Our Vision

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

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

- Inclusive, multifaceted representations of the province’s heritage that reflect our diversity and complexity;
- Integrated and collaborative conservation of natural, cultural, tangible and intangible heritage;
- Archaeology, landscapes of memory, storytelling, tradition and Indigenous language as irreplaceable heritage resources of cultural significance;
- Holistic, sustainable community planning that serves the public good and establishes a sense of place, civic identity and permanence through the integration of old and new;
- The discovery, knowledge and insight, generated by cultural heritage, which fosters cultural affiliation and reconciliation, and enables us to better understand ourselves;
- The centrality of heritage conservation in the effective stewardship of the environment and in the creation of sustainable and resilient communities; and
- The potential of heritage to inspire, to stimulate creativity, and to motivate us to bequeath knowledge, narratives and histories, and a diverse and authentic cultural environment to future generations.
Pursuant to the Ontario Heritage Act, R.S.O. 1990, the Ontario Heritage Trust (OHT or ‘Trust’) has a broad, province-wide mandate to identify, protect, promote and conserve Ontario’s heritage in all of its forms. The Trust serves as the heritage trustee and steward for the people of Ontario. In this capacity, it is empowered to conserve provincially significant cultural and natural heritage, to interpret Ontario’s history, to educate Ontarians of its importance in our society, and to celebrate the province’s diversity. 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:

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.
Context

- OHT Sustainability Plan has delivered a balanced budget
- MTCS Mandate Review of OHT
- MTCS Review of EWG — in progress
- Minister’s Mandate Letter to OHT
- OHT Culture Symposium & Culture Strategy Submission
- MTCS Culture Strategy
- MTCS Tourism Plan
- Ontario 150 — My Ontario – A vision over time
- Climate Change Action Plan — Heritage Initiative
- Truth & Reconciliation Commission’s Report
Key Impacts and Assets

Key Impacts include:

- **800,000** participants to sites and programs annually
- **O V E R 5,700** sites on the Places of Worship Inventory
- **85%** of municipalities participate in programs
- **99%** of Ontarians live in communities served by the Trust
- **29,888** designated properties on the Ontario Heritage Act Register
- **150** registered archaeological sites
- **61,816** volunteer hours
- **$5M** spent annually in Doors Open Ontario (DOO) communities
- **61** species at risk
- **6,500** individuals from 288 municipalities recognized through our excellence in conservation and youth awards
- **Conserving the world's last operating double decker theatre**

Key Assets include:

- **935,860** archaeological artifacts
- **25,000** cultural artifacts
- **1,276** Plaques in 262 municipalities
- **465** properties protected through ownership or easement in 92 municipalities

STATISTICS AS OF 2016
Strategic Themes

- Lead
- Conserve
- Educate

- Inspire
- Achieve Excellence
Lead

Demonstrate a holistic, innovative, integrated approach to conservation.

- Integrate all aspects of the Trust’s mandate in the development of heritage value statements and conservation plans for Trust properties and easement interests.
- Interpret and share Trust properties, collections and research.
- Design and implement the Heritage Initiative of the Climate Change Action Plan.*
- Develop demonstration projects to promote best practices.
- Advise government on cultural heritage and the natural environment in legislation, policy and planning to safeguard and support.
- Develop policy, resources and papers to articulate and disseminate integrated conservation to the sector.

Collaborate to build community capacity for heritage.

- Work collaboratively with operating partners to conserve Trust-owned assets.
- Support community-led regeneration projects.
- Encourage community involvement in activities that focus on heritage places and celebrate events that showcase Ontario’s history.
- Develop and proactively share conservation advice with governments, conservation authorities, NGOs, owners, communities and individuals.
- Foster strategic relationships between diverse community groups; build capacity to support community conservation.
- Provide opportunities, support and training for volunteers.

Demonstrate the importance of heritage while revealing how it can inspire and shape our future.

- Through MyOntario – A vision over time, broadly share the public’s perspectives on the Province’s heritage.
- Develop metrics to track the economic and social impacts.

Build relationships with Indigenous communities to support the protection/celebration of Indigenous heritage.

- Build upon friendships and partnerships with Indigenous communities which protect culturally significant and sacred lands; recognize the diverse perspectives, voices, and connections.
- Embark upon commemorative projects with partners from Indigenous communities.
- Facilitate Doors Open events, site participation and programming with Indigenous communities.
- Work with Indigenous communities to hold, protect and steward lands that have value to Indigenous communities.

*Dependent on funding approval from Cabinet
Conserve

Actively steward lands, cultural landscapes and cultural resources for the purpose of preserving, protecting and promoting their educational, economic and environmental values.

- Manage and invest in lands, cultural landscapes and cultural resources to safeguard them for future generations.
- Continue focus on building and strengthening partnerships with governments, First Nations and Métis Councils, conservation authorities, land trusts, heritage organizations and private landowners to ensure the stewardship of lands and cultural heritage resources, providing vital community relationships and vibrant local participation.
- Undertake field investigations, surveys, research studies and collections analysis on Trust sites.
- Implement the Cheltenham Badlands Master Plan and fundraise for future phases of work.
- Develop a property portfolio management strategy, report back to MTCS.
- Lead strategic changes to the operation of the Elgin Winter Garden Theatre to ensure its long-term sustainability.

Transform Ontario’s understanding of the connection between cultural heritage conservation and environmental protection and sustainability.

- Utilize a cultural landscape approach to the stewardship of Trust lands and easement interests.
- Lead the way in the use of traditional architecture and passive building systems to mitigate climate change, contributing to provincial targets.*
- Build our resilience and adaption capacity toward the physical impacts of climate change.
- Promote the benefits of the sustainable use of resources and the elimination of waste.
- Work collaboratively to commission and carry out research into building materials, conservation techniques and the impacts of climate change.

*Dependent on funding approval from Cabinet
Educate

Nurture appreciation and forge connections for Ontario’s cultural and natural heritage.
- Provide engaging and memorable experiences for visitors to the properties and collections in our care, and through our online services.
- Design and deliver dialogues and symposia for boards of education, educators and student leaders; provide teachers’ kits, online resources to support educators.
- Create and develop online resources, publications, exhibitions and research programs that focus on demonstration projects.
- Enhance public access to the Ontario Heritage Act Register.

Reflect and share the diversity of the province’s tangible and intangible heritage.
- Deliver the Interpretive Plan and ensure the diversity of Ontario’s cultural history and geography is reflected.
- Deliver educational outreach programs and events.
- Catalogue, digitize and interpret collections to increase access to public information.

Identify, safeguard and promote tangible and intangible heritage.
- Collaborate with local partners and other levels of government to bring together expertise, raise standards and increase the depth of knowledge and understanding of tangible and intangible heritage.
- Highlight stories about Indigenous lands and culture, as narrated by Indigenous authors.
- Find new, unprecedented innovative opportunities and partnerships; leverage perspectives and contributions of funders and partners.
- Align programs and initiatives with research, funding and programming opportunities.
Inspire

Foster dialogue on the complex narratives that comprise our heritage
- Utilize MyOntario – A vision over time to reach and reflect the perspectives of a diverse cross-section of Ontarians.
- Use the properties and collections in our care, the research and education programs, publications and exhibitions to engage people with the natural and cultural history of Ontario.
- Create interpretive packages that generate interest and meaningfully engage our audiences.
- Design site programming and exhibits to reflect new layers of interpretation that account for the Indigenous narrative and experience.

Engage new audiences in Ontario’s heritage discourse
- Create new partnerships to deliver the annual interpretive themes; tell the story of Ontario from a range of geographically, ethno-culturally, and thematically diverse perspectives.
- Redevelop the website to an intuitive, fast, interactive and accessible design to appeal to the broadest audience possible.
- Expand connection points through innovative and creative social media content and mechanisms.
- Develop a more robust audience database and a direct relationship with EWG patrons.

Increase youth participation in, and excitement for, heritage
- Engage youth in heritage conservation in communities across the province through educational opportunities, forums and networking activities, and effective communication mechanisms through the Trust’s Youth Strategy.
- Work collaboratively to develop and deliver apprenticeships, internships, training, volunteering and research opportunities across the full range of the Trust’s activities, to build sector capacity and engage youth.
- Support youth employment through summer hiring, internships, and co-op placements, with a focus on providing entry-level experiences.
- Identify and implement new and innovative ways to promote programs to youth.
- Celebrate youth achievements in preserving, protecting and promoting heritage through the Young Heritage Leaders (YHL) program and the Lieutenant Governor’s Ontario Heritage Awards for Youth Achievement.
**Achieve Excellence**

**Meet high standards and best practices of governance, fiscal management and sustainability, and accountability**
- Increase income generated from commercial activities.
- Expand fundraising activities and increase grants and sponsorships.
- Enhance our understanding of, and interaction with, our audiences so that we can respond to their needs more effectively.
- Continue to deliver a balanced operating budget.
- Strengthen EWG operating practices, supporting modern and innovative business perspectives to support revenue generation opportunities.

**Demonstrate a culture of diversity, inclusion, respect and professionalism**
- Promote diversity and opportunity throughout policies, and as an employer and service provider, through the Accessibility for Ontarians with Disabilities Act (AODA).
- Foster a safe and welcoming work environment that encourages professional growth and development, creativity and innovation.
- Invest in the training, development and professional accreditation for our people, staff and volunteers.
- Set high service standards and promote collaboration within the workplace.

**Promote innovation and creativity**
- Find new, unprecedented innovative opportunities and partnerships.
- Engage private sector partnerships to increase public use of some of our spaces.
- Continue expansion of use of EWG lobbies to engage the public and interpret the site.
- Expansion of merchandising and promotion at gift shops and public sites.

**Promote social and environmental responsibility**
- Reduce OHT waste and OHT energy consumption.
- Develop low carbon and more sustainable business processes.
- Track results to demonstrate economic and social impacts.

**Bring different skills, resources and perspectives to key initiatives by creating partnerships and collaborations**
- Encourage community involvement in activities that focus on local historic places and celebrate anniversaries/major events that showcase Ontario’s history.
- Work with the Minister’s Office and the Public Appointments Secretariat on Board succession planning.
## 2017-2020 Performance Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
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<tbody>
<tr>
<td>Website Visits</td>
<td>450,000</td>
<td>485,000</td>
<td>525,000</td>
<td>545,000</td>
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<tr>
<td>Social Media Fan Base</td>
<td>4,000</td>
<td>6,000</td>
<td>8,000</td>
<td>10,000</td>
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<td>Social Media Impressions</td>
<td>1.1M</td>
<td>1.4M</td>
<td>1.7M</td>
<td>1.9M</td>
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<td>Celebrating Ontario through Site/Program Attendance</td>
<td>865,000</td>
<td>1,000,000</td>
<td>900,000</td>
<td>1,000,000</td>
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<tr>
<td>Total Number of Performances at EWG</td>
<td>240</td>
<td>250</td>
<td>250</td>
<td>275</td>
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<tr>
<td>Ticketed Attendance, Elgin and Winter Garden</td>
<td>200,000</td>
<td>210,000</td>
<td>210,000</td>
<td>225,000</td>
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<td>Occupancy (event days) at the EWG Studios, Lobbies, Venues, and Filming</td>
<td>NEW</td>
<td>910</td>
<td>925</td>
<td>930</td>
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<td>Percentage of species at risk with habitat protection by the Trust</td>
<td>33%</td>
<td>35%</td>
<td>37%</td>
<td>38%</td>
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<td>Number of Municipalities with Trust Sites and Programs (444)</td>
<td>381</td>
<td>383</td>
<td>384</td>
<td>385</td>
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<tr>
<td>Youth Programming (school-group visits, archaeology camp): total number of attendees</td>
<td>4,800</td>
<td>5,000</td>
<td>5,200</td>
<td>5,300</td>
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<td>EWG Youth Programming: total number of attendees</td>
<td>11,000</td>
<td>11,500</td>
<td>11,750</td>
<td>11,800</td>
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<td>Youth Mentoring Hours (OIP, SEP, etc. + unpaid)</td>
<td>18,000</td>
<td>20,000</td>
<td>21,000</td>
<td>21,500</td>
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<tr>
<td>Number of Individuals Recognized for their Contributions through LGOHA and YHL Awards</td>
<td>600</td>
<td>650</td>
<td>650</td>
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<tr>
<td>Volunteer Hours</td>
<td>55,000</td>
<td>97,222</td>
<td>98,000</td>
<td>98,500</td>
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<td>Volunteer Hours Value ($)</td>
<td>$990,000</td>
<td>$1,749,996</td>
<td>$1,800,000</td>
<td>$1,850,000</td>
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<td>Self-Generated Revenues (%)</td>
<td>56%</td>
<td>63%</td>
<td>64%</td>
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<td>Site and Program Partners</td>
<td>275</td>
<td>300</td>
<td>305</td>
<td>310</td>
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<td>Amount Invested in Trust Capital ($M)</td>
<td>$3M</td>
<td>$3M</td>
<td>$2.5M</td>
<td>$2.75M</td>
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<td>Sponsorship/Foundation/Donor/Grant Support ($M)</td>
<td>$1.25M</td>
<td>$2.50M</td>
<td>$2.5M</td>
<td>$2.6M</td>
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