



HERITAGE TORONTO MINUTES

The meeting of the Heritage Toronto Board was held on Wednesday, September 13, 2017, St. Lawrence Hall, 157 King St. E., 3rd floor, East meeting room.

PRESENT: Kate Marshall (Chair) Peter Berton John Belyea
 Lisa Brown Lena Recollet Ross Fair
 Tyler Greenleaf Andrew Himel Kadi Kaljuste
 Sean Kheraj Richard Moorhouse Louis Kan
 Karen Whaley Linda Strachan Allan Penning

ABSENT: Jennifer Roy Councillor Sarah Doucette
 Councillor Paula Fletcher Councillor Mary Fragedakis
 Councillor Mike Layton Ellen Scheinberg
 Paul Litt Donald Loucks
 Brent Pearlman

ALSO PRESENT: Allison Bain, Executive Director
 Chris Bateman, Plaques 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, Manager, Finance

A. CALL TO ORDER

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

No conflict of interest was declared.

HT17-16 ADOPTION OF MINUTES

Mr. Richard Moorhouse moved, seconded by Allan Penning that the minutes of the meeting of the Board of Heritage Toronto held Wednesday July 19, 2017 be adopted as circulated.

(Carried)

1. CHAIR'S REPORT

Ms. Kate Marshall thanked the board for supporting the 2017 Tours program and commented that the Awards are tracking to sell out. She encouraged board members to purchase tickets and bring a friend. She noted that the Bus Tour on November 5 with ERA will be the last of the year.

Ms. Marshall outlined a to-do list for the next four months, which includes a year-end Board survey of new and returning members and preparing for a Strategic Planning Session in February 2018. She also noted that Ms. Allison Bain met with Public Appointments and will continue to work with Clerk staff in the recruitment of new board members.

Ms. Marshall acknowledged two Board resignations: Jeffrey Clayman, Abena Buahene

Ms. Marshall mentioned that Richard Moorhouse attended the Government Task Force for City Agencies on her behalf. He explained that the body seeks to consolidate 53 agencies, with a goal of 50% reduction in spending and HR. HT may have access to greater City support services such as legal. He also mentioned a new classification system intended to decrease rigorous requirements, including annual mandate letter, increased training & support and more services for smaller agencies. Ms. Bain will review how this changing framework will impact HT.

Mr. Sean Kheraj moved, seconded by Andrew Himel that Wilf Neidhardt be selected as the 2017 Volunteer Award winner.

(Carried)

B. COMMITTEE AND STAFF REPORTS

2. Executive Committee Minutes

Ms. Marshall stated that an Executive Committee meeting was not held.

3. Executive Director

Ms. Bain highlighted Q3 programming achievements including 28 tours, 4 lectures and the unveiling of the Joseph Bloor plaque (a work-in-progress since 2006).

Ms. Bain noted the ongoing work with the city's finance departments to prepare the required three-year Operating Budget submission and to respond to the extensive reporting requirements

3.1 Executive Report

Ms. Bain presented the Executive Report to the Board. It was received for information.

4. Audit and Finance Committee

Mr. John Belyea noted that, while the financial challenge of no projected \$30K surplus (due to the Parks Past project grant being denied), in 2017 the agency doubled down on Tours, Plaques and Awards sponsorships to close to gap from Q1. He added that Joseph Bloor plaque revenues from 2006 can now be booked.

Mr. Belyea stated that August financials follow the previous month's positive trend and credits this performance to the Heritage Toronto team. He indicated that due to the way plaque revenue is received and recorded, the figures do not show on Operating Budget financials.

With regard to revenue targets, Mr. Belyea explained that the Historical Plaques Committee is adopting a stretch goal (currently under review) and that the Annual Giving 2017 Campaign will aim for \$19K vs. \$13K in 2016.

Mr. Belyea acknowledged that the Heritage Toronto Operating Budget Overview 2018 and associated Business Cases broadened the baseline budget, but also include new asks from the City. He expressed the desire to ensure that board members understand the changes before the agency goes forward.

Mr. Tyler Greenleaf moved, seconded by Ms. Linda Strachan that the Board of Heritage Toronto go in-camera to discuss.

(Carried)

4.1 Financial Statements: Q3 Operating Budget Projection

Mr. Belyea presented the Q3 Operating Budget Projection for information and discussion.

IN CAMERA

The Board moved into a closed session. Mr. Belyea and Ms. Bain presented the Operating Budget Overview 2018 and details to assist with the prioritization of Business Cases and other agency matters.

HT17-17 APPROVAL OF 2018 HERITAGE TORONTO OPERATING BUDGET

Ms. Strachan moved, seconded by Mr. Penning, that the 2018 Heritage Toronto Business Case Operating Budget be approved as presented.

(Carried)

5. Historical Plaques Program Committee

Mr. Sean Kheraj, on behalf of Chair Peter Berton, informed the Board of the 10 remaining Plaque unveiling events to the end of the year and that Board representatives are being sought for October 3 and 12.

HT17-18 APPROVAL OF HERITAGE TORONTO LEGACY PLAQUE SIZE INCREASED

Mr. Kheraj moved, seconded by Mr. Himel, that the Legacy Plaque size be increased to 18" by 12.3", at price of \$2.5K.

(Carried)

5.1 Historical Plaque Committee Minutes

Mr. Kheraj presented the minutes from the Historical Plaque Committee meeting held September 1, 2017. The minutes were received for information.

6. Fund Development Committee

Mr. Tyler Greenleaf reminded the Board that provided that the Tours campaign concludes next month. He also indicated that "people are feeling generous this year-end" and encouraged all Heritage Toronto members to donate to the Annual Giving campaign.

7. Awards Committee

Ms. Lisa Brown highlighted that the 43rd Annual Heritage Toronto Awards are 39 days away - on October 23, 2017. She stated that the event will be hosted by Christopher Hume and held at The Carlu.

Ms. Brown updated the board with the following:

- Sponsorship: We are currently at \$98.5K which exceeds the \$83K target by 18%.
- Ticket sales: We are project ticket sales to reach over \$18K exceeding our \$14K target. This effort was enhanced by following up with sponsorship prospects and inviting them to buy tickets and tables.

Ms. Brown thanked the board for their direct efforts and noted that a key success has been establishing and nurturing relationship with sponsors. She emphasized the need to continue to connect with City Councillors and senior planners as these links are often a sponsorship draw. To this end, a letter, signed by Ms. Marshall and Ms. Bain was sent to City Councillors in June.

Mr. Moorhouse inquired about nominees and their respective wards (and even community groups) as a value proposition. Ms. Lisa Brown reminded the board to look out for the complimentary *Toronto Star* ad due to Ms. Bain's hard work and that the Awards Committee, which includes non-Board volunteer members, will meet again on September 20, 2017.

7.1 Awards Committee Minutes

Ms. Brown presented the minutes of the Awards Committee meeting held August 29, 2017. These were received for information.

8. Programming Committee

Mr. Andrew Himel thanked board members for hosting Tours noting that 48 had occurred by the end of August, with almost 2,000 participants and about \$5K in ticket revenue. To date the program averages \$5.78 per participant. He mentioned growing interest in private tours (six delivered, 32 requested) and that the Heritage Primer bus tour, hosted by ERA Architects, is sold out. Mr. Himel also noted that consistent with the

first three, the fifth MomenTO talk is sold out with 200 expected in attendance and that there will be one more (Innovation in International Service, Oct 16).

Mr. Himel acknowledged that staff are currently working on the 2018 Program Plan to be further discussed at the next Committee meeting and presented to the Board in November.

8.1 Programming Committee Minutes

Minutes for the Programs Committee meeting held August 22, 2017 were presented. The minutes were received for information.

9. Marketing/Communications Committee (MarComm)

Ms. Kadi Kaljuste noted the use of sales data to direct marketing efforts towards Tours projecting lower attendance and that student volunteers are being recruited to support website redevelopment.

9.1 MarComm Committee Minutes

Ms. Kaljuste presented the minutes from the MarComm Committee meeting held August 22, 2017. The minutes were received for information.

9.2 Results of e-Newsletter Survey (Presentation)

Ms. Linda Strachan presented the findings regarding key insights and potential action that could be taken to promote and grow membership. Two key insights emerged: (1) focusing on current member renewals and (2) clearly communicating the benefits of membership to prospects.

These insights will drive decision-making for 2018 planning. Ideas for staff consideration included creating "members only" events to create "member envy"; establish a members' committee to help/advise organizing member events; offer volunteers a membership discount; offer members of other Toronto-area heritage organizations a discount on HT membership.

The committee expressed thanks to Ms. Strachan for her work developing and analysing this data.

OTHER BUSINESS

No other business was tabled.

ADJOURNMENT

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



Catherine (Kate) Marshall, Chair
AZ/