



## HERITAGE TORONTO

### MINUTES (Approved March 9, 2016)

The meeting of the Heritage Toronto Board was held on Wednesday January 20, 2016, St. Lawrence Hall, 157 King St. E., 3<sup>rd</sup> floor, east meeting room.

PRESENT:	Richard Moorhouse (Vice Chair)	Peter Berton	Lisa Brown
	Abena Buahene	Tyler Greenleaf	Andrew Himel
	Kadi Kaljuste	Sean Kheraj	Paul Litt
	Donald Loucks	Allan Penning	Jennifer Roy
	Ellen Scheinberg	Linda Strachan	Kevin Plummer
	Karen Whaley		
REGRETS:	Kate Marshall (Chair)	John Belyea	Jeffrey Clayman
	Ross Fair	Louis Kan	Brent Pearlman
	Councillor Sarah Doucette	Councillor Paula Fletcher	Councillor Mary Fragedakis
	Councillor Mike Layton		

ALSO PRESENT:

- Francisco Alvarez, Executive Director
- Karen Czaniecki, Administrator
- Stacey Rodas, Director of Marketing
- Kaitlin Wainwright, Director of Programs
- Candice McCavitt, Coordinator, Community Programs and Special Events
- Camille Bégin, Plaques and Markers Coordinator
- Michael Kushnir, Coordinator, Development and Marketing
- Chris Bateman, Plaques Assistant

Richard Moorhouse, Vice Chair, called the meeting to order at 6:01 pm.  
Kate Marshall had a work commitment and asked Mr. Moorhouse to Chair the meeting.

### CONFLICT OF INTEREST

No conflict of interest was declared for the January 20, 2016 meeting.

### CONFIRMATION OF MINUTES

HT16-01

#### ADOPTION OF MINUTES

Ross Fair **moved, seconded by** Andrew Himel that the minutes of the meeting of the Board of Heritage Toronto on November 25, 2015 be adopted as circulated.

(carried)

### CHAIR'S REPORT

#### 1.1 Chair's remarks

Mr. Moorhouse had received notes from Kate Marshall for her remarks. Both she and Mr. Moorhouse welcomed everyone and wished them Happy New Year. Thank you to all who worked on the strategic plan. Once the plan is approved an operational plan will be developed. The Executive Committee are currently working on the Executive Director's annual performance review. This should be complete by early February. Mr. Moorhouse informed the Board that Heritage Toronto was approached by the Coach House Institute to participate in an event February 22<sup>nd</sup>, from 6 – 8, at the McLuhan Centre. Kate Marshall is a participant on the panel that evening, along with Misha Glouberman and Robert J. Sawyer. The topic is *People, Place and Imagination – How does the city learn?*

The verbal report was received for information and discussion.

## COMMITTEE AND STAFF REPORTS

### 2 Executive Committee

#### 2.1 Executive Committee Update

Mr. Moorhouse presented the Executive Committee update report to the Board. Mr. Moorhouse highlighted two items from the report. As an outreach to City Councillors, Mr. Alvarez and one or two Board members will meet with each councillor to enhance their awareness of Heritage Toronto. A new Membership Committee will be established to update our membership program. Board members who are interested in participating in either of these initiatives should let Kate Marshall or Francisco Alvarez know.

Also, Mr. Alvarez is working on guidelines for Committee Chairs.

This report was received for information and discussion.

#### 2.2 Strategic Plan

Richard Moorhouse informed the Board that a follow up occurred with Board members who raised concerns about the draft Strategic Plan at the last Board meeting. The Strategic Plan team and Board Chairs reviewed the document and sent the final draft out to the Board for review and comments prior to its presentation at tonight's Board meeting for approval.

Mr. Moorhouse thanked everyone who worked on the strategic plan, in particular Jeff Clayman, Francisco Alvarez, the Executive Committee and Committee chairs.

### HT16-02 APPROVAL OF THE 2016 STRATEGIC PLAN (DATED Jan. 4, 2016)

Tyler Greenleaf **moved, seconded by** Donald Loucks that the Heritage Toronto Board approve the Strategic Plan, dated January 4, 2016 for implementation over the next 3 – 5 year.

(carried)

### 3 Executive Director

#### 3.1 Report on Activities

Francisco Alvarez presented the Executive Director's report on activities.

Mr. Alvarez introduced and welcomed our new Plaques and Markers Coordinator, Camille Bégin, and informed the Board that Candice McCavitt is now the Coordinator of Community Programs and Special Events.

All staff are participating in an internal review of the membership program. The background and recommendations from this review will be a starting point for the new Membership Committee.

Mr. Alvarez is pleased to announce that the Kilbourn Lecturer has been confirmed. The name will be publicly announced when promotion for the lecture occurs later in the year.

Staff are currently working with the Mayor's office about the Mayor's support for the tours program.

At the request of the Board, Mr. Alvarez advised on the pending construction of the new North Market and changes to St. Lawrence Hall. The timeline for these changes is not finalized at this time.

The report was received for information and discussion.

#### 3.2 Request for Changes to the Relationship Framework with the City of Toronto

Following a thorough review of *Heritage Toronto's Relationship Framework with the City of Toronto*, Francisco Alvarez presented the Board with recommended changes to the document to be forwarded to the City Manager's office for consideration. Mr. Alvarez reviewed all of the recommended changes with the Board, advising that the final recommended change to item 12.5 was withdrawn. The Board were given the opportunity to discuss and/or raise concerns about the changes.

### HT16-03 REQUEST FOR CHANGES TO THE RELATIONSHIP FRAMEWORK WITH THE CITY

Peter Berton **moved, seconded by** Paul Litt that the Heritage Toronto Board ask the City Manager's office to update the existing Relationship Framework to reflect existing agency practices and recommended changes, as follows:

SECTION	EXISTING TEXT	RECOMMENDATION OR REQUEST
3.3 (g) Mandate	"Assist and advise in the development of the Heritage Master Plan"	Recommended New Text: "Assist and advise in updates of the Heritage Master Plan."

SECTION	EXISTING TEXT	RECOMMENDATION OR REQUEST
6.1.2 Board Structure	<p>"The Board is composed of twenty-seven (27) Members appointed by Council as follows :</p> <p><input type="checkbox"/> 2 Members of City Council..."</p>	<p>4 Councillors are currently on our Board.</p> <p>We request that the City Manager check with the Public Appointments Dept. and Civic Appointments Committee to review the history of and rationale for the changes in the number City Councillor appointments, and suggest new language.</p>
6.1.3 Board Structure	<p>b) Invitation by Community Council</p> <p>"Each of the <b>4 Community Councils may extend an invitation</b> to serve on the Board to 2 persons who are either serving on one of the City museum boards or preservation panels or the Toronto Preservation Board, or otherwise select a person active in the Heritage community."</p>	<p>Currently, and with the assent of the Public Appointments department, we assign two members of the Board who are residents of each of the 4 areas to represent their local interests. We did not receive nominations from the Community Councils with our current Board.</p> <p>We request that the City Manager confirm whether existing practice can continue, and if so, to write new text describing the appointment of the Community Council representatives.</p>
6.1.3 Board Structure	<p>d) Advertised recruitment</p> <p>"Fifteen (15) Public Members are recruited through City-wide media advertising. Corporate City staff arrange for the advertising and receive the applications. Heritage Toronto staff screen applications against defined qualifications as set out in Article 6.2. A Heritage Toronto Nominating Panel appointed by the Board, comprised of <b>the 2 Councillors appointed to the Board</b>, a past Chair of Heritage Toronto, 1 Member of the Board of Directors, and 1 dues-paying member selected by the Board but not serving on the Board, determines the short list of qualified candidates, conducts interviews and recommends nominations."</p>	<p>No Councillors participated in the 2015 Board recruitment process due to the large time commitment required.</p> <p>We recommend that the requirement that Councillors to participate in the Nominating Panel be removed.</p>

SECTION	EXISTING TEXT	RECOMMENDATION OR REQUEST
6.3.1 Term of Appointment	" In accordance with Council's Public Appointments Policy, the term of office for Members of the Board is four <b>years coincident with the term of Council</b> , or until a successor is appointed."	We request new language be developed to reflect the new staggered appointments process. Terms remain four years, but half of the Board appointments are made every two years.
7.4.1 Meeting Schedule	"The Board shall meet <b>at least six times per year</b> and at any time at the request of a majority of the Members of the Board, or at the call of the Chair."	We recommend that the required <i>minimum</i> number of Board meetings be changed to four per year. (More meetings may still be called if needed). With our large and active Board Committee structure (where committees meet, often more than once, between full Board meetings), required Board accountability and reporting will be maintained.

(carried)

#### 4. Marketing/Communications (MarComm) Committee

##### 4.1 DATA PRESENTATIONS

Kadi Kaljuste, Chair of the MarComm Committee reminded the Board that due to time constraints at the previous Board meeting the data presentations were moved to tonight's meeting.

Full data presentations including results from surveys and financials were given by Stacey Rodas for the 2015 Tours and 2015 Awards Programs and by Candice McCavitt for the 2015 Plaques Program.

The focus of the review of the programs was developed from the previous strategic plan. The three questions framing the analysis were: are we increasing participation?; are we reaching new audiences?; and, are we increasing revenue?

The data decks were forwarded to the Board with the agenda.

A general discussion of the programs occurred after the presentation.

The presentation was received for information and discussion.

#### 5. Audit and Finance Committee

Tyler Greenleaf reported for the Finance Committee on behalf of John Belyea.

##### 5.1 Minutes from Finance Committee meeting, November 19, 2015

Mr. Greenleaf presented the minutes from the Finance Committee meeting on November 19, 2015.

The minutes were received for information and discussion.

##### 5.2 Heritage Toronto Financial Statements to December 31, 2015 (draft)

Mr. Greenleaf reviewed the Financial Statements to December 31, 2015 in detail, comparing them to the budget figures and to projected year-end. Mr. Alvarez advised that these statements are still draft. The 2015 year-end statements will be presented at the March 9<sup>th</sup> meeting of the Board prior to the Audit which is scheduled to begin March 14<sup>th</sup>.

The financial statements were received for information and discussion.

#### 6 Fund Development Committee

##### 6.1 Verbal Update

Mr. Greenleaf, Chair, Fund Development Committee informed the Board that preparations have started for this year's asks. Also the application for TD support of the 2016 Tours Program is ready to be submitted. A formal fundraising strategy for 2016 will be presented at the March Board meeting.

The verbal report was received for information.

## 7. Programming Committee

### 7.1 Special Achievement Award 2016

Andrew Himel, Chair of the Programming Committee presented the Special Achievement report. This report outlines the background for the award criteria and process and includes a list of previous recipients. Mr. Himel said that nominations will be received up to March 31<sup>st</sup>. The Programming Committee will review nominations and present to the Board for final approval.

### 7.2 Minutes from the Programming Committee Meeting, November 10, 2015

Mr. Himel presented the minutes from the November 10<sup>th</sup> meeting of the Programming Committee. The Committee is recommending that a full review of the Heritage Toronto Awards and Kilbourn Lecture event occur in 2016. Mr. Himel presented a report changing the wording in the Committee meeting minutes for this recommendation for the Board's approval.

#### HT16-04 REVIEW OF THE KILBOURN LECTURE AND AWARDS EVENING

Andrew Himel **moved, seconded by** Kevin Plummer that the Heritage Toronto approves the Programming Committee recommendation that, in 2016, a fulsome review and evaluation be undertaken of the Kilbourn Lecture and Awards evening and that a business plan be developed to strategically position these high profile and signature Heritage Toronto programs.

(carried)

Staff have been asked to prepare a scope and timeline for the review and business plan to initiate this review in early 2016.

New programs for 2016, including the Myseum Intersections Festival, Black History Month, and Canada 150, were detailed in the minutes.

The minutes were received for information and discussion.

## 8 Conservation and Education Committee

### 8.1 Minutes from the Conservation Committee meeting on November 30<sup>th</sup>, 2015

Paul Litt, Chair of the Conservation Committee presented the minutes from the November 30<sup>th</sup> Committee meeting.

Since that meeting a brainstorming session has also taken place to develop the Heritage Primer lecture series proposal. That session included Gary Miedema, Heritage Preservation Services (HPS); Sean Fraser, Ontario Heritage Trust (OHT); and, Mark Warrack, former Heritage Toronto Board member. The Board discussed and shared ideas about the focus for the series.

The minutes were received for information and discussion.

#### OTHER BUSINESS

No other business was presented

#### ADJOURNMENT

The meeting was adjourned at 7:41 pm.




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Catherine (Kate) Marshall, Chair  
KC/