

This meeting of the Heritage Toronto Board was held on July 14, 2022, from 6:00-7:30 pm. As per direction by the City of Toronto in accordance with Toronto Public Health guidelines, this meeting was held remotely via Zoom video call.

PRESENT: Liza Chalaidopoulos (Chair) Christopher Castellano
 Dilys Chan Lori Davison
 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 Leslie Thompson
 Sarah Watson

REGRETS: Mike Colle
 Paula Fletcher
 Gretchen Mangahas

ALSO PRESENT: Victoria Atteh, Programming Coordinator
 Anthony Badame, Programs Assistant
 Allison Bain, Executive Director
 Chris Bateman, Manager, Plaques
 Laura Carlson, Manager, Public Programs
 Jodie Chinnery, York University Internship
 Lucy Di Pietro, Manager, Marketing and Communications
 Heather Kingdon, Operations Coordinator
 Kristen McLaughlin, Plaques Coordinator
 Alonso Melgar, York University Internship
 Andrew Himel, Programming Committee
 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.

4. Approval of Agenda

HT 22-07: APPROVAL OF AGENDA for the July 14, 2022 Board Meeting of Heritage Toronto. **(carried)**

Moved by Bradley Evoy seconded by Aaron Sanderson, 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 22-08: APPROVAL OF MINUTES of the meeting of the board of Heritage Toronto held April 13, 2022. **(carried)**

Moved by Joel Peters, seconded by Suzanne Kavanagh and approved unanimously.

B. CONSENT AGENDA

HT 22-09: APPROVAL OF CONSENT AGENDA **(carried)**

Moved by Bradley Evoy, seconded by Peter Ignazi, and approved unanimously.

C. REPORTS

1. CHAIR OF THE BOARD

Liza Chalaidopoulos thanked the Board for their hard work over the last seven months, noting that she hopes to see them on tours soon.

Ms. Chalaidopoulos reviewed the membership of the Board Committees. She asked the Committee Chairs to appoint a committee member as the minute-taker at each committee meeting, noting that this cannot be a staff member's role. If no one is able to take minutes, the chair of the committee shall take the minutes themselves.

Ms. Chalaidopoulos updated the Board regarding the Code of Conduct for local boards, noting that it has been reviewed by the Integrity Commission. The updated document will go to Council and, if it is passed by City Council, will be distributed to the Board. She also mentioned that the City of Toronto has done an executive compensation review of city agencies and corporations. Ms. Chalaidopoulos and Ms. Bain met with members of the City to discuss the compensation review's findings.

Ms. Chalaidopoulos thanked the Board for their active participation in tours thus far. She reiterated that it was important for the Board to show engagement and encourage attendees to donate. Ms. Chalaidopoulos reminded Board members that if they are no longer able to attend a tour they have signed up for, that it is their responsibility to find someone else to replace them on the tour. If they are unable to find someone to attend they are encouraged to reach out to Ms. Chalaidopoulos.

Ms. Chalaidopoulos noted that at their most recent meeting the Executive Committee discussed the board meeting format and have adjusted it to ensure that each committee chair has the opportunity to speak to their areas at each Board meeting.

Sanah Rizvi suggested Board members receive name tags to wear while attending walking tours.

2. EXECUTIVE DIRECTOR

Ms. Bain announced on behalf of the City that Trinh Tham resigned from the Board due to other commitments. City Council is voting on another member to sit on the Board on July 19.

Ms. Bain also reviewed the City of Toronto's vaccination policy for publicly appointed members of the Board, noting that the agency is planning for in-person board meetings beginning in September. As the agency's priority is to

ensure inclusion and active participation, and it cannot conduct hybrid meetings, an anonymous survey will be sent to Board members to gauge comfort levels. An attestation of vaccination form to be signed will be sent out to the Board prior to September's board meeting.

Ms. Bain asked new staff members to introduce themselves to the Board. Anthony Badame (Programs Assistant), Alonso Melgar (York University intern), Jodie Chinnery (York Intern), Vanessa Vigneswaramoorthy (Social Media and Digital Content Coordinator), and Victoria Atteh (Programs Coordinator), introduced themselves.

Ms. Bain then flagged two issues:

- Audience Decline: We are halfway through the year and in person audiences are not building back up to pre-pandemic levels. This is affecting revenue but the agency will continue to identify areas for improvement.
- Equity Initiative: The Equity Initiative is slow-going. The agency received substantial investment from TD as well as a large amount from the City towards equity initiatives. The main challenge slowing the momentum is hiring a new Manager of Community Engagement. Attracting individuals who have experience in public engagement and equity policy is difficult, as it is a competitive job market and the agency cannot compete with those hiring in the private sector and governments. Staff will rethink how we can best accomplish equity and diversity work.

Sarah Watson asked Ms. Bain if she could share some of the strategies the agency has formed thus far in terms of hiring for these positions. She asked if this included changing the job description. Ms. Bain responded and noted the existing job description may be too broad and will likely need to be narrowed down.

Joel Peters noted there is significant competition in hiring for equity and diversity-related positions. Mr. Peters then referred to the Tours Report where it noted that 55% of tours participants were willing to consider paying a registration fee. He asked whether this was under active consideration. Ms. Bain agreed but noted that, as a public agency, programs need to remain accessible so a balance must be struck between being accessible to all and growing revenue.

Ms. Carlson added that the agency has committed to a hybrid model to keep accessibility a priority. Whether this model will continue in 2023 will depend on the outcome of tours in 2022 and will require further discussion.

Mr. Peters pointed out that many larger institutions and organizations are working on a "pay what you can" model, allowing for both revenue and accessibility. This may be something the agency should consider.

Referencing a note in the 2021 Audited Financial Statements, Leslie Thompson asked if the agency's securities have been sold, and if the agency was in compliance for the receipt of completion of the sale. Ms. Bain confirmed this was true.

Ms. Bain mentioned to the Board that if anyone knew someone who was open and qualified to training staff on equity and inclusion to please contact her.

3. PROGRAMS COMMITTEE

Chris Bateman updated the Board on programs, reviewing what was discussed at the last Programs Committee meeting. Plaques that are in progress include:

- Dr. Daniel Hill
- North Toronto Lawn Bowling Club
- University of Toronto's Soccer History
- The Whoopee Cushion
- Kew Dock Yip and the Chinese Exclusion Act

The last two plaques on the list, Mr. Bateman noted, will be produced through Heritage Toronto's Curated Fund.

4. MARKETING AND DIGITAL MEDIA

Peter Ignazi gave an update to the Board on marketing and digital media. Mr. Ignazi noted that the last Marketing and Digital Media Committee meeting was successfully held in person, and included two new Board members and Vanessa, the new Social Media and Digital Content Coordinator. He announced that while Linda Strachan is no longer on the Board, she has agreed to sit on the Committee as an external advisor.

5. JURIES COMMITTEE

Laura Carlson updated the Board on the Heritage Toronto Awards, noting the nomination form for the Awards opened on June 20 and will be open until July 29. Ms. Carlson explained that there have been many book nominations but so far no nominations for the Built Heritage and Public History categories. HT has been hard at work in spreading the word to encourage nominations but recognizes that COVID likely had a significant impact on output in 2021 as less projects were undertaken during that calendar year. She suggested to Board Members that they encourage any qualifying candidates or projects they knew to apply using the nomination form on the agency's website. The Awards will take place October 17

and will be held at the Carlu as in previous years. Adjudication will take place in August and the winners will be confirmed at the September Board meeting.

Ms. Thompson asked what will happen if not enough nominations are received for each category.

Ms. Carlson responded that it depends on the type of award category. Built Heritage, for example, has three subcategories. If there are not enough nominations for one subcategory, the agency would consider not awarding. However, Ms. Carlson noted the agency was optimistic and will continue to encourage applications.

6. DEVELOPMENT COMMITTEE

Aaron Sanderson gave an update on Development to the Board, noting that efforts have mainly revolved around the recruitment and onboarding of new Development Committee members. Early successes include securing funding for diversity training, as well as having Cadillac Fairview return as a sponsor for Doors Open. Mr. Sanderson reminded Board members to ensure they are thanking sponsors at the beginning and end of walking tours. He noted that once the nominations window closes, the Development team will be ramping up sponsorship outreach efforts for the Awards.

Mr. Sanderson suggested that with preliminary Awards sponsorship outreach already underway, Board Members are reminded that they should plan on purchasing tables and tickets in advance. Mr. Sanderson asked Board members to contact the Development Committee if their organization is interested in sponsoring the Awards.

7. FINANCE AND AUDIT COMMITTEE REPORT

James Lane noted that the Finance and Executive Committees have been holding amalgamated meetings together in recent months for scheduling purposes. The most recent meeting was James' first as Chair of the Finance and Audit Committee and he encouraged Board members to consider joining the Committee over the coming year.

James Lane reviewed the Financial Statement Report as of May 31, 2022. The agency is tracking very close to budget in terms of overall balances. He did note that there is one expense category and one revenue category that are not on budget; the Manager position remains unfilled with no expense attached; and tours revenue is tracking well below budget. However, overall, there are no major causes for concern in terms of finances and tracking.

Mr. Lane inquired about the expense of a deposit to the Carlu for hosting an in-person event. Ms. Bain noted that, although the deposit is non-refundable, if the Awards were canceled in 2022, the amount would be applied to the event in 2023. This is the scenario which was enacted last year. Ms. Bain opened the floor for discussion from the Board, noting she is looking for Board feedback and comments regarding hosting the Awards in-person in October.

Mr. Sanderson strongly advocated for the Awards to go ahead as planned in-person in October, noting that on the revenue side there have been many commitments made to sponsors and partners that the in-person Awards will take place.

Bradley Evoy asked what other possible long term costs would be associated with canceling the in-person event in October. Ms. Bain responded the major impact would be on the revenue side and, with no ticket sales and reduced sponsorship, the agency would lose approximately \$40k which normally drops to the bottom line to fund programming.

Mr. Lane concluded that he did not hear any concerns from the Board regarding the Awards being held in-person in October and noted that the Finance Committee was comfortable with the budget numbers contained within the Financial Statement.

D. OTHER BUSINESS

Mr. Sanderson asked about the reduction in Century House plaque revenue and asked for some more information regarding the program.

Ms. Bain explained that the cost of producing Century House plaques continues to increase, and the agency is seeing a decrease in applications. Mr. Bateman noted that Century House plaques are something people generally buy for their own homes or as a gift – so a decrease in applications could be partly the result of the cost of living going up, as a Century House plaque is not a necessary household expense. He recognized that this has not been confirmed through any concrete data at the moment, but he does feel that timing has an impact on the lack of revenue.

Ms. Rizvi noted that when she thinks of Heritage Toronto, walking tours are what come to mind. She suggested that perhaps people are not aware of the Century House program and the lack of advertising could be impacting the program.

Ms. Bain agreed but noted that, further to a Revenue Diversification Project conducted in 2019, the agency is not directing marketing resources to the program. Mr. Bateman noted the plaques department has been surprised by the drop in interest in 2022 but has focused its resources toward producing larger,

revenue-building projects. Mr. Peters noted it is a good chance to consider how much time and energy should be put into promoting Century House plaques.

Ms. Thompson noted that she will be promoting Century House plaques at a few upcoming community events. She also added in reference to Consent Agenda Item 1.1 that she was pleased to see that the Executive Committee discussed how to encourage greater discussion during board meetings. She noted that when she advises clients on this topic she makes two suggestions:

1. Expand the meeting performance metrics to include discussions
2. At the end of every meeting do a quick performance evaluation:
 - Ask how the meeting went for everyone.
 - Ask if sufficient background material was provided.
 - Ask if participants felt comfortable enough to join in the discussions.

Ms. Thompson noted other items of interest to the Board and requested that the information be included within these minutes.

- [Canada Revenue Agency's Charity Director's Toolbox](#)
- [Environics Poll Results](#) for the National Trust.
- [National Trust for Canada Annual Conference](#)
- [Address by Miranda Jimmy The Thunderchild](#)

HT 22-10: MOTION TO MOVE IN-CAMERA DUE TO CONFIDENTIAL EMPLOYEE INFORMATION (carried)

Moved by Aaron Sanderson, seconded by Leslie Thompson, and approved unanimously. All Heritage Toronto staff, with the exception of the Executive Director, left the meeting at 7:05. Board Members remained on the call for the in-camera session.

HT 22-11: MOTION TO MOVE OUT OF CAMERA (carried)

Moved by Bradley Evoy, seconded by Colin Smillie, and approved unanimously.

HT 22-12: MOTION TO STRIKE A TASK FORCE TO ADVISE THE AGENCY ON DIVERSITY, EQUITY, AND INCLUSION (carried)

Moved by Sanah Rizvi, seconded by Jeff Junke, and approved unanimously.

There being no other business the meeting was adjourned at 7:45pm.



Liza Chalaidopoulos, Chair