

BOARD OF DIRECTORS AGENDA

Date of meeting: Wednesday, April 11, 2018
Start Time: 6:00 p.m.
Location: St. Lawrence Hall, 157 King St. E., 3rd floor
Enquiry: Allison Bain, 416 338-0650, Allison.bain@toronto.ca

Closed meeting requirements: If the Heritage Toronto Board wants to meet in closed session (privately), a member of the Board must make a motion to do so and give the reason why the Board has to meet privately. (City of Toronto Act, 2006). To receive copies of reports or to speak to the Board on an agenda item, please contact Allison Bain (allison.bain@toronto.ca) prior to the meeting.

Declarations of Conflict of Interest

A. CONSENT AGENDA

1. Approval of Board of Directors Minutes of February 21, 2018
2. Executive Committee Minutes of April 2, 2018
3. Executive Report
4. Historical Plaques Committee
 - 4.1 Historical Plaques Committee Minutes of March 21, 2018 .1
 - 4.2 Approval of Legacy Plaque Application: Pierre Berton
5. City of Toronto Integrity Commissioner Letter and Report (separate attachment)

B. CHAIR'S REPORT

1. Chair's Remarks
2. Board Composition and Satisfaction Surveys (separate attachment)
3. Election of Chair, Vice-Chair and Members at Large

C. COMMITTEES - VERBAL UPDATES

1. Audit and Finance Committee – John Belyea
2. Fund Development Committee – Tyler Greenleaf
3. Marketing/Communications Committee – Kadi Kaljuste
4. Programming Committee – Andrew Himel
5. Awards Committee – Aaron Sanderson
6. Juries Committee – Karen Whaley

D. STRATEGIC DISCUSSION

1. State Of Heritage Report (separate attachment Strategic Plan)

E. OTHER BUSINESS

Adjournment

NEXT BOARD MEETING – Wed. July 11, 2018

HERITAGE TORONTO MINUTES

The meeting of the Heritage Toronto Board was held on Wednesday, February 21, 2018, St. Lawrence Hall, 157 King St. E., 3rd floor, East meeting room.

PRESENT:	Kate Marshall (Chair)	Councillor Mary Fragedakis	Peter Berton
	Lisa Brown	Fallon Butler	Liza Chalaidopoulos
	Tyler Greenleaf	Andrew Himel	Peggy Hornell
	Peter Ignazi	Kadi Kaljuste	Sean Kheraj
	Donald Loucks	Richard Moorhouse	Louis Kan
	Allan Penning	Brent Pearlman	Aaron Sanderson
	Linda Strachan	Karen Whaley	
REGRETS:	Councillor Sarah Doucette	Councillor Paula Fletcher	John Belyea
	Councillor Mike Layton	Lisette Mallet	

ALSO

PRESENT:	Allison Bain, Executive Director
	Chris Bateman, Plaques Program & Research Assistant
	Lucy Di Pietro, Manager, Marketing and Outreach
	Candice McCavitt, Community Programs and Special Events Coordinator
	Kaitlin Wainwright, Director of Programming
	Akhaji Zakiya, Senior Manager, Finance

CALL TO ORDER

Ms. Kate Marshall, Chair, called the meeting to order at 6:04 pm.

No conflict of interest was declared.

HT17-23 ADOPTION OF MINUTES

Ms. Karen Whaley moved, seconded by Richard Moorhouse to adopt the minutes of the meeting of the Board of Heritage Toronto held Wednesday November 29, 2017.

(Carried)

1. CHAIR'S REPORT

1.1 Chair's Remarks

Ms. Marshall welcomed everyone and invited Board Members and staff to introduce themselves as it was the first meeting with the newly appointed Board. Ms. Marshall noted that, at the April board meeting, the board will elect a Chair, Vice-Chair and Members at Large.

1.2 Board Contact List

Ms. Marshall circulated the Board Contact List, which was received for information.

1.3. Board Committees

Ms. Marshall spoke about the board's role in supporting the agency, both monetarily and through volunteer hours through Committee work and hosting of events, including Walking Tours and Plaque Unveilings. She noted that the Juries Committee is looking for a board member to oversee the Book Jury and the Public History jury.

1.4. Board Survey

Ms. Marshall spoke about the survey being circulated to previous term board members and that findings would be shared at a future board meeting. She remarked that board survey for the incoming term will be sent out shortly.

B. COMMITTEE AND STAFF REPORTS

2. Executive Committee

2.1 Executive Committee Minutes

Ms. Marshall presented the minutes from the Executive Committee meetings held November 22, 2017, January 25, 2018, and February 12, 2018.

3. Executive Director Report

3.1 Overview of 2018 Programs

Ms. Allison Bain provided an overview of 2017 and outlined priorities for 2018. She highlighted that the City has approved all submitted business cases and, as a result, for the first time in the agency's history, Heritage Toronto has received an operating increase in 2018. The City is also providing substantial project funding, most recently to support Heritage Toronto's contributions to the Dundas-Carlaw Public Realm Improvement Plan being led by Councillor Paula Fletcher.

Ms. Bain asked the Board to consider a motion to send a letter of thanks to members of Toronto City Council and senior staff in City Finance for their support in the budget process. Councillor Mary Fragedakis provided advice on how best to do this.

HT17-23 LETTER OF THANKS

Ms. Kate Marshall moved, seconded by Mr. Don Loucks, that the Board send a letter of thanks to members of Toronto City Council and senior City Finance staff, expressing Heritage Toronto's gratitude for their support in the city budget process.

(Carried)

Ms. Bain turned the floor over to Heritage Toronto staff for presentations from each of the major programs and business areas.

4. Audit and Finance Committee

4.1 Financial Statements to December 31, 2017 and 2018 Projected Budget

Mr. Louis Kan presented the 2017 financial statements and 2018 projected budget. Mr. Kan noted that growth was projected but that only recorded revenues are budgeted. Ms. Bain addressed the increase in expenses to fund development, which are matched with a one-time funding increase from the City.

HT17-24 FINANCIAL STATEMENTS TO DECEMBER 31, 2017 AND 2018 PROJECTED BUDGET

Ms. Kadi Kaljuste moved, seconded by Mr. Peter Berton, to approve the Financial Statements to December 31, 2017 and the 2018 Projected Budget as presented.

(Carried)

4.2 Pre-audit Year-end Financial Transfer, 2017

Mr. Kan presented the year-end transfer for 2017. The Board discussed the transfer prior to the motion.

HT17-25 2017 PRE-AUDIT YEAR-END FINANCIAL TRANSFER

Mr. Allan Penning moved, seconded by Mr. Brent Pearlman, that the Board of Heritage Toronto authorize the transfer of \$69,422 from the Operating Account (Profit and Loss) to the Balance Sheet (Heritage Innovation). As a result of the transfer, the pre-audit 2017 year-end operating surplus will be \$0, subject to any possible adjustments resulting from the annual audit.

(Carried)

4.3 Audit Approach Letter from Welch LLP

Mr. Kan presented the audit approach letter. It was received for information.

4.4 Verbal Update from Finance Committee

Mr. Kan gave the floor to Ms. Bain, who provided an update on the Finance Committee and financial planning for the agency. Mr. Kan noted that an external consultant is looking at Heritage Toronto's financial and accounting practices.

5. Fund Development Committee

5.1 Verbal Update from Fund Development Committee

Mr. Tyler Greenleaf provided a verbal update on the Fund Development Committee and its activities.

6. Marketing/Communications Committee (MarComm)

6.1 Verbal Update from Marketing and Communications Committee

Ms. Kadi Kaljuste provided a verbal update from the MarComm Committee and noted that the Annual Report and Tours Brochure are in progress and that a Marketing Plan is under development. Ms. Kaljuste turned the floor over to Ms. Lucy Di Pietro who noted that Heritage Toronto will be hosting a booth at the Celebrate Toronto event at Nathan Phillips Square, March 3-6, 2018.

7. Programs Committee

Mr. Andrew Himel provided an update on the 2018 Programs Plan, including the Emerging Historians program and Tours offering. He invited new Board Members to consider joining the Committee.

7.1 Minutes of the Programming Committee, January 30, 2018

Minutes for the Programs Committee meeting held January 30, 2018 were presented.

8. Historical Plaques Program Committee

8.1 Report on Selection of Plaques

Mr. Berton presented a report on the selection of new commemorative plaque subjects.

HT17-26 APPROVAL OF HERITAGE TORONTO PLAQUE SUBJECTS

Mr. Don Loucks moved, seconded by Mr. Tyler Greenleaf that the following plaque subjects be approved:

- A. George Corsan
- B. Historic Red Oak at 76 Coral Gable Drive
- C. Home for Unwed Mothers
- D. Brickmaking in Leslieville
- E. Wm. Wrigley Jr. Company
- F. Holy Blossom/Pape Avenue Cemetery
- G. Jimmie Simpson

(Carried)

8.2 Plaque Unveiling Update

Mr. Berton presented an update on the plaques that have been recently unveiled, and unveilings planned for the near future.

8.3 Historical Plaque Committee Minutes, November 8, 2017

Mr. Berton presented the minutes from the Historical Plaque Committee meeting held November 8, 2017.

8.4 Historical Plaque Committee Minutes, February 2, 2018

Mr. Berton presented the minutes from the Historical Plaque Committee meeting held February 2, 2018.

OTHER BUSINESS

9.1 Other Item

The Board moved to go *in camera* at 7:25 p.m. Staff left at this time and did not return.

The Board returned to a public session at 8:01 p.m.

ADJOURNMENT

The meeting was adjourned at 8:02 p.m.

A handwritten signature in black ink, appearing to read 'C Marshall', written in a cursive style.

Catherine (Kate) Marshall, Chair

Executive Committee MEETING MINUTES

Date and time: **Monday April 2nd, 2018**
5:30-7:15pm at St. Lawrence Hall, Heritage Toronto offices

In attendance: J. Belyea K. Marshall
R. Moorhouse A. Bain

Regrets: T. Greenleaf L. Kan

ITEM	DISCUSSION	ACTION/RESPONSIBILITY
1. EC Meeting minutes	<ul style="list-style-type: none"> Feb. 12/18 Executive Meeting minutes tabled for approval 	<ul style="list-style-type: none"> R. Moorhouse moved, J. Belyea approved motion
2. HT Workplace Complaint & Investigation	<ul style="list-style-type: none"> EC received the final report from Shields, McDonnell & MacKillop (SOM) investigation SOM did not find any evidence of workplace harassment at Heritage Toronto 	<ul style="list-style-type: none"> EC agreed that HT will have all HR policies reviewed to ensure HT has all appropriate policies in place Report results have been shared with complainant & accused party
3. HT Financial Process Review	<ul style="list-style-type: none"> A. Bain & J. Belyea presented the Young & Associates recommendations to EC EC discussed Young's recommended staff structure and processes for short and long term 	<ul style="list-style-type: none"> EC approved HT outsourcing financial manager/controller role to Young & Associates for 2018 HT will hire an admin person ASAP and post finance manager role for 2019 HT will also look to incorporate recommended financial process and management technology tools
4. HT Strategic Planning Session	<ul style="list-style-type: none"> EC discussed need for and what format an HT strategic planning session could take Question whether we need a new strategic plan – or just need to review existing strat plan and update for coming 2 years? Other agenda item ideas included: What should HT's vision be? What working committees does HT need to have to be successful? 	<ul style="list-style-type: none"> EC agreed that Board should have a strategic vision session in September 2018 Timing agreed so new board have time to fully understand the workings of HT Agenda details to be confirmed and date set to allow maximum participation

5. HT Board Surveys	<ul style="list-style-type: none"> Dec 2017 Board Satisfaction Review and February 2018 Board Composition surveys completed 	<ul style="list-style-type: none"> EC agreed to share both surveys results with board at next board meeting
6. 4/11/18 Board Agenda	<ul style="list-style-type: none"> Based on board survey results EC discussed how to revise the structure of board meetings 	<ul style="list-style-type: none"> EC agreed to revise agenda to include a 'consent agenda' in order to make time for full board discussion of key issues where HT staff and EC would like board input EC also discussed revising the financial reporting i.e. reports happen each quarter
7. Fundraising and Programming update	<ul style="list-style-type: none"> Tours to start May 3rd Award Nominations open, not many nominations yet HT has been successful in obtaining grants applied for in 2018 	<ul style="list-style-type: none"> HT will develop plans for Music and City grant
Meeting adjourned 7:15pm		<p>Next EC meeting – before July 18th board meeting Date TBC</p>

Heritage Toronto's 2018 Strategic and Operational Priorities were presented at the last Board meeting in February. Please find below the progress made on these Priorities in the last two months.

STRATEGIC PRIORITY: GROW FINANCIAL CAPACITY

Grow revenues by 7% in 2018

- Although it is very early in our year, we are trending positively against our first deadline as Walking Tours sponsorship (excluding TD) has exceeded budget by 85% (\$46,000 vs. \$27,000 budgeted).
- In the last two months, Heritage Toronto has secured new project funding of \$421,262. To put that in perspective, this new revenue is equivalent to 57% of the agency's entire operating budget in 2016.

STRATEGIC PRIORITY: TRANSFORM PROGRAMMING

Strengthen our brand

- Website Revitalization: Students have completed their preliminary research including a review of staff needs. Staff is finalizing the work plan and budget towards a launch date of December 2018.
- Annual Report (1000 copies) and Tour Brochures (35,000) have been produced, and April will be spent focusing on their distribution. The Tours program will be online on Thursday, April 12th.
- Partnerships have been secured with Toronto Star and Torontoist and we have formed a new partnership with Metroland Media. Heritage Toronto will provide a month article entitled This Month in History (produced mainly through volunteer support) and in return receive contra in form of ads. Earned media has been slow in the first quarter. With five pieces of coverage, we are well behind the 33 pieces at this time last year.
- Digital Media: E-news continues to perform well, with over 7000 recipients, a ca. 40% open rate and 13% click through rate. Volunteers have been recruited to help with content creation, planning and list clean-up (especially bounce rate). We continue to see modest growth in our Twitter, Facebook and Instagram accounts, although the rate of growth has stagnated. With the help of an intern, an analysis was done on performance highlighting engagement. Volunteers are currently working on the campaign for the Tours program.

Provide formal volunteer training to enhance skills and delivery of programs

- Training for 2018 Tour Leaders was held on March 26th. This was the first dedicated-training event for leaders in a number of years. It was a revitalized program aimed at skills development and empowering tour leaders to take a more active role in organizing with other volunteers—including Board Members.
- Board Members have been invited to attend this year's Volunteer Orientation on April 17th. The orientation and kick-off is for all volunteers, and will include a general overview of the organization's planned activities for 2018 followed by break-out sessions based on the volunteers' areas of work.
- In addition to the volunteer orientation session on April 17th, we will be running three hands-on training sessions, where tour leaders and Community Program Assistants will work together. These Training Tours will take place on April 20th and 21st.

STRATEGIC PRIORITY: TRANSFORM PROGRAMMING

Disciplined approval of Special Projects based on mission and funding

- **Dundas Carlaw (\$50,000)**
 - Plaques for the Dundas/Carlaw neighbourhood interpretation plan are being finalized and will be sent to production by the end of the month. Plaque staff will then turn to developing the self-guided tour pamphlet that will complement the plaques. The unveiling of the entire project is planned for Sunday June, 17th.
 - Including the Dundas/Carlaw plaques, 39 plaque projects have been approved and will be completed by the end of the year.
- **Canada 150 Tree Plaques (\$69,937)**
 - Heritage Toronto's proposal to the City to produce plaques commemorating Canada 150 celebrations has been approved. These are similar to plaques undertaken by the Toronto 2015 PanAm Games, for which Heritage Toronto secured a maintenance contract in 2014.
- **State of Heritage (\$26,000)**
 - Funding has been confirmed by all three sources (City of Toronto, Maclean Foundation and Aird & Berlis LLP)
 - Planning and research for the report is underway and the Taskforce held their first meeting on April 6, 2018
- **TO360 Heritage Interpretation (\$75,925)**
 - Heritage Toronto is providing interpretation services to the City of Toronto (Transportation Services Division) for its TO360 Wayfinding roll-out. We have participated since the wayfinding strategy began in 2012. The 2018 roll-out covers four areas (High Park, Queen's Park, King West and Exhibition Place, and Entertainment District) and about 50 sign locations will have interpretation.
 - Staff have consulted with local community groups, historical societies, and city councillors on the subject matter for the interpretation.
- **Virtual Museums of Canada (\$249,400 over 18 months)**
 - Heritage Toronto's funding proposal to the Virtual Museums of Canada's Virtual Exhibit Investment Program has been approved for investment. The proposed project, "Sounds Like Toronto: How the 6ix Shaped Canadian Music History" will leverage existing content and create new content to engage Canadians digitally in Toronto's music heritage. We are working to finalize the details of the agreement and the project plan over the coming weeks.

OPERATIONS

The agency continues to be challenged by the disparity between the strength of the programs and the available business support resources. Consequently, restructuring of the finance and administration functions are currently being executed. This week, two postings; Manager of Special Projects (6 month contract) and a Manager of Administration (FT) will be posted. Financial services will be contracted out-of-house.

Project funding approvals have been essential in these restructuring decisions as 8% administrative overhead charges will help partially absorb extraordinary legal and financial charges occurring in 2018.

HISTORICAL PLAQUES COMMITTEE STAFF REPORT: LEGACY PLAQUE

TO: Members of the Historical Plaques Program Committee

FROM: Camille Bégin, Manager, Plaques and Public Education

DATE: March 16, 2018

RE: Legacy Plaque Application: Pierre Berton

RECOMMENDATION

That the subject of Pierre Berton be approved for a Heritage Legacy Plaque.

SELECTION GUIDELINES:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | Individuals must have made a major contribution to a field of endeavour, within the City of Toronto, within Canada or internationally. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | The shaping influence of the individual's accomplishments must be recognized by members of their own calling or profession. The contributions of the individual must be well documented and broadly acknowledged. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | Canadian citizens or permanent residents, and Torontonians in particular, are the primary focus of this plaque program, but international figures may be proposed for recognition at the discretion of the Toronto Legacy Project. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | Individuals must have a strong association with the City of Toronto through birth, residence over a significant period of time, or through the connection of their work and career with the city. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | Individuals to be considered for commemoration must be either deceased or nearing the end of an illustrious career; |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | The individual or, in the case of a deceased individual, next of kin, must consent to the individual's commemoration. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | Plaque site should have a well-documented and strong connection to the life or work of commemorated individuals. |

☐ Yes ☒ No

Is subject already commemorated at a Toronto residence by means of plaque? Nominees that are already commemorated at a Toronto residence by means of plaques will not normally be considered unless there are compelling circumstances to do so.

The corresponding selection criteria for places of commemoration are as follows:

☒ Yes ☐ No

Plaques should be erected on the actual building inhabited by or otherwise associated with their respective subject. Where such a building is no longer in existence, a plaque may be installed on the site where the building once stood;

☒ Yes ☐ No

Plaques should be visible from the public highway/street.

Comments:

Pierre Berton was born in Whitehorse, Yukon, in 1920, attended the University of British Columbia, and spent his early years as a journalist in Vancouver. He moved to Toronto in 1947 to work for *Maclean's Magazine*, and from there established himself as a prodigiously fertile journalist, author, pundit, and public personality, working continuously and with a staggering output for the rest of his life.

Berton will probably be best remembered as the author of weighty and memorable history books. He won both the respect of professional historians and the gratitude of ordinary Canadians, giving them a tangible sense of their past. In addition to his three Governor General's awards, Berton received the Stephen Leacock Medal for Humour, the Canadian Booksellers' Award, and numerous honorary degrees. He was appointed an Officer (1974) and then a Companion (1986) of the Order of Canada.

Proposed location:

21 Sackville Street

The Bertons lived in Toronto from 1947 to 1954. At that point, acting on a recommendation from Lister Sinclair, Berton bought a property in the village of Kleinburg, north of Toronto. He built a house there, where he lived and did most of his writing until his death in 2004.

In the late 1970s, Berton was involved in several media-production projects, and he set up an office at 21 Sackville Street – a small house in Corktown. This site, the home of My Country Productions and Pierre Berton Enterprises Ltd, served as his Toronto office base from 1977 until 2000. The two storey house is the end unit of a row of 19th century brick town houses.

Proposed Wording

The writer, journalist, and popular historian of Canada PIERRE BERTON (1920-2004) had an office here from 1977 to 2000.

HISTORICAL PLAQUES COMMITTEE MEETING MINUTES

Date and time: March 22, 2018, 5:30-7:00pm

In attendance: Camille Bégin (staff), Peter Berton (chair), Andrew Himel, Chris Bateman (staff), Sean Kheraj, Derek Boles

Regrets: Ellen Scheinberg, Gil Fernandes, Birgitte Nielsen Worrall

ITEM	DISCUSSION	ACTION/RESPONSIBILITY
1. Introductory Remarks	<ul style="list-style-type: none"> Approval of minutes from February 2, 2018 meeting. 	<ul style="list-style-type: none"> Moved: Andrew Seconded: Sean Motion: Carried
2. Plaques Coordinator Report	<ul style="list-style-type: none"> Camille outlined staffing changes: Camille is now manager plaques & public education. Chris is Plaques Co-ordinator. Camille outlined the plaque unveilings for the coming season. City has funded replacement of THB plaques with 8 per year by 2031 (about 150 plaques). Camille presented a spreadsheet with priorities per year for plaque replacements. 	
3. Action: Legacy Plaque Application: Pierre Berton	<ul style="list-style-type: none"> Peter Berton declared a conflict of interest and recused himself from the vote 21 Sackville Street HT to contact current owners Change "Media Commentator" to "Journalist" in plaque wording. 	<ul style="list-style-type: none"> Moved: Andrew Seconded: Derek Motion: Carried
4. Program Review Report	<ul style="list-style-type: none"> Camille submitted a summary of the Historical Plaques Program Review Report 	
5. Dundas/Carlaw interpretative path update	<ul style="list-style-type: none"> Some comments were made by the committee on the plaque wording for various plaques along the self-guided walking tours. 	
6. Adjourned	<ul style="list-style-type: none"> Next meeting: June 20 	<ul style="list-style-type: none"> Moved: Andrew Seconded: Sean Motion: Carried

STATE OF HERITAGE TASKFORCE REPORT TO THE BOARD

TO: Members of the Heritage Toronto Board

FROM: Richard Moorhouse, Vice Chair and Chair of State of Heritage Taskforce
Kaitlin Wainwright, Director of Programming

DATE: April 9, 2018

RE: 2019 State of Heritage Report and Taskforce

The State of Heritage Taskforce convened on April 6, 2018 and discussed the attached document, which provides an overview of the 2019 State of Heritage Report and the State of Heritage Taskforce.

The appended document contains the following proposed details:

- The State of Heritage Report and its:
 - Purpose, intended audience, and funding
 - Guiding principles and definitions for the State of Heritage Report
 - Areas of focus
 - Methodology and approach
 - Scope of project research and report recommendations
 - Report format, standards, and other requirements
- The State of Heritage Taskforce and its:
 - Membership
 - Terms of Reference
 - Meetings
- Proposed metrics, consultation process and stakeholders, and report pagination

The State of Heritage Taskforce welcomes discussion from the Board on the State of Heritage Report and asks board members to consider the following four questions to inform discussion:

1. What boundaries should we push, in terms of using the State of Heritage Report as a form of advocacy for the heritage sector?
2. Do you think we have hit the right areas of focus and correct methodology?
3. Are we consulting the right people, given the purpose and intended audience? Who are we missing?
4. What sources for research do you have in your networks and what information do they have?

Attachment: Heritage Toronto's State of Heritage Report

HERITAGE TORONTO'S STATE OF HERITAGE REPORT

1.BACKGROUND:

What is the State of Heritage Report?

The State of Heritage Report is a recurring report developed by Heritage Toronto since 2001. As of 2011, the Report has provided an overview of key issues in the municipal heritage sector and goals for the future.

Why does Heritage Toronto Produce the State of Heritage Report?

Heritage Toronto produces the Report as part of its role to advise the City on heritage matters.

- The Report provides a unified voice for the municipal heritage sector, which is comprised of a plurality of local community groups and volunteers.
- The Report is a valuable tool for Heritage Toronto to maintain and deepen its partnerships with these groups and other stakeholders.

Who is it for?

The Report's primary audience is decision-makers in the municipal heritage sector.

- Members of Toronto City Council and the Toronto District School Board should easily understand the Report's recommendations and what is required to implement them.

Community groups, private developers, philanthropists, and members of the general public, will become educated through the Report on the contributions and challenges of the heritage sector that can be supported through non-government initiatives.

How is the preparation of this report funded?

The budget for the report is \$26,000 and is comprised of contributions from the following:

- City of Toronto operating budget adjustment (\$10,000)
- Maclean Foundation donation (\$10,000)
- Aird & Berlis LLP sponsorship (\$6,000)

Additionally, a portion of the Director of Programming's time will be dedicated to the management of this project.

When is the report released?

The report is scheduled to be released in February 2019, during Heritage Week.

The exact date for the release will be determined once City Council and its Committees have set early 2019 meeting dates, to ensure the greatest attendance possible from City Councillors at the public launch.

2. THE 2019 STATE OF HERITAGE REPORT

A. Introduction

The 2019 Report will connect heritage to our broader civic and social infrastructures. By making links between heritage and other aspects of society, it will inform and influence a larger conversation about city building, while moving forward key heritage issues. It will also leverage research in other sectors to create a more comprehensive report with stronger recommendations for greater impact.

B. Proposed Guiding Principles and Definitions

1. Proposed Guiding Principles

The Report is guided by the following value-based principles

- Heritage is infused into our civic and social infrastructures
- Heritage plays a key role in economic development, civic identity and social cohesion, and environmentalism
- Experiences of heritage are both individual and collective and are informed by socio-economic and cultural identities, including demographics
- Heritage is not static, it is active. Heritage is not only tangible, but intangible.

2. Proposed Definitions of Heritage

The Report will work from the following definition(s) of "heritage":

A broad concept that includes the natural as well as the cultural environment. It encompasses landscapes, historic places, sites and built environments, as well as biodiversity, collections, past and continuing cultural practices, knowledge and living experiences. It records and expresses the lengthy process of historic development, forming the essence of diverse national, regional indigenous and local identities and is an integral part of modern life." (ICOMOS, 1999)

and

All inherited resources which people value for reasons beyond mere utility.
(Conservation Principles, English Heritage, 2008)

The Report process will solicit other definitions of heritage and a clear-language (ie. no jargon) definition will be used as a point of reference in the report itself.

C. Proposed Areas of Focus

As 2019 is a benchmark year for the Report, it is proposed that it will report and make recommendations on three broad areas. These areas have been selected because they both demonstrate the importance of heritage and contain critical issues that need to be addressed:

- Heritage and Economic Development
 - Governance and regulations
 - Investments and grants
 - Tourism
- Heritage and Social Cohesion
 - Awareness and education
 - Access and equity of heritage
 - Volunteerism
- Heritage and Sustainability
 - Resource management
 - Climate change

The report will demonstrate how heritage can and does make meaningful contributions to these larger issues of our society. Additionally, it is expected that the State of Heritage Report will address two critical and long-standing heritage issues:

- A city-wide inventory of heritage; and
- a Toronto Museum.

These matters represent significant opportunities for economic development and enhanced social cohesion.

D. Methodology and Approach

Project limitations in the past two Reports have resulted in an inconsistent methodology in the collection of research and data, and in drafting recommendations based on stakeholder feedback. A course correction in this area is necessary for the integrity of the 2019 Report and future Reports. Recommendations will, to the extent that is possible, be informed by goals laid out in the 2015 Report.

The 2019 State of Heritage Report will:

- Establish baseline metrics for the municipal heritage sector by acquiring data that answer specific, ongoing questions in the heritage sector **(see Appendix A: Metrics)**
- Create its own datasets from public consultation, including a public survey on heritage matters, the first of its kind in Toronto.
- Systematically collect information throughout its public consultation process to draw accurate conclusions and make meaningful recommendations.

For a full description of the consultation process and groups to be consulted, see **Appendix B: Consultation Process & Groups**

E. Report Format and Standards:

The 2015 Report was 16 pages in length, which, if properly planned, is sufficient in size for its scope. The 2015 Report was heavy in prose and made poor use of sidebar content, graphics, and impacts. Its format included a 1 ½ page "report card", a useful tool but one which insufficiently connected the grades to the Report's findings or its recommendations.

The following report format and standards are proposed:

- The 2019 Report will remain 16 pages in length (see Appendix C: Pagination).
- Approximately 50% of the space will be allocated to images and graphics. The remaining 50% will be text-based; this will include recommendations, research, quotes and testimonials, and case studies.
- All images and graphics will include appropriate captions and credits. The text will be written clearly and concisely and will use simple language (i.e. it will not rely heavily on jargon).
- Endnotes will be used to cite specific research findings.
- Taskforce members and Report funders will be acknowledged.
- If space allows, other significant participants and resources will be thanked.
- Acknowledgements will take the form of a simplified list (i.e. no paragraphs)

(See Appendix C: Report Pagination & Table of Contents)

F. Other Requirements and Future Considerations

Additionally, the Report will account for the following:

- That the 2019 Report metrics will set the baseline for future Reports
- That recommendations in the Report will be based on data and consultation-based research
- That future considerations will be accounted for when making recommendations
- That the Report will be updated annually
- That future Reports may engage deeply with a specific pillar or area of heritage
- That opportunities may exist to communicate the report's content in other media formats (web, video, etc.)

As well:

The Report is to be:

- Topical
- Timely
- Accessible, in both its subject relevance and presentation
- Measurable

3. STATE OF HERITAGE TASKFORCE (THE TASKFORCE) – TERMS OF REFERENCE

A. Purpose:

The purpose of the State of Heritage Taskforce is to **arrive at a set of specific, measurable, and time-based recommendations that directly reflect the metrics and consultation process, and that follow-up on recommendations in past Reports.**

B. Membership

The Taskforce will be chaired by a member of the Heritage Toronto Board and will be supported as follows:

The Taskforce will contribute in a regular and ongoing manner to the project. They are expected to attend all Taskforce meetings and public events as required. The membership is comprised of:

- Taskforce members who are board members of Heritage Toronto
 - Richard Moorhouse (Chair), Linda Strachan, Don Loucks, Lisette Mallett
- Taskforce members who are external to the Heritage Toronto board
 - Names TBC
- Heritage Toronto Staff (non-voting)
 - Director of Programming
 - In the Director of Programming's absence, the Manager of Special Projects

The Taskforce will have auxiliary support, in the form of advisors who contribute to Taskforce meetings and public events on an as-requested basis, in direct relation to their area(s) of expertise:

- Additional internal advisors who are board members of Heritage Toronto
 - Names TBC
 - All board members will be given opportunities to participate in the State of Heritage Project
- External advisors who are members of the heritage community in Toronto
 - These members may include City staff, private sector heritage leaders, leaders at other levels of government, or others, as requested by the Taskforce.
- Heritage Toronto Staff, as it directly relates to their portfolio
 - E.g. The Manager of Marketing will be requested to attend Taskforce meetings related to the publication and launch of the report.

C. Meetings

The Taskforce will meet 6-8 times throughout the course of the Report and will report directly to the Heritage Toronto Board of Directors. The following outlines the meetings as they align with the proposed project plan:

Meeting Number & Key Item(s)	Meeting Timeframe	External Advisors Requested
1. Project Overview	April 2018	-
2. Key Research Questions	May 2018	City staff, other heritage leaders
3. Mayoral Debate: Format and Questions	May 2018	Board members; Heritage Toronto staff as requested
4. Stakeholder Consultations (optional; to discuss format and questions)	June 2018	Advisors from other levels of government; external board members and Heritage Toronto staff as requested
5. Review of Findings; discussion of recommendations and priorities	September 2018	City staff
6. Review Full Report	November 2018	
7. Public Release and Distribution	December 2018	Board members and Heritage Toronto staff as requested
8. Distribution and Annualization Process	January 2018	

Appendix A: Metrics

The following is a list of example metrics that Heritage Toronto may wish to report on using data available through its partners as well as public surveys:

- Number of buildings added to the Register of Heritage Properties
 - o Number of applications to list/designate a building
 - o Average time for a building to become listed/designated
- Number of Heritage Conservation Districts approved
- Number of designations appealed to the Ontario Municipal Board
- Number of demolition permits issued for heritage designated/listed buildings
 - o Number of applications to demolish a heritage designated/listed building
- Number of permits issued to alter a heritage designated/listed building
 - o Number of permit applications to alter a heritage designated/listed building
- Total value of heritage grants awarded
- Total net park hectares created
- Number of heritage trees protected
 - o Number of heritage trees removed
- Total financial investment from City of Toronto into its built heritage assets (across Real Estate Services, Museums & Heritage Services, TTC, other departments/agencies)
- Total financial investment of publicly-funded school boards into their heritage designated buildings.
- Total financial investment in provincially-owned heritage assets in the city of Toronto
- Total financial investment in heritage assets by the Toronto and Region Conservation Authority
- Number of new Toronto-based heritage organizations (measured through registration with Ontario Historical Society)
- Number of new heritage plaques installed (Heritage Toronto + Ontario Heritage Trust + National Historic Sites and Monuments Board)
- Tourism dollars associated with heritage
- Growth (or loss) of value of average residential heritage designated property in Toronto (net against average non-designated residential property)

This list is by no means exhaustive and will require discussion and input from the Taskforce.

Appendix B: Consultation Process & Groups

This appendix outlines deliverables for the consultation process, as previously communicated to funding supporters and the Chair of the Taskforce:

1. Delivery of two public townhalls – one related to heritage and sustainability, one related to heritage and economic development
2. Delivery of four roundtable consultations – these will be by-invitation; we have thus far identified nearly 100 groups and individuals we would like to consult with and will strategically direct their participation to a specific consultation that we think they are best suited to.
 - a. All groups will be invited to prepare a written submission on a specific question related to the Report
 - b. Roundtable consultations will feature specific and directed questions, to ensure quality responses that feed into the Report's vision
3. Delivery of a mayoral heritage debate
4. Public survey on heritage issues, values, and behaviours in Toronto
5. Additional consultation meetings with key stakeholders (City of Toronto, Ontario Heritage Trust, private sector partners) as desired or requested by the Taskforce

The public town halls and roundtable consultations will be informed by the following principles:

- Questions will be directed to ensure quality feedback
- New audiences will be invited and actively encouraged to participate, to get new viewpoints
- We will gather as much information as we can through written and digital submissions, to make best use the face-to-face time we have with our stakeholders and the general public

The following list of groups for consultation at roundtable discussions and public townhalls has been compiled based on those who participated in the 2015 report, those who Heritage Toronto has developed relationships with in the subsequent three years, and those whose opinion is valued in the city building and heritage sectors.

ABC Residents Association	Beach East York Historical Society
Annex Residents' Association	Bloor by the Park BIA
Architectural Conservancy of Ontario	Bloordale BIA
Art Gallery of Ontario Archives	Bracondale Hill Residents' Association
Artscape Youngplace	Canadian Association of Heritage Professionals
ASI Heritage	Canadian Lesbian and Gay Archives
Association of Professional Archaeologists	Canadian Urban Institute
Baird Sampson Neuert Architects	Carpenters Union
Bay-Cloverhill Community Association	Casa Loma Residents' Association
Centre for Policy Alternatives	Liberty Village Business Improvement Association
City of Toronto - Heritage Preservation Services	Liberty Village Residents Association

City of Toronto - Museums & Heritage Services	Malvern Community Coalition
City of Toronto - Parks, Forestry and Recreation	Metis Nation of Ontario
CNE Archives	Mississaugas of the New Credit First Nation
Community History Project	Myseum of Toronto
Culinaria Research Centre at University of Toronto Scarborough	National Trust for Heritage
Deer Park Residents Association	Native Canadian Centre of Toronto
Downtown Yonge Business Improvement Association	North Rosedale Ratepayers' Association
Driftscape	North York Community Preservation Panel
East York Historical Society	North York Historical Society
Entertainment District BIA	OCASI
ERA Architects	Ontario Archaeology Society
Etobicoke York Community Preservation Panel	Ontario Association of Architects
Evergreen	Ontario Black History Society
Exhibition Place	Ontario Heritage Trust
First Story Toronto	Ontario Jewish Archives
Fort York BIA	Paralia Newcomer Arts Network
Fort York National Historic Site	Park People
Friends of Fort York	Parkdale Village Historical Society (Sunnyside)
Friends of Kensington Market	Plus VG Architects
Friends of West Toronto Railpath	Preserved Stories
GBCA	Riverdale Historical Society
Greater Yorkville Residents' Association	Royal Canadian Military Institute
	Scarborough Community Preservation Panel
Harbord Village Residents Association	
High Park Natural Environment Committee	Six Nations of the Grand River
High Park Residents Association	South Rosedale Residents Association
Sick Kids Archives	St. Lawrence Neighbourhood Association
Huron Sussex Residents Association	STEPS Initiative
Huron-Wendat Nation	Strata Consulting
Jane's Walk	Sunnyside Historical Society
Kapisananan - Filipino Centre for Arts and Culture	Swansea Historical Society
Theatre Museum of Canada	TDSB Aboriginal Education
Timmins-Martelle Heritage Consultants	Teddington Park Residents Association Inc.
Toronto and Region Conversation Authority	The Beach and East Toronto Historical Society

Toronto District School Board - Facilities/Real Estate Management Division	The Bentway
Toronto East York Community Preservation Panel	United Way Toronto
Toronto Entertainment District Residents Association	University of Toronto Archives
Toronto Environmental Alliance	Wellington Place Neighbourhood Association
Toronto Preservation Board	West Bend Community Association
Toronto Public Library	West Toronto Junction Historical Society
Toronto Railway Heritage Association	Windmill Developments
Toronto Ward Museum	Woodcliffe Developments
Toronto's First Post Office	York Heritage Properties
Town of York Historical Society	York Pioneer Historical Society

Appendix C: Report Pagination & Table of Contents

The following is a proposed Table of Contents, based on the information in Section 2.E.3

- Executive Summary.....2
- Measuring Heritage3
- Grading Heritage4
- Recommendations to civic leaders5
- Heritage and Economic Development.....6
- Heritage and Social Cohesion.....9
- Heritage and Sustainability.....12
- Methodology, Glossary and Endnotes.....15

1. Front Cover	2. Executive Summary (3 statements)	3. Heritage Metrics (one-page overview)	4. Report Card
5. Recommendations to civic leaders in Toronto	6-8. Heritage and Economic Development		
9-11 Heritage and Social Cohesion			12. Heritage and Sustainability
13-14. Heritage and Sustainability		15. Report Methodology, Glossary, and Endnotes	16. Back cover: Acknowledgements

The **Executive Summary** will contain three key statements developed using the principle that research drives recommendations. The statement should contain a key research finding, validated by consultation findings, and make a recommendation based on that finding.

Measuring Heritage will summarize key research findings and metrics through infographics. This will establish an important baseline for the Report Card and Recommendations. Additional findings and metrics will be provided throughout the individual sections.

Grading Heritage will take the form of a Report Card and will provide a visual overview of where heritage in Toronto has succeeded and where it has room for improvement. Areas for grading will be determined by the Taskforce and will be rooted in the guiding principles of the Report.

Having measured and graded heritage, the report will then provide **Recommendations to Civic Leaders**. Recommendations will be informed by the guiding principles and project vision and will be specific, measurable, and have timelines associated with them.

The following three sections, **Heritage and Economic Development**, **Heritage and Social Cohesion**, and **Heritage and Sustainability** dive deeper into these areas of focus. This is especially important given that the 2019 Report is a benchmark for future years. These sections will offer a comprehensive analysis of the state of heritage in these areas through more detailed metrics, testimonials, and case studies. The sections will also imagine what Toronto's future could look like, if the Report's recommendations were acted upon.

The **Report Methodology**, **Glossary**, and **Endnotes** sections are resources for those looking for further information or reference to a specific item in the Report.