

This meeting of the Heritage Toronto Board was held on December 14, 2022 from 6:00-7:43 pm via Zoom video call.

PRESENT:

Liza Chalaidopoulos (Chair)	Christopher Castellano
Dilys Chan	Lori Davison
Anne Deck	David Ecclestone
Bradley Evoy	Martin Green
Peter Ignazi	Jeff Junke
Suzanne Kavanagh	Sandy Kedey
James Lane	John McAlister
Joel Peters	Sanah Rizvi
Aaron Sanderson	Colin Smillie
Sarah Watson	

REGRETS:

Gretchen Mangahas
Councillor Josh Matlow
Councillor Gord Perks

ALSO PRESENT:

Allison Bain, Executive Director
Victoria Atteh, Programming Coordinator
Anthony Badame, Programs Assistant
Chris Bateman, Manager, Plaques
Laura Carlson, Manager, Public Programs
Mira Celper, Development Coordinator
Lucy Di Pietro, Manager, Marketing and Communications
Heather Kingdon, Operations Coordinator
Candice McCavitt, Manager, Development
Kristen McLaughlin, Plaques Coordinator
Vanessa Vigneswaramoorthy, Social Media and Digital Content Coordinator

A. OPENING REMARKS, AGENDA, AND MINUTES

1. Call to Order

Liza Chalaidopoulos called the meeting to order at 6:02pm.

2. Acknowledgement of Traditional Territory

Ms. Chalaidopoulos made an Indigenous land acknowledgement to start the meeting.

3. Introduction and Opening Remarks by Chair

Ms. Chalaidopoulos welcomed everyone to the meeting. She thanked Andrew Himel, past Board member and current member of the Programs Committee, for his ongoing commitment and philanthropic support to the agency. She congratulated Sarah Watson on her appointment to Chair of the Programs Committee.

Ms. Chalaidopoulos referenced the decision to hold this meeting virtually but noted her hope that 2023 would see a return to in-person meetings.

4. Approval of Agenda

HT 22-20: APPROVAL OF AGENDA for the December 14, 2022 Board Meeting of Heritage Toronto. **(carried)**

Moved by Bradley Evoy, seconded by Suzanne Kavanagh and approved unanimously.

5. Declarations of Confidentiality and Conflicts of Interest

No conflicts of interest were declared.

6. Approval of Minutes of the Previous Board Meeting

HT 22-21: APPROVAL OF MINUTES of the meeting of the board of Heritage Toronto held September 14, 2022. **(carried)**

Moved by Peter Ignazi, seconded by Sanah Rizvi and approved unanimously.

B. CONSENT AGENDA

As Aaron Sanderson had an inquiry about the plaques program, the Programs Committee Minutes were moved out of the Consent Agenda into the Programs Committee Reports.

HT 22-22: APPROVAL OF CONSENT AGENDA **(carried)**

Moved by Suzanne Kavanagh, seconded by Bradley Evoy and approved unanimously.

C. REPORTS

1. CHAIR OF THE BOARD

Ms. Chalaidopoulos updated the board on the Executive Compensation Review being conducted by the City of Toronto. The City has stated the new policy is projected to be completed by Q1 of 2023.

Ms. Chalaidopoulos thanked board members for their donations to the agency in 2022, noting that the goal is to have 100% philanthropic participation by the Board.

2. EXECUTIVE DIRECTOR

It was noted that the regular Executive Report would be contained within the Year End Report presentation.

3. EQUITY HERITAGE INITIATIVE TASK FORCE

Sanah Rizvi gave an update on the Equity Heritage Initiative Task Force and their work to date. She explained that the mandate of the Task Force is to support the agency in achieving governance goals on Inclusion, Diversity, Equity and Access (IDEA). There are three parts to the Task Force's work:

1. Making recommendations to Heritage Toronto's Human Resource policies
2. Conducting community consultation calls and interviews
3. Coordinating a board and staff workshop on Equity, Diversity, and Inclusion

Ms. Rizvi noted that she is looking for Board members who are passionate about this work to join the task force. Work will be an ongoing process, but the three deliverables above must be completed by March 2023, as they are tied to a federal grant. She explained that anyone interested in joining who has the capacity to assist, especially around January-March 2023, should reach out to herself or Candice McCavitt. The focus of the Task Force will be community outreach and the policy review. The Task Force needs members who are interested in making Heritage Toronto a more inclusive workplace and no prior experience is necessary.

Ms. Rizvi thanked staff who reached out to community organizations for more information on IDEA training. She concluded that the Task Force has decided to work with Feminuity who will be running their workshops in February via Zoom. Ms. Rizvi explained that staff will be reaching out for Board member availability and she encouraged the Board to be as responsive as possible to ensure things run smoothly.

Bradley Evoy noted that he will be able to commit more time to this project in January and February of 2023 and congratulated the Task Force and Heritage Toronto for their work on the project. John McAlister pointed out that he has been working with Feminuity for the past year and regarded their work highly.

4. PROGRAMS COMMITTEE

Ms. Watson thanked Mr. Bateman for filling in as chair of the Programs Committee and for guiding her as she steps into the role. Ms. Watson gave an update on the Programs Committee meeting that took place in November. She congratulated the committee on having full attendance at the meeting. The meeting consisted of reviewing five plaque applications, an overview of the tours season including challenges in 2022 and plans for 2023, as well as a discussion around the performance of digital tours and the potential for more private tours.

Aaron Sanderson asked if the Board was placing Heritage Toronto at financial risk by approving plaque applications that do not have a source of funding identified.

Mr. Bateman noted that plaque reports are to approve the subject of the plaque. He explained that some applicants ask to receive subject approval before locating a source of funding. If applicants do not find funding, the plaque does not go past the subject approval stage. He noted that while most do find funding, not all do.

Mr. Sanderson asked whether community members get frustrated when Heritage Toronto does not push through a plaque to final production. Mr. Bateman answered that the expectations of applicants are managed, and applicants are made aware of the process throughout.

5. MARKETING AND DIGITAL MEDIA

Peter Ignazi noted that the big push in 2023 will be in updating the website. While it is still workable, there is room for improvement and an opportunity to create a better experience for users.

6. JURIES COMMITTEE

Christopher Castellano thanked Jury Chairs Anne Deck, Kate Marshall, and David Ecclestone for all their work with the Awards. The Committee has now reviewed the 2022 Awards event including where there is room for improvement. There were good initiatives introduced in 2022 and there are some changes proposed for the submission and review process for the 2023 Awards. He hopes that in 2023 there will be a push to generate more Award nominations. All feedback regarding the Awards night itself has been given to Laura Carlson and circulated to staff.

David Ecclestone noted that he wanted to make one correction to the Juries Committee meeting minutes from November 30, 2022.

The line: "She mentioned that she didn't understand the difference in the categories of the Built Heritage Awards" was replaced with: "Feedback received was a lack of clarity between the category distinctions." Mr. Castellano replied that they can be amended and re-circulated.

7. DEVELOPMENT COMMITTEE

Mr. Sanderson reiterated the agency's gratitude for the Board's philanthropic support and all of the work of the Committee in 2022. He noted that, with a few exceptions, Board members would receive a thank you call from a member of the Development Committee. He noted that Awards fundraising was a challenge in 2022 with sponsorships and ticket sales landing below target. It was important to note, however, that donations at the event were well above target.

Regarding the Year-End Campaign, he noted that the Committee is optimistic. He expressed gratitude to Committee member Suzanne Kavanagh who secured over \$20k in donations, noting that it is a tremendous help in making up for the losses incurred by the Awards program. Mr. Sanderson also thanked Sanah Rizvi who will be reaching out to contacts in her network to try and secure corporate sponsorships for 2023. He concluded that, while it was an atypical year, there were many successes.

Ms. Chalaidopoulos congratulated all committees on their hard work and dedication and for taking time out of their personal lives to support the agency.

8. FINANCE AND AUDIT COMMITTEE

James Lane reviewed the financial statements as of October 31, 2022 highlighting three main areas regarding revenue:

- **Awards:** Ended up short with 320 in attendance against a budgeted cap of 500. A goal for 2023 will be to rebuild the Awards to pre-pandemic attendance levels. The forecast to year-end is \$15,500. There were a significant number of donations made during the event, which is greatly appreciated.
- **Tour fees:** A portion of the overall tours revenue stems from ticket sales, but individual donations by tour attendees were also made. For paid tours the number of donations decreased; people either chose not to donate due to already paying a ticket fee, or attendees donated a lesser amount. This is something that will be considered in 2023 in order to achieve the right balance. Considering individual donations the forecast to year-end is \$21k, which is slightly below budget.
- **Individual donations:** As far as overall individual donations are concerned, there is slow and steady growth. Donors continue to support the agency and we are

sitting 5% higher than pre-pandemic levels in 2019, with time still left until year-end.

Mr. Lane noted that areas to focus on in 2023 includes:

- **Completion of Equity Heritage Initiative work:** The agency is budgeting on the assumption that it will deliver on this program and realize all the revenue associated with the TD Equity Initiative in 2023.
- **Redevelopment of the website:** This work will be funded by donations currently held within investment funds.
- **Balanced budget:** The budget submitted to the City will be amended as necessary in the spring following City funding decisions.

Mr. Sanderson asked whether deferrals are already reflected in the 2023 City budget or if this can be expected to grow in 2023. Ms. Bain responded that deferrals are already included in the City budget but could change if planned work, such as the Equity project, was further delayed.

Ms. Kedeay asked if the City's funding will increase or change in 2023. Ms. Bain noted that, despite over 10 years of consecutive funding cuts from 2007-2017, the City began to renew their support in 2018 and has provided annual increases for the past five years. In 2022, the agency received a record-high increase of 19% to help compensate for COVID-related revenue shortfalls. In 2023, the agency has requested a substantial increase, but the outcome will be based on both the strength of our request and the very challenging economic circumstances faced by the City.

John McAlister asked why there was a challenge in utilizing TD Equity Initiative funds for staffing the manager position. Mr. Lane responded that it was largely an issue with recruitment. The agency received no qualified applicants to its job posting given there is huge demand for qualified candidates in the Equity field, and candidates are able to secure positions that pay far above what the agency's budget allows. In 2022, unable to fill the full time position, the agency had to adjust its approach, deploying more contract employees managed by current staff, and deferring work. Ms. Bain noted the agency is confident it can conclude the project. If a full-time position proves not possible in 2023, the agency will reassess and achieve the goals through further adjustments.

Mr. McAlister asked whether the funds disappear if the agency does not manage to use them. Ms. McCavitt explained that TD is a fantastic partner and they do have some flexibility in terms of extending the deadlines. They are committed to helping the agency succeed with the current project but the results can, of course, affect the success of applying for future Equity funding.

Mr. Peters inquired about the deferral of \$180k in equity funding and consequently what pain points had been created for staff who had needed to step in and pick up the pieces that would otherwise fall through the cracks.

In terms of staff pressures, Ms. Bain noted the increased project execution and increased management duties of contract staff which had fallen on existing full-time staff. She reminded the Board that there are only seven full-time staff at the agency. In terms of programming, she noted the agency did not create significant new equity content in 2022 and by deferring this work has obviously not fed a great deal of programming content into the pipeline for the upcoming year. The agency will need to play catch-up in 2023.

Mr. Peters concluded that, when money starts falling off, further work falls on staff, so the staff have the Board's thanks for this work.

HT 22-23: APPROVAL OF APPROVAL OF THE AMENDED 2023 OPERATING BUDGET SUBMITTED TO THE CITY OF TORONTO AS OF OCTOBER 31, 2022
(carried)

Moved by Jeff Junke seconded by Suzanne Kavanagh, and approved unanimously.

9. YEAR-END REPORT – Staff

Staff presented their Year End Report.

After the presentation, Mr. McAlister asked what the marketing strategy is for plaques. He explained that in a digital world, it is worth considering whether there is opportunity to better leverage digital assets such as geofencing and increasing the agency's digital footprint, either through an application or the website. He noted that there may be other opportunities for people to engage with the plaques program and create more incentives for new groups to have a plaque established in their neighbourhoods. Mr. Bain agreed with his comments but noted it was a challenge to prioritize new ideas when there were so many opportunities but limited resources.

Ms. Chalaidopoulos thanked staff for their presentation and their work in 2022, noting that she is looking forward to work in 2023.

D. OTHER BUSINESS

1. PUBLIC APPOINTMENTS

Ms. Bain announced that the City Council has approved two new City Councillors to serve on the Board of Directors: Councillor Gord Perks and Councillor Josh Matlow.

2. 2023 BOARD OF DIRECTORS MEETINGS

Board meetings are held at St. Lawrence Hall, 157 King Street East, 3rd floor, from 6:00 pm - 7:30 pm OR by Zoom video call. TBD.

To best serve the needs of the agency and align with the timing of quarterly financial statements, the 2023 board meeting dates are:

Tuesday, March 21

Wednesday, June 21

Wednesday, September 20

Tuesday, December 12

There being no other business the meeting was adjourned at 7:43 p.m.