



Making Conservation Pay

Presentation at the 14th INTO Conference
October 13, 2011



ONTARIO
HERITAGE
TRUST

An agency of the Government of Ontario

OHT Overview: Our Business Niche

- Only legislated provincial heritage agency in Canada responsible for the identification, protection, renewal and promotion of all types of heritage – Built, Cultural and Natural; and
- Holds properties in trust on behalf of the Crown for the people of Ontario.



OHT Infrastructure

- Over 40 years of demonstrated expertise and experience;
- Government appointed Board of Directors;
- Extensive set of agency powers and tools;
- Entrepreneurial focus – 50% of annual \$10M operating income raised through businesses, property leases and donations;
- \$50M in financial assets; and
- Associated with over 1,700 heritage sites, 425 directly owned or protected by the Trust.

OHT Overview: Legislated Powers

- Ability to acquire, receive, sell and/or transfer heritage property;
- Ability to acquire heritage conservation easements;
- Ability to receive funds and issue tax receipts;
- Ability to generate and retain revenues from year to year;
- Ability to establish specialized funds;
- Ability to administer grants; and
- Special advisory role to the Ontario Minister of Culture.

















STREET



TORONTO-DOMINION CENTRE

Modernist architect Ludwig Mies van der Rohe in association with B. Parkin Associates and Bregman and Hamann Architects, designed the Toronto-Dominion Centre. The complex is located in the heart of Toronto's financial district. It was commissioned by Allen Lambert, chairman of the Toronto-Dominion Bank, in partnership with Fairview Corporation. The complex is situated on a white-paved pedestrian plaza and originally consisted of three buildings: the 56-storey Toronto-Dominion Bank Tower (1968), the 10-storey Banking Pavilion (1968), and the 46-storey Royal York Hotel (1968). An underground shopping concourse is located beneath the buildings. The buildings are steel structures, clad with glass and black-painted steel, with steel I-beam mullions on the exterior. A leading example of the International style in architecture, the Toronto-Dominion Centre altered the Toronto cityscape and inspired many buildings throughout the country.

Ontario Heritage Foundation, an agency of the Government of Ontario



ONTARIO HERITAGE FOUNDATION
FONDATION DU PATRIMOINE ONTARIEN



An Agency of the Government of Ontario

Doors Open Ontario 2009

**Trails Open
Ontario
listings
INSIDE!**

www.doorsopenontario.on.ca



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Context

By 2005:

- OHT financially unsustainable
- No increase in government funding since 1995
- 32 full time employees
- Limited community programming
- No built heritage acquisitions since 1992
- Government direction from Foundation to Trust
- Clear vision and direction needed for agency viability
- **A transformation of the agency was required**

OHT TRANSFORMATION PLAN 2005-20 FRAMEWORK

OHT MANDATE

To identify, protect, renew and promote Ontario's rich and diverse built, cultural and natural heritage that has influenced and continues to shape our society for the benefit of present and future generations.

LEGISLATED FUNCTIONS

Trustee • Advisor • Educator • Funder • Promoter

OHT 15-YEAR VISION

The Trust will become the lead provincial heritage agency and will be known as:

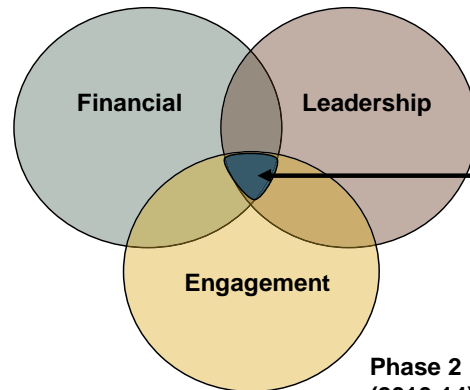
- the heritage trustee and steward for the people of Ontario;
- a centre of excellence for the delivery of services to government and communities;
- a strong advocate and advisor for heritage;
- a centre for heritage information and education; and
- the promoter of Ontario's cultural and natural heritage.

TRANSFORMATION PLAN GOALS

- Heritage contributing to economic prosperity and a higher quality of life in communities across Ontario;
- Providing superior heritage experiences, attractions and services through integrated management and promotion;
- Building the capacity for the continued growth and vitality of heritage in Ontario.

FRAMEWORK PHASES

Phase 1
(2005-09)



Phase 3
(2015-20)

Vision
Realized

Phase 2
(2010-14)

Transformation and Engagement Framework

OHT Transformation Plan 2005-2020

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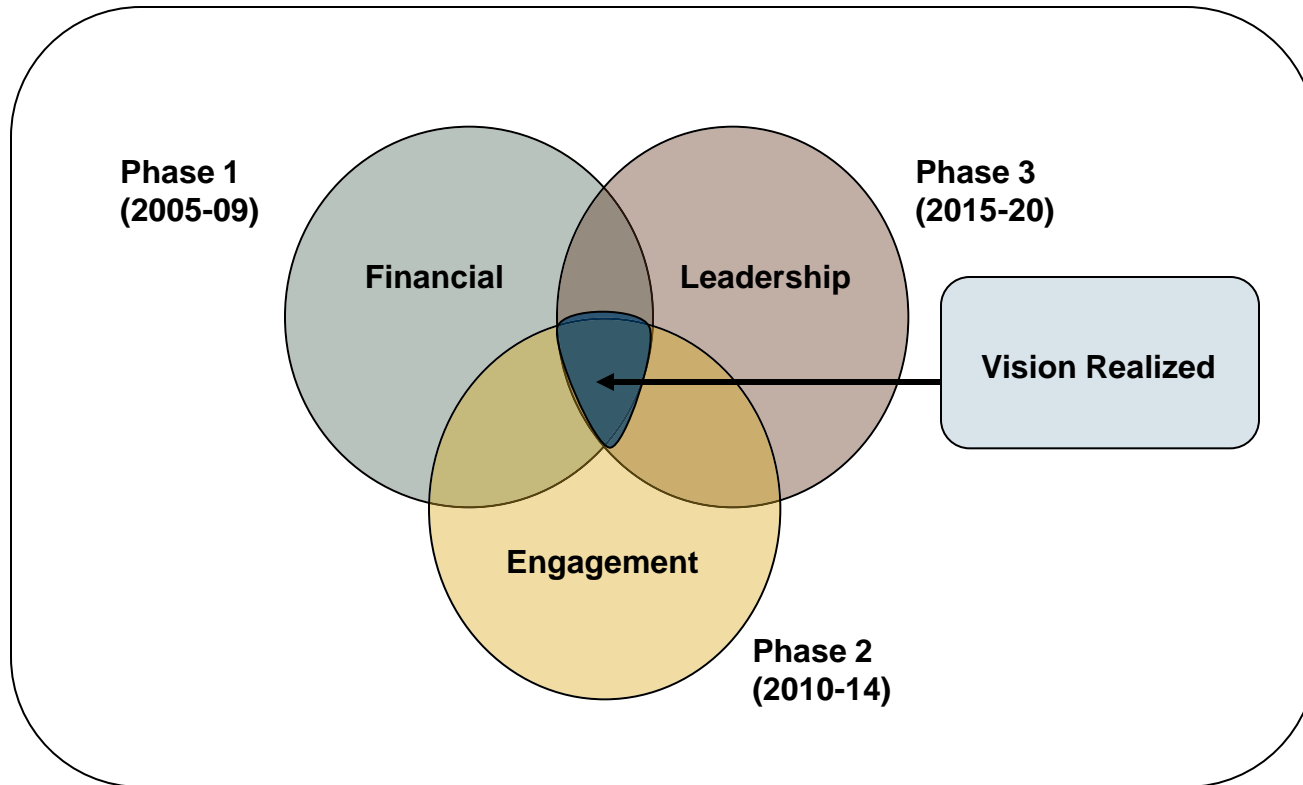
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Transformation and Engagement Framework

OHT Transformation Framework: Phases



What We Did

- Determined core mandate and stuck with it
- Determined best value for maximum impact
- Leveraged private funding against public funding sources
- Built long term partnerships with others in support of site operations
- Utilized programs to build reputation and profile
- Stayed flexible and innovative as opportunities arose or were created

What has been achieved to date

- \$40M secured from a range of provincial government sources
- In addition, 60% increase in direct operating funding from the Province
- \$6.5M secured from the private sector
- 50% increase in staffing for a total of 60
- 90% of properties operated by others
- Increased powers under Provincial Legislation
- 60 built and natural heritage properties secured
- 7 new provincial initiatives and programs established

Ontario Government Partners

Ministry of Tourism/OTMPC	Uncle Tom's Cabin Historic Site, Dresden Doors Open Ontario
Ministry of Natural Resources	Natural Spaces Land Acquisition & Stewardship Program
Ministry of Aboriginal Affairs	Hunter's Point with Chippewas of Nawash First Nation
Ministry of Agriculture and Food	Country Heritage Park, Milton
Lieutenant Governor's Office	Ontario Heritage Awards
Ministry of Culture	Evergreen at the Brick Works, Toronto
Ministry of Health Promotion	Trails Open Ontario
Ministry of Citizenship & Immigration	Initiatives re: Ontario's Black Heritage commemoration
ORC & Ministry of Culture	First Parliament Site, Toronto
Office of Francophone Affairs	Commemorate Franco-Ontarian heritage (COAFLS)





Uncle Tom's Cabin
Historic Site



Josiah Henson







**Trails Open
Ontario**



ONTARIO
HERITAGE
TRUST



HERITAGE CONSERVATION EASEMENT SITE

Le caractère historique
et l'intégrité de cette
propriété sont protégés
par un accord juridique
entre le propriétaire
et la Fondation
du patrimoine
ontarien



The heritage
character and
integrity of this property
are protected by a legal
agreement between
the owner and the
Ontario Heritage
Foundation

A not-for-profit agency
of the Government of Ontario
Un organisme à but non lucratif
relevant du gouvernement de l'Ontario

SITE PATRIMONIAL PROTÉGÉ PAR UNE SERVITUDE



Evergreen Brick Works, Toronto















Marketing Strategies

- Created a “Friends of the Trust” initiative to secure long term agency supporters
- Rebranded the agency following new legislation
- Enhanced website to become a key point of entry and program delivery tool
- Utilized community outreach programming to increase media circulation and agency profile
- Created “an integrated community touchstone approach”

Heritage Community Recognition



www.heritagetrust.on.ca

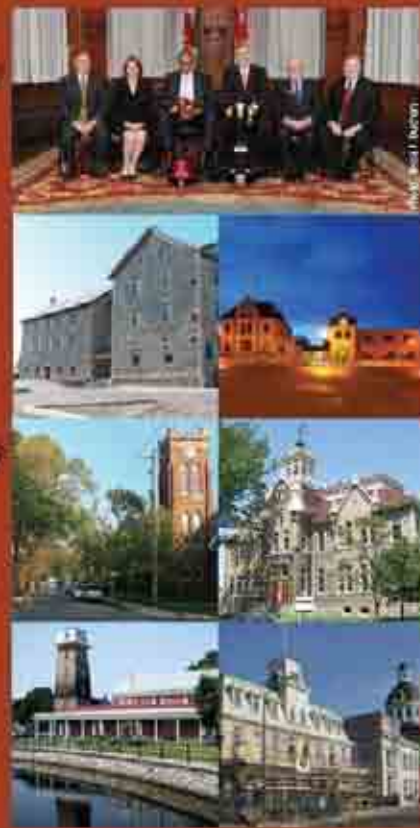
Young Heritage Leaders



www.heritagetrust.on.ca



Community Leadership



www.heritagetrust.on.ca









Heritage Venues



Private parties | Weddings and receptions | Corporate events



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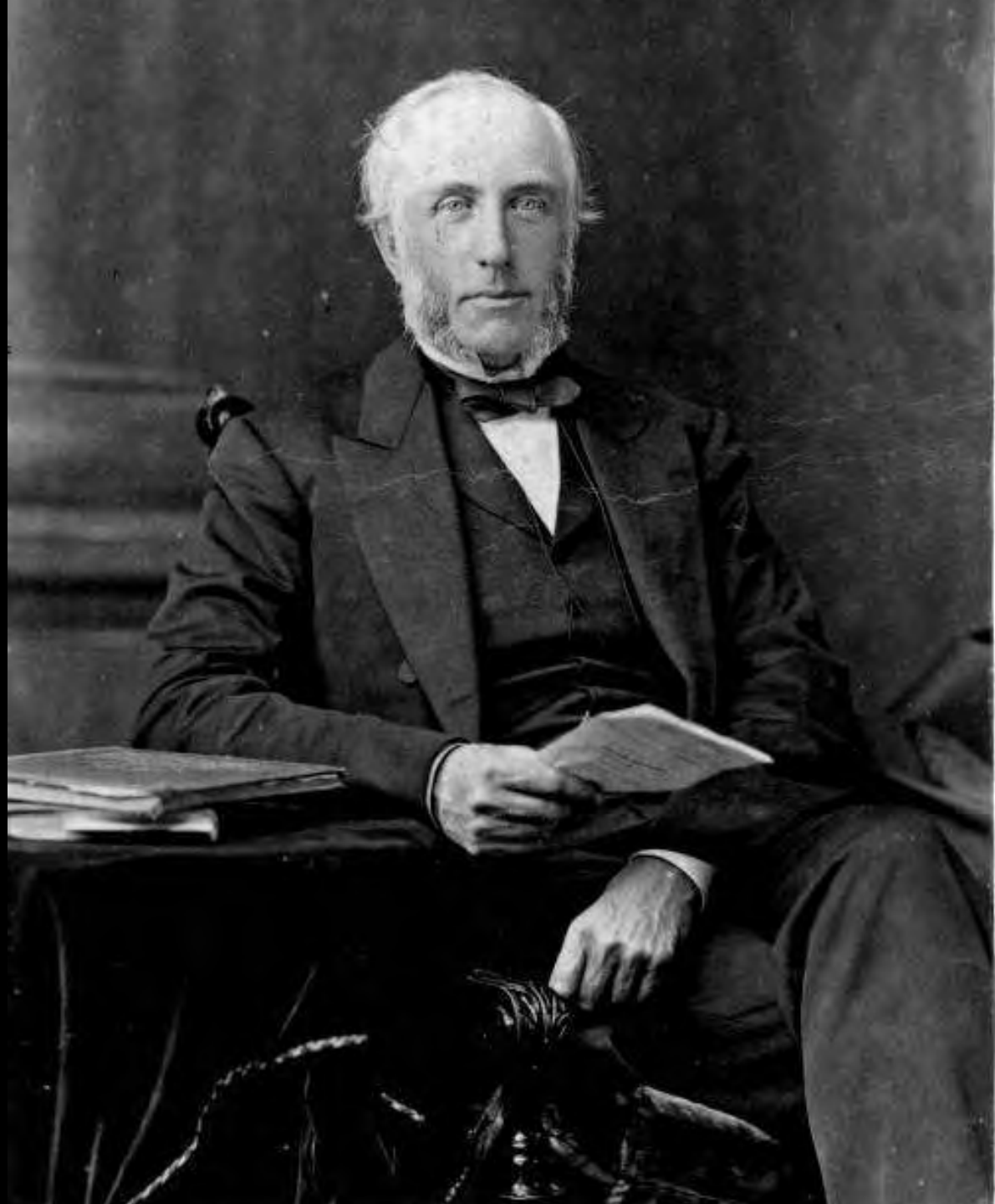
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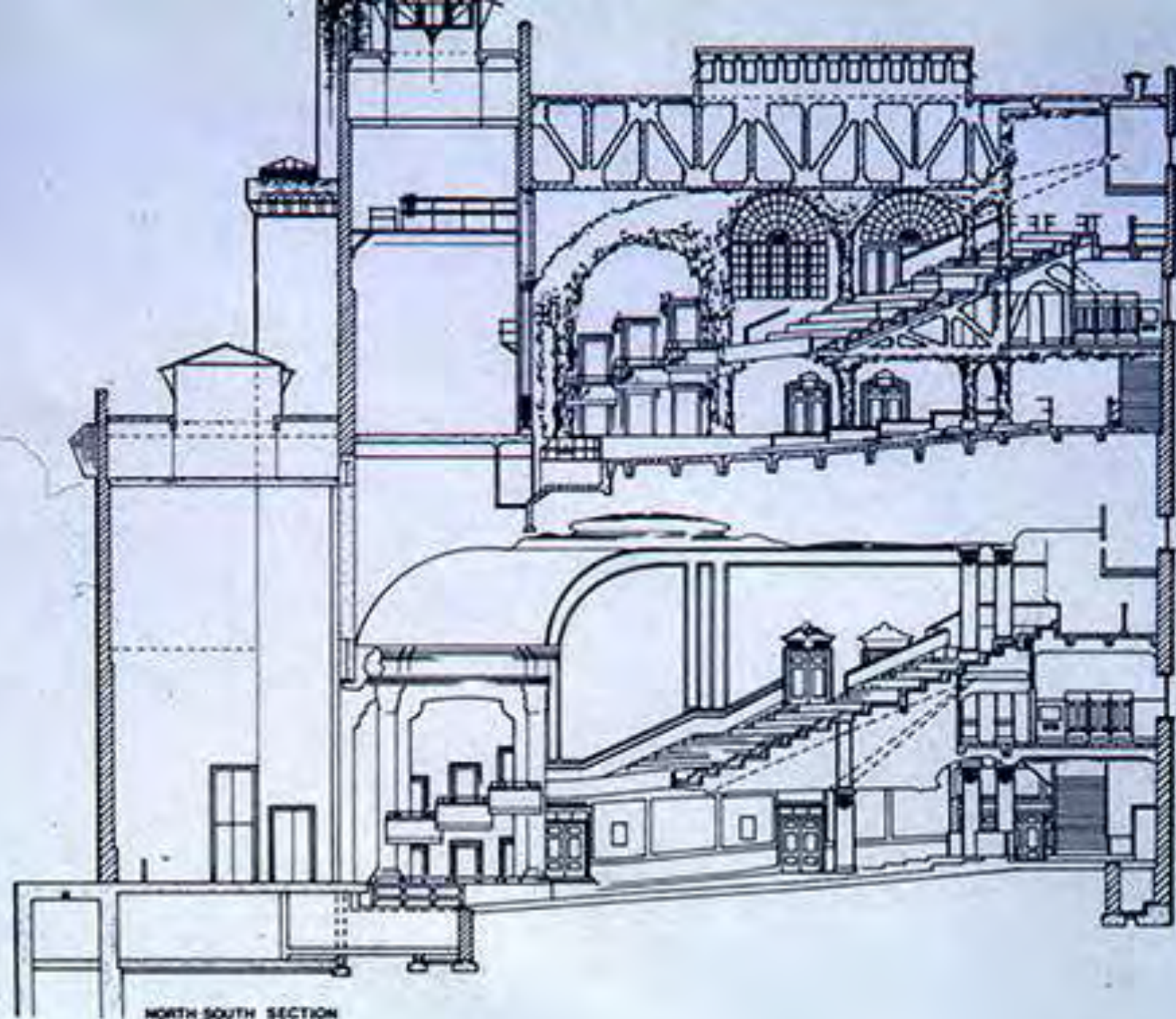
















Strengths of the Elgin Winter Garden Theatre Complex

- Location in the heart of a major theatrical market
- Two spectacular heritage theatres [Elgin (1600 seats)] [Winter Garden (920 seats)] with broad public appeal
- Well suited auditoriums for small to medium scaled product
- Modern backstage facilities with rehearsal studios











Economic Impact

- Largest restoration project of its time in Canada - \$30M (1989) - created over 1,400 jobs
- Viable operation since 1989 as a rental facility
- Box-office revenues (ticket sales) generate approximately \$15M annually
- Average impact - \$50M locally and \$66M nationally
- 100,000 annual visitors and users to complex
- Potential for capacity growth [Elgin – 68%] [Winter Garden – 35%]
- Naming sponsor benefits analysis (\$16-19M)
- 18 full-time, 80 part-time theatre staff and volunteers

Economic Impact cont'd

- Economics are important but what about the value of:
 - Place
 - Meaning
 - Memory
 - Beauty, and
- Think of these values as you view these slides...























Engagement Phase Goal

“To position the heritage of the province as integral to the lives of all Ontarians”





