



BUSINESS PLAN

2022 - 2023

Approved by the Board of Directors, December 15, 2021

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EXECUTIVE SUMMARY

The Ontario Heritage Trust is a commission public body, property owner, steward, lessor, business operator, attractions operator, conservation partner and sector leader. We are an enterprise agency with a proven business model and a diversified revenue base. The Trust is efficient and effective in its operations, providing value for money to taxpayers.

The Trust's work advances the priorities of the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI), including protecting cultural heritage resources, promoting Ontario's history and supporting local tourism. Our work supports the double bottom line – strong economic growth and a resilient cultural fabric that reflects the diversity and strength of Ontario's communities.

Beginning in March 2020, the heritage, sport, tourism and culture sectors were one of the first hit by COVID-19 by a “triple threat” of health, economic and social crises. This had an unprecedented and devastating impact on the ministry's agencies and on our sectors, including the Ontario Heritage Trust. In 2020-21, the impacts of COVID-19 resulted in dramatic losses across all the Trust's revenue streams, including theatres, natural areas and museum sites, public programs, rental and investment income, individual and corporate donations, and increased financial pressure on our operating and program partners. In 2021-22, despite these continued challenges, the Trust successfully re-focused attention on designing well-received on-line public experiences, including our popular Doors Open Ontario program and activities for educators and students. Concurrently, our team worked to ensure the safety and security of the public, our properties and extensive collections, and to support our partners across the province. This work was possible due to a significant emergency stabilization investment from the province in 2020-21 to ensure the sustainability of the agency.

While the impact of COVID-19 has been difficult and far-reaching, the broad reach of our programming and partnerships across the province has uniquely positioned the Trust to lead and support the economic and cultural recovery of the culture and heritage sectors moving into 2022-23. We are leading by example, showcasing and modelling innovative business approaches and we can further contribute through the provision of spaces and opportunities for our partners to continue to function and grow moving forward through the pandemic recovery period.

Background

The Trust continues to build upon years of thoughtful examination of the agency's legislated mandate, how and for whom it is delivered, and why it matters to Ontarians. The results have been, and are, noteworthy. We are an agency that is: focused and accountable; continually and successfully diversifying its revenue base; respected for annually balancing its budget since 2016; following a proven and demonstrable plan for long-term sustainability.

By leveraging funds the Trust receives from the Province of Ontario, the Trust (from 2017-2020) earned, on average, 70% of its yearly gross revenues. We work in 85% of Ontario municipalities and with an increasing number of Indigenous communities, protecting land and easement properties, providing educational programming, tourism products, and building conservation capacity. This work contributes significantly to the quality of life of Ontarians and is a boon to tourists, both from within the province and beyond. This work also supports economic growth in local and regional communities.

In 2021-22, with the pandemic continuing to impact reopening, the Trust set targets that demonstrated our contribution to the double bottom line of culture and the economy, while also showing the success of our business models and the sustainability of our programs. These targets, **as of Q2, 2021-22**, were being met, and or exceeded:

- Public participation in sites and programs of 353,000 people
- Doors Open Ontario virtual event attendance of 72,214 people
- Venue rentals and film location services that have already exceeded the yearly target, tracking at 128%
- 163,183 in website visits
- A social media fanbase of 23,654
- Over 3,400,000 social media impressions

Moving through Reopening

Reaching across the province and beyond through digitization

The Trust shifted to offering more services virtually and online in 2021-22, providing expanded content for our social media platforms (Facebook™, Twitter™ and Instagram™) and developing digital content for our websites, to not only deliver services and improve the customer experience, but also for the enjoyment and benefit of the public. This investment to expand online content, exhibits and educational material provided educators with much needed resources during the pandemic. Training in videography, photography, social media, and graphic design was undertaken to spur content development and to enhance the production and editing of online marketing.

The Trust also shifted the Doors Open Ontario experience online, helping to support the continued viability of the program through the province's reopening plan, and relaunching in-person events as Ontario reopened. In 2021-22, the Trust delivered a hybrid version of Doors Open Ontario, providing digital experiences year-round and re-introducing in-person community events once it was safe to do so.

The Trust's museum sites also provided an expanded hybrid experience, using on-line interactive workshops and lectures, bringing new partners on board and re-opening for the summer season as restrictions allowed. Education programs supported on-line learning for schools, reaching new audiences and broadening community engagement. Virtual tours and the sharing of stories provided us with the means to stay in touch with our supporters and visitors, extending the reach of the sites and providing updated content. Further, we enhanced the visitor experience by tapping into the expertise of Trust

staff to provide a 'behind- the-scenes' glimpse of museum work.

With this shift towards digital programming, we learned the importance of bridging the gap between the producers of content (museums, heritage sites and natural areas) and consumers. And we learned the value of digital programming to enhance our programs and break down geographic and socio-economic barriers to participation. These lessons will serve us well as we assess how to better serve Ontarians into the future.

Supporting partners and collaborating with communities to expand the historical narrative

For many years, the Trust has taken steps to ensure the work that we do is honest, authentic, inclusive and represents the diversity of Ontario. In recent years, we have worked to share stories not yet told, while expanding the perspectives and languages included. We continue to collaborate with communities across the province to share their stories in their own voices, to provide space for and to celebrate the diversity of experiences, languages, customs and perspectives of different people and different places.

In 2021-22, the Trust continued to develop its digital and social media platforms to amplify the reach of programming at Uncle Tom's Cabin Historic Site. This focus highlighted the work already completed in Women's history, Black history, Indigenous history and the history and heritage of people of colour; and it encouraged the sharing of new stories. We collaborated with historians to begin to revise outdated language and out-of-date historiography within the provincial plaque program. And we continued our work with Indigenous communities on the protection of sacred and culturally significant lands.

Supporting property partners and stewards, province-wide

We are stewards of national historic sites and provincially significant cultural and natural sites. 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. Of note, more than 90% of the Trust's properties are managed with partners.

The Trust's leadership provides invaluable support at the community level in terms of raising heritage conservation capacity. Many Trust sites are focal points for heritage and cultural activities in urban and rural communities, large and small. They provide people with access to educational opportunities, cultural experiences, contribute to tourism, and leverage volunteerism. In supporting these partnerships and sites, the Trust provides a significant spin-off impact in these communities.

The Trust's partners provide a considerable economic contribution to our work and to the financial, social and cultural well-being of the province. Through these close partnerships, the Trust leverages disparate resources and expertise to manage and protect Ontario's provincially significant heritage assets in a coordinated and efficient way, with a strong focus on local and regional impacts. Importantly, our partners have experienced the negative impacts of the pandemic in diverse ways. At public sites operated by the Trust and not-for-profit operating partners, the loss of revenue and the absence of volunteer

support created significant uncertainty around the viability of the partnership agreements. Conservation Authorities reassessed how they allocated resources and their capacity to continually to meet their commitments to the Trust in respect to the impacts of changes to the *Conservation Authorities Act* on their own operations. These operating partnerships provide stewardship and management services resulting in a direct economic contribution to the work of the Trust and to the province (estimated at \$2M to \$7M/ year). Support of these partners has helped over many years to avoid the creation of a significant economic burden on the Trust, and in parallel, a destructive gap in protected areas and conservation services. The Trust and its partners are assessing how best to proceed into the future.

Supporting producing partners at the Elgin and Winter Garden (EWG) Theatre Centre:

In 2021-22, mass gatherings in theatres, indoor concert venues, sports arenas and stadiums were the last economic segment to return, reopening in October 2021.

From a business model perspective, the Trust's Elgin and Winter Garden Theatre Centre licenses theatre and studio spaces to producers. Closed to the public from March 2020 to October 2021 due to COVID-19 regulations, the Trust used that time to introduce some much needed technical and mechanical repairs, maintenance and improvements to production infrastructure and assets; undertook significant capital upgrades and introduced the required protocols to ensure the safety of the staff and public. The first level of activity that returned to the EWG was small-scale studio bookings and some film/photography projects. Open again to audiences and with 2022-23 promising to be a busy year, the EWG has begun the work of post-pandemic recovery.

Transformation, Recovery and Rebuilding: 2022-23 to 2024-25

The Trust will work with government colleagues and across our sectors to model scenarios for the full re-opening of sites and programs, particularly as restrictions continue to ease, and as the financial models allow. We will invest strategically, helping to stabilize the Trust's operating partnerships and to ensure their viability in the long-term. Beyond this effort, we are continuing to support the sustainability of the sectors with which we work and the full economic recovery of Ontario. We will work in partnership with commercial and not-for-profit partners, tenants, sponsors and donors whose viability and recovery will be critical to our success.

The Trust continues to create strong relationships with corporate sponsors and foundations, whose support is important for the delivery of key core programs. We will continue to work to expand support from corporate sponsors, philanthropic foundations and individual donors; explore naming rights opportunities and leverage the key role of the Board of Directors in supporting fundraising.

In looking ahead, our business model remains a solid foundation upon which to build and we will continue to identify new revenue-generating opportunities to support its core mandate. With continued government guidance, the Trust will serve as leaders in the growing economy while also strengthening consumer confidence in engaging with the rich resources of Ontario's heritage. We will locally, nationally, and

internationally highlight the Ontario Heritage Trust's unique and rich heritage assets to visitors. We will leverage OHT programs, services and spaces to support the continued recovery of the tourism, heritage and live theatre sectors, supporting the double bottom line of strong economic growth and a resilient cultural fabric that reflects the diversity and strength of Ontario's communities. We will support tourism and the revitalization of the culture brand of Ontario, and we will continue to reach audiences across the province (and globally) through expanded digital engagement. We will inspire a powerful sense of community and continue to serve all the people of Ontario, contributing to the health and well-being of Ontarians and our communities.

STRATEGIC DIRECTION (2020-2023)

OUR MANDATE

The Ontario Heritage Trust has a provincewide mandate to conserve, interpret and share Ontario's heritage. The Trust acts as a centre of expertise and serves as the heritage trustee and steward for the people of Ontario. The Trust conserves provincially significant cultural and natural, tangible and intangible heritage, interprets Ontario's history, celebrate its diversity and educates Ontarians of its importance in our society. [*Ontario Heritage Act, R.S.O. 1990*].

OUR VISION

An Ontario where we conserve, value and share the places and landscapes, histories, traditions and stories that embody our heritage, now and for future generations.

OUR MISSION

- Demonstrate excellence in the conservation and stewardship of places and landscapes, objects, traditions and stories.
- Expand the narrative, spark new conversations, give voice to the diversity of Ontario's people and places.
- Share knowledge and expertise and foster an understanding of our histories and heritage in everyday life.
- Build mutually rewarding relationships with new and current partners.

OUR VALUES

1. Integrated approach to conservation

- Integrated approach to conservation and stewardship of cultural, natural, tangible and intangible heritage.
- The centrality of heritage conservation in the effective stewardship of the environment and in the creation of sustainable and resilient communities.
- Landscapes of memory, storytelling, tradition and language as irreplaceable heritage resources of cultural significance.

2. Respect and inclusion

- Inclusive, multi-faceted representations of the province's heritage that reflect our diversity and complexity.
- The discovery, knowledge and insight, generated by cultural heritage, which fosters cultural affiliation and reconciliation and enables us to understand ourselves better.

3. Inspiration and innovation

- The potential of heritage to inspire, stimulate creativity, and motivate us to bequeath knowledge, narratives and histories, and a diverse and authentic cultural environment for future generations.

4. Co-operation and collaboration

- Mutually rewarding relationships with new and current partner organizations.
- Create partnerships to build and enhance conservation capacity in communities.

5. Public good

- Holistic, sustainable planning that serves the public good and establishes a sense of place, civic identity and permanence.
- Empowering partners and individuals to be conservation leaders in their own communities.

STRATEGIC THEMES (2020-2023)

Lead

- Demonstrate a holistic, innovative, integrated approach to conservation.
- Champion the relevance and importance of a shared multi-faceted understanding of our past and present, while revealing and celebrating how it can inspire our future.
- Collaborate, expand and enhance partnerships to build community capacity for conservation.
- Spark new conversations and expand the narrative about Ontario's heritage.
- Transform Ontario's understanding of the connection between heritage conservation, environmental sustainability, economic stimulus and community identity.
- Build relationships with Indigenous communities to support the protection and celebration of Indigenous heritage and identity.

Conserve

- Actively steward lands, cultural landscapes and cultural resources; protect, conserve and share the values of places and landscapes.
- Demonstrate successful operating models and revitalization examples.
- Actively promote Trust sites as spaces to stimulate artistic expression and showcase cultural industries/productions.
- Support the use and vitality of conservation arts, trades and skills.

Educate

- Provide learning opportunities for all, whether they are visiting our sites, participating in our programs, browsing online or reading our publications.
- Celebrate and share the diversity of the province's tangible and intangible heritage.
- Expand the narrative to include history from all periods.
- Identify, safeguard and promote the intangible values of traditions and stories.
- Create unique educational opportunities and cultural program experiences through our properties, programs and partnerships.

Inspire

- Engage new audiences by focusing on diverse programs and opportunities.
- Invite Ontarians and visitors to share, value and celebrate the complex narratives we have inherited.
- Develop our digital environment to tell Ontario's stories in vivid new ways and engage a wider audience.
- Forge and nurture connections to amplify the work we do as partners, achieving more together.
- Provide programs and professional development opportunities to cultivate youth participation in, and excitement for, heritage and the arts.
- Show the relevancy, connection and value of our partnerships.

Excel

- Create partnerships and collaborations, bringing different skills, resources and perspectives to key initiatives.
- Invest in our visitor experience.
- Build greater awareness of the Trust's work and its achievements.
- Strengthen financial and organizational resilience, model adaptive reuse and pursue entrepreneurial opportunities.
- Meet high standards and best practices of governance, fiscal management, entrepreneurship, sustainability and accountability.
- Demonstrate a culture of diversity, inclusion, respect and professionalism.
- Promote innovation and creativity, social and environmental responsibility

ENVIRONMENTAL SCAN

Internal

- The pivot to a digital version of Doors Open Ontario in 2020 was successful. Building on this success, the program was redesigned as a hybrid digital/in-person offering for 2021. In 2022-23, the program will focus on promoting in-person events (in step with public health measures) to support tourism recovery and to expand reach, access, and engagement through digital programming.
- The success of the Trust's digital programming resulted in the removal of geographic and socio-economic barriers to participation for some segments of the population. Continued investment in this area is needed, and resourcing both in-person and digital programming going forward will pose a challenge. Monetizing these experiences may also pose a financial challenge for the Trust.
- Due to Ontario's social gathering limits in response to COVID-19, early 2022 events scheduled at the Trust's heritage venues may potentially be postponed or cancelled into FY2022-23. The possibility of further restrictions to gathering limits and the uncertainty of clients booking events are likely to have a significant impact on event revenue.
- Throughout the pandemic the Trust has ensured the safety of its staff and the public at its sites and has met industry standards for air quality and related requirements. We continue to follow the directives of Treasury Board Secretariat and local public health units.
- The Trust continues to receive fewer individual donations, sponsorships and grant funding as the charitable sector is struggling to stay afloat within the pandemic climate. Charities and not-for-profit organizations outside of the health sector continue to face a cash crunch, as many of these charities struggle to respond to increased demand even though their revenue sources are drying up.
- The anticipated and continued reduction in available student programs and grants in 2022 may reduce the number of students available to deliver the Trust's public programming and conduct essential field work in summer 2022.

External

- *Ipsos' What Worries the World November 2021* survey results shared that COVID-19 remains the top global worry (April 2020-November 2021).
- COVID-19 continues to impact every continent, with governments enacting wide-spread confinement or mobility restrictions, thus affecting international tourist travel (and in-person tourist activities) into 2022 and beyond. There is a higher sensitivity to health & safety requirements, including increased interest in cashless transactions. (*The Greenbelt Value of Nature Survey for Recreation in the Greater Golden Horseshoe E-tickets and online ordering*)
- Per MHSTCI, recovery in the tourism and culture sectors will not likely return to 2019 levels until 2024.
- Recent legislative changes have been impactful, including the *Planning Act* and *Provincial Policy Statement*, the *Ontario Heritage Act*, the *Conservation Authorities Act* and endangered species legislation.
- Specifically, regarding the *Conservation Authorities Act*, the Trust's Conservation Authorities partners have been removing themselves from responsibilities related to cultural heritage management since these changes were made, directly impacting many Trust operating partnerships. Significant staff resources are needed to support the additional workload resulting from major disruptions to our long-standing partnerships with conservation authorities (CAs) across the province. Over 50 Trust natural heritage sites are managed by local CAs, through stewardship agreements on our fee-simple properties or through natural heritage conservation easement agreements. Support is also required to assume direct property management responsibilities where conservation authorities have ended partnerships with the Trust.
- Lack of grant support for heritage conservation, declining memberships and changing operational needs in partner organizations, have resulted in a marked increase in requests for technical support, funding support, annual funding for stewardship, free rental spaces, and pressure on its site partnerships.
- 64% of Toronto nonprofits reported a drop in volunteer hours, in line with the introduction of COVID-19 public health measures, with the average organization reporting an estimated 38% decline in volunteer hours, compared to before the pandemic. (*Vital Signs Report 2021*)
- Investment income will continue to be impacted by the uncertainty in the market and low interest rates will likely remain until the end of 2022.
- More than 70% of fundraisers in Canada expect their organization to raise less money than in the year before the pandemic hit – most fundraisers expect to see a continued negative impact into 2022-23.
- Expanded use of Trust trails and natural areas to support physical and mental health may result in increased demands on site maintenance, visitor amenities and operating partnerships.
- Increased global attention on the rights and stories of Black, Indigenous and People of Colour (BIPOC) and LGBTQ2 populations brings attention to the Trust's work on inclusive, honest, authentic representations of our heritage, providing an opportunity

for leadership in the sector. This leadership is seen in the Trust's *'Expanding the Narrative'* work, increased focus on organizational diversity and anti-racism efforts.

- According to *Phoenix Logistics* and its *December 2021 COVID-19 Supply Chain/ Logistics Industry Update*, supply chain challenges will linger into mid-late 2022. COVID-19 continues to create labour shortages, port backlogs, and from a capital program perspective, inventory shortages and capacity crunches. These lingering impacts are causing higher construction costs and delayed construction project delivery.
- In its written brief to the House of Commons Standing Committee on Canadian Heritage in support of its *Study of the Challenges to Art, Culture, Heritage and Sport Sectors caused by COVID-19*, the *Canadian Museums Association* made four recommendations to respond to COVID-19 challenges to museums across Canada, including: prioritize the renewal of the national museum policy; provide additional pandemic relief to the sector; increase federal funding to museums; and, recognize the tremendous benefits that museums bring to the economy and society.

KEY DELIVERABLES

The Trust's Key Deliverables follow the five strategic themes which were developed for the 2020-2023 Strategic Plan. Our Key Deliverables fulfill five goals, including:

1. Finding creative new ways to deliver the mandate in the current context.
2. Contributing to the Trust's business lines.
3. Supporting the recovery and stability of the sector.
4. Contributing to tourism recovery.
5. Supporting the double bottom line of cultural and economic impact.

Strategic Theme #1: Lead

- Provide leadership in the areas of archaeology, cultural and natural heritage conservation.
- Lead inclusive partnerships that support community conservation and tourism.
- Invest strategically, helping to stabilize the Trust's operating partnerships and to ensure their viability in the long-term.
- Build relationships with Indigenous communities to support the protection and celebration of Indigenous heritage and promote understanding among all Ontarians.
- Support the government's commitment to protect and commemorate Residential School burial areas in Ontario. Consult with the Ministry of Indigenous Affairs and Indigenous Communities in the design of a program to mark burial areas at 18 Residential Schools.
- Invest in anti-racism programming and work with the Black community and Indigenous communities; address older provincial plaques that include outdated

language and terminology. Continue to work with partners to meet the needs of communities and fulfil our mandate.

- Demonstrate the Trust's leadership role as a centre for heritage information and provide on-line tools, contribute to conferences and workshops, collaborate with partner agencies on delivery of government priorities.
- Showcase heritage as an investment in the province's communities and cultural expression.
- Leverage OHT programs, services and spaces to support the continued recovery of the tourism, heritage and live theatre sectors.
- Support the double bottom line of strong economic growth and a resilient cultural fabric that reflects the diversity and strength of Ontario's communities

Strategic Theme #2: Conserve

- Actively conserve and steward lands, cultural landscapes and cultural resources.
- Demonstrate an ongoing commitment to investing in conservation and begin implementation of the Strategic Acquisitions Plan. Identify and implement Year 1 priorities. Implement natural heritage priority projects to ensure conservation of the Ellis property, the Devil's Monument and Cheltenham Badlands.
- Review and develop options for Indigenous Protected and Conserved Areas (IPCAs), working with Indigenous partners.
- Conserve, manage and present the Trust's cultural and archaeological collections and holdings. Continue roll-out of the On-line Public Access Catalogue (OPAC).
- Focus on the capital program through strategic capital investments that ensure conservation, address public health & safety, and support commercial viability and sustainability.
- Utilize new models for property stewardship and make strategic investments to stabilize stewardship and operating partnerships.
- Expand property information gathering and the use of technology in management of Trust-protected lands, including GIS, Natural Heritage Information, building condition assessments and an asset management system.
- Work with Conservation Authorities partners on issues related to the management of Trust properties, helping to mitigate potential negative impacts on many Trust operating partnerships.
- Continue to work with Indigenous communities for the protection of sacred lands and culturally significant places: Nochemowenaing and Cahiaque.
- Commemorate the gravesite of former Premier William Davis in cooperation with the family, the cemetery board and other appropriate stakeholders.

Strategic Theme #3: Educate

- Promote local tourism and educate the public on the province's heritage.
- Introduce a new hybrid model for Doors Open Ontario, maximizing the impact of in-person events enhanced with digital programming. Increase public access to sites in remote communities.

- Provide opportunities for Indigenous and racialized communities to tell their stories through publications, provincial plaques and online exhibits.
- Work with the Moose Cree Nation on renewed interpretation of sites on Moose Factory Island.
- Host a conservation symposium or lecture.
- Expand the narrative of Ontario's heritage and facilitate a sharing of perspectives through public programming and the development of additional online resources.
- Utilize the Trust's geographically diverse sites, respected programs, informational websites and impactful social media channels to deliver the interpretive theme for 2022.
- Continue to modernize museums and public programming through digital delivery to serve post-pandemic audiences; broaden the reach and expand public access and engagement.
- Complete curation of an on-line exhibit on Ontario's military history.
- Develop enhanced visitor amenities for natural areas, including trails, signage and interpretation to support new models for public use.
- Support mentoring, youth employment and partnerships with educational institutions; provide opportunities to support BIPOC youth in conservation.
- Deliver Year 1 of the Harvey McCue (Waubageshig) Internship for Indigenous Youth; continue promotion and fundraising to support the program.

Strategic Theme #4: Inspire

- Showcase the uniqueness and diversity of the province's tangible and intangible Heritage through inclusive, authentic and innovative programming.
- Enhance existing partnerships, and build new ones, to invest in community conservation.
- Engage returning audiences, markets and partnerships for the Elgin and Winter Garden (EWG) and celebrate the EWG as a vibrant cultural asset.
- Improve the user experience to grow the Trust's brand and online presence.
- Safely showcase the Ontario Heritage Trust's unique and rich heritage assets to visitors.
- Secure ongoing funding and support for the EWG; the Doris McCarthy Artist-in-Residence Program; Doors Open Ontario; the Youth Strategy; the annual conservation lecture; and the Cheltenham Badlands.

Strategic Theme #5: Excel

- Demonstrate high standards and best practices of good governance, transparency and accountability.
- Align and maximize resources to deliver the best outcomes.
- Cultivate innovative opportunities that address post-pandemic pressures, such as the sustainability of site partnerships and the creation of new operating models for Trust properties
- Broaden the revenue base through all channels; identify and implement strategies to reduce the deficit through the pandemic recovery periods.

- Build back towards the previous level of 65% self-generated revenue through business development, heritage venues and film, leases, grants, sponsorships, naming rights and donations.
- Develop and implement a robust strategy for corporate sponsorship, philanthropic foundations and individual giving; leverage the important role of the Board of Directors in supporting fundraising.
- Invest in post-pandemic business development opportunities, including the EWG and leased properties.
- Act in the best interests of Ontarians by being efficient, effective, and providing value for money to taxpayers. This includes the areas of competitiveness, sustainability and expenditure management; transparency and accountability; risk management; workforce management; data collection; digital delivery and customer service.
- Meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).
- Implement life-cycle replacement and the upgrade of systems.

SUMMARY

- Deliver a province-wide capital program to support conservation.
- Prepare conservation strategies and undertake restoration work; invest in conservation and interpretive projects to sustain existing and create new partnerships at cultural and natural heritage properties.
- Promote public awareness of, and access to, OHT natural areas and trails to promote physical and mental health.
- Continue roll-out of the “Expanding the Narrative” initiative to identify and showcase opportunities for inclusive commemoration, interpretation and land protection.
- Strategically provide support to in-person and new hybrid tourism activities at Trust sites & through Doors Open Ontario.
- Modernize educational and public programming through digital delivery to serve post-pandemic audiences; make strategic investments (time, resources and funding) to ensure the viability and stability of Trust operating and program partnerships.

OVERVIEW OF PROGRAMS AND ACTIVITIES

Current Programs

The Trust's programs and activities are core to the delivery of the Trust's mandate supporting conservation and providing public programming in communities across Ontario, building community pride, supporting tourism, education and recreation, and building community capacity for conservation. Through the hybrid delivery of programs through in-person and digital models, the Trust will continue to expand its programming, reaching new audiences, and improving accessibility for Ontarians.

On a yearly basis, the Trust conducts an extensive internal review to ensure a strong alignment of all activities with our mandate and to ensure that the delivery of our programs are focused, innovative, integrated and cost-effective, and provide important services and benefits to the province.

The Trust works provincewide, in urban centres, rural and remote areas, in collaboration with public and private sector partners. These partnerships help to leverage the Trust's work and the province's investment in conservation.

A. Conservation and Stewardship

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

The Trust's Integrated Conservation Approach is designed to protect the complex layering of history and the ways it is represented in our communities, to recognize and support the intersection and interplay of all forms of heritage. The Trust has seven heritage interests defined in its statute that are applied in an integrated way – historical, architectural, archaeological, recreational, esthetic, natural and scenic. This range of interests allows us to look beyond the built form to conserve cultural landscapes, natural areas, trails and biodiversity. When seen as a whole, the property portfolio tells interesting stories about the province's complex history, and detailed analysis has helped us to understand the typologies that are underrepresented and the gaps in our provincewide holdings.

We will be working in the months ahead to open conversations with new and existing partners, to broaden the circle with cultural communities and Indigenous people, to build out a strategy to address these gaps, identify new collaborations and find new paths to conservation.

The Trust works with governments, Indigenous communities, conservation authorities, land trusts, heritage and cultural organizations and private landowners to ensure the stewardship of its lands and easements, providing vital community relationships and vibrant local participation - over 90% of the Trust's properties are managed with partners.

Conservation of Heritage Properties – 200 Owned Sites

Under the *Ontario Heritage Act, R.S.O. 1990*, the Trust is mandated to conserve properties of historical, architectural, archaeological, recreational, aesthetic, natural and scenic interest for the benefit of the people of Ontario.

The Trust's heritage leadership role includes:

- The strategic acquisition of provincially significant cultural and natural heritage properties that are owned directly by the Trust on behalf of the Crown.
- The Trust and its partners support active outdoor recreation, tourism and learning about heritage by stewarding hundreds of kilometres of public trails, including the Bruce Trail, located on the agency's natural heritage lands.
- The Trust protects 170 registered archaeological sites that are located on properties owned by the Trust or protected by Trust conservation easements. Often, these lands are environmentally sensitive and possess natural heritage value.

2020-21 Major Capital Projects

The 2020-21 capital program totals \$3.33M at various Trust-owned sites, contributing significantly to the pandemic economy, and supporting tourism and revenue-generating sites across Ontario.

Conservation Easements – 281 Easement Properties in 110 municipalities

The Trust holds conservation easements on 199 cultural heritage and 82 natural heritage properties in 110 municipalities across the province. An easement is a legal agreement between the heritage property owner and the Trust that is registered on the title of a property. It establishes mutually accepted conditions that will ensure the conservation of a heritage property in perpetuity without the Trust owning the property.

Strengthening Community Conservation

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

The *Ontario Heritage Act* Register is an example of one of the Trust's conservation tools that strengthens community conservation. The OHA Register, available online, serves many purposes, most important of which is to provide a public database of all properties designated under the *Ontario Heritage Act*.

Other examples of the Trust's conservation tools available on its website include the Places of Worship Inventory and Tools for conservation.

Workshops, Training and Technical Advice

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

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

B. Public Education and Awareness

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

In recent years, the Trust has designed and delivered several initiatives that explore Ontario's diverse heritage:

- International Year for People of African Descent (2011)
- 50th Anniversary of the Ontario Human Rights Code (2012)
- Ontario's Artistic and Theatrical Heritage (2013)
- Ontario's Sport Heritage (2015)
- 400 Years of French Presence in Ontario (2015-2016)

- Medical Science and Innovation (2016)
- Ontario 150 - *MyOntario* - A vision over time (2017)
- Women's Suffrage (2018)
- Communication (2019)
- Celebrating Community (2020)
- The Environment (2021)

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 upcoming years. In 2021, the Trust's interpretive theme is the Environment.

Year/Interpretive Theme	Key Commemorations
2022 - Design	40 th anniversary of the Canadian Charter of Rights and Freedoms. 70 th anniversary of Her Majesty Queen Elizabeth II's accession to the Throne (Platinum Jubilee).
2023 - Food	100 th anniversary of The Williams Treaties (1923)

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

Attractions

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

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

visitors for ecotourism, recreation and wildlife viewing.

Doors Open Ontario

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

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

Doors Open Ontario 2019 featured approximately 930 participating sites in 140 communities, within 37 events. The program annually generates over \$11M in revenues for local communities. Doors Open Ontario 2019 in-person attendance was 469,058. In 2020 and 2021, the Trust responded to the pandemic by shifting to a digital format. The digital Doors Open Ontario program in 2020-21 showcased more than 330 sites in communities across Ontario, providing access to heritage culture remotely and welcoming over 212,000 virtual visitors.

Heritage Matters

Heritage Matters is the Trust's flagship publication. Each issue of Heritage Matters tells Ontario's stories – with articles about conservation efforts and partnerships, as well as articles about our shared past. Issues are designed to provide diverse perspectives and are themed in alignment with the interpretive plan and conservation objectives. In 2019, Heritage Matters moved to a digital-only format and Heritage Matters...more was added as a monthly interpretive and educational tool.

Heritage Week

The Trust leads Heritage Week on behalf of the province. Heritage Week, the third week of February, is an annual opportunity to celebrate heritage in communities across Ontario. During Heritage Week, the Trust holds its annual Lieutenant Governor's Ontario Heritage Awards presentation ceremony in partnership with the Lieutenant Governor of Ontario.

Provincial Plaques

The Trust has researched, developed and unveiled 1,285 provincial plaques since 1956. The program commemorates people, places and events of provincial significance and marks major moments of change, achievement, historical significance and popular culture. The Trust works with local community organizations, Indigenous communities, government and corporate partners in urban centres and rural areas to develop these plaques.

Recently the Trust reviewed its provincial plaques and confirmed that a number of the plaques, particularly those created in the program's early years, contain content that is outdated, incomplete and inaccurate, that use language that is inappropriate, that exclude whole segments of our history. Work is underway to address these plaques, recognizing that it will take several years.

The Trust continues to update the interpretive approach to this major public commemoration activity, to find new ways to engage Ontarians, to bring awareness to the province's history. The work ahead will consider whose history is being told. We will look at gender, Indigenous communities, people of colour and the economically disenfranchised, and others whose stories have been overlooked or intentionally omitted from the discussion.

Annual Lecture

Our annual Heritage Matters Live lecture provides a platform for thought-provoking individuals to challenge our perspectives and offer their insights. 2017 featured cultural anthropologist and National Geographic Explorer-in-Residence, Wade Davis; 2018 welcomed internationally renowned Indigenous artist Kent Monkman, discussing Decolonizing Art History; 2019 focused on the intersection of community, culture, place and economy with urban planner, Joe Berridge, in London, Ontario. In 2020-21, the Trust's annual lecture featured a conversation with Esi Edugyan, author of *Washington Black*, hosted virtually at Uncle Tom's Cabin Historic Site. In 2021-22, the Trust's lecture featured Edward Burtynsky discussing *Anthropocene: The Human Epoch*. By selecting high-profile speakers from diverse professional backgrounds, the Trust is attracting new audiences. This event is supported through ticket sales and sponsorships.

Lieutenant Governor's Ontario Heritage Awards

The Lieutenant Governor's Ontario Heritage Awards, administered by the Trust, recognizes exceptional contributions to heritage conservation, environmental sustainability and biodiversity, and cultural and natural heritage. These juried awards are presented annually and are given for Youth Achievement, Lifetime Achievement, Community Leadership and Excellence in Conservation. The program celebrates individuals and exceptional projects from communities across Ontario. In 2019, the Trust added the *Thomas Symons Award for Commitment to Conservation* as an annual award.

Doris McCarthy Artist-in-Residence Program

In September 2014, the Trust launched the Doris McCarthy Artist-in-Residence Program at Fool's Paradise (Toronto), the former home and studio of Canadian artist Doris McCarthy. The centre is open to professional visual artists, musicians and writers for short-term residencies to live at and work on their creative disciplines. Applications are reviewed by an expert advisory panel. Going into its seventh year in 2021, the program has drawn nationally and internationally renowned artists and significant media coverage. The program is sponsored by the RBC Foundation.

Digital Enterprise

The Trust is creating a digital environment and using digital technologies to transform how the Trust connects with its audiences and creates value. This is especially important to providing access to programs during the pandemic. The Trust has made great strides in providing digital access and sharing digital programming to the public.

Significant investments, however, are required to upgrade the technology to continue to transform the Trust's business.

C. Business Centres

Creative adaptive reuse of Trust sites provides excellent opportunities to share historical assets with local communities.

Lease Rental and License Agreements

The Trust has 34 lease agreements with businesses not-for-profits and individuals in communities across Ontario. Approximately 10% of the total revenue is derived from these leases to support the Trust's key operations and initiatives. License agreements share historical sites with local communities, with partners participating in their care and interpretation.

Heritage Venues and Filming

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

Elgin and Winter Garden Theatre Centre (EWG)

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

- Conserving, stewarding and interpreting this unique national historical 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
- Offering an official provincial government location and gathering place for the celebration of Ontario's artists, people, achievements and history.

The EWG hosts a broad range of theatrical performances, events, concerts, plays and festivals. The business model includes licensing of theatres, rehearsal studios and lobby spaces to 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.

Fundraising

The Trust raises funds to support its core mandate from individual donors, corporate sponsors, foundations, and grants.

Goals:

- To raise \$582K in 2022-23 by implementing a balanced, multi-tiered fundraising plan and securing diverse streams of funding from the public and private sectors in support of the Trust's mission
- Meet or exceed GF revenue of \$52K; contribute to self-generated revenues that cover 65% of Trust operating costs
- Negotiate multi-year funding agreements with sponsors and donors.

Objectives:

- Increase the number of individual donors and funding partners, building support for key Trust priorities;
- Expand support from corporate sponsors, philanthropic foundations and individual donors;
- Strategically build donor loyalty by stewarding Trust supporters and partners, through timely reporting, regular communication, recognition and strategic leveraging of Trust events and programs;
- Explore naming rights opportunities;
- Support the Trust's brand and public profile; and
- Leverage the important role of the Board of Directors in supporting fundraising.

To meet these objectives, the Trust will focus campaigns on individual donors, personal giving and major gifts; expand contacts through networks identified by members of the Board of Directors; and continue to expand the stewardship of individual donors; continue to secure sponsorship and grant funding for our programs and projects; and renew existing grants and create a pipeline of potential new grant connections.

The Trust will explore opportunities to make use of advertising campaigns to raise awareness and support fundraising initiatives.

The Trust will procure a consultant to evolve Case(s) for Support to complement our current fundraising initiatives, identifying consistent language and voice that captures the relevance of the Trust's work to potential donors and sponsors. The Cases for Support

process will also look at naming rights and other means of optimizing sponsorship, as well as strategies for acquisition of new individual donors.

In the longer term, the Trust will need to address widespread sector issues including donor retention and developing legacy giving opportunities.

D. Youth Engagement

The Trust's Youth Program engages youth in heritage conservation in communities across the province through educational opportunities, mentoring forums and networking activities, and points of connection. The program is supported by 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. Youth employment through summer experience programs, internships and co-op placements have been a target initiative. The Trust has also been an active supporter of the Ontario Internship and Internationally Trained Internship programs. The Trust typically averages 25 student employment opportunities annually. The Trust partners with many universities and colleges on educational programming, including lecturing, credit- for-project courses, work placements and special research initiatives.

Showcasing Youth Perspectives

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

Young Heritage Leaders (YHL)

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

E. Collaborating for Conservation - Initiatives Involving Third Parties

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

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

The Trust's partnerships include:

1. 34 tenants (including not-for-profit, commercial, and residential leases)
2. 178 or 90% of natural and cultural sites managed with operating partners (including conservation authorities, naturalist organizations, land trusts, foundations, Ontario Parks, the Ministry of Natural Resources and Forestry, municipalities, Indigenous communities, friends' groups, ministries, educational institutions, and other non-government organizations)
3. 281 conservation easement property owners, which include municipalities, public bodies, not-for-profit non-governmental organizations, private for-profit corporations, and individuals
4. 228 municipalities with designated properties on the OHA Register

Program Partners

The Trust engages with an extensive array of partners across the province in the delivery of its programs and public activities, currently including sponsors and corporate donors, Doors Open Ontario community organizers (typically 35-45 each year), plaque program partners, educational institutions, provincial and local heritage organizations, Doris McCarthy Artist-in-Residence partner organizations, Indigenous communities, and federal, provincial, and municipal governments.

2022-23 OHT Performance Measures Targets							
	2019-20 Results	2020-21 Results	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target	Output- or Outcome- based
Social Impacts through Participation and Engagement							
Celebrating Ontario through Overall Site/Program Participation	1,075,050	264,988	150,000	335,000	650,000	800,000	Output
Doors Open Ontario (DOO)							
<ul style="list-style-type: none"> Event Attendance (virtual attendance taken in 2020-21 and later) 	-	212,000 VIRTUAL	100,000	110,000	200,000	300,000	Output
<ul style="list-style-type: none"> Event Attendance (in-person attendance) 	469,058 IN-PERSON	52,988	50,000	225,000	450,000	500,000	Output
<ul style="list-style-type: none"> Social Media Impressions 	4.6M	4.0M	5.5M	6.0M	6.5M	7.0M	Outcome
<ul style="list-style-type: none"> Website Visits 	630,041	501,892	250,000	275,000	310,000	360,000	Outcome
<ul style="list-style-type: none"> Content Engagements (shares, actions taken, etc.) 	76,416	137,194	95,500	100,000	115,000	130,000	Outcome
Digital Programming (museums & lectures – tracking begins in 2020-21)	-	16,000	40,000	45,000	50,000	60,000	Outcome
Social Media Fan Base	16,325	21,338	24,300	28,000	32,200	35,000	Outcome
Social Media Impressions (TOTAL)	4.6M	4.0M	7.5M	7.7M	8.0M	8.2M	Outcome
Social Media Engagement	42,000	42,258	65,000	75,000	85,000	92,000	Outcome
Youth participation (sites, program, digital)	2,200	0	37,500	40,000	45,000	50,000	Outcome
Youth Mentoring Hours (OIP, SEP, etc. + unpaid)	13,086	4,771	8,750	7,000	9,000	10,000	Output
Volunteer Hours and Value	43,050	196	12,500	12,750	15,000	16,500	Output
	\$1,018,132	\$4,635	\$295,625	\$301,537	\$354,600	\$390,225	Output

2022-23 OHT Performance Measures Targets							
	2019-20 Results	2020-21 Results	2021-22 Target	2022-23 Target	2023-24 Target	2024-25 Target	Output- or Outcome-based
Cultural Impacts							
% of municipalities with Trust Programming	85%	85%	85%	85%	87%	87%	Outcome
Properties (cultural and natural) Protected through Ownership or Easement	476	478	480	483	486	489	Output
Number of Partnerships (Properties)	-	-	-	50	52	54	Outcome
Number of Partnerships (Programs and Education)	-	-	-	95	100	105	Outcome
Ticketed Attendance - Elgin and Winter Garden	367,059	0	75,000	90,000	150,000	175,000	Outcome
Number of Performances at EWG	421	0	100	120	200	250	Outcome
EWG Occupancy (days): Studios, Lobbies, Venues, and Filming (quarterly)	1,146	26	400	420	480	520	Outcome
Economic Impact Sector Resilience and Recovery							
Self-generated Revenues*	68%	59%	50%	67%	72%	72%	Outcome
Sponsorship/Foundation/Donor/Grant Support (\$M)	\$1.07M	\$957K	\$0.51M	\$0.58M	\$0.77M	\$0.66M	Outcome
Amount Invested in Trust Capital (\$M)	\$525K	\$1.163M	\$4.6M	\$3.59M	\$3.59M	\$3.59M	Outcome
Revenue from leased space	\$1.33M	\$670K	\$1.68M	\$1.09M	\$1.11M	\$1.13M	Outcome
% of Properties in Active Utilization	100%	100%	100%	100%	100%	100%	Outcome

**The Trust's performance measures focus on the results of agency programs, services, and general operations. Self-generated revenues include all grants secured through applications; sponsorships and donations from fundraising activities, and, revenues from business centres and investments.*

LONG-TERM CAPITAL PLAN

A. STRATEGIC CAPITAL OVERVIEW

Planning and Decision-Making Framework

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

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

In making conservation decisions and prioritizing needs in its portfolio, the Trust is guided by its legislated mandate as set out in the OHA, internationally recognized conservation charters, principles and declarations (International Council on Monuments and Sites and UNESCO) and by the Standards and Guidelines for the Conservation of Historic Places in Canada (2010). The Trust is a prescribed body under the Province of Ontario's Standards and Guidelines for Conservation of Provincial Heritage Properties (2010).

The Trust's Conservation Framework was approved by the MHSTCI in 2012 and unique Statements of Significance have been developed for each property. In many cases, capital projects also have an educational value providing opportunities for the Trust to highlight and demonstrate emerging conservation technologies, creative conservation solutions 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 MHSTCI in consultation with the Trust and other Ministry agencies. In addition to AMIS, planning is guided by site-specific conservation assessments, facility monitoring reports prepared by Trust staff, business needs, needs of operating partners and other facility assessments (for example, AODA, code compliance, hazardous materials, energy audits, etc.). The AMIS is an excellent tool for projecting the renewal timelines and replacement costs for modern construction components (for example, mechanical, ventilation, electrical, conveyance systems, fire suppression, roof membranes, etc.). However, the application does not accurately reflect maintenance costs associated with heritage features that are inherently maintainable (for example, wood windows, brick walls, terrazzo floors, etc.) and that the Trust is responsible for preserving.

Capital Planning

In 2022-23, the Trust projects significant peak capital pressures based on several building systems in larger buildings reaching the end of their usable life and requiring renewal. This is tracked in AMIS and a similar life-cycle renewal pressure is anticipated for additional properties and systems. The Trust will investigate and develop strategies to extend system life cycles at reduced costs to mitigate these anticipated unfunded pressures.

Applications for Cost-Share Funding

The Trust consistently applies for cost-share funding from special funding programs offered by other levels of government.

Capital Management Activities and Non-property Assets

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

- Conservation Assessments
- Non-property Assets
- Information Technology

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

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

Provincial plaques are found in cornerstone communities and highly visible, strongly branded provincial assets. Since the program began in 1956, over 1,200 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 must be taken down or relocated. The capital needs for the Provincial Plaque Program include funds for replacing existing plaques and erecting and maintaining approach markers that guide visitors to the plaque locations. The average cost to cast, ship and install a previously unveiled provincial plaque is \$5,000 if no review or translation of the text is needed. There is also a pressure

to support the cost of developing, translating and fabricating plaques that need to be replaced to reflect new research, perspectives and cultural sensitivities.

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

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

Due to the rapid pace of change in the **Information Technology (IT)** sector, it is necessary to keep up with emerging technology, government standards and new applications on an annual basis. To ensure system security and limit cyber attackers (given the constant changing methods of attack), older hardware and software need updating - this will provide protection for critical files and systems. Investment in new hardware and operating systems ensures we can keep pace with and move ahead of the trends in cyber security while also updating our systems to ensure smooth-running applications that boost productivity, efficiency and productivity.

2022-23 PRIORITY CAPITAL PROJECTS

The Trust has identified the following 11 capital projects as priorities for 2022-23. The projects total \$3.5M and two have already received notional approval for multi-year funding through the Ministry's Capital R&R program, totalling \$0.7M in 2022-23. The projects are:

1. Elgin and Winter Garden Theatre (Toronto): \$750,000

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

2. Ashbridge Estate Building Restoration and Repairs (Toronto): \$300,000

Notionally Approved

Undertake restoration and repair of deteriorated exterior building elements at the Ashbridge Estate property. Ashbridge Estate is a large cultural heritage site with multiple buildings and structures and numerous landscape features and site elements. It is used for a combination of activities, including both residential and commercial/not-for-profit tenancies, event/film rentals, community gardening and seasonal events. The project targets four structures on the site: Jesse Ashbridge House; Jesse Ashbridge Greenhouse/Garage; Woodfield House; and Woodfield Garage. The proposed work includes masonry repairs, verandah/porch renewal, wood restoration of building fenestrations, minor systems restoration, roofing repairs, and security lighting upgrades.

3. Rockwood Academy, Building Systems Upgrades and Adaptive Re-use (Rockwood): \$400,000

Notionally Approved

Undertake the installation of a central heating system, correction of electrical deficiencies, building envelope repairs and site security improvements in the main residential block with rough-in of services to extend heating to ancillary wings to support future uses. Site security improvements are also required because of the departure of the life tenant, as the site transitions to new public uses and occupancies.

4. Scotsdale Farm (Halton Hills): \$250,000

Undertake repairs to agricultural outbuildings, barns, road infrastructure and cultural landscape features such as fences to forestall ongoing deterioration.

5. Sir Harry Oakes Chateau (Kirkland Lake): \$600,000

Undertake capital and infrastructure repairs to the Chateau, including roofing, metal goods and fenestrations to mitigate ongoing decline and building deficiencies.

6. Duff Baby House (Windsor): \$500,000

Undertake exterior repairs of localized building envelope deficiencies, including roofing, flashings, wood siding and window assembly restoration.

7. Exterior Painting and Base Building Repairs

(multiple OHT sites): \$400,000

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

8. AODA Accessibility Upgrades

(Dresden, Brockville and Toronto): \$100,000

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

9. Natural Heritage Capital Repairs (multiple OHT sites): \$100,000

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

10. Cultural/ Archaeological Collections Management

(multiple OHT sites): \$50,000

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

11. Information Technology (multiple OHT sites): \$50,000

Renewal of key information technology infrastructure.

Capital Outlook (2022-25)

Project Name	2022-23 (\$M)	2023-24 (\$M)	2024-25 (\$M)
Fulford Place - Exterior Restoration and Repairs	\$0	\$0	\$0.600M
Elgin and Winter Garden Theatre - Capital Repairs and Improvements	\$0.750M	\$0.750M	\$0.750M
Ashbridge Building - Renewal and Landscape Restoration	\$0.300M	\$0.300M	\$0.300M
Rockwood Academy - Adaptive Re-use	\$0.400M	\$0.400M	\$0.400M
Scotsdale Farm - Building Renewal and Restoration	\$0.250M	\$0.250M	\$0.250M
Sir Harry Oakes Chateau – Capital and Infrastructure Repairs	\$0.600M	\$0.600M	\$0
Duff Baby House – Exterior Repairs and Restoration	\$0.500M	\$0	\$0.500M
Hudson Bay Company Staff House and Centennial Park – Capital and Buildings Repairs	\$0	\$0.500M	\$0
Exterior Painting and Base Building Repair (Multiple Sites)	\$0.400M	\$0.400M	\$0.400M
AODA Accessibility Upgrades (Multiple Sites)	\$0.100M	\$0.100M	\$0.100M
Natural Heritage Capital Repairs and Improvements (Multiple Sites)	\$0.100M	\$0.100M	\$0.100M
Cultural/Archaeological Collections Capital Costs (Multiple Sites)	\$0.05M	\$0.05M	\$0.05M
Information Technology Capital Costs (Multiple Sites)	\$0.05M	\$0.05M	\$0.05M
TOTAL	\$3.5M	\$3.5M	\$3.5M

ONTARIO HERITAGE TRUST OPERATING FINANCIALS 2022-23 Budget and 2-Year Financial Outlook	2020-21	2021-22	2022-23		2023-24	2024-25
	Actuals	Budget	Budget		Forecast	Forecast
	<i>TOTAL</i>	<i>COMBINED BUDGET</i>	<i>GENERAL FUND BUDGET</i>	<i>RESTRICTED FUND BUDGET</i>	<i>COMBINED BUDGET</i>	<i>COMBINED BUDGET</i>
REVENUE						
MHSTCI GRANTS	-		-	-		
MHSTCI OPERATING GRANTS	3,809,300	3,809,300	3,809,300		3,809,300	3,809,300
MHSTCI TRANSFER PAYMENT	5,636,251					
OTHER MHSTCI GRANTS	2,279,790	4,645,000	19,000	3,520,000	3,539,000	3,539,000
PROVINCIAL GRANTS	524,000	225,000	0	175,000	175,000	175,000
FEDERAL GRANTS	116,419	112,000	12,000	100,000	136,000	112,000
NON-GOVERNMENT	0	80,000	0	0	0	0
FUNDRAISING, SPONSORSHIPS & PARTNER FUNDING	210,409	172,000	40,000	180,000	410,000	294,000
DOORS OPEN ONTARIO SPONSORSHIP (including DOO community registration)	150,000	225,000	0	75,000	75,000	75,000
BUSINESS CENTRE'S INCOME	957,466	1,939,552	3,040,592	-735,850	3,911,837	4,155,074
INVESTMENT INCOME	805,055	600,000	260,000	1,155,000	1,338,750	1,405,688
MUSEUM ADMISSIONS & GIFT SHOP	983	21,448	64,343	0	85,790	983
OTHER INCOME	4,362	0	5,100	0	5,202	5,306
COVID-19 STABILIZATION	0	0	3,100,000	-3,100,000	0	0
TOTAL REVENUE	14,494,035	11,829,300	10,350,335	1,369,150	13,485,879	13,571,351

ONTARIO HERITAGE TRUST OPERATING FINANCIALS 2022-23 Budget and 2-Year Financial Outlook	2020-21	2021-22	2022-23		2023-24	2024-25
	Actuals	Budget	Budget		Forecast	Forecast
	<i>Total</i>	<i>Combined Budget</i>	<i>General Fund Budget</i>	<i>Restricted Fund Budget</i>	<i>Combined Budget</i>	<i>Combined Budget</i>
EXPENDITURES						
SALARIES & BENEFITS (59 FTE)	5,534,236	5,995,178	6,094,682	335,768	6,305,216	6,409,921
OPERATING & PROGRAM DELIVERY EXPENSES	4,036,452	4,333,471	4,072,462	493,500	4,989,015	4,989,015
DIGITAL ENHANCEMENTS	0	0	0	0	0	0
PARTNER STABILIZATION	0	0	0	0	0	0
DOORS OPEN ONTARIO	186,057	275,000	0	290,000	290,000	300,000
INVESTMENT IN CONSERVATION	0	0	0	3,000,000	3,750,000	3,750,000
CAPITAL RESTORATION & RENEWAL EXPENSES	2,341,251	4,600,000		3,500,000	3,500,000	3,500,000
RESTORATION EXPENSES - From non-Ministry Allocation	0	465,000	0	0	0	0
RESTRICTED FUND EXPENSES	340,962	152,000	0	0	0	0
TOTAL EXPENDITURES	12,438,958	15,820,649	10,167,144	7,619,268	18,834,231	18,948,936
Operating Surplus/(Deficit):	2,055,077	(3,991,349) *	183,191	(6,250,118)	(5,348,352)	(5,377,585)
Transfer from previous years Restricted Funds	0	502,500	0	0	0	0
Net Surplus/(Deficit) from operations	2,055,077	(3,488,849) *	183,191	(6,250,118)	(5,348,352)	(5,377,585)
One-time proceeds from transfer of real estate		53,900,000				

*On August 26, 2021, the Trust transferred a heritage property located at 265 Front Street East, Toronto, Ontario to Metrolinx, for \$53.9 million which is held in an externally restricted fund. The Trust anticipates for 2021-22 the general fund will deliver a balanced budget.

Capital revenues and expenditures are based on anticipated actuals using the Ministry timelines for capital projects from April 1st to June 30th of the following year.