and scale of economies.

**Estimated Cost: \$4.2M**

#### ***i) Ontario Heritage Centre***

The HVAC system is a split system comprised of various components, all independently controlled and beyond their average useful life. The heating is provided by electrical duct heating and perimeter electrical heating systems located on each building floor. This heating includes additional original radiators, which were converted to a perimeter electrical heating system.

The cooling is generated by roof top air-cooled units supplying the building with chilled water. Additionally, the HVAC system includes three air handling units located in the building basement mechanical room with constant volume air flow. Each air handler is equipped with the electrical duct heater and cooling coil fed from the roof. System replacement and redesign is warranted to maintain the integrity of the system and improve energy efficiency with conversion from electric to natural gas operation.

Modification to the single existing heritage elevator controller is required for increased reliability. The current original slate controller has become difficult to service, as experienced mechanics are becoming scarce in the field, leading to prolonged shutdown periods. This has caused increased strain to deliver an accessible environment to tenants, staff and clients, and threatens the much-needed revenue from tenant leases.

**Estimated Cost: \$1.2M**

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

The HVAC system in the Elgin & Winter Garden Theatres includes three air handling units (AHU) located in mechanical rooms with gas-fired heating and chilled cooling coils. The North Building is supplied by gas-fired heating and chilled cooling coil units. The units provide chilled water cooling, only to four on roof and one in basement mechanical rooms.

The fire safety and emergency alarm system at the two historic theatres require significant improvements and are currently unfunded. There is also a need to design and implement a customized fire suppression system for the building.

The building includes outdated technology, pneumatic HVAC control system with air supply, controls, and sensors. System replacement and redesign is warranted to maintain the integrity of the system and improve energy efficiency. Additionally, many base building components (including the plumbing and electrical systems) have also exceeded their average useful life and need to be replaced. The introduction of contemporary technologies will reduce operating costs.

***Estimated Cost: \$3M***

### ***iii) The Cheltenham Badlands***

The Cheltenham Badlands – a property acquired by the Trust in 2002 and managed by the Bruce Trail Conservancy (BTC) – is one of Ontario's geological treasures. The site is a provincially significant Area of Natural and Scientific Interest and one of the most recognizable and visited natural heritage landmarks in southern Ontario. The popularity of the site has created a public safety issue and unrestricted access to the landscape by visitors has resulted in irreversible erosional damage to the badland topography. The Trust has built a strong group of partnerships around this property, including the Bruce Trail Conservancy; the Region of Peel; the Town of Caledon; the Caledon Hills Bruce Trail Club; the Niagara Escarpment Commission; Credit Valley Conservation; the Caledon Environmental Advisory Committee; and, the Caledon Countryside Alliance.

As required under the Niagara Escarpment Plan, the Trust, in consultation with the Cheltenham Badlands Management Planning Team (CBMPT), is developing a Master Plan for the property. To facilitate this work, the Trust retained a consultant team, Dillon Consulting, to lead a comprehensive public consultation and planning process. The Master Plan will provide for an appropriate balance of resource management, environmental protection and public access to the property by setting guiding policies and delineating strategies for managing conservation and safety issues.



The Region of Peel has allocated \$300,000 and pledged a further \$700,000 in support of this project, subject the Trust obtaining planning approval for the parking lot and undertaking public consultations on the Badlands Master Plan. Funds are required for the Trust to match the Region's pledge and to undertake infrastructure improvements at the site that are anticipated in the draft Master Plan. Public interest in the property has resulted in significant media attention and the Trust will continue to work directly with its partners and local citizens to ensure the

proposed strategy addresses the concerns of all stakeholders.

***Estimated Cost: \$1M***

### **4B-3. Investment in Communities**

#### **1. Community Conservation Fund**

Communities have consistently identified the need for assistance to support the rehabilitation and reuse of heritage buildings (theatres, libraries, museums, churches and centres), highlighting a need for a matching funding program. The excellent results realized from the Heritage Challenge Fund Community Program (\$5M) and the Easement Conservation Fund (\$400,000) demonstrate clearly the impact of small grants on community conservation efforts across the province

The Trust has developed the framework for a funding program to support the conservation, rehabilitation and adaptive reuse of heritage facilities in communities across the province. With a small government investment, MTCS can realize significant community results in heritage conservation and preservation. A large number of significant heritage landmarks - especially sites in not-for-profit use/ownership - received financial assistance from the province of Ontario in the 1980s and 1990s. Since the Heritage Challenge fund (1999-2001), there have been no dedicated provincial level heritage conservation grants available in Ontario. Many of these sites have struggled to maintain their properties and the owners now face significant capital pressures. A matching capital grant program would be a tremendous economic generator, would encourage the development of heritage trades, and most significantly, would ensure that Ontario's diverse cultural heritage is conserved for the next generation.

***Estimated Cost: \$10M***

#### **2. Environmental Sustainability**

The Trust takes a leadership role in advocating the inherent sustainability of heritage buildings and developing conservation-based approaches to environmental sustainability. The Trust has developed guiding principles for heritage sustainability and has promoted them through workshops, print articles and other types of advocacy. Conservation assessments of the Trust's largest buildings have included extensive recommendations on how to improve energy efficiency and how increasing renewable energy sources can be practical.

At the Sheppard Estate in Aurora, the Trust worked in partnership with the Windfall Ecology Centre to install solar panels and a stand-alone, high-efficiency, wood-gasification heating plant to provide a source of renewable energy in a heritage context.

At McMartin House in Perth, the Trust completed a demonstration project restoring original wood windows to true double-hung operability highlighting the sustainability of traditional windows and the benefits of natural ventilation. The lessons learned in this project were applied to the window retrofit completed at the Rockwood Academy.

In 2015, the Trust commenced a project to restore operability of the historic windows at its headquarters, the Ontario Heritage Centre (OHC), to demonstrate heritage-based sustainability solutions in a commercial context. The operability of single and double-hung windows, vertical and horizontal pivots windows, awning and casement windows and interior transoms was restored. This work, in a much visited and high profile public facility, will serve to demonstrate the principles and techniques of sustainable natural ventilation to clients, students and heritage practitioners.

Funding is required to build on these successes by undertaking sustainability and energy conservation demonstration projects at other Trust-owned properties. These activities would include preparation of heat gain/loss calculations, increased use of passive natural ventilation and day-lighting to reduce energy costs, hardware conversions to reduce water consumptions, alterations and adjustments to HVAC equipment to increase efficiency, and identifying the potential for on-site and grid-sourced renewable energy. By combining previous educational work with current opportunities for demonstration projects, the Trust could show leadership in the adaptation of Ontario's architectural heritage to energy-efficient educational models as exemplified by the government's Green Energy Act.

**Estimated Cost: \$325,000**

## 5 Resources Needed to Meet Goals and Objectives

With the concurrent demands of agency sustainability and the need to reduce operating costs, the Trust requires additional human resources capacity and skills in 2016-17 to fulfill this business plan's requirements.

Program Area	Comment
Corporate Businesses and Services/Heritage Programs and Operations	The complexity and volume of the Trust's procurement activity requires professional, dedicated support to manage the procurement process. The procurement directive and delegation of authority require specific skill sets in developing a Request For Bids and the posting of procurements to meet the Trust's needs.
Corporate Businesses and Services/Heritage Programs and Operations	Legal support to provide review and advice on complex legal issues, contracts, and real properties. The depth of the Trust's holdings requires expertise in contract and real estate law.
Elgin and Winter Garden Theatre Centre	The EWG is the only theatre in Toronto that outsources its ticketing services entirely. This process can be brought in-house at the EWG to provide an additional revenue stream and enhancing marketing opportunities to clients while giving the EWG a more active role in driving ticket sales.
Heritage Programs and Operations/Acquisitions and Conservation Services	Pending approval, a partnership with OPG to inventory the heritage significance of hydroelectric assets under the province's standards and guidelines for the conservation of provincial heritage properties. This partnership will require extra resources.

## 6 Environmental Scan

### Internal

- The projected General Fund deficit for 2015-16 remains unchanged at \$650,000 and it will be mitigated with a draw from Board-approved funds set aside for this purpose. The 2016-17 forecast remains unchanged with a balanced bottom line.
- Variances in government grant funding include:
  - Reductions in the provincial and federal summer student grant funding programs; and, the reduced funding from the Ontario Tourism Marketing Partnership Corporation (OTMPC) for the Doors Open Ontario program.
  - MTCS provided a capital allocation of \$680,000 for 2015-16 and a notional allocation of \$1.36M for 2016-17. Capital projects have to be realigned to match this timing and the budgets adjusted.
  - An in-year award of \$100,000 from Parks Canada's National Historic Sites matching federal grant funding for the window restoration project at the Ontario Heritage Centre.
- \$500,000 of 2015-2016 in capital work is planned to take advantage of anticipated federal matching funding (2016-2017).
- Contributions received and designated for specific projects are held in-trust, in restricted funds until being accessed for implementation. They are expended within the specified time frames and spread over multiple fiscal years, as appropriate, to meet project goals. The 2015-16 outlook projects the application of \$1.97M from these project-specific funds to meet partnership obligations.
- Two core programs require core funding at a base level of \$300,000 for Doors Open Ontario and \$250,000 for EWG.
- The Trust uses the following mitigation strategies to address the financial impact from ongoing risks:
  - Evaluate new revenue sources and expand business development opportunities to attract new clients and partners;
  - Continuous review of operating efficiencies and cost reduction initiatives;
  - Enhanced branding and marketing tactics to promote the work of the Trust;
  - Access a variety of government grant programs;
  - Build greater fundraising capacity;
  - Build upon the success of the integrated Interpretive Plan to extend partner outreach;
  - Pursuit of innovative operating models for Trust-owned sites;



- Work with investment professionals to increase the earning potential from the Trust's current diversified asset mix (while also maintaining acceptable risk tolerance thresholds).
- Like all agencies of the Ontario Public Service (OPS), the Trust is constrained by a fixed operating budget and a capped FTE allocation. Together with the limitations of the OPS-wide rules on procurement, this limits the Trust's ability to adapt to changing business needs and respond quickly to business opportunities.
- The volume of Trust procurement, legal hearings and agreement negotiations continues to challenge the ministry's Legal Services Branch capacity.
- Government initiatives, such as the Open Data Directive and Public Posting, take resources away from program delivery, with increasingly limited staff capacity to meet the requirements, which are important in a small agency.
- Trust business operations are guided by strategic and business enterprise plans that are continually reviewed and adjusted to new business realities. Complementing these plans is a suite of analytical, performance measurement, and reporting tools to support decision-making and accountability.
- An operating model focused on identification of efficiencies, building enhanced production and co-production capacity and business volume, has delivered encouraging results for the Elgin and Winter Garden Theatre Centre Operations.
- 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 (not just in urban centres), and provide the Trust with brand recognition opportunities in a wide variety of communities.
- Building on the success of the EWG anniversary celebrations in 2013, the Trust is pursuing an annual signature fundraising event which would not only raise funds but also connect the Trust to a growing donor base.

## External

- To take advantage of the federal government's capital funding programs available on a matching basis, the Trust re-prioritized its site-specific capital needs, addressing some immediate conservation needs. However, the total five-year capital pressure (unfunded) from the property portfolio is \$32.7M and many projects are related to the core conservation of health & safety, and accessibility.
- Funding requirements to steward the Trust's current property portfolio (approximately 400,000 ft<sup>2</sup>) significantly exceed the annual funding available to operate these sites or address their long-term conservation needs.
- Over the last four years, several site operations have returned to the Trust due to the shifting operational needs of partners, as well as the termination of leases and the

conclusion of life tenancies. The return of additional sites to direct Trust management would place additional financial pressure on the Trust's operating budget and technical resources.

- There are, increasingly, limited government grants available to support the heritage initiatives of community partners. These have, historically, been critical to sustain core program activities and heritage asset restoration within the sector.
- The OPS procurement process is well suited to the risk management of large purchases from corporate entities with substantial administrative capacity; however, the Trust's capital restoration activity often involves smaller projects in remote locations, and highly specialized consultants, contractors and suppliers. Due to the economy of scale, these vendors are invariably small operations. The OPS procurement process can be onerous relative to the value of the work and this often leads to long timelines in completing the procurement process, and in some cases, unsuccessful procurement.
- A decline in revenue from rental activities at the EWG Theatre Centre, which is heavily influenced by external market conditions affecting both the entertainment and tourism sectors, requires immediate internal adjustments to cost limits.
- Changes resulting from the EWG Operating Review are being implemented as resources allow and improvements in the EWG capacity to attract and fulfill increased business volumes are anticipated.
- An industry drop in demand for heritage venue meeting space rentals, from both government and corporate clients, negatively impacts the Trust's pricing structure, forcing revenues downward.
- The continuing trend of significant competition for limited philanthropic dollars and corporate sponsorship prospects hinders the Trust's ability to expand its programming and project work.
- The Trust's investment portfolio is affected by current volatile market conditions resulting in interest-rate fluctuations and depressed returns. The estimated reduction in investment income from depressed rates of return on fixed income securities are higher than expected.



## 7 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 priorities of the Engagement Phase of the Transformation Plan.

2016-17 OHT Performance Measures		
Key Performance Indicator	Annual Results	
	2015-16 Target	2016-17 Target
Youth programming (school visits, recognition programs, archaeology camp) # of participants	4,410	4,800
# of individuals recognized for their contributions through LGOHA and YHL award programs	525	600
Youth employment opportunities (OIP, SEP, etc. + unpaid) # of youth	39	40
Volunteer hours (annual stat) and value	55,000	55,000
	\$990,000	\$990,000
# of municipalities with Trust sites and programs (/444)	379	381
Celebrating Ontario through all site/program Attendance (#)	825,000	865,000
% of species at-risk with habitat protection by the Trust (/202)	30%	33%
Website visits (#)	425,000	450,000
Social media followers (#)	2,250	4,000
Occupancy of leasable spaces (%)	97%	98%
Event Rentals: EWG Studios, Venues and Filming (#)	400	410
Performances at EWG (#)	227	240
Amount invested in Trust capital (\$M)	\$2.725M	\$3M
Self-generated revenues (% annual stat)	53	56
Sponsorship, foundation, donor and grant support (\$M)	\$1.25M	\$1.25M

## 8 Financial Budget

	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
ONTARIO HERITAGE TRUST	ACTUAL <sup>1</sup>	ACTUAL <sup>1</sup>	BUDGET <sup>2</sup>	PROJECTED ACTUAL	BUDGET	FORECAST	FORECAST
<b>PROVINCE OF ONTARIO</b>							
MTCS - Operating grant	4,074,700	4,074,700	4,074,700	4,074,700	4,074,700	4,074,700	4,074,700
MTCS - annual Capital grant	620,381	2,615,119	1,000,000	680,000	1,360,000	1,000,000	1,000,000
MTCS OTHER - SEP (Summer student funding)	21,426	23,147	25,000	23,000	25,000	25,000	25,000
- Premiers' Gravesite Program (annual maintenance)	20,000	20,000	20,000	20,000	20,000	20,000	20,000
- OFA; CAN-ON funding	17,000	18,170	19,170	19,170	19,700	19,700	0
- Parliament Archaeology initiative (special funding)	30,000						
- OFA; Champlain initiative (special funding)		20,000	135,000	135,000			
- Pan / Parapan Am Games initiative (special funding)		154,349					
- Canada 150 "My Ontario" initiative (pending funding approval)					0	0	
OTHER - OCAF; Doors Open Program (pending funding approval)		125,000			200,000	200,000	200,000
- OTMPC; Doors Open Program		6,000	12,000	8,890	12,000	12,000	12,000
- MAA; Hunter's Point (annual maintenance)	25,000	25,000	25,000	25,000	25,000	25,000	25,000
- MCSCS; Equality & Fair Society Interpretive theme initiative		40,000		0	40,000	55,000	0
- IO; Thunder Bay courthouse easement				0	94,000	0	0
- OPG; Study of provincially significant hydroelectric sites					160,000	100,000	120,000
<b>1&gt; TOTAL PROVINCIAL FUNDING</b>	<b>4,808,507</b>	<b>7,121,485</b>	<b>5,310,870</b>	<b>4,985,760</b>	<b>6,030,400</b>	<b>5,531,400</b>	<b>5,476,700</b>
<b>OTHER GOVERNMENT</b>							
YCW (Federal student program funding)	22,815	22,378	25,000	21,500	25,000	25,000	25,000
Parks Canada (National Historic Sites cost sharing prgm)	100,000	100,000		100,000			
FedDev Ontario (Canada 150 CIP) - Macdonell Williamson House					107,500		
FedDev Ontario (Canada 150 CIP) - pending funding approval (UTCHS, EWG & Badlands)							
FedNor (Canada 150 CIP) - pending funding approval for HBC site							
<b>2&gt; TOTAL OTHER GOV'T FUNDING</b>	<b>122,815</b>	<b>122,378</b>	<b>25,000</b>	<b>121,500</b>	<b>132,500</b>	<b>25,000</b>	<b>25,000</b>
<b>SELF GENERATED REVENUES</b>							
Fundraising & Sponsorships (individual donors, corporate sponsors and community partners contributions, non-government grants)	521,730	310,165	631,500	373,800	395,300	433,500	442,700
Admissions	55,590	50,894	35,000	45,350	47,310	48,300	49,200
Facilities Rental	3,252,771	3,122,003	3,773,470	3,645,000	4,022,900	4,117,800	4,208,300
Gift Shop/Retail	24,323	18,452	25,000	27,650	29,050	29,600	30,200
Investment Income	770,896	789,173	970,000	820,000	790,000	790,000	790,000
Non-Government Grants	258,894						
Fund Transfers, reserve/restricted funds (see 5 below):							
Fund Transfers, unrestricted and internal funds (see 7 below):							
Other - miscellaneous revenue sources	166,963	143,125	136,380	87,850	90,200	93,500	97,000
Fund held in-trust for NEC	11,254	0					
Fund held in-trust for MTCS CTFD	12,500	50,000					
<b>3&gt; TOTAL SELF GENERATED</b>	<b>5,074,921</b>	<b>4,483,812</b>	<b>5,571,350</b>	<b>4,999,650</b>	<b>5,374,760</b>	<b>5,512,700</b>	<b>5,617,400</b>
<b>4&gt; TOTAL REVENUE: 1+2+3</b>	<b>10,006,243</b>	<b>11,727,675</b>	<b>10,907,220</b>	<b>10,106,910</b>	<b>11,537,660</b>	<b>11,069,100</b>	<b>11,119,100</b>

<b>5&gt; Apply/(deposit) special project Restricted Funds previously received and reported as revenue but expended in-year for intended purposes</b>	<b>1,553,994</b>	<b>(499,506)</b>	<b>1,863,950</b>	<b>1,971,090</b>	<b>1,167,240</b>	<b>1,574,000</b>	<b>1,731,500</b>
<b>EXPENDITURES</b>							
Salaries & Benefits	4,977,745	5,469,673	5,220,870	5,320,870	5,569,400	5,577,600	5,636,300
Grants	196,901	505,694	400,000	400,000	500,000	900,000	900,000
Program Delivery	2,678,129	1,823,581	2,309,595	2,073,450	2,112,940	2,195,000	2,227,500
Administration	298,837	318,613	320,000	317,000	317,000	317,000	317,000
Gift Shop/Retail	8,529	13,013	12,505	9,670	10,160	10,300	10,500
Maintenance/Utilities	1,904,824	1,847,294	1,950,000	2,042,450	2,070,900	2,176,700	2,292,800
Capital Restoration & Renewal	1,504,595	1,517,571	2,700,000	2,200,000	1,656,000	1,000,000	1,000,000
Security	164,212	156,313	200,000	170,000	170,000	170,000	170,000
Fundraising & membership development	80,859	42,061	145,000	31,000	31,000	31,000	31,000
Marketing & Communications	187,111	132,837	123,200	133,560	150,000	150,000	150,000
Other - OCAF repayment (50%)		62,500			100,000	100,000	100,000
Program costs on behalf of NEC	0	0	10,000		5,000	3,000	3,000
Program costs on behalf of MTCS CTDF	50,000	5,000	30,000	30,000	12,500	12,500	12,500
<b>6&gt; TOTAL EXPENDITURES</b>	<b>12,051,742</b>	<b>11,894,149</b>	<b>13,421,170</b>	<b>12,728,000</b>	<b>12,704,900</b>	<b>12,643,100</b>	<b>12,850,600</b>
<b>Operating Surplus/(Deficit): 4+5-6</b>	<b>(491,505)</b>	<b>(665,980)</b>	<b>(650,000)</b>	<b>(650,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Amortization of deferred capital contributions</b>							
<b>Amortization of capital assets</b>							
<b>Operating Surplus/(Deficit) After Amortization</b>	<b>(491,505)</b>	<b>(665,980)</b>	<b>(650,000)</b>	<b>(650,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>7&gt; Draw from Board approved Restricted Funds</b>	<b>491,505</b>	<b>665,980</b>	<b>650,000</b>	<b>650,000</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>0</b>	<b>0</b>
<b>Net assets (deficit), beginning of year</b>	<b>30,896,000</b>	<b>28,850,501</b>	<b>28,685,000</b>	<b>28,685,000</b>	<b>26,171,050</b>	<b>25,003,810</b>	<b>23,429,810</b>
<b>Net assets (deficit), end of year<sup>3</sup></b>	<b>28,850,501</b>	<b>28,685,000</b>	<b>26,171,050</b>	<b>26,171,050</b>	<b>25,003,810</b>	<b>23,429,810</b>	<b>21,698,310</b>

#### NOTES:

<sup>1</sup> 2013-14 and 2014-15 Actual reports the results as presented in the audited financial statements.

<sup>2</sup> 2016-17 Budget has been developed based on planning assumptions approval by the Board for General Fund core operations. Restricted Fund revenue forecast is based on known multi-year grants and provisional expenditure required to deliver on those initiatives for which funds are provided and may be revised upward if additional special purpose funding become available.

<sup>3</sup> Net assets, end of year 2014-15 consists of Endowment Funds (\$11.4M) as well as the Legislated Reserve (\$750,000) held permanently and not available to support operating requirements, Externally Restricted Funds (\$11.4M) required to be expended only for intended purposes for which the funds are contributed and Internally Restricted Funds (\$5M) allocated / committed for special initiatives as directed by the Board.

## 9 Information Technology (IT)/Electronic Service Delivery (ESD) Plan

The Ontario Heritage Trust continually works to improve the infrastructure and delivery of Information Technology (IT) services for staff, stakeholders and the general public. To facilitate this, a number of projects are planned.

**Planned projects for 2016-2017** include: business software updates (operational expense); enhance business and process workflow to improve communications between Trust staff (\$250,000).

**Planned projects for 2016-2019** include: server operating system upgrade (operational expense); server application software upgrade (operational expense); multimedia management system (images, videos, etc.) (\$575,000); database consolidation and development (Sites Inventory, archaeological data, artifacts, etc.) (\$250,000); software tools; server hardware upgrade (\$300,000); develop G.I.S. capacity in support of the Trust's acquisitions, archaeology, natural heritage stewardship and easement baseline documentation (\$250,000).

## 10 Initiatives Involving Third Parties

The Trust maintains relationships with tenants, conservation authorities, municipalities, land trusts, school boards, universities and historical societies in the management and stewardship of its sites and easements. While each body requires a slightly different approach, Trust staff work closely with the parties in their portfolios by:

- Ensuring terms are clearly set out in contracts/leases/other agreements
- Maintaining strong and open channels of communication
- Holding twice-yearly meetings (fall and spring) to review any major issues
- Undertaking regular site audits to ensure appropriate stewardship of heritage assets

The Trust does not issue transfer payments. If partners require funding for repairs and maintenance, the Trust ensures that the government's procurement procedures are adhered to, reviews scope and plans, and then confirms quality upon completion.

The following lists divide the Trust's third-party contacts into:

1. Trust-owned and managed cultural sites
2. Trust-owned cultural sites operated with partners
3. Trust-owned natural heritage sites managed with partners
4. Trust-protected cultural and natural conservation easement properties

### Trust-Owned and Managed Cultural Sites

Site	Municipality	Partner (if applicable):
Ashbridge Estate	Toronto	Not-for-profit & residential tenants
Barnum House Museum	Grafton	Not applicable
Bethune Thompson House and Workers Cottage	Williamstown	Residential tenants
Coal's Shoal Lighthouse	Brockville	Not applicable
Elgin and Winter Garden Theatre Centre	Toronto	EWG Volunteer Committee
Enoch Turner Schoolhouse	Toronto	Enoch Turner Schoolhouse Foundation
First Parliament	Toronto	Commercial tenant
Fool's Paradise	Toronto	Custodial tenant
Fulford Place	Brockville	Friends of Fulford Place Association
George Brown House	Toronto	Not-for-profit tenants
Homewood (and museum)	Maitland	Residential tenant
Hudson's Bay Company Staff Houses	Moose Factory	Moose Cree First Nation
Inge-Va (and museum)	Perth	Perth Chamber of Commerce
Ontario Heritage Centre	Toronto	Not-for-profit & commercial tenants
Rockwood Academy	Rockwood	Life tenant
Scotsdale Farm	Halton Hills	Residential tenant
Uncle Tom's Cabin Historic Site	Dresden	UTCHS volunteers

### Trust-Owned Cultural Sites – Operated with Partners

Site	Municipality	Partner
Chedoke House	Hamilton	City of Hamilton
Duff-Baby House and Interpretation Centre	Windsor	MEDEI/IO and Windsor Library Board
Macdonell-Williamson House	Pointe Fortune	Friends of Macdonell-Williamson House
Mather-Walls House	Kenora	Lake-of-the-Woods Historical Society
McMartin House	Perth	Perth Senior Craft Fellowship
Niagara Apothecary	Niagara-on-the-Lake	Ontario College of Pharmacists
Sir Harry Oakes Chateau	Kirkland Lake	Town of Kirkland Lake
Spadina Historic House and Gardens	Toronto	City of Toronto (co-ownership)
Wolford Chapel	Devon, England	Wolford Chapel Committee

### Trust-Owned Natural Heritage Sites – Managed with Partners

The Trust owns 161 natural heritage sites – 154 are stewarded by Trust partners and 7 are stewarded directly by the Trust.

Operating Partner	Municipality
Bruce Trail Conservancy	Multiple
Chippewas of Nawash First Nation	Northern Bruce Peninsula
Conservation Halton	Multiple
Couchiching Conservancy	Multiple
Credit Valley Conservation Authority	Multiple
Ganaraska Region Conservation Authority	Clarington
Grand River Conservation Authority	Multiple
Hamilton Conservation Authority	Ancaster
Kawartha Conservation Authority	Multiple
Kingston Field Naturalists	South Frontenac
Lake of Bays Heritage Foundation	Lake of Bays
Lake Simcoe Region Conservation Authority	Aurora
Ministry of Natural Resources, Huntsville District	Lake of Bays
Ministry of Natural Resources, North Bay District	Nipissing
Ministry of Natural Resources, Owen Sound District	North Bruce Peninsula
Ministry of Natural Resources, Parry Sound District	Parry Sound District
Mississippi Valley Conservation Authority	Mississippi Mills
Niagara Peninsula Conservation Authority	Multiple
Norfolk Field Naturalists	Norfolk
Nottawasaga Valley Conservation Authority	Multiple
Rideau Valley Conservation Authority	Beckwith
South Nation Conservation Authority	Osgoode
Thunder Bay Field Naturalists	Dorion
Toronto and Region Conservation Authority	Multiple
Upper Thames River Conservation Authority	Multiple

### Trust-protected cultural and natural conservation easement properties

The Trust holds conservation easements that protect 270 natural and cultural properties. These sites are owned by municipalities, public bodies, not-for-profit non-government organizations, private for-profit corporations, and individuals. Trust easement partners also include organizations that monitor the easement property locally on behalf of the Trust. For reasons of privacy, this table does not include the names of the Trust's easement partners that are private for-profit corporations and individual private property owners. The table also does not include easements that the Trust executed, but that have been assigned to other heritage organizations.

Partner	Municipality	Type
Anglican Diocese of Huron	Multiple	Cultural properties
Anglican Diocese of Kingston	Kingston	Cultural property
Anglican Diocese of Niagara	Hamilton	Cultural property
Anglican Diocese of Ottawa	Multiple	Cultural properties
Anglican Diocese of Toronto	Multiple	Cultural properties
Aurora Historical Society	Aurora	Cultural property
Bath Masonic Hall Corporation	Loyalist Township	Cultural property
Bay of Quinte Branch UELA of Canada	Greater Napanee	Cultural property
Beth Israel Synagogue	Kingston	Cultural property
Almonte United Church	Mississippi Mills	Cultural property
Bridgepoint Health	Toronto	Cultural property
Central Lake Ontario Conservation Authority	Clarington	Natural property
City of Barrie	Barrie	Cultural property
City of Belleville	Belleville	Cultural property
City of Brockville	Brockville	Cultural property
City of Cambridge	Cambridge	Cultural properties
City of Guelph	Guelph	Cultural properties
City of Hamilton	Hamilton	Cultural properties
City of Kawartha Lakes	Kawartha Lakes	Cultural properties
City of Kingston	Kingston	Cultural property
City of Kitchener	Kitchener	Cultural property
City of London	London	Cultural property
City of Mississauga	Mississauga	Cultural property
City of Niagara Falls	Niagara Falls	Cultural property
City of North Bay	North Bay	Cultural property
City of Orillia	Orillia	Cultural properties
City of Ottawa	Ottawa	Cultural property
City of Ottawa	Ottawa	Natural property
City of Owen Sound	Owen Sound	Cultural property
City of St. Catharines	St. Catharines	Cultural property
City of St. Thomas	St. Thomas	Cultural property
City of Stratford	Stratford	Cultural property
City of Thunder Bay	Thunder Bay	Cultural property
City of Toronto	Toronto	Cultural properties
City of Welland	Welland	Cultural property
City of Windsor	Windsor	Cultural property
City of Woodstock	Woodstock	Cultural property
Commanda General Store Museum	Nipissing	Cultural property



Partner	Municipality	Type
Country Heritage Experience Inc.	Milton	Cultural property
County of Dufferin	Orangeville	Cultural property
County of Haldimand	Haldimand	Cultural property
County of Lanark	Mississippi Mills	Cultural property
County of Middlesex	London	Cultural property
County of Oxford	Woodstock	Cultural property
County of Wellington	Guelph	Cultural property
Credit Valley Conservation Authority	Multiple	Natural properties
Crisis Centre North Bay	North Bay	Cultural property
Fairfield-Gutzeit Society	Loyalist Township	Cultural property
Parks Canada	Front of Yonge Township	Natural property
Grand River Conservation Authority	Multiple	Natural properties
Hastings Prince Edward County Land Trust	South Marsyburgh	Natural property
Hamilton Conservation Authority	Hamilton	Natural property
Hamilton-Wentworth Dist. School Board	Hamilton	Cultural property
Heritage Acton	Halton Hills	Cultural property
Heritage Sault Ste. Marie Inc.	Sault Ste. Marie	Cultural property
Irish Canadian Cultural Centre	Ottawa	Cultural property
Kawartha Conservation Authority	Scucog	Natural property
Lake Simcoe Region Conservation Authority	Brock	Natural property
Lennox and Addington Historical Society	Greater Napanee	Cultural property
Lone Pine Marsh Sanctuary Inc.	Northumberland County	Natural properties
Lower Grand River Land Trust Foundation	Haldimand	Cultural / natural
Martintown Mill Preservation Society	South Glengarry	Cultural property
Mississippi Valley Textile Museum	Mississippi Mills	Cultural property
Municipality of Central Huron	Central Huron	Cultural property
Municipality of Leamington	Leamington	Cultural property
Municipality of Sioux Lookout	Sioux Lookout	Cultural property
Norfolk County	Norfolk	Cultural property
North America Railway Hall of Fame	St. Thomas	Cultural property
Old St. John's Stamford Heritage Association	Niagara Falls	Cultural property
Ontario Historical Society	Toronto	Cultural property
Ontario Nature	King	Natural property
Ontario Parks	Burpee and Mills	Natural property
Otonabee Region Conservation Authority	Young's Point	Natural property
Queen's University	Kingston	Cultural property
Raisin Region Conservation Authority	Multiple	Natural properties
Regional Municipality of Peel	Brampton	Cultural property
Roman Catholic Archdiocese of Kingston	Kingston	Cultural property
Roman Catholic Diocese of London	Windsor, Lucan	Cultural property
Roman Catholic Diocese of Sault Ste. Marie	Sault Ste. Marie	Cultural property
Roseneath Agricultural Society	Alnwick-Haldimand	Cultural property
Sharon Temple Museum Society	East Gwillimbury	Cultural property
South Nation Conservation Authority	Multiple	Natural properties
Spencerville Mill Foundation	Spencerville	Cultural property
Stratford-Perth Historical Foundation	Perth East	Cultural property
Synod of South Western Ontario	Hamilton	Cultural property

Partner	Municipality	Type
Newman Centre of Toronto	Toronto	Cultural property
Roman Catholic Archdiocese of Ottawa	Ottawa	Cultural property
School of the Restoration Arts at Willowbank	Niagara-on-the-Lake	Cultural property
South Nation Conservation Authority	Multiple	Natural properties
Thornhill Heritage Foundation	Thornhill	Cultural property
Toronto and Region Conservation Authority	Toronto	Cultural property
Toronto and Region Conservation Authority	Multiple	Natural properties
Trustees of Beaverton Presbyterian Church	Brock	Cultural property
Town of Aurora	Aurora	Cultural property
Town of Aylmer	Aylmer	Cultural property
Town of Bracebridge	Bracebridge	Cultural property
Town of Carleton Place	Carleton Place	Cultural property
Town of Cobalt	Cobalt	Cultural property
Town of Cobourg	Cobourg	Cultural property
Town of Collingwood	Collingwood	Cultural property
Town of Goderich	Goderich	Cultural property
Town of Greater Napanee	Greater Napanee	Cultural property
Town of Grimsby	Grimsby	Cultural property
Town of Huntsville	Huntsville	Cultural property
Town of Kenora	Kenora	Cultural property
Town of Milton	Milton	Cultural property
Town of Mississippi Mills	Mississippi Mills	Cultural property
Town of Niagara-on-the-Lake	Niagara-on-the-Lake	Cultural property
Town of Oakville	Oakville	Cultural property
Town of Prescott	Prescott	Cultural property
Town of South Glengarry	South Glengarry	Cultural property
Town of St. Marys	St. Marys	Cultural property
Town of Tillsonburg	Tillsonburg	Cultural property
Town of Whitby	Whitby	Cultural property
Township of Loyalist	Loyalist Township	Cultural property
Township of Loyalist	Loyalist Township	Natural property
Township of Uxbridge	Uxbridge	Cultural property
United Counties of Leeds and Grenville	Leeds and Thousand Islands	Cultural property
Van Egmond Foundation	Huron East	Cultural property
Volunteer Bureau	Fort Frances	Cultural property
Worker's Arts and Heritage Centre	Hamilton	Cultural property
For-profit Corporate property owners	Multiple	Cultural properties
Individual private property owners	Multiple	Cultural properties
Private property owners	Multiple	Natural properties

### Program Partners

The Trust also engages with an extensive array of partners across the province in the delivery of its programs and public activities.

## 11 Implementation Plan/Key Deliverables

For 2016-17, the key deliverables are:

Priority	Deliverable in 2016-17
<b>1. Engage youth and diverse audiences</b>	
Youth Engagement Strategy	Expand and enhance opportunities for youth engagement through Trust programs; promote Trust programs to youth
	Support conservation forums and networking opportunities that bring young people together
	Provide leadership, mentorship, and facilitation
	Continue to expand Young Heritage Leaders Outreach
Diversity Strategy	Meet and exceed requirements of the Accessibility for Ontarians with Disabilities Act
	Expand outreach for recognition programs, events, and Doors Open Ontario to diverse communities; create provincial plaques that commemorate the cultural and geographic diversity of the province; conduct a review of all Provincial Plaque texts and develop a plan to identify re-writing, translation, and replacement priorities
Interpretive Plan	Implement the multi-year interpretive plan focusing on programming, promotion, and fundraising opportunities aligned with priority themes for interpretation and commemoration, including: Medical Science and Innovation theme (2016); the 50 <sup>th</sup> anniversary of universal health care; First World War theme (2014-17); plan program initiatives for interpretation and commemoration of the Canada 150 “identity” theme in 2017 (dependent on grant approvals); plan interpretive and commemorative activities related to Macdonell-Williamson House (200 <sup>th</sup> anniversary in 2017); plan and begin implementation of commemorative activities related to “justice” theme; continue development of partnership with MCSCS (2018)
<b>2. Collaborate and build community conservation capacity</b>	
Community Response and Stewardship Initiative	Provide leadership for community conservation solutions; expand provision of technical resources, conservation best practices and case studies online
	Implement web-based e-register for the Ontario Heritage Act Register (2015-16)
	Working with the Aboriginal communities and other stakeholders, continue to protect sacred, archaeologically and culturally sensitive lands
	Complete implementation of Phase I of the

Priority		Deliverable in 2016-17
		Badlands Management Plan (2015-16) and fundraise for Phase II
		Collaborate creatively with communities to conserve and program Trust-owned assets
		Celebrate excellence through LGOHA
Enhanced Doors Open Program		Expand DOO programming by increasing participating communities and attracting new audiences
		Link DOO theme to OHT “medical science and innovation” theme to maximize opportunities for cross-promotion, sponsorship, and shared resources
		Broaden digital advertising campaigns (Google AdWords, weathernetwork.com, etc.) and expand use of social media
Fool’s Paradise/Doris McCarthy Artist-in-Residence Program		Year 2 development and enhancement of the Doris McCarthy Artist-in-Residence (DMAIR) program; maintain and develop funding support for 2017-18 and beyond
First Parliament Site		Implement and develop interpretive plan for Parliament site; engage with the City of Toronto and stakeholders on a long-term plan for the site
Canada 150		Interpretive work at UTCHS, EWG, MWH, HBC Staff House – Moose Factory, and Cheltenham Badlands – dependent on grant approvals (Canada 150 Community Infrastructure Program); develop “My Ontario” program for roll-out in 2017, dependent on grant approval
<b>3. Provide conservation solutions for provincially significant heritage assets</b>		
Advice to Government		Provide assessments and advice to MTCS, other ministries and prescribed public bodies on provincial disposals; secure conservation easements to protect provincially-significant assets intended for disposal (where appropriate); pending approval, implement year one of partnership with OPG to inventory the heritage significance of hydroelectric assets under the province’s standards and guidelines for the conservation of provincial heritage properties (this will require an extra PTE for four years)
Government Relations		Build government understanding of the work of the Trust and its impact across the province; provide conservation solutions for government initiatives
Five-year Capital Plan		Update and deliver five-year capital plan framework through continued data collection, strategic analysis and evaluation using the MTCS Asset Management Information System (AMIS); implement capital conservation program, with specific attention to core conservation needs and

Priority	Deliverable in 2016-17
	Sustainability Plan priorities
	Prepare a masterplan specific to the renewal at EWG of theatrical fixtures, fittings, and stage mechanisms.
<b>4. Proactively build brand recognition, positioning the Trust as a heritage conservation leader</b>	
Earned Media/Publicity Plan	Generate earned media to raise the profile of the Trust and its programs
External Market Focus	Update website and improve functionality and navigation
	Raise the profile of the Trust's public-facing programs, including Young Heritage Leaders and Doors Open Ontario; update design of <i>Heritage Matters</i> magazine; launch e-newsletter to connect with external audiences
Branding and Marketing	Leverage social media analytics to deliver increased engagement across the Trust's social media platform
	Expand online donations marketing plan to generate increased donations and visibility of the online donations portal; building upon the successful launch of the EWG Facebook page and the installation of electronic displays, employ additional tactics to strengthen and explore new and emerging communication opportunities
Leadership	Provide leadership to the sector through strategic outreach; building on model of 2015 Culture Heritage Symposium, develop and implement annual symposium to discuss issues of significance to the sector
<b>5. Innovate and creatively utilize new technologies</b>	
IT	Improve Trust workflow processes and communication through SharePoint enhancements
	Review the technical and structural integrity of the Trust websites and implement improvements
	Implement better software tools to enhance information-sharing within the Trust
Innovate	Continue implementation and promotion of energy-efficient and sustainable models for operation and rehabilitation of heritage sites
<b>6. Build stable, diverse human and financial capacity for the agency</b>	
Policy Development	Implement Integrated Conservation Strategy and develop framework of associated operational policies and procedures
Sustainability Plan	Continue to monitor and enhance Sustainability Plan action items; ongoing development of new operating models for priority Trust properties; identify new operating partners and implement sustainable, collaborative, and creative solutions;

Priority	Deliverable in 2016-17
	continue to implement EWG approved Operating Model by re-alignment and strengthening of staff skills and capacity; continuing efforts to program the non-theatre spaces, build partnerships; expand bookings and rentals
	Implement new ticketing services option for EWG
Learning and Development	Build strategic thinking, business writing, and software literacy through targeted training opportunities; develop learning plan for the Board; build upon completed performance management sessions; deliver sessions to help develop innovation and creativity in staff
Fundraising and Business Development	Identify key fundraising priorities and solicit partnership support; expand donor opportunities
	Establish the EWG Patron's Circle to promote and engender fundraising opportunities specific to the EWG
	Establish the Trust as an attractive option for planned giving
	Identify and deliver fundraising events in support of the Trust brand and "friend-raising"
	Provide fundraising training to the Board and staff
	Develop/implement enhanced donor stewardship plan; develop/implement plan to shift supporters to donors and track conversion levels

On June 29, 2015, the Ministry of Tourism, Culture and Sport (MTCS) approved the Trust's 2015-16 Business Plan and confirmed an operating grant allocation of \$4,074,700 (plus \$20,000 for the Premier's Gravesites Program).

On July 15, 2015, MTCS approved \$680,000 for 2015-16 capital and provided a notional allocation of \$1.36M for 2016-17.

OHT has submitted five sites (Uncle Tom's Cabin Historic Site, Cheltenham, Macdonell-Williamson House, Elgin and Winter Garden Theatre Centre, and HBC Moose Factory) for matching funding as part of the Canada 150 Community Infrastructure Program (CIP).

OHT has submitted a proposal to MTCS and MCIIT for a project for Canada 150. "My Ontario" would begin in 2016-17, with a full roll-out in 2017-18, and is dependent on funding approval.

## 12 Communication Plan

The Trust's 2016-17 Marketing and Communications Plan embraces integrated marketing, communications, media relations and online strategies and tactics to support the Trust's Engage Ontario priorities. The Trust will continue to expand the use of online tactics to increase awareness of Trust programs and activities, attract visitors to museum sites, promote partnership and co-marketing opportunities, drive online donations and engage diverse audiences.



## Marketing and Communications Priorities for 2016-17

Marketing and communications strategies and tactics rolling out in 2016-17 will support the promotion of Trust programs, activities and deliverables. The following strategic priorities will drive the Marketing and Communications Plan in 2016-17.

### *Website*

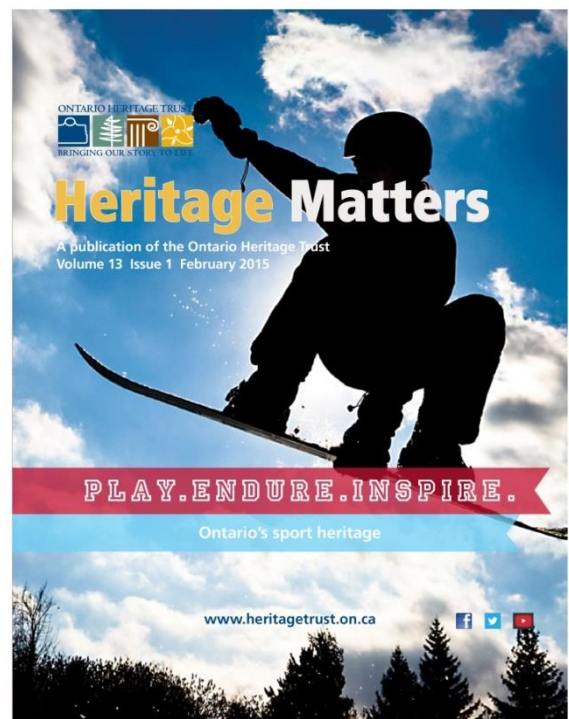
To capitalize on ongoing increases in visitation to the Trust's websites, the Marketing and Communications Plan will focus on improving web functionality, design, navigation, and enhancing content to further engage audiences. Initiatives will include providing an expanded array of technical and conservation support materials, such as the E-Register and the online donations portal.

### *Earned Media*

The Trust will identify targeted programs and activities for heightened media profile in 2016-17, including signature initiatives such as Heritage Week, Doors Open Ontario, the interpretive theme and new programs.

### *New Technologies and Social Media*

Implementation of digital marketing tactics and expansion of the Trust's social media presence are key focus areas for 2016-17. The Trust will leverage social media analytics to deliver increased engagement with audiences online. Promotional activities will include continued use and expansion of digital and social media advertising.





## 13 Capital Plan

The Ontario Heritage Trust's Capital Infrastructure Plan outlines the management of the Trust's real property and non-property assets. These assets comprise a large and diverse asset base held by the Trust on behalf of the Province.

The Trust's capital priorities are informed by the new operating models being developed for several sites that are intended to reduce operating costs, increased revenue opportunities, conservation and stewardship objectives. Additional factors that influence capital plan priorities include public safety, conservation, and AODA compliance.

### **Asset Management Planning**

The Trust undertakes asset management planning in conformance with requirements established by the Ministry of Tourism, Culture and Sport and enters this data into the Asset Management Information System (AMIS).

It is the Trust's policy to carry out all conservation work in conformance with internationally recognized conservation principles and practices. The Trust's Board of Directors has adopted the Standards and Guidelines for the Conservation of Historic Places in Canada to guide its stewardship, preservation, restoration and rehabilitation projects and activities. The Trust also follows the MTCS Standards and Guidelines for the Conservation of Provincial Heritage Property and positions capital work as an opportunity to develop demonstration projects.

### **Capital Planning for Asset Management**

The capital plan to support the Trust's asset management strategy includes three budgets:

- Capital Maintenance/Operating Budget
- Capital Renewal Budget (Funded Projects)
- Capital Needs Budget (Unfunded Pressures)

The Capital Maintenance/Operating Budget and Capital Renewal Budget are both 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 Maintenance/Operating Budget is a one-year projected budget. The Capital Renewal Budget is a five-year projection of the spending of capital funds received from the Ministry of Tourism, Culture and Sport and other sources.

The Capital Needs Budget is a five-year summary of capital needs of the Trust's cultural and natural heritage properties for which there are currently no identified sources of funds. The scopes of work and conservation options are contained in the conservation assessments of Trust-owned heritage property with construction/conservation cost estimates itemized in AMIS (where possible). Conservation assessments for each property are prepared by a team of external architectural, engineering and environmental specialists who survey the building fabric, systems and infrastructure and work directly with Trust professionals and technical experts to establish an accurate picture of current and future needs.

The Capital Needs Budget also identifies five new and emerging categories of capital needs:

- Signage and Public Site Infrastructure
- Environmental Sustainability
- Accessibility for Ontarians with Disabilities Act (AODA) Compliance

- Leveraging Cost Share Funding and Fundraising
- Support to Business Development Opportunities

### Five-Year Capital Summary

The Trust's capital requirements over the next five years total approximately \$48.49M.

	\$ Million					Total
	2015-16	2016-17	2017-18	2018-19	2019-20	2015-20
<b>Capital Maintenance &amp; Operating Budget (Projected / Unconfirmed)</b>	2.20	2.21	2.22	2.23	2.24	11.10
<b>Capital Renewal Budget (funded)</b>	1.66	1.00	1.00	1.00	0.00	4.66
<b>Capital Needs (unfunded)</b>	2.61	7.21	2.24	14.00	6.65	32.71
<b>Total Capital Requirements</b>	6.47	10.42	5.46	17.23	8.89	48.49

### 2015-16 Projects in Process – Highlights (as of October 2015)

Highlighted projects currently underway, completed or planned within the next five years at Trust-owned sites include:

#### *Cheltenham Badlands, Caledon*

The Trust secured a commitment of \$1M in funding for the Cheltenham Badlands Parking Lot and Viewing Platform Project from the Region of Peel; \$300,000 has been approved for detailed design of the parking lot. The heritage feature itself has been protected with temporary fencing pending completion of planning for long term site management and interpretation. The Trust has retained Dillon Consulting to lead the Badlands master planning and public consultation process to build consensus and to guide next steps.

#### *Elgin and Winter Garden Centre, Toronto (EWG)*

Replacement of carpet in the cascading lobbies, ground floor lobbies and a refresh of the Elgin Lounge are complete. The historic terrazzo and tile floor of the lobby bar area uncovered in the course of the work has been restored. Drawings and specifications for the phased replacement of the theatre's complex roofing system are complete. As an initial phase, the repair of masonry and flashings of the Winter Garden fly-tower is underway.

#### *Fulford Place, Brockville*

Restoration of the verandahs, including repair and refinishing of the main deck, re-construction of three wood staircases with turned wood balustrades and repair of the west fire refuge deck is complete.

#### *Ontario Heritage Centre (OHC), Toronto*

A project is underway to repair and restore the building envelope of the Ontario Heritage Centre, which includes brick re-pointing and the replacement of deteriorated and crumbling cast-stone sills. In 2015, the Trust was successful in concluding a cost-share agreement with Parks Canada in the amount of \$100,000. As a result, the scope of the project was extended beyond basic repair to restore the operability of a wide range of the OHC's historic windows to showcase heritage-based, natural ventilation sustainability best practices. The project will be substantially completed by March 2016.

*Macdonell-Williamson House (MHW), Pointe Fortune*

In 2015, the federal government announced a grant of \$107,500 from the Canada 150 Community Infrastructure Program toward a \$250,000 project at the Macdonell-Williamson House. The historic bake-oven in the basement of the house will be structurally stabilized and conserved as an architectural artifact. The Carriage Shed will receive basic repairs. We are awaiting confirmation of this funding. This funding will support previous work towards an interpretive refresh of the site incorporating updated museum themes and interpretive strategies.

*Uncle Tom's Cabin Historic Site, Dresden*

Repair and repainting of the exterior of the Harris House and the Interpretive Centre is completed. The window replacement project at the Interpretive Centre was substantially completed in November 2015.

*Bethune-Thompson House, Williamstown*

A number of cyclical capital maintenance repairs were completed at the Bethune-Thompson site including priority exterior repairs to the main house, structural stabilization of two out-buildings and the installation of a new septic system for the Worker's Cottage.

*Niagara Apothecary, Niagara-on-the-Lake*

The restoration of the mid-Victorian shopfront of the Niagara Apothecary is underway and scheduled for completion this calendar year. Repairs to the front façade are complete. The balance of the exterior elevations repairs are in the design development phase.

*Hudson's Bay Company (HBC) Staff House, Moose Factory*

The Phase I exterior skirt repairs are complete and the Phase II tendering of the exterior façades are in progress, with tentative scheduling for summer 2016 (pending results of the grant application submitted).

*George Brown House, Toronto*

The high level roof membrane has been replaced along with five air-handling units that were at the end of their service life.

*Duff Baby House, Windsor*

The cedar shingle roof of this 1798 Georgian building requires replacement in order to protect significant third floor building fabric from the elements. Planning of this work is underway.

*McMartin House, Perth*

The septic system failed and has been completely replaced. Additional minor repairs to the roof and efficiency enhancements to the heating system are underway.

**Applications for Cost-Share Funding**

The Trust regularly makes application for cost-share funding from special funding programs offered by other levels of government. In fiscal 2014/15, the Trust received \$100,000 in funding from the Parks Canada National Historic Sites Cost-Share Program for window restoration at the Ontario Heritage Centre, and a further application was in December 2015 for the Moose Factory properties. A media announcement of \$107,500 in funding from the Canada 150 Community Infrastructure Program for conservation work at Macdonell-Williamson House, for which we are awaiting confirmation.

Additional applications (\$1.24M) submitted to the Canada 150 Community Infrastructure Program include:

- HBC Staff House - \$190,000 in matching funds for capital renewal and interpretation
- Uncle Tom's Cabin Historic Site - \$250,000 in matching funds for conservation and interpretive renewal
- Cheltenham Trail System - \$80,000 in matching funds for development of the trail system at the Badlands site in coordination with master plan development
- EWG - \$720,000 contribution to the capital renewal needs identified for the Theatre Centre

The Trust is awaiting adjudication of these capital funding applications. All projects can only commence after March 31<sup>st</sup>, 2016, and must be completed by March 31, 2018.

## Unfunded Project Needs

### Extra-ordinary Capital

AMIS indicates a \$9M extraordinary capital renewal requirement in 2016-17. This represents a significant spike in capital needs generated by an aggregate of life-cycle system renewal requirements that normally total \$1 to 1.5M annually in the Trust's portfolio. In anticipation of these requirements, the Trust made an exceptional, major funding request over three years to address capital renewal needs at its three largest and most complex national historic sites. The Elgin and Winter Garden Theatre Centre (EWG), Ontario Heritage Centre (OHC) and George Brown House (GBH) together account for the majority of the identified capital renewal needs of the Trust portfolio. The work includes roof replacement, HVAC replacement, life safety upgrades and other building system renewal. The work is scheduled over three years and includes a sequence of three phases: technical assessment, design development, and implementation.

MTCS has provided \$2.4M towards these extra-ordinary capital needs, but \$4.2M remains as an unfunded pressure.

### 2016-17 Projects

Highlighted projects identified in AMIS as yet unfunded and necessary to commence within the next five years at Trust-owned sites and include:

#### *Elgin and Winter Garden Theatre Centre, Toronto*

The renovations to the EWG are now more than 25 years old and much of the modern equipment, building services and components are at or beyond expected service life. These basic building systems include heating, cooling and ventilation as well as the basic building envelope. In a building of this size and complexity, the life cycle needs of these systems are substantial. Keeping the theatre complex in good operating order is required for contractual obligations to clients, public safety liabilities and the trustee responsibility to preserve previous public investment in the restoration of this large National Historic Site.

#### *Ontario Heritage Centre, Toronto (OHC)*

Like the EWG, the rehabilitation of the OHC is now more than 25 years old. Many of the modern building components and equipment installed during the renovation are at or near the end of their service life and represent obsolete technologies. A comprehensive condition report on the Ontario Heritage Centre was prepared by Stevens Burgess Architects Inc., employing an

assessment team with a full range of engineering disciplines as well as a cost consultant. The findings of this report are supplemented by the facility assessment contained in the AMIS report.

Major recommendations of the reports include waterproofing the basement foundation walls that are causing a damp basement and contributing to rusting of the structural steel frame. All air-handling units and peripheral components are at the end of their service life and should be replaced by new energy efficient units to reduce reliance on electrical heating and thereby reducing operating costs. The major components of the electrical service need to be replaced or overhauled. It is recommended to replace all plumbing fixtures with new energy efficient fittings. A number of upgrades to accessibility are recommended as well as upgrades to the building control systems to bring them into line with contemporary codes and standards. The manually operated historic elevator requires a major rehabilitation to improve reliability, satisfy AODA requirements, maintain rental revenues and to preserve the heritage values.

#### *Bethune-Thompson, Williamstown*

The Bethune-Thompson property contains the main house, the worker's cottage, and three outbuildings. It is used as a residential tenancy and the main house (1804) has high heritage significance due to its association with cartographer David Thompson and the surviving building fabric, some of which dates back to 1784. Building on stabilization work completed in 2015/16, the main house needs repair of its stucco walls, tin plate roof tiles and exterior woodwork that has rotted.

#### *Fulford Place, Brockville*

A main feature of this national historic site is the extensive wood verandahs and porte-cochère that wrap the masonry building visually anchoring it to the landscape. Much of this is elaborately turned wood with curving and heavily moulded sections. Priority work required to maintain public safety has been addressed but large areas of wood on the upper levels of the verandahs and porte-cochère require restoration to preserve the integrity of the historic building, and to maintain its reputation as a heritage destination along the St. Lawrence River.

Additional projects include a range of health and safety, repair, restoration, and AODA compliance work at sites across the province.

### **Natural Heritage Capital Infrastructure Renewal**

The Trust has extensive natural heritage land holdings requiring capital maintenance and renewal of site infrastructure such as bridges, dams, fencing and boundary walls, retaining walls, wells, trails, driveways, parking lots as well as outbuildings including barns and other agricultural buildings. As these assets are identified, evaluated and rolled into AMIS, an accurate estimate of capital infrastructure renewal costs will be developed. It is currently estimated that the Trust has an annual \$100,000 financial pressure for basic maintenance.

While many natural heritage sites are operated in partnership with conservation authorities and other local groups, the Trust is responsible for major capital expenditures. This includes the base property ownership expenditures necessary to successfully manage risk and liability associated with publically accessible sites.

## **Capital Management Activities and Non-property Assets**

The Capital Renewal and Capital Needs Budgets also include line items for the capital component of three ongoing asset-management activities:

- Conservation and other technical assessments
- Non-property Assets
- Information Technology

**Conservation Assessments** are an ongoing activity that complements the ministry-wide asset management project. 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 Trust cultural heritage properties. This information supplements the overall life-cycle/depreciation approach of the asset-management project. In recent years, conservation assessments have been prepared on a priority basis for 15 Trust cultural heritage properties. The preparation of conservation assessments is not a one-time activity but must be repeated on a five-year cycle to ensure that conditions are accurately monitored. The earliest of the completed reports are now five years old and should be reassessed and updated to inform the overall capital plan.

**Non-property assets** include management activities that have a clear capital component such as provincial plaques, cultural artifacts and archaeological artifacts.

**Ontario Provincial Plaque Program** - is the Trust's oldest and has been in operation since 1957. It includes over 1,250 plaques in communities across Ontario. Over the years, as a result of accidents, theft, and vandalism, a number of plaques have gone missing or been destroyed. There are approximately 50 Provincial Plaques that are currently missing or are severely damaged and require complete replacement. The cost to recast and install an existing plaque (i.e., no translation or new research) is \$5,000. There are also a large number of plaques that require refurbishment and repainting. Failure to maintain these assets reflects poorly on the Trust and the province. There are also unfunded pressures to refurbish, and where necessary, replace local approach markers that direct visitors/tourists to the plaques.

**Collections** - the Trust holds archeological and cultural collections related to its owned properties in accordance with provincial archeology and museum standards. As of 2015, there are 925,189 archaeological artifacts held at the Trust. In addition, the Trust is also responsible for the protection and care of 25,000 cultural artifacts including paintings, furnishings, textiles and archival material. Currently, there is no dedicated storage area for the Cultural Collections, which requires that all sites provide local, environmentally-appropriate secure storage. There is a need for a centralized storage location to support the conservation work of the museums and the site and program interpretation delivered by the Trust.

The responsibility to "safe-keep" archaeological and cultural artifacts and field records is the responsibility of the Trust and entails ensuring that the collections are stored properly, are conserved when necessary, curatorial care is maintained in perpetuity, and the information from these collections is made accessible to the public.

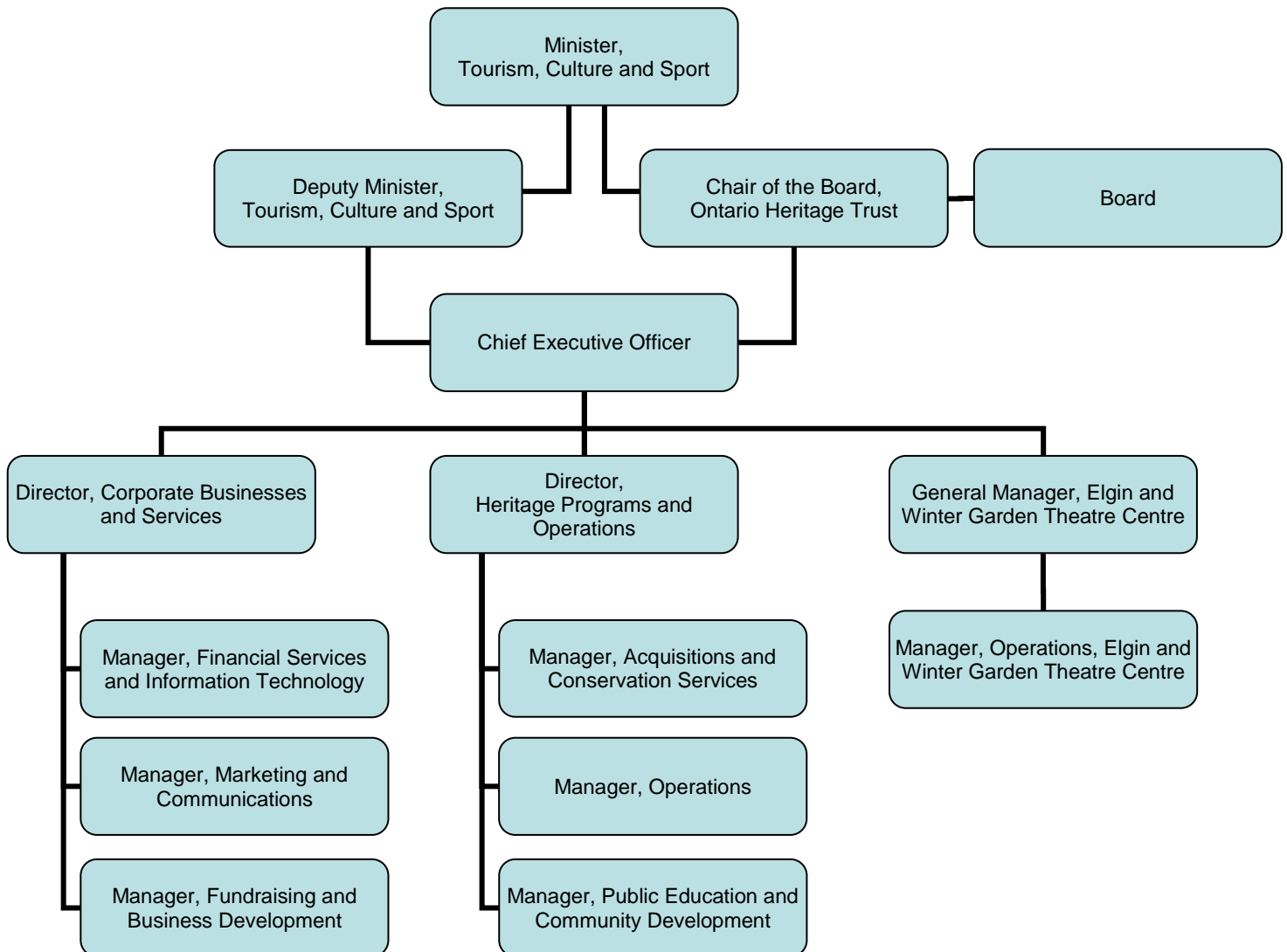
Archaeological artifacts and cultural collections have very specific requirements for registration and storage. The current environmentally-controlled storage within the Trust's portfolio is approaching maximum capacity and additional storage solutions are required in the next two years. Additional funding requirements include support for the Archaeology Collections Database Project (uploaded onto MINISIS), collection management of the various Trust



property-based collections, select conservation treatments for property-based collections and the continued photography of other artifact collections for archival/database purposes.

***Information technology*** includes a multimedia management system, fire management enhancements to improve workflow and communications between Trust staff, database consolidation and development and software tools.

## 14 Organizational Chart – Governance and Management



## **Governance and Management**

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

The Trust's activities and programs support the preservation of Ontario's heritage as a living legacy and the agency continues to be the heritage trustee and steward for the people of Ontario; an advisor for heritage conservation; a centre for heritage information and education; and a significant promoter of Ontario's natural and cultural heritage.

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 the community.

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 – built, cultural and natural;
- holds properties in trust on behalf of the Crown for the people of Ontario;
- raises approximately 53% of its operating revenues;
- is an organization with special expertise in operating and maintaining sites; and
- has conservation expertise which can be leveraged by ministries and local communities.

### **Governance**

The Ontario Heritage Trust continues as 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 members is required; there are currently 12 members, 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 in their local and surrounding communities at various provincial activities, including Young Heritage Leaders presentations, Heritage Week, provincial plaque unveilings and commemorative events that occur throughout the year.

The Trust is a classified agency under the Agency and Appointments Directive (ADD), 2010. The ADD, the Memorandum of Understanding with the Ministry of Tourism, Culture and Sport, approved Trust-developed policies, MBS guidelines, and government procurement directives govern how the Board and the agency operate. An audit is conducted annually by the Provincial Auditor's Office. Minutes of the Board's meetings and Trust results are filed quarterly with the Minister of Tourism, Culture and Sport. An annual report is tabled in the Legislature.

Current members of the Board of Directors are (as of October 2015):

**Prof. Thomas H.B. Symons, Chairman (Peterborough)**  
**Harvey McCue, Vice-Chairman (Ottawa)**  
**James (Jim) Brownell (Long Sault)**  
**Dr. Robert Arthur Gordon (Toronto)**  
**Melanie Hare (Toronto)**  
**Dr. Frederic (Eric) L.R. Jackman (Toronto)**  
**George Thomas Kapelos (Toronto)**  
**Helen A. MacLeod (L'Orignal)**  
**Donald Pearson (London)**  
**Jean Yves Pelletier (Ottawa)**  
**Nathan Tidridge (Waterdown)**  
**Maria Topalovich (Toronto)**

The Board operates with an Executive Committee and three standing committees: Heritage Programs, Finance and Investment, and Fundraising. Finance and Investment Committee serves as the Audit Committee. The Elgin and Winter Garden Advisory Committee was created in 2012 as an ad hoc committee to advise the Board.

**Board of Directors (Committee Structure as of October 2015)**

<b>Executive Committee</b>	Thomas H.B. Symons, Chair Harvey McCue, Vice Chair Helen MacLeod, Secretary Don Pearson Squee Gordon TBD, Treasurer
<b>Heritage Programs Committee</b>	Don Pearson, Chair Helen MacLeod Melanie Hare Jean Yves Pelletier Nathan Tidridge
<b>Finance and Investment Committee (also functions as the Audit Committee)</b>	TBD, Chair Harvey McCue Helen MacLeod Frederick Jackman Jim Brownell
<b>Fundraising Committee</b>	Squee Gordon, Chair
<b>EWG Advisory Committee</b>	Harvey McCue, Chair Maria Topalovich George Kapelos

The Trust's senior 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 Ministry of Tourism, Culture and Sport for ensuring that the agency operates according to the requirements of Management Board of Cabinet and the OHT-MTCS Memorandum of Understanding.

## 15 Appendix – Glossary of Terms

ADD	Agency and Appointments Directive
AMIS	Asset Management Information System
AODA	Accessibility for Ontarians with Disabilities Act
BTC	Bruce Trail Conservancy
CBMPT	Cheltenham Badlands Management Planning Team
CEO	Chief Executive Officer
DOO	Doors Open Ontario
ESD	Electronic Service Delivery Plan
ETS	Enoch Turner Schoolhouse
EWG	Elgin and Winter Garden Theatre Centre
FTE	Full-time Equivalent
GBH	George Brown House
'Government'	means Ontario provincial government
GTA	Greater Toronto Area
HBC	Hudson's Bay Company
HVAC	Heating, Ventilating, and Air Conditioning
IO	Infrastructure Ontario
LGOHA	Lieutenant Governor's Ontario Heritage Award
MCIIT	Ministry of Citizenship, Immigration and International Trade
MCSCS	Ministry of Community Safety & Correctional Services
MGCS	Ontario Ministry of Government and Consumer Services
Ministry	Refers to the Ontario Ministry of Tourism, Culture and Sport
MNRF	Ontario Ministry of Natural Resources and Forestry
MO	Minister's Office
MTCS	Ontario Ministry of Tourism, Culture and Sport
MWH	Macdonell-Williamson House
NHS	National Historic Site
OFA	Office of Francophone Affairs
OHA	Ontario Heritage Act
OHC	Ontario Heritage Centre

OHT	Ontario Heritage Trust
OPG	Ontario Power Generation
OPS	Ontario Public Service
OTMPC	Ontario Tourism Marketing Partnership Corporation
SEO	Summer Experience Opportunities
PTE	Part-Time Employee
S&G	Standards & Guidelines
TAPA	Toronto Theatre Alliance (formerly known as)
TIFF	Toronto International Film Festival
'the Trust'	means Ontario Heritage Trust
UTCHS	Uncle Tom's Cabin Historic Site
'Web Visits'	each file sent to a browser by a web server is an individual visit
YHL	Young Heritage Leaders