



## HERITAGE TORONTO MINUTES

The meeting of the Heritage Toronto Board was held on Wednesday, November 29, 2017, St. Lawrence Hall, 157 King St. E., 3<sup>rd</sup> floor, East meeting room.

PRESENT:                    Kate Marshall (Chair)                    Peter Berton                    Councillor Mary Fragedakis  
                                  Lisa Brown                                   Jennifer Roy                    Donald Loucks  
                                  Tyler Greenleaf                           Andrew Himel                   Kadi Kaljuste  
                                  Sean Kheraj                                Richard Moorhouse           Louis Kan  
                                  Karen Whaley                              Linda Strachan                Allan Penning  
                                  Ellen Scheinberg                         Brent Pearlman

REGRETS:                    Councillor Sarah Doucette  
                                  Councillor Paula Fletcher  
                                  Councillor Mike Layton

ALSO PRESENT:           Allison Bain, Executive Director  
                                  Chris Bateman, Plaques Program & Research Assistant  
                                  Camille Bégin, Historical Plaques Program Coordinator  
                                  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

### A. CALL TO ORDER

Ms. Kate Marshall, Chair, called the meeting to order at 6:07 pm.

No conflict of interest was declared.

### HT17-19            ADOPTION OF MINUTES

The minutes were amended to correctly note Peter Berton's regrets at the September 13 meeting. Mr. Peter Berton moved, seconded by Allan Penning, that the minutes of the meeting of the Board of Heritage Toronto held Wednesday September 13, 2017 be adopted as circulated.

**(Carried)**

### 1. CHAIR'S REPORT

Ms. Marshall remarked that 2017 has been a very busy year. Although there were many accomplishments, some infrastructure changes will be made in 2018 to regularize operations. She mentioned that the Awards, which looked and felt different this year, impressed and surprised many.

### HT17-20            AWARDS RECOGNITION

Mr. Richard Moorhouse moved, seconded by Donald Loucks, to recognize the exemplary effort of the Awards committee, staff and Board under the direction of Allison Bain, Lisa Brown and Karen Whaley.

**(Carried)**

Ms. Marshall mentioned that a Board Survey has been drafted to evaluate what works, does not work, and what needs to be changed at Heritage Toronto. It is meant to serve as an anonymous check for incoming and outgoing Board members. Early next year, there will be a focus on skills assessment, along with succession planning and committee chairs (Programs, Audit & Finance and Fund Development).

## **B. COMMITTEE AND STAFF REPORTS**

### **2. Executive Committee**

Ms. Marshall stated that the Executive Committee met last week about organizational processes and concluded that our current financial systems, both in-house and with an external bookkeeper, is less than ideal. A professional assessment of financial practices by Young & Associates will be conducted in December and into next year.

The Executive Committee also set 2018 board meeting dates: February 21, April 11, July 11, September 12 and December 12. Councillor Mary Fragedakis indicated the City Council will be in recess during the third week of July and that a new Council will be constituted in February 2019. She reminded the board that, regarding financial matters, such as Section 37 transfers, authority will be delegated perhaps as early as pre-July.

#### **2.1 Executive Committee Minutes**

Ms. Marshall presented the minutes from the Executive Committee meeting held September 11, 2017. The minutes were received for information.

### **HT17-21 APPROVAL OF HERITAGE TORONTO 2018 BOARD MEETINGS DATES**

Ms. Linda Strachan moved, seconded by Brent Pearlman, that the 2018 Board meeting dates be approved, as identified by the Executive Committee.

**(Carried)**

### **3. Executive Director Report**

Ms. Allison Bain remarked that as the 2017 year-end approaches, we are still confirming revenues and plans for next year. Overviews from the Program and Marketing teams will highlight successes and challenges. She stated that the agency is on track to exceed overall targets by 13% on the largest budget in Heritage Toronto's history due largely to the programming and administrative support from staff.

Ms. Bain emphasized that the Heritage Toronto Plaques program is the most active in North America. This year, the agency was also the most active in its history, engaging over 8,000 people in 28 wards. Ms. Bain stated that, with only five full-time staff currently, the agency is seeking increased funding from the City of Toronto to stabilize its operations and increase its impact. She then turned the floor over to staff to present the Activity Report.

Activity Report summary:

1. Awards – Outstanding feedback, new venue, sold out
  2. Plaques - On par and exceeding targets
  3. Tours - Conducting competitive review of landscape, assessing the value of current offering
  4. Programming: a) MomenTO Lectures b) Heritage Primer c) Doors Open d) Pop-up Exhibit, opens in early December at St. Lawrence Market
  5. Membership – Currently the program is on track to exceed budget, the highest since 2009.
- Challenges included: launching new rates and changes in administrative support; 56% retention rate.

Councillor Mary Fragedakis commented that, regarding a volunteer discount on membership at the ROM, all of their volunteers are required to be members.

Ms. Lucy Di Pietro noted that, even without TD Bank's distribution of the Tours brochure, the program still managed to distribute 34,500 copies (with 500 to be held in office for distribution throughout the year).

#### **4. Audit and Finance Committee**

##### **4.1 Audit and Finance Committee Minutes**

Mr. John Belyea presented the minutes from the July 18, 2017 committee meeting. These were received for information.

##### **4.2 Heritage Toronto Financial Statements to October 31, 2017**

Mr. Belyea noted that October figures were not yet reflective of agency activities, particularly how plaque revenue is recorded. He stated that institutional memory was lost with staff transitions and that the committee has not had an opportunity to review the figures. He stated that even though the Awards had a significantly higher budget than last year, the agency is still expecting a substantial surplus due to increased programming and lower staffing costs.

While the November board meeting is typically used to approve the following year's budget, because the agency is still finalizing the 2018 budget to reflect new initiatives, it will be tabled at the February 2018 board meeting. Councillor Mary Fragedakis commented that she would encourage the 23 votes needed at City Council as there is increasing interest, the city is changing and Heritage Toronto continues to leverage private and public funding.

#### **5. Fund Development Committee**

Mr. Tyler Greenleaf provided an update on the 2017 Annual Giving campaign, which involved an ask letter and donation card mail out inviting prospects, including board members. He summarized that 2017 fundraising efforts exceeded all targets and thanked staff and board for their efforts. He mentioned that the hiring process for a Development Manager continues with interviews being held in early December for a mid-January start to the position. He stated that Alan Penning and Allison Bain will conduct the interviews.

##### **5.1 Fund Development Committee Minutes**

Mr. Greenleaf presented the minutes from the Fund Development Committee meeting held October 4, 2017. The minutes were received for information.

#### **6. Marketing/Communications Committee (MarComm)**

Ms. Kadi Kaljuste stated that the committee is currently involved in planning for 2018.

##### **6.1 MarComm Committee Minutes**

Ms. Kaljuste presented the minutes from the MarComm Committee meetings held October 17 and November 22, 2017. The minutes were received for information.

#### **7. Programs Committee**

Mr. Andrew Himel expressed gratitude to committee members and staff and excitement about the upcoming programming year. Mr. Himel encouraged board members to join the Programs Committee.

##### **7.1 Programs Committee Minutes**

Minutes for the Programs Committee meeting held November 14, 2017 were presented. The minutes were received for information.

## **8. Historical Plaques Program Committee**

### **8.1 Historical Plaque Committee Minutes**

Mr. Peter Berton presented the minutes from the Historical Plaque Committee meeting held August 23, 2017. The minutes were received for information.

### **8.2 Report on Selection of Plaques**

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

### **HT17-22 APPROVAL OF HERITAGE TORONTO PLAQUE SUBJECTS**

Mr. Brent Pearlman moved, seconded by Dr. Sean Kheraj, that the following plaque subjects be approved:

Commemorative Plaque Subjects:

- A. Café Diplomatico
- B. Lester B. Pearson
- C. Carleton Race Track
- D. Buddies in Bad Times Theatre

Legacy Plaque Subjects:

- A. Jack McClelland
- B. Beatrice Worsley

**(Carried)**

### **8.3 Plaque Unveiling Update**

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

## **9. Heritage Toronto Awards Committee**

Ms. Lisa Brown shared a quote highlighting the success of the Heritage Toronto Awards held on October 23, 2017. She stated that the Awards Program Assessment document nicely summarizes the event and invited questions to be forwarded.

### **9.1 Awards Committee Minutes**

Ms. Brown presented the minutes of the Awards Committee meeting held September 20 and November 21, 2017. These were received for information.

## **C. OTHER BUSINESS**

There was no other business.

## **D. ADJOURNMENT**

The meeting was adjourned at 7:53 p.m.



*Catherine (Kate) Marshall, Chair*