

# Corporate Business Plan

## 2017-18



An agency of the Government of Ontario

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## 1 Executive Summary

### Vision

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

### Mission

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

The Ontario Heritage Trust (OHT or 'Trust') has a broad, province-wide mandate to identify, protect, promote and conserve Ontario's heritage in all of its forms. The Trust serves as the heritage trustee and steward for the people of Ontario. In this capacity, it is empowered to conserve provincially significant cultural and natural heritage, to interpret Ontario's history, to educate Ontarians of its importance in our society, and to celebrate the province's diversity. In 2017, the Trust celebrates 50 years of service to Ontarians.

The Trust's mandate includes three main areas of responsibility, which were affirmed by the 2015 Mandate Review (please see Section 2):

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

Key impacts include:

- Protecting 465 cultural and natural heritage properties through ownership or easement
- Welcoming over 800,000 participants to sites and programs annually
- Delivering provincial programs in 85% of Ontario's municipalities, representing 99% of Ontario's population
- Generating \$5M annually in Doors Open Ontario (DOO) communities, with 43 events in 192 communities
- Telling the stories of Ontario's significant persons, places and events using provincial plaques and exhibits
- Using archaeological and cultural artifacts to understand our past
- Protecting habitat for 61 (30%) of Ontario's 202 species at risk
- Tracking 29,888 designated properties from 228 different municipalities on the *Ontario Heritage Act Register*
- Describing over 5,700 sites on the Places of Worship Inventory
- Conserving the world's last operating double decker theatre
- Protecting the site of Ontario's first parliament buildings
- Recognizing more than 6,500 individuals from 288 municipalities (to date) through our excellence in conservation and youth awards
- Protecting 150 registered archaeological sites on owned and easement properties

Key assets include:

- 191 cultural and natural heritage properties in 56 municipalities
- 935,860 archaeological artifacts in 22 municipalities
- 25,000 cultural artifacts from 12 municipalities
- 1,276 provincial plaques in 262 municipalities
- 269 conservation easements in 110 municipalities

A Strategic Plan for 2017-2020 is in development and will be complete by the end of the 2016-17 fiscal year. The vision, mission, values, strategic themes and objectives, along with key deliverables, are reflected in this draft of the Business Plan, pending Board of Directors approval in December 2016. Please see Section 4.

The 2017-18 Business Plan outlines a period of change and transformation for the Trust. Its ongoing work will be augmented by three provincial initiatives, which create exciting new opportunities to involve Ontarians:

### Ontario150

To celebrate the sesquicentennial of Canadian Confederation and Ontario150, the Trust will deliver ***MyOntario – A vision over time***. ***MyOntario*** is a conversation with Ontarians - an invitation to the people of the province to identify, share and promote the stories, perspectives and traditions, connections to community and landscape and diverse voices and values that contribute to the complex and evolving identity of our province and its place in Confederation.

### The Climate Change Action Plan (CCAP) – Heritage Initiative

Since March 2016, the Trust has been working with the Ministry of Tourism, Culture and Sport (MTCS) and the Ministry of the Environment and Climate Change (MoECC) to inform Ontario's Climate Change Action Plan (CCAP). The Heritage Initiative of the CCAP is intended to reduce greenhouse gas (GHG) emissions through incentivizing and promoting the rehabilitation and re-use of heritage properties. Annually, the program includes \$2.0M for Promotion and Education, \$3.0M for the Provincial Leadership Demonstration Program and \$15.0M for the Community Incentive Program.

The Trust has developed a detailed plan for the design and implementation of the Initiative and is awaiting final Cabinet approval regarding timing and roll out.

### Ontario's Culture Strategy and the Trust's Alignment

In June 2016, Ontario launched its first Culture Strategy. The Culture Strategy sets out four overarching goals for the next five years: promote cultural engagement and inclusion, strengthen culture in communities, fuel the creative economy and promote the value of the arts throughout government. The Trust's programs and activities support the realization of the Culture Strategy. From DOO to the Doris McCarthy Artist-in-Residence Program; from the ***MyOntario*** project to the Trust's respected partnerships with Indigenous communities, the work of the Trust supports cultural participation and delivers on the province's vision for culture.

## **2 Mandate**

### An Agency of the Ministry of Tourism, Culture and Sport

MTCS is mandated to help build a strong innovative economy in Ontario through strategic support and investment in three key sectors of the economy – tourism, culture, sport and recreation. [Premier Wynne's Mandate Letter to Minister McMahon, September 23, 2016.]

MTCS is committed to creating new opportunities and promoting the values that work in the best interests of Ontarians in their workplaces and communities by building a province that is an internationally recognized tourism destination with strong culture, sport and recreation sectors.

## Mandate of the Ontario Heritage Trust

Pursuant to the *Ontario Heritage Act*, R.S.O. 1990, the Trust is mandated:

- 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; and
- to conduct research, educational and communications programs necessary for heritage conservation, protection and preservation.

## Review of the Trust Mandate (2015)

In June 2015, MTCS engaged consultants to conduct a mandate review of the Trust, as part of the government's review of its agencies.

MTCS reported to Cabinet in August 2016 with the results of the review. The mandate review found that the Trust mandate aligns with, and continues to be relevant to, the goals and priorities of the Government of Ontario. Specifically, it confirmed that:

- The Trust's mandate underscores its breadth, importance and relationships with other entities in preserving Ontario's heritage from both a provincial and local perspective.
- The combined mandate and responsibilities of the Trust for built, cultural and natural heritage provide the basis for a single centre of excellence and expertise that can be applied consistently at both the provincial and local levels in all areas across the province.
- The Trust is a valuable resource in heritage matters, has strong professional and technical knowledge and is recognized as a centre of specialized expertise in heritage that is not offered elsewhere in provincial government.
- The Trust's programs have been very successful in promoting heritage and increasing the public's understanding, appreciation, and direct experience with Ontario's heritage (for example, DOO).
- The Trust's mandate is broad in terms of the scope covering built, cultural and natural heritage as well as its three main categories of responsibility:
  - Owning, managing and protecting a portfolio of provincially significant heritage properties;
  - Acting as a centre of expertise on the protection and conservation of provincially and locally significant heritage properties;
  - Promoting heritage and educating the public in the role and importance of heritage.
- With Ontario's growing and increasingly diverse population and attendant pressures from property development, the need for an agency such as the Trust to identify, protect and conserve Ontario's historical built, cultural and natural heritage is becoming increasingly important.

The review also found that the Trust is experiencing ongoing difficulties in delivering its broad mandate within its available annual operating and capital resources. It made recommendations for three further assessments of specific programs to be undertaken, which are identified in more detail in this Business Plan.

### 3 A Response to the Expectations Set Out in the Agency Mandate Letter

On November 23, 2016, the Chair received a letter from The Honourable Eleanor McMahon, Minister of Tourism, Culture and Sport, outlining her expectations for the agency for the 2017-18 fiscal year. Specifically, the Trust is asked to support the goals of the Ontario Culture Strategy; support government initiatives that strengthen our relationships with Indigenous communities and work toward reconciliation; and deliver special programming that celebrates Canada's and Ontario's 150<sup>th</sup> anniversary. The Trust is also asked to ensure that it achieves and maintains the highest levels of accountability. [A copy of the letter is provided on the website].

#### **Ontario's Culture Strategy:**

TBS' 2015-2016 Mandate Review of the Trust affirmed it as a valuable resource in heritage matters, with strong professional and technical knowledge that is recognized as a centre of specialized expertise in heritage not offered elsewhere in the provincial government. It further determined that the Trust's programs have been very successful in promoting heritage and increasing the public's understanding, appreciation and direct experience with Ontario's heritage.

As it continues in the implementation of its mandate, the work of the Trust supports all four of the goals of the Ontario Culture Strategy. Details are provided in Section 5 and include:

- Managing province-wide information databases including the Places of Worship Inventory, an online resource, and the *Ontario Heritage Act Register* which will be available online beginning in 2017-18;
- Design of the Heritage Initiative of the Climate Change Action Plan, which awaits approval for implementation;
- Providing online conservation tools, including technical advice on heritage conservation districts and cultural landscapes, best practice models of conservation, interpretation, and adaptive re-use to strengthen community capacity for conservation;
- Telling Ontario's stories through province-wide initiatives such as Doors Open Ontario, provincial plaques, *Heritage Matters* magazine, and online exhibits;
- Managing the Doris McCarthy Artist-in-Residence Program at its Fool's Paradise property;
- Protecting intangible cultural heritage, including technical skills and knowledge, oral traditions, language, performing arts, rituals and ceremonies and festive events;
- Recognizing excellence in conservation through the Lieutenant Governor's Ontario Heritage Awards and Young Heritage Leaders;
- Providing meaningful work experience for students, interns and young professionals in the heritage sector; and
- Advising on heritage policy and issues.

#### **Strengthening relationships with Indigenous communities:**

The Trust has worked with Indigenous Communities for many years, protecting sacred lands and culturally significant places, celebrating community heroes and commemorating important events. Important partnerships with the Chippewas of Nawash First Nation, the Huron Wendat Nation and the Moose Cree First Nation are described in this Plan. The Trust continues in its commitment to truth-telling and reconciliation through all of its activities. Details are provided in Section 5.

The 150th anniversary of Confederation is a special moment in our history and a great opportunity for Ontarians to explore the past and imagine our future. The Ontario Heritage Trust's celebration – *MyOntario – A vision over time* – welcomes the stories, perspectives and traditions that contribute to the complex and evolving identity of our province. It is a conversation among Ontarians about who we are and what we would like to become – a conversation as diverse and dynamic as the province itself.

## Demonstrating the highest levels of accountability:

The Mandate Review of the Ontario Heritage Trust determined that the OHT mandate aligns with, and continues to be relevant to the goals and priorities of the Government of Ontario.

The Trust is a classified agency under the Agencies & Appointments Directive (AAD), 2015. As such, the Trust complies with all applicable legislation and Treasury Board/Management Board and Ministry of Finance directives, guidelines and policies including the Memorandum of Understanding with the Ministry of Tourism, Culture and Sport, approved Trust-developed policies, MBS guidelines, and government procurement directives. The Trust leverages the province's investment by raising over 60% of its annual operating funding through tenancies, business centres, donations, fundraising activities, sponsorships, and grants.

The Business Plan that follows outlines a bold vision for an Ontario where the places, landscapes, traditions and stories that embody our heritage are reflected, valued and conserved for future generations.

## **4 Strategic Directions (2017-20)** [as approved by the Board of Directors in December 2016]

In 2016, the Trust began to develop a three-year strategic plan (2017-2020). The Values, Strategic Themes and Objectives, and 2017-18 Key Deliverables were approved in principle by the Board of Directors in September 2016. The Plan will continue to be developed and it will be submitted for final Board approval in March 2017.

### Our Vision

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

### Our Mission

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

## Our Values

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

## Strategic Themes and Objectives

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

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

## 5 Overview of Programs and Activities

### Current Programs

Over the past four 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.

#### 5A. Conservation and Stewardship

The Trust protects Ontario's significant heritage places holistically, not just one building or property at a time, but structures, cultural landscapes, districts, watersheds, and systems. By so doing, we provide for dynamic and 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 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, Indigenous communities, conservation authorities, land trusts, heritage organizations and private landowners to ensure the stewardship of its lands and easements, providing vital community relationships and vibrant local participation. More than 90% of the Trust's properties are managed with partners. The Trust employs an integrated conservation approach to heritage, as shown below.



## Natural and Cultural Heritage Properties – (192) Owned Sites

Under the *Ontario Heritage Act*, the Trust is mandated to conserve properties of historical, architectural, archaeological, recreational, aesthetic, natural and scenic interest for the benefit of the people of Ontario. The Trust's heritage leadership role includes the strategic acquisition of provincially significant 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 (165) natural heritage properties. 89% of the lands the Trust holds are managed in partnership with local organizations. The Trust and its partners support active recreation and outdoor education by stewarding over 160 km of public trails located on the agency's natural heritage lands.

## 2016-17 Major Capital Projects (in progress as of November 2016)

There are currently \$3.32M in capital projects funded for 2016-17. The major capital projects completed, or currently under way, at Trust-owned sites include:

### ***Cheltenham Badlands (Caledon)***

The Trust has secured a commitment of \$1M in funding for the Cheltenham Badlands Parking Lot and Viewing Platform Project from the Region of Peel; preliminary design of the parking lot is complete. The Badlands feature itself has been protected with temporary fencing pending completion of planning for long-term site management and interpretation. Public consultation sessions have been completed and a preliminary Master Plan is currently under review. Once the plan is approved by the Niagara Escarpment Commission and the Ministry of Natural Resources and Forestry (MNRF), the Trust will undertake more detailed design work and costing.

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

The general contract to replace the Theatre Centre's extensive and complex roof has been awarded and construction work will be completed in Q4 2016-17. Costing is under way to replace the north cooling tower in Q4 2016-17. In addition, with the support of cost-share funding from the Canada Cultural Spaces Fund (CCSF), a specialist consultant has prepared a report on options for improving accessibility (AODA) provisions at the theatre. Implementation of accessibility-related work is planned for Q4 2016-17. Funds have been secured from the National Historic Site Cost-Sharing Program to restore the beech leaf ceiling in the Winter Garden Theatre. This unique heritage solution is being undertaken as a research and demonstration project.

### ***Uncle Tom's Cabin Historic Site - UTCHS (Dresden)***

A project is under way to renew the interpretive experience at UTCHS through restoration of the large sawmill artifacts and construction of a new open-air shelter and interpretive facility. Architectural design of the shelter is complete and a structural engineer has been retained to assist in specifying the new structural crib for the sawmill artifacts to replace the previous armature that had collapsed. Construction work will be complete in Q4 2016-17.

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

The Trust received support from the Parks Canada National Historic Sites Cost-Sharing Program for the exterior repair and refinishing of the Staff House. The work involves wood repair and refinishing of the original wood clapboards and trim, along with conservation of the extant wood windows. The exterior elevations of two of the workers' houses located in adjacent Centennial Park were also repaired. Work is complete.

Other projects include the Ashbridge Estate, Barn/Studio Restoration (Toronto) and the restoration of the 1908 Otis-Fensom elevator at the Ontario Heritage Centre - OHC (Toronto).

### Easements – (269) Easement Properties

Conservation easements are one of the most flexible and powerful conservation tools available for the protection of heritage resources. An easement is a voluntary legal agreement between the heritage property owner and the Trust. It establishes mutually accepted conditions that will 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 40 years. The Trust holds conservation easements on (189) cultural heritage and (80) natural heritage properties in communities across the province.

### Protecting Sacred/Culturally Significant Lands

The Trust protects a number of sites of special meaning to Indigenous communities, including burial places, traditional use sites and lands of sacred or spiritual value. The Trust is committed to the permanent protection, respectful stewardship and sensitive preservation of these culturally significant places in partnership with Indigenous communities.

Many of these places that hold sacred, special value and significance to Indigenous communities are also archaeologically significant. The Trust protects (150) registered archaeological sites that are located on properties owned by the Trust or protected by Trust conservation easements. Often these lands are also environmentally sensitive and possess natural heritage value. It is the Trust's policy and practice to preserve archaeological resources in situ and to treat these significant places with the utmost respect and sensitivity. The Trust works with Indigenous communities to secure these lands and develop collaborative, culturally appropriate, respectful stewardship and conservation approaches to their care.

### EWG Theatre Centre

As a result of the OHT Mandate Review (2015), MTCS hired consultants to undertake a review of operating models and partnership opportunities for the EWG. The review began in August 2016 and a draft report is due to MTCS by the end of November 2016.

The Elgin and Winter Garden Theatre Centre is a premiere example of the Ontario Heritage Trust's mandate at work. The Centre's operation exists to serve the people of Ontario by:

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

[EWG Mission Statement, 2013]

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

The Centre's resident clients, Toronto International Film Festival (TIFF), 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 Massey Hall/Roy Thomson Hall for several years to deliver concerts.

#### Film Location Services, Rentals and Event Planning

External film producers lease Trust properties and buildings as locations for filming activities, with most of the activity based at the OHC, George Brown House (GBH), Enoch Turner Schoolhouse (ETS), the EWG Theatre Centre, and Scotsdale Farm. Our distinctive Toronto heritage venues also provide unique, first-class facilities for meetings, weddings, corporate and special events. Revenue generated from venue rentals forms an important part of our funding model for conservation and stewardship work.

#### 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). 265 Front Street East is owned by the Trust. The protection and interpretation of the First Parliament Site is an ongoing priority. The City of Toronto has started planning the future use of its portion of the Parliament lands (271 Front Street East 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.

#### 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. Examples of the Trust's conservation tools that strengthen community conservation are:

[Ontario Heritage Act Register](#)

[Places of Worship Inventory](#)

[Tools for Conservation](#)

#### Workshops, Training and Technical Advice

The Trust provides technical advice, assistance, and best practice models of conservation, interpretation, and adaptive re-use to strengthen community capacity for conservation. The Trust has strong partnerships with universities/programs across Ontario, including the: Ryerson Planning Program; Fleming College; Algonquin College; University of Toronto-Mississauga; Willowbank; York University; Queens Conservation Program; University of Toronto; and, the University of Western Ontario. These educational opportunities extend to the public, heritage and community groups, professional associations, and post-secondary educational institutions. Trust staff annually support professional conferences with planning assistance, and, as speakers. These include the National Trust for Canada; Architectural Conservancy of Ontario/Community Heritage Ontario; Ontario Land Trust Alliance; Latornell Conservation Conference; the Willowbank School of Restoration Arts; the Ontario Archaeological Society; the Canadian Association of Heritage Professionals; the Ontario Association of Architects; and, many others.

## 5B. 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, online exhibits and resources, DOO, 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. The Trust's public education and awareness programs support the goals and strategies set forth in the province's Culture Strategy (2016), most specifically, *Goal 2 – Strengthen Culture in Communities*.

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

[Religious Heritage Properties Working Group](#) (2009-2010); [Ontario Bicentary 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](#) (2015-2016).

### Interpretive Plan

The Interpretive Plan provides a framework for an annual interpretive theme and relevant key commemorations to guide existing programming and special initiatives. The Interpretive Plan focuses the Trust's work on the following interpretive themes and key commemorations for the period of 2017-2023. For 2017, 2018 and 2019 the key commemorations are:

Year	Interpretive Theme	Key Commemorations
2017	<p><b>Identity: Knowing Ourselves</b> Role of Ontario in Confederation; how we have come to know and understand ourselves as Ontarians (150 years later)</p>	<p><b>Canada's Sesquicentennial</b> Remember and honour the people, places, and events that comprise the story of Confederation (from a provincial perspective)</p> <p><b>The Trust's 50<sup>th</sup> Anniversary</b> Explore the evolution of heritage preservation in Ontario and its complex relationship to the broader history of the province</p>
2018	<p><b>Equality and a Fair Society</b> Impact and implications of the transition to a peaceful society in post-war Ontario</p>	<p><b>Peace</b> 100<sup>th</sup> anniversary of the end of the First World War</p> <p><b>Women's Suffrage</b> Honour and remember the people, organizations, and events that helped to make women's suffrage a reality in Ontario and Canada</p>
2019	<b>Communications</b>	<p><b>80th Anniversary of the Television Exhibit at the Canadian National Exhibition</b></p> <p><b>200th Anniversary of the Barnum House (1819-1820)</b></p>



## Doors Open Ontario (DOO)

Doors Open Ontario 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 April and October, providing an opportunity for communities to showcase their local heritage and to promote 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. On average, DOO annually features 50 community events and generates over \$5M in revenues for local communities. It delivers on Ontario's Culture Strategy (2016), Goal 2 – *Strengthen culture in communities*. DOO 2017 is a key component of the ***MyOntario – A vision over time***.

## Heritage Matters

*Heritage Matters* is the Trust's flagship publication. Each issue of *Heritage Matters* provides a snapshot of Ontario's unique heritage – with stories about conservation efforts and partnerships, as well as articles about our shared past. Issues are designed to provide diverse perspectives and are themed in alignment with the interpretive plan and conservation objectives.

## Heritage Week

The Trust leads Heritage Week on behalf of the province. Heritage Week, held during the third week of February, is an annual opportunity to celebrate heritage in communities all over the province. Heritage Week 2017 will launch ***MyOntario*** with events in multiple communities.

## 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. Some of the Trust's most popular sites are part of conservation areas, provincial and regional parks as well as major trail networks that draw visitors for ecotourism, recreation and wildlife viewing.

## Doris McCarthy Artist-in-Residence (DMAiR) Program

In September 2014, the Trust launched the DMAiR Centre at Fool's Paradise (Toronto), the former home and studio of Canadian artist, Doris McCarthy. 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. 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. The program strongly supports the province's Culture Strategy (2016), Goal 4 – *Promote the Value of the Arts Throughout Government*.



Applications are reviewed by an expert advisory panel. Going into its third year in 2017, the program has drawn nationally renowned artists and significant media coverage. The program is sponsored by the RBC Foundation.

### Lieutenant Governor's Ontario Heritage Awards

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

### Provincial Plaques

The Trust has developed and introduced 1,276 plaques since 1956. Provincial Plaques commemorate people, places and events of provincial significance and mark major moments of change, achievement, historical significance and popular culture. The Trust works with local community organizations, Indigenous communities, government and corporate partners to introduce the plaques.

New plaque subjects are identified each year by the Trust and through a public application process. All subjects are reviewed against the Trust's criteria and interpretive priorities and are adjudicated by the Board of Directors.

### 5C. Youth Engagement

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

#### Mentoring/Teaching/University Partnerships

As part of its leadership role within the heritage sector, the Trust provides experiences and mentoring support for developing professionals in the many fields related to the Trust's mandate. In particular, youth employment through summer experience terms, internships, and co-op placements has been a target initiative. The Trust has also been an active supporter of the Ontario Internship and Internationally Trained Internship Programs. In fact, for the past three years, the Trust has averaged 40 student employment opportunities on a yearly basis. The Trust partners with many universities and colleges on educational programming, including: lecturing, credit for project courses, work placements, and special research projects.

#### Young Heritage Leaders (YHL)

The Trust's YHL program celebrates youth achievement in preserving, protecting and promoting local heritage. Since 2000, the Trust has worked with communities and schools to distinguish young volunteers for their heritage activities. To date, the YHL program has recognized over 4,800 young people across Ontario for their contributions to conserving Ontario natural and cultural, tangible and intangible heritage. A three-year promotional strategy has been developed to expand the reach of the program, incorporating outreach to targeted schools and youth organizations, Indigenous communities and Franco Ontarian organizations through the expanded use of e-marketing tools and the development of strategic partnerships.

### 5D. Support for Government and Government Initiatives

Included in the Trust's legislated mandate is our 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 with the power to designate a property of cultural heritage value or interest of provincial significance, after consultation with the Trust (OHA, Section 34.5).

The Trust advises on heritage policy and issues; provincial designations under the *Ontario Heritage Act*; *Standards and Guidelines for Conservation of Provincial Heritage Properties*; transfers from provincial control of provincial heritage properties of provincial significance (under the Standards & Guidelines); Provincial Policy Statement Reviews; Ontario Trails Act; Niagara Escarpment Plan Review. The Trust manages province-wide information databases, including the *Ontario Heritage Act Register* and the *Places of Worship Inventory*.

The Trust's strategies are consistent with the goals of Ontario's Culture Strategy (2016) and 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 MNRF, Ministry of Indigenous Relations and Reconciliation (MIRR), Economic Development, Energy and Infrastructure, Infrastructure Ontario (IO), the Ministry of Community Safety & Correctional Services (MCSCS), Ontario Power Generation (OPG), and the Office of Francophone Affairs (OFA). Our work with Indigenous communities serves as a model, both in the protection of sacred lands and in approaches to cooperative programming.

#### **5E. Partnerships and Collaborations with Indigenous 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 Indigenous communities 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's Bay sites on Moose Factory Island, with the Moose Cree Nation and MoCreebec

### [MyOntario – A vision over time](#)

The Trust's sesquicentennial program – [MyOntario](#) - is an invitation to the people of the province to identify, share and promote the stories, perspectives and traditions, connections to community and landscape and diverse voices and values that contribute to the complex and evolving identity of our province and its place in Confederation. [MyOntario](#) will demonstrate the relevance and importance of a shared and multifaceted understanding of our past and present, while revealing and celebrating how the past can inspire our future.



Special focus will be placed on the following activities:

- Large-scale public launch event celebrating Ontario150 in April 2017
- [MyOntario](#) website (featuring interviews, video recordings, stories, artwork and expressions drawn from individuals and communities across the province, a new kind of public ‘collection’)
- Special edition of the Trust’s *Heritage Matters* magazine
- Expanded and enhanced special events and the Lieutenant Governor’s Ontario Heritage Awards ceremony during Heritage Week in February 2017
- Expanded and enhanced Ontario150-themed Doors Open Ontario
- New and expanded celebrations, interpretive programming and exhibits at Trust sites and museums
- A vibrant Culture Symposium on intangible heritage, with representatives from communities and organizations across the province

[MyOntario](#) is supported by the Province of Ontario’s Ontario150 program.



## Future Program(s)

### Investment in Conservation

#### **1. Climate Change Action Plan (CCAP): Heritage Initiative**

The Trust submitted a proposal to the MoECC in 2016 to inform its CCAP. The Trust proposed to lead and deliver a heritage initiative to:

- Transform Ontario's heritage and older buildings to low/net zero carbon;
- Develop evidence-based solutions to the carbon and climate change adaptation challenges of historic buildings;
- Provide leadership within government on climate change and the heritage portfolio;
- Provide tools, guidance and incentives to empower owners of heritage properties and owners of older buildings to rehabilitate their assets and align with a low carbon economy;
- Encourage the integration of cultural and natural heritage values into the low carbon economy; and
- Reduce demolition and construction waste in landfills.

The province-wide program will be delivered in three major components, including: the establishment of a "Knowledge Centre" for heritage and climate change; leadership and education through demonstration projects; and a community incentive program. This program, pending final Cabinet approval for funding roll out, is scheduled to begin in 2017. Annually, it includes:

- **(\$2.0M) Promotion and Education:** The Trust will act as the centre of expertise and information on heritage conservation and climate change through:
  - hosting symposia bringing together global experts to share new innovations;
  - developing guidance and best practice information for owners and stewards of heritage properties, municipalities and developers, with the aim of enhancing understanding about the embodied energy of existing buildings and other inherent energy efficiency characteristics of heritage and older buildings;
  - building sector expertise through skills training and continuing education outreach to key professions (for example, architects, engineers, developers, planners, heritage consultants and contractors);
  - developing a methodology for determining vulnerability of heritage properties to changing climate impacts;
  - tracking and reporting on data and key performance indicators related to heritage conservation and reduction of greenhouse gas emissions.
- **(\$3.0M) Provincial Leadership Demonstration Program:** fund to support the rehabilitation of Trust-owned properties to achieve a low/net-zero carbon goal. Program would include an element of best practice information sharing through provincial leadership in this area.
- **(\$15.0M) Community Incentive Program:** matching program to support private property owners and municipalities in rehabilitating buildings protected under the *Ontario Heritage Act*, or older buildings of heritage potential to achieve a low/net-zero carbon goal through energy efficiency retrofits, building rehabilitation and promoting the adaptive re-use of existing buildings.

The Trust has developed a detailed implementation plan for the initiative "*Ontario's Climate Change Action Plan: Reduce Emissions from Heritage Buildings*." The program development document was submitted to MTCS on September 27, 2016.

## Investment in Delivering the Trust's Mandate - Core Funding

### 1. Reconciliation with Indigenous Communities

The Trust is uniquely positioned to serve as a liaison for reconciliation, to work with Ontario ministries and Indigenous communities to:

- Tell the stories through publications, markers, provincial plaques and online 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 land
- Facilitate the resolution of issues such as archaeology and the re-interment of ancestors
- Promote Indigenous languages through Trust programs
- Organize and host symposia and dialogues on Indigenous heritage

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

### 2. EWG Theatre Centre

The 2013 EWG Operating Review confirmed that the EWG financial profile compared very favourably to industry norms, with lower deficit levels than peer facilities. 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 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.

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, subject to approved enhancements, to cover this specific and discrete annual requirement.

In August 2016 MTCS engaged consultants to undertake a review of operating models and potential partnerships to support the EWG. Results of the review are due to MTCS in November 2016.

***Estimated Cost: \$250,000/year [pending results of the 2016 review]***

### 3. Doors Open Ontario (DOO)

DOO (described earlier in Section 5), attracts over 500,000 annual visits and generates over \$5M in local economies throughout the province through an annual Trust investment of \$450,000. It delivers strongly on the province's Culture Strategy (2016), *Goal 2 – Strengthen Culture in Communities*.

The Trust currently receives no core funding for Doors Open Ontario, but raises funds to support the program each year. In the past, the Trust has benefitted from Ontario Cultural Attractions Fund support on a semi-annual basis, with the last payment supporting the 2016 program. Additional corporate support and small grants have also been secured to cover DOO marketing costs. The viability of the program is at risk each year. To continue the delivery of the successful DOO program and ensure its long-term sustainability, the Trust is seeking core program funding in the amount of \$350,000 per year to ensure that the Trust has sufficient and sustainable resources to deliver a world-class heritage and tourism promotion program on a long-term basis. This amount would be supplemented with registration fees, grants and sponsorships.

***Estimated cost \$350,000/year***

## Investment in Communities

### 1. Community Stewardship 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, the province can realize significant community results in heritage conservation and preservation, while also demonstrating leadership in the culture sector. 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 in Ontario. Most not-for-profit sites cannot benefit from property tax and other existing incentive programs. Many of these sites have struggled to maintain their properties and the owners now face daunting 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**

## 6 Environmental Scan

### Internal:

- From 2012-15, the Trust designed and implemented a Sustainability Plan to reach a balanced budget. The Trust is on target to meet a balanced budget in 2016-17 and annually in the out years.
- The Trust's flagship programs – Doors Open Ontario, the Lieutenant Governor's Ontario Heritage Awards, Young Heritage Leaders, and Provincial Plaques – provide an opportunity to engage with Ontarians all over the province (not just in urban centres), and provide the Trust with brand recognition opportunities in a wide variety of communities.
- The Trust is expanding its fundraising capacity to move further into the area of corporate sponsorships.
- The Trust has been successful in securing grants to support program delivery and capital. These include:
  - On August 25, 2016, MTCS approved \$800,000 for the *MyOntario* initiative, beginning in 2016-17 with a full roll out in 2017-18.
  - MTCS provided a notional allocation of \$1.53M for 2017-18. The recent two-year capital funding envelopes are of significant assistance in planning for major projects.
  - The Federal Government's National Historic Sites Cost-Sharing Program (Parks Canada) has approved up to \$500,000 for the refurbishment of the Ontario Heritage Trust elevator and up to \$400,000 for the beech leaf ceiling restoration project in the Winter Garden Theatre.
- At the same time, two core programs require core funding at a base level of \$350,000 for Doors Open Ontario and \$250,000 for the Elgin and Winter Garden Theatre Centre.
- The Trust is working with investment professionals to increase the earning potential from its current diversified asset mix (while also maintaining acceptable risk tolerance thresholds).
- Collective bargaining and salary increases have impacted program delivery as transfer payments are frozen.

- Like all agencies of the Ontario Public Service (OPS), the Trust is constrained by a fixed operating budget and a capped full-time equivalent (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 and the Trust's staff resources.

#### External:

- The OHT Mandate Review undertaken by MGS in 2015 affirmed the mandate and the important role of the Ontario Heritage Trust and identified three areas for further examination:
  - MTCS has undertaken a review of alternate delivery mechanisms, including potential partners, for the management and operation of the Elgin and Winter Garden Theatres. This review is underway. Until decisions are made arising from the Review, significant business development opportunities, procurements and operational decisions are delayed for the EWG.
  - The Trust has been asked to develop a property portfolio management strategy.
  - The Trust and MTCS are asked to work together to review roles and responsibilities in relation to their respective heritage mandates.

The Trust was also directed to develop a 3-5 year strategic plan, which was already in development for the period, 2017-2020, elements of which are included in this Business Plan.

- The Trust has developed the Heritage Initiative referenced in the Climate Change Action Plan, with an anticipated implementation of Phases I and II in 2017-18. Uncertainty related to the roll out and ramp-up of this Initiative in the CCAP makes planning difficult.
- Increases in utility costs add to the costs to manage the portfolio of Trust-owned properties.
- 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.
- There is significant competition for limited philanthropic dollars and corporate sponsorship prospects.
- While government initiatives, such as the Open Data Directive and Public Posting, are important, in a small agency, they add additional pressures on program delivery with increasingly limited staff capacity to meet the requirements.
- Lack of grant support for heritage conservation, declining memberships and changing operational needs in partner organizations, and deferred building maintenance have resulted in a marked increase in requests to the Trust for technical support, funding support, free rental spaces, and pressure on its site partnerships.

## 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 themes of the three-year strategic plan (2017-2020).

2017-18 OHT PERFORMANCE MEASURES	ANNUAL TARGETS		
	2016-17 TARGET	2017-18 TARGET	2018-19 TARGET
Website Visits	450,000	485,000	525,000
Social Media Fan Base	4,000	6,000	8,000
Social Media Impressions	1.1M (baseline)	1.4M	1.7M
Celebrating Ontario through Site/Program Attendance	865,000	1,000,000	900,000
Total Number of Performances at EWG	240	250	250
Ticketed Attendance, Elgin and Winter Garden	200,000	210,000	210,000
Occupancy (Event days): EWG Studios, Lobbies, Venues, and Filming (quarterly)	NEW	910	925
Percentage of species at risk with habitat protection by the Trust (Total = 202 species)	33%	35%	37%
Number of Municipalities with Trust Sites and Programs (/444)	381	383	384
Youth Programming (school-group visits, archaeology camp): total number of attendees	4,800	5,000	5,200
EWG	11,000	11,500	11,750
Youth Mentoring Hours (OIP, SEP, etc. + unpaid)	18,000 (baseline)	20,000	21,000
Number of Individuals Recognized for their Contributions through LGOHA and YHL Award Programs	600	650	650
Volunteer Hours and Value	55,000 \$990,000	97,222 \$1,749,996	98,000 \$1.800,000
Self-generated Revenues	56%	63%	64%
Site & Program Partners	275 (baseline)	300	305
Amount Invested in Trust Capital (\$M)	\$3M	\$3M	\$2.5M
Sponsorship/Foundation/Donor/Grant Support (\$M)	\$1.25M	\$2.50M	\$2.5M

## 8 Financial Budget

<b>ONTARIO HERITAGE TRUST</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>FORECAST</b>	<b>FORECAST</b>
<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
MTCS - annual Capital grant	2,615,119	825,000	1,360,000	1,530,000	1,500,000	1,500,000
MTCS OTHER - SEP (summer student funding)	23,147	23,000	25,000	25,000	25,000	25,000
- Premiers' Gravesite Program (annual maintenance)	20,000	20,000	20,000	20,000	20,000	20,000
- OFA; CAN-ON funding	18,170	19,170	19,700	19,700	0	0
- Parliament Archaeology Initiative (special funding)						
- OFA; Champlain Initiative (special funding)	20,000	180,000				
- OFA Franco-Ontario Monument & Educational Programming (special funding)		25,000				
- Pan / Parapan Am Games Initiative (special funding)	154,349					
- Canada 150 "MyOntario" Initiative (pending funding approval)			0	0		
OTHER - OCAF; Doors Open Program (pending funding approval)	125,000		200,000	0	200,000	0
- OTMPC; Doors Open Program	6,000	8,891	12,000	12,000	0	0
- MAA; Hunter's Point (annual maintenance)	25,000	20,823	25,000	25,000	25,000	25,000
- MCSCS; Equality & Fair Society Interpretive Theme Initiative	40,000	40,000	40,000	18,000	0	0
- IO; Thunder Bay Courthouse Easement		0	94,000	200,000	0	200,000
- OPG; Study of provincially significant hydroelectric sites			160,000	100,000	0	100,000
<b>1&gt; TOTAL PROVINCIAL FUNDING</b>	<b>7,121,485</b>	<b>5,236,584</b>	<b>6,030,400</b>	<b>6,024,400</b>	<b>5,844,700</b>	<b>5,944,700</b>
<b>OTHER GOVERNMENT</b>						
YCW (Federal student program funding)	22,378	20,662	25,000	25,000	25,000	25,000
Parks Canada (National Historic Sites Cost Sharing Program)	100,000	100,000		100,000	100,000	100,000
Culture Spaces Canada		75,000		100,000		100,000
FedDev Ontario (Canada 150 CIP) - Macdonell Williamson House			107,500	250,000	200,000	
FedDev Ontario (Canada 150 CIP) - pending funding approval (UTCHS, EWG & Badlands)				75,000		200,000
FedNor (Canada 150 CIP) - pending funding approval for HBC site						
<b>2&gt; TOTAL OTHER GOV'T FUNDING</b>	<b>122,378</b>	<b>195,662</b>	<b>132,500</b>	<b>550,000</b>	<b>325,000</b>	<b>425,000</b>

<b>SELF GENERATED REVENUES</b>						
Fundraising & Sponsorships (individual donors, corporate sponsors and community partners contributions, non-government grants)	310,165	326,370	395,300	500,000	525,000	551,300
Admissions	50,894	45,350	47,310	48,300	49,200	49,200
Facilities Rental	3,122,003	3,754,370	4,022,900	4,174,000	4,294,540	4,418,000
Gift Shop/Retail	18,452	28,806	29,050	35,850	34,950	34,950
Investment Income	789,173	701,207	790,000	670,000	680,000	700,000
Non-Government Grants						
Fund Transfers, reserve/restricted funds ( <b>see 5 below</b> ):						
Fund Transfers, unrestricted and internal funds ( <b>see 7 below</b> ):						
Other - miscellaneous revenue sources	143,125	89,741	90,200	85,000	88,540	92,400
Fund (held in-trust for NEC)	0					
Fund (held in-trust for MTCS CTDF)	50,000					
<b>3&gt; TOTAL SELF GENERATED</b>	<b>4,483,812</b>	<b>4,945,844</b>	<b>5,374,760</b>	<b>5,513,150</b>	<b>5,672,230</b>	<b>5,845,850</b>
<b>4&gt; TOTAL REVENUE: 1+2+3</b>	<b>11,727,675</b>	<b>10,378,089</b>	<b>11,537,660</b>	<b>12,087,550</b>	<b>11,841,930</b>	<b>12,215,550</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>(499,506)</b>	<b>379,299</b>	<b>1,167,240</b>	<b>1,316,800</b>	<b>1,809,170</b>	<b>2,055,250</b>
<b>EXPENDITURES</b>						
Salaries & Benefits	5,469,673	5,313,771	5,569,400	5,577,600	5,636,300	5,704,400
Grants	505,694	892	500,000	100,000	100,000	100,000
Program Delivery	1,823,581	1,865,505	2,112,939	2,356,420	2,378,040	2,450,890
Administration	318,613	241,411	317,000	317,000	317,000	317,000
Gift Shop/Retail	13,013	12,138	10,160	13,130	13,460	13,710
Maintenance/Utilities	1,847,294	1,881,495	2,070,900	2,176,700	2,242,800	2,321,300
Capital Restoration & Renewal	1,517,571	1,578,524	1,656,000	2,500,000	2,500,000	3,000,000
Security	156,313	135,781	170,000	170,000	170,000	170,000
Fundraising & Membership Development	42,061	13,884	31,000	31,000	31,000	31,000
Marketing & Communications	132,837	136,524	150,000	150,000	150,000	150,000
Other - OCAF repayment (50%)	62,500		100,000	0	100,000	0
Program Costs (on behalf of NEC)	0		5,000	0	0	0
Program Costs (on behalf of MTCS CTDF)	5,000	0	12,500	12,500	12,500	12,500
<b>6&gt; TOTAL EXPENDITURES</b>	<b>11,894,149</b>	<b>11,179,925</b>	<b>12,704,900</b>	<b>13,404,350</b>	<b>13,651,100</b>	<b>14,270,800</b>

<b>Operating Surplus/(Deficit): 4+5-6</b>	(665,980)	(422,537)	0	0	0	0
<b>Amortization of deferred capital contributions</b>						
<b>Amortization of capital assets</b>						
<b>Operating Surplus/(Deficit) After Amortization</b>	(665,980)	(422,537)	0	0	0	0
<b>7&gt; Draw from Board approved Restricted Funds</b>	665,980	422,537	0	0	0	0
<b>Net Surplus/(Deficit) from operations</b>	0	0	0	(0)	(0)	(0)
<b>Net assets (deficit), beginning of year</b>	29,306,794	29,140,320	28,338,484	27,171,244	25,854,445	24,045,275
<b>Net assets (deficit), end of year<sup>3</sup></b>	29,140,320	28,338,484	27,171,244	25,854,445	24,045,275	21,990,024

**NOTES**

<sup>1</sup> **2014-15 and 2015-16 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. The Restricted Fund revenue forecast is based on known multi-year grants and provisional expenditures required to deliver on those initiatives for which funds are provided, and may be revised upward if additional special purpose funding becomes available.

In accordance with accounting standards for government not-for-profit organizations, included in the Canadian public sector accounting (PSA) standards, the Trust follows the restricted fund method of accounting for contributions.

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

The Ontario Heritage Trust continually works to improve the infrastructure and delivery of IT services for staff, stakeholders and the general public. To facilitate this, a number of projects have already been completed, undertaken or are planned. These projects will repair and update services and establish the infrastructure to facilitate future growth and support for the Trust's use of technology. All projects are implemented while maintaining existing older infrastructure and providing customer support for staff and stakeholders of the Trust.

**Planned projects for 2017-2018** include:

- **Implementing Server Virtualization** – which is a pre-requirement for all future projects and will save on hardware costs
- **Upgrading the Finance Server** – the hardware and software on this server needs to be upgraded as both are beyond expected service life
- **Upgrading the SharePoint Server** - the hardware and software on this server needs to be upgraded as both are beyond expected service life
- **Replacing the Current Phone System with a VoIP Phone System** – significant savings on yearly operational costs
- **Corporate Website Improvement and Redesign** – designed in collaboration with, and implemented through, Marketing & Communications

## 10 Collaborating for Conservation - Initiatives Involving Third Parties

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

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

The Trust's third-party contacts include the following site partnerships:

1. 17 Trust-owned and managed cultural sites. The Trust has 34 partners, including; not-for-profit, commercial, residential tenants, volunteers, foundations, friend groups, Chamber of Commerce, colleges, and Indigenous communities.
2. 9 Trust-owned cultural sites operated with partners. The Trust has 11 operating partners including; municipalities, Indigenous communities, foundations, friend groups, ministries, educational institutions and other non-government organizations.
3. 165 Trust-owned natural heritage sites – 155 are stewarded by partners and seven are stewarded directly by the Trust. The Trust has over 25 partners, including; conservation authorities, naturalist organizations, land trust, foundations, Ontario Parks, the MNRF and Indigenous communities.
4. 269 natural and cultural properties protected by Trust-held conservation easements. 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 conservation organizations that monitor the easement property locally on behalf of the Trust.
5. 228 municipalities (and growing) included in the *Ontario Heritage Act Register*.

## Program Partners

The Trust also engages with an extensive array of partners across the province in the delivery of its programs and public activities, currently including: sponsors and corporate donors; DOO community organizations; plaque program partners; DMAiR partner organizations; Indigenous communities; and federal, provincial, and municipal governments.

## **11 Implementation Plan/Key Deliverables (2017-2020)**

### Conservation:

- Develop property portfolio management strategy and report back to MTCS and implement (for Treasury Board/Management Board Cabinet report-back)
- Establish strategies to support the Ontario Culture Strategy
- Design and roll out the Climate Change Action Plan Heritage Initiative, dependent on funding
- Implement the Cheltenham Badlands Master Plan and fundraise for future phases of work
- Develop a partnership with OPG to assess the heritage significance of hydroelectric stations under the province's *Standards and Guidelines for the Conservation of Provincial Heritage Properties*
- Continue to work with Indigenous communities for the protection of sacred lands and culturally significant places
- Roll out the E-Register
- Design and host an annual conservation symposium, 2017-18, on the protection of intangible heritage
- Deliver the Capital program

### Public Program:

- Continue roll out of 2017 theme: *Identity: Knowing Ourselves*
- Deliver the *MyOntario* program
  - DOO 2017, programming at EWG and museum sites, provincial plaques
- Design and implement programming to deliver the annual interpretive themes and commemorations in 2018 (*Equality and a Fair Society*) and 2019 (*Communications*)
- Design a program specific to the commemoration/celebration of Indigenous heritage: raise funds and implement
- Design and implement the Franco Ontarian interpretation and public education project
- Secure ongoing funding and partner support of the Doris McCarthy Artist-in-Residence Program
- Continue expansion of delivery mechanisms and partnerships to support the operation of the Elgin and Winter Garden Theatres [dependent on results of MTCS Review]
- Continue expansion of use of EWG lobbies to engage the public and interpret the site
  - Year 2 of Theatre Museum exhibit
- Secure ongoing funding for implementation of the 'Youth Strategy'

### Marketing & Communications:

- Roll out of redesigned website
  - Continue roll out of *MyOntario* program and build engagement tools in the subsequent years
  - Improved and expanded connection points: social media; online donations
  - Design and introduction of an e-commerce portal

- *Heritage Matters* – ***MyOntario*** theme (February 2017); Intangible heritage (fall 2017); “*Fair Society*” theme (February 2018); “*Conservation and Climate Change*” (TBD); “*Communications*” (2019)
- Identify and implement a broadcast email solution
- Update the Trust’s visual identity
- Strengthen and promote the EWG brand
- Expanded marketing of EWG and Heritage Venues to government and corporate clients

### Accountable, Financially Sustainable, Professional, Modern Agency

- Meet high standards and best practices of governance, fiscal management and sustainability, and accountability
- Financially sustainable
  - Meet a balanced budget
  - Raise funds in support of the Trust’s objectives and continue to broaden the revenue base
    - Introduce new spaces for leasing and venues
    - Implement a merchandising plan to expand merchandising and promotion of gift shops at public sites
    - Implement Year 1 of Fundraising Plan and raise \$500,000 from donors and sponsors in 2017-18
    - Secure grants (program and capital) to total \$3.0M in 2017-18; \$2.6M in 2018-19; \$2.8M in 2019-20
- EWG - Strengthen operating practices; supporting modern and innovative business perspectives to support revenue generation opportunities (awaiting results of MTCS-EWG Review)
- Board of Directors - Working with the Minister’s Office and Public Appointments Secretariat, enhance and broaden board representation
- Continue to build staff capacity to deliver
- Accessibility for Ontarians with Disabilities Act (AODA) compliance
- Life cycle replacement and upgrade of IT systems

## 12 Communication Plan

The Trust’s 2017-18 Communication Plan embraces integrated marketing, strategic communications, media relations, business development and online/social media tactics to support the Trust’s priorities. With the commemoration of the 150<sup>th</sup> anniversary of Confederation, the province’s Climate Change Action Plan and the 50<sup>th</sup> anniversary of the Trust, 2017-18 offers an exceptional opportunity to:

- increase brand awareness of the Trust, its programs and activities
- engage new and diverse audiences
- increase visitation to Trust museum sites and participation in Trust-run events

### Priorities for 2017-18

The aggressive suite of marketing and communications strategies and tactics planned for 2017-18 will enhance the promotion of Trust programs, activities and deliverables. The following strategic priorities will guide the Marketing and Communications Plan in 2017-18:

## **Website Redevelopment**

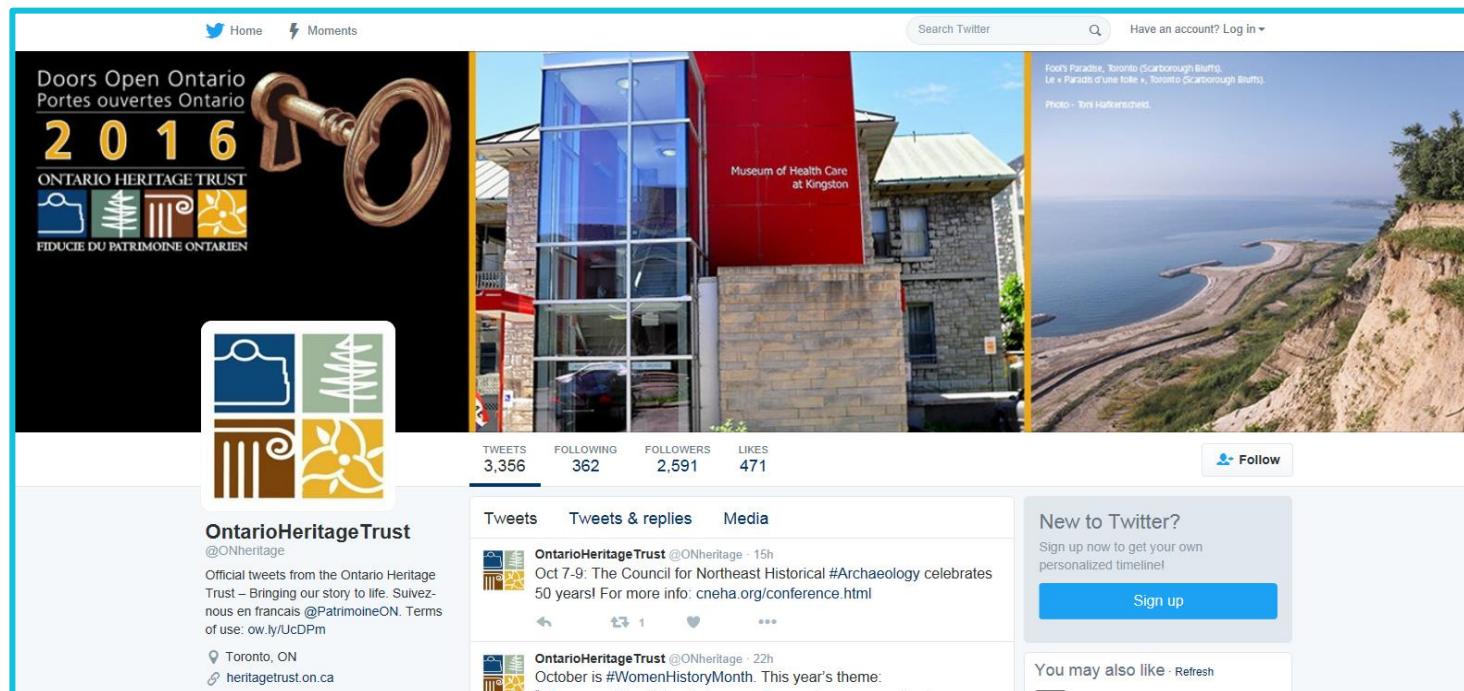
To meet corporate objectives, growing business needs and changing user expectations, the Trust will launch a redeveloped corporate website (including microsites) and DOO website in 2017. This launch will also include the new **MyOntario** website to support the Trust's Ontario150 program. The redevelopment project will update both the content/design and the functionality/navigation of the websites to meet changing user needs. User experience across the Trust's diverse audiences will be improved. New features, such as an improved online donations portal and robust e-commerce capabilities, will support fundraising and business development initiatives.

## **Build Brand Awareness**

The Trust will continue to build on its earned media strategy and targeted interview approach in 2017-18 in support of key programs, including an expanded DOO in 2017, Ontario150, and EWG initiatives. In-house media outreach will also generate important media impressions across all outlets. In addition, targeted promotional outreach and merchandising opportunities will help the Trust establish brand identity.

## **Enhance Online Presence**

The ongoing expansion of the Trust's social media presence on Twitter, Facebook and YouTube is a key priority for the Trust in 2017-18. The Trust will be piloting program-specific social media strategies and tactics in support of the **MyOntario** program and implementing digital marketing tactics, including targeted social media ad buys to increase fan base. Social media analytics will be leveraged to identify promotional opportunities that deliver increased engagement with audiences online.



## **Strengthen the Visual Brand**

In 2017-18, the Trust will continue the roll out of updated visual identity standards across print and digital materials. Logos, wordmarks, taglines and consistent design concepts will animate the interpretive themes and key programs.

## 13 Capital Plan

### Planning and Decision-Making Framework

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

The Trust's capital priorities continue to be informed by the new site operating models with the goals of reducing operating costs and increasing revenue, while meeting core conservation and stewardship objectives.

Many of the Trust's properties are designated under the *Ontario Heritage Act* as properties of cultural heritage interest by local municipalities. While these designations are not binding on the Trust, they express strong community interest in the preservation and use of these provincial sites. Twenty-eight of the Trust's properties are also recognized by the Government of Ontario under the *Ontario Heritage Act* (Section 23), and 11 of the Trust's properties are designated by the Government of Canada as National Historic Sites.

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

Capital planning is informed by the Asset Management Information System (AMIS) that has been adopted by MTCS in consultation with the Trust and other Ministry agencies. In addition to AMIS, planning is guided by site-specific conservation assessments, facility monitoring reports prepared by Trust staff, business needs, needs of operating partners, and other facility assessments (for example, AODA, code compliance, hazardous materials, energy audits, etc.). The AMIS is an excellent tool for projecting the renewal timelines and replacement costs for modern construction components (for example, mechanical, ventilation, electrical, conveyance systems, fire suppression, roof membranes, etc.). However, the application does not accurately reflect maintenance costs associated with heritage features that are inherently maintainable (for example, wood windows, brick walls, terrazzo floors, etc.) and which the Trust is responsible for preserving. The Trust is currently updating AMIS to ensure that all known capital needs of all types are reflected. As pressures and needs are identified and articulated at specific sites, funding proposals will be developed and projects created in AMIS to reflect the rationale, design and anticipated costs.

### Capital Planning

The Trust's capital plan includes two budgets:

- Capital Budget
- Unfunded Capital Needs

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

The **Unfunded Capital Needs** is a five-year summary of priority pressures in the Trust's property and non-property asset portfolio for which there are currently no identified sources of funding. The scopes of work and conservation options are contained in the conservation assessments of Trust-owned heritage properties with construction cost estimates itemized in AMIS. Conservation assessments for each property are prepared by a specialized 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.

### Five-Year Capital Summary

A summary of the Trust's five-year capital plan is included in the table below. Capital projects are undertaken from funds that are available in the Capital Budget. Projects are planned for 2017-18 with estimates for anticipated projects for 2018-21. Unfunded Capital Needs for 2016-21 is estimated at \$24.60M total.

	\$ Million(s)					TOTAL
	2016-17	2017-18	2018-19	2019-20	2020-21	2016-21
<b>Capital Budget</b>	<b>3.32</b>	<b>1.53</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>9.35</b>
<b>Unfunded Capital Needs</b>	<b>2.82</b>	<b>0.64</b>	<b>4.01</b>	<b>15.59</b>	<b>1.54</b>	<b>24.60</b>

### Climate Change Action Plan (CCAP) Demonstration Projects

The Government of Ontario's CCAP (June 8, 2016) is projected to have a significant impact upon the Trust's capital plan over the next five years. As part of its 2016 Climate Change Action Plan submission to the MoECC and to the MTCS, the Trust has proposed to undertake demonstration projects at some of its sites that have the potential to show how heritage buildings can contribute to the reduction of greenhouse gas emissions. These projects would include measures to improve energy efficiency and reduce operating costs, as well as incorporate renewable energy technologies at heritage sites. The Trust has developed a detailed implementation plan for the initiative "Ontario's Climate Change Action Plan: Reduce Emissions from Heritage Buildings." The Program Development document was submitted to MTCS on September 27, 2016.

Completed demonstration projects would be promoted within government and to the public as best practices. They range from the replacement of lighting at the EWG with LED technology, the integration of passive/natural ventilation with the mechanical systems at the OHC, to the introduction of geothermal, biomass and photovoltaic energy systems at some of the Trust's rural sites that have larger lots. It is anticipated that these demonstration projects will be supported by up to \$3.0M annually through the CCAP's cap and trade revenue (see chart below).

	\$ Million(s)					TOTAL
	2016-17	2017-18	2018-19	2019-20	2020-21	2016-21
<b>CCAP Demonstration Projects</b>	<b>N.A.</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>12.0</b>

## Applications for Cost-Share Funding

The Trust regularly applies for cost-share funding from special funding programs offered by other levels of government (please see EWG projects in the previous section). Additional applications approved by the Trust's Board of Directors and submitted to the Canada 150 FedDev Community Infrastructure Program (CIP) include:

- EWG - \$500,000 for a project to replace the chiller, automate the HVAC system, reupholster the Elgin theatre seats and create an exhibit in the lobbies;
- Uncle Tom's Cabin Historic Site (UTCHS) - \$250,000 to enhance the museum exhibit, conserve artifacts and restore the historic buildings of the site; and
- Cheltenham Badlands - \$80,000 to provide visitor infrastructure and implement the first phase of the Badlands Master Plan.

The Trust is awaiting adjudication decisions for the above three capital funding applications.

## 2017-18 MTCS Capital Allocation

MTCS has provided notional approval for an allocation of up to \$1.53M for capital projects in 2017-18, based on seven business cases. In priority order, the projects are:

### ***Rockwood Academy (Rockwood)***

Introduce services and utilities to connect the historic house to municipal water and sanitary service and upgrade heating and other base building systems.

### ***Ontario Heritage Centre (and satellite Trust-owned sites)***

Renew key information technology infrastructure including new servers and peripherals, hardware, software and the replacement of obsolete computer and telecommunications equipment at the Trust's staffed sites.

### ***Trust Operated Conference Facility Rental Venues (Toronto and Brockville)***

Refurbish, repair or replace equipment, fittings, fixtures and finishes of conference venue spaces at the Ontario Heritage Centre, Enoch Turner Schoolhouse, George Brown House, and Fulford Place.

### ***Uncle Tom's Cabin Historic Site (Dresden), Fulford Place (Brockville) and George Brown House (Toronto)***

Based on expert assessments, undertake a series of AODA upgrades and improvement of accessibility provisions at Uncle Tom's Cabin Historic Site, Fulford Place, and George Brown House.

### ***Ashbridge Estate (Toronto)***

Complete base building rehabilitation, including the adaptive re-use of the Barn/Studio, provision of a controlled-access universal washroom in the garage and restoration of the Lord & Burnham greenhouse.

### ***Bethune-Thompson House (Williamstown)***

Implement an exterior conservation project, including general repair and conservation of the building fabric of the Bethune-Thompson House and the adjacent Worker's Cottage.

### ***Macdonell-Williamson House (Pointe-Fortune)***

Rehabilitation of the interior and exterior of the Carriage Shed to support seasonal operation of the site by the Friends of Macdonell-Williamson House.

## Unfunded Capital Projects

The unfunded Capital Needs Budget over the next five years is estimated at **\$24.60M**. The following four major capital projects (**\$5.10M total**) are included in this figure and require funding to commence:

***EWG Theatre Centre (Toronto): \$3M***

The renovations to the EWG are now 25 years old and much of the 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 Theatres in good operating order is required to meet 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. New requirements include improvements to accessibility provisions.

***Cheltenham Badlands (Caledon): \$1M***

Upon completion and approval of the Master Plan for the site, the Trust will proceed with schematic design for the site infrastructure requirements. This is expected to include additional parking measures, fencing, trail enhancements, viewing platforms and walkways, signs and the development of interpretive/educational material. The Trust will fundraise from corporate and private donors, foundations and local partners for financial and in-kind support.

The detailed costs estimates for this work will not be available until after the Master Plan is approved by the Niagara Escarpment Commission and MNRF, which is anticipated in 2017. It is important to note that, in addition to the visitor infrastructure needs, the Region of Peel has already pledged \$1.0M to support the cost of building a new parking lot on the Trust's lands.

***Ontario Heritage Centre - OHC (Toronto): \$800,000***

The OHC's heating ventilation and air condition system is comprised of various components, all independently controlled and currently, beyond their useful life. System replacement and redesign is warranted to maintain the integrity of the system and to improve energy efficiency with conversion from electric to natural gas operation. In 2015-16, the Trust rehabilitated the building's historic windows, making them operable. By integrating the building's passive ventilation potential with renewed mechanical systems, it may be possible to significantly reduce operating costs during the shoulder seasons.

***Fulford Place (Brockville): \$300,000***

A main feature of this National Historic Site is the extensive wood verandas 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 molded sections. Priority work required to maintain public safety has been addressed, but large areas of wood on the upper levels of the verandas and porte-cochère require restoration to preserve the integrity of the historic building, and to maintain its reputation as a heritage attraction along the St. Lawrence River.

**Natural Heritage Capital Infrastructure Renewal**

Many Trust-owned natural heritage sites are operated in partnership with conservation authorities and other local non-government organizations. The Trust has extensive natural heritage land holdings requiring capital maintenance and renewal of site infrastructure. This includes those expenditures necessary to ensure public safety and successfully manage risk and liability associated with these sites. These assets include bridges, fencing and boundary walls, retaining walls, wells, trails, driveways as well as outbuildings, including agricultural buildings and farmhouses.

The most significant unfunded capital pressure in the natural heritage portfolio is for the long-term visitor infrastructure needs at the Cheltenham Badlands (Caledon). Please see above.

Other pressures in the natural heritage portfolio include the stabilization of the Willoughby Dam (Caledon) on the Credit River and the stabilization of the escarpment embankment at the Ellis property, Town of Lincoln.

## Capital Management Activities and Non-property Assets

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

- Conservation Assessments
- Non-property Assets
- Information Technology

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

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

**Provincial plaques** are highly visible and strongly branded provincial assets. Since the program began in the late-1950s, 1,276 provincial plaques have been unveiled. Over time, these plaques are exposed to considerable wear and tear from the elements, become damaged or vandalized, go missing and sometimes have to be taken down or relocated. The capital needs for the Provincial Plaque Program include funds for: replacing existing plaques and erecting and maintaining approach markers that guide visitors to the plaque locations. The average cost to cast, ship and install a previously unveiled provincial plaque is \$5,000.

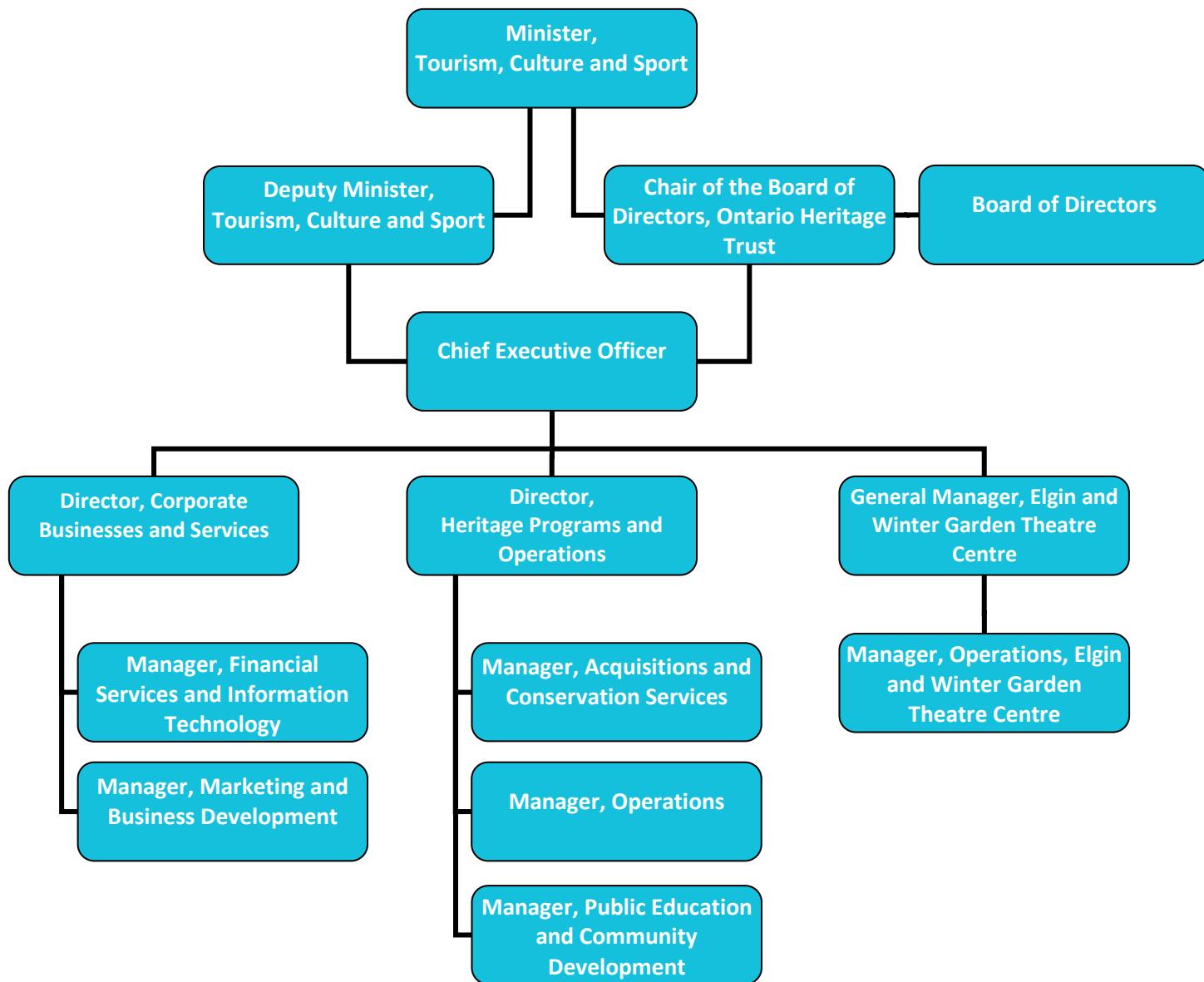
The Trust holds **archeological and cultural collections** related to its owned properties in accordance with archaeology and museum standards. Approximately 935,860 archaeological artifacts have been recovered from Trust properties and remain in the Trust's possession. In addition, the Trust is responsible for the protection and care of 25,000 cultural artifacts directly associated with Trust-owned properties and central to the interpretation and integrity of these sites.

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

The greatest capital need for Trust collections is for accommodating the growth of the Trust's holdings. The collection storage facility at the OHC is at capacity and several collections are stored off site at rental facilities. A new facility or multiple facilities will be needed in the near future. The Trust is exploring options for possible collections management solutions at its own sites and the development of partnerships with other institutions.

Due to the rapid pace of change in the **Information Technology (IT)** sector, it is necessary to keep up with emerging technology, government standards and new applications on an annual basis. Unfunded IT capital needs at the Trust include a multimedia management system, firewall and security enhancements, and database migration and consolidation. For additional details, please see Section 9.

## 14 Organizational Chart – Governance and Management



### Governance and Management

The Ontario Heritage Trust, established in 1967 and set to celebrate its 50<sup>th</sup> anniversary in 2017, 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 61% of its operating revenues (as per 2015-16 performance results);
- is an organization with special expertise in conserving, operating and maintaining heritage 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 13 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 Agencies & Appointments Directive (AAD), 2015. The AAD, the Memorandum of Understanding with the Ministry of Tourism, Culture and Sport, approved Trust-developed policies, Management Board Secretariat guidelines, and government procurement directives govern how the Board of Directors and the agency operate. An audit is conducted annually by the Provincial Auditor's Office. Minutes of the Board of Directors meetings and Trust results are filed quarterly with the Minister of Tourism, Culture and Sport. An annual report is tabled in the Legislature.

Members of the Board of Directors are (as of December 2016):

**\*Prof. Thomas H.B. Symons, Chair (Peterborough)**

**Harvey McCue, Vice-Chair (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)**

**Peter Rogers (Toronto)**

**Nathan Tidridge (Waterdown)**

**\*Maria Topalovich (Toronto)**

**\*Term ends in March 2017**

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

#### **Board of Directors (Committee Structure - as of December 2016)**

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

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

## 15 Appendix – Glossary of Terms

<b>AAD</b>	Agencies & Appointments Directive	<b>Ministry</b>	means the Ontario Ministry of Tourism, Culture and Sport
<b>AMIS</b>	Asset Management Information System	<b>MIRR</b>	Ministry of Indigenous Relations and Reconciliation
<b>AODA</b>	Accessibility for Ontarians with Disabilities Act	<b>MNRF</b>	Ontario Ministry of Natural Resources and Forestry
<b>CCAP</b>	Climate Change Action Plan	<b>MoECC</b>	Ministry of the Environment and Climate Change
<b>CCSF</b>	Canada Cultural Spaces Fund	<b>MOU</b>	Memorandum of Understanding
<b>CEO</b>	Chief Executive Officer	<b>MTCS</b>	Ministry of Tourism, Culture and Sport
<b>DMAiR</b>	Doris McCarthy Artist-in-Residence	<b>OFA</b>	Office of Francophone Affairs
<b>DOO</b>	Doors Open Ontario	<b>OHA</b>	Ontario Heritage Act
<b>ESD</b>	Electronic Service Delivery Plan	<b>OHC</b>	Ontario Heritage Centre
<b>ETS</b>	Enoch Turner Schoolhouse	<b>OHT</b>	Ontario Heritage Trust and/or the 'Trust'
<b>EWG</b>	Elgin and Winter Garden Theatre Centre	<b>OPG</b>	Ontario Power Generation
<b>FTE</b>	Full-Time Equivalent	<b>OPS</b>	Ontario Public Service
<b>GBH</b>	George Brown House	<b>OPSEU</b>	Ontario Public Service Employees Union
<b>GHG</b>	Greenhouse Gas	<b>OTMPC</b>	Ontario Tourism Marketing Partnership Corporation
<b>'Government'</b>	means Ontario provincial government	<b>PSA</b>	Public Sector Accounting
<b>GTA</b>	Greater Toronto Area	<b>S&amp;G</b>	Standards & Guidelines
<b>HBC</b>	Hudson's Bay Company	<b>TBS</b>	Treasury Board Secretariat
<b>HVAC</b>	Heating, Ventilating, and Air Conditioning	<b>TIFF</b>	Toronto International Film Festival
<b>IO</b>	Infrastructure Ontario	<b>'the Trust'</b>	means Ontario Heritage Trust
<b>IT</b>	Information Technology	<b>UTCHS</b>	Uncle Tom's Cabin Historic Site
<b>MCSCS</b>	Ministry of Community Safety & Correctional Services	<b>YHL</b>	Young Heritage Leaders
<b>MGCS/MGS</b>	Ministry of Government and Consumer Services/Ministry of Government Services		
<b>MEDEI</b>	Ministry of Economic Development, Employment and Infrastructure		