
STRATEGIC FRAMEWORK

2020 to 2023

Approved by the Board of Directors, December 4, 2019

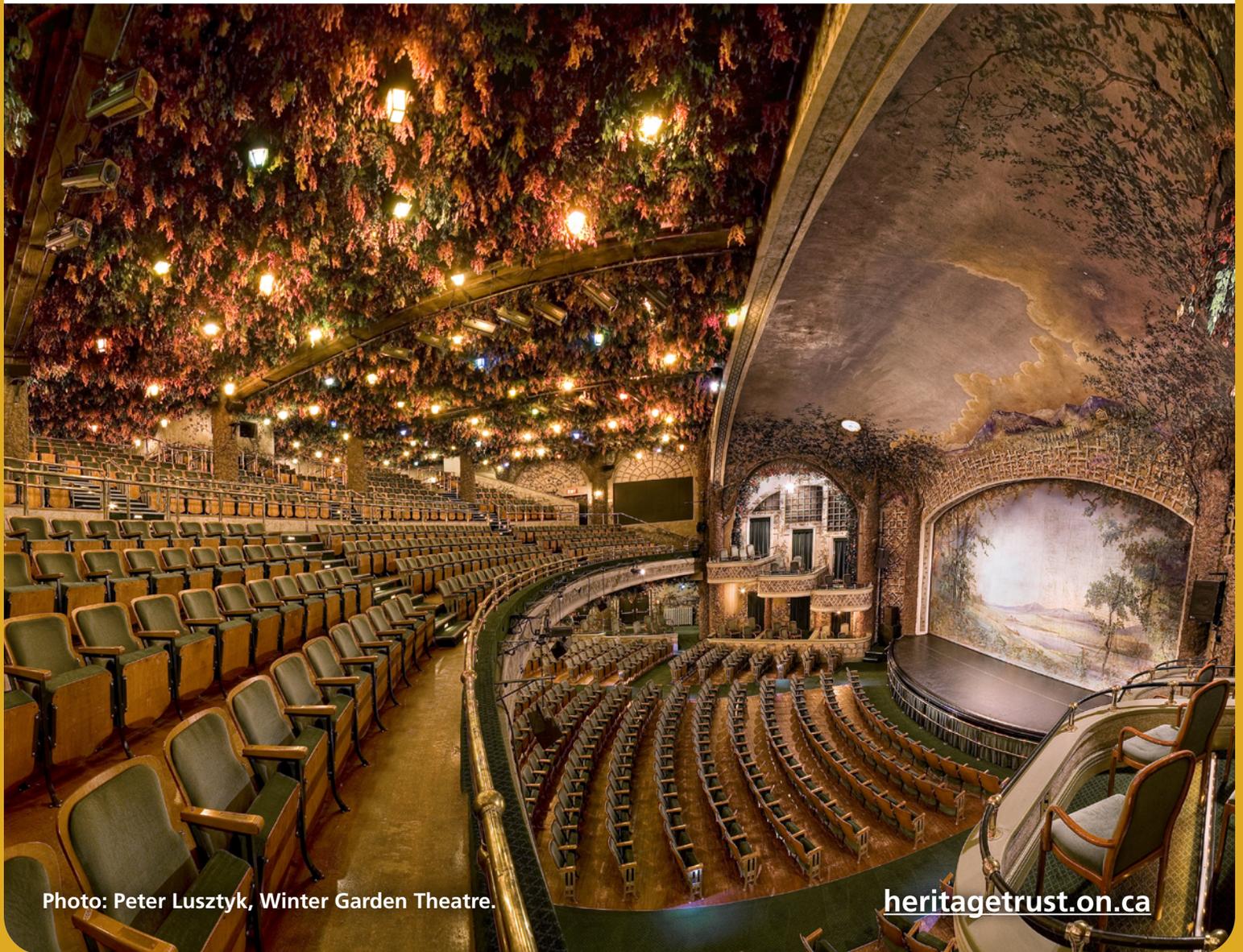


Photo: Peter Luszyk, Winter Garden Theatre.

OUR VISION

An Ontario where we conserve, value and share the places and landscapes, histories, traditions and stories that embody our heritage, now and for future generations.

OUR MISSION

•
Demonstrate excellence in the conservation and stewardship of places and landscapes, objects, traditions and stories;

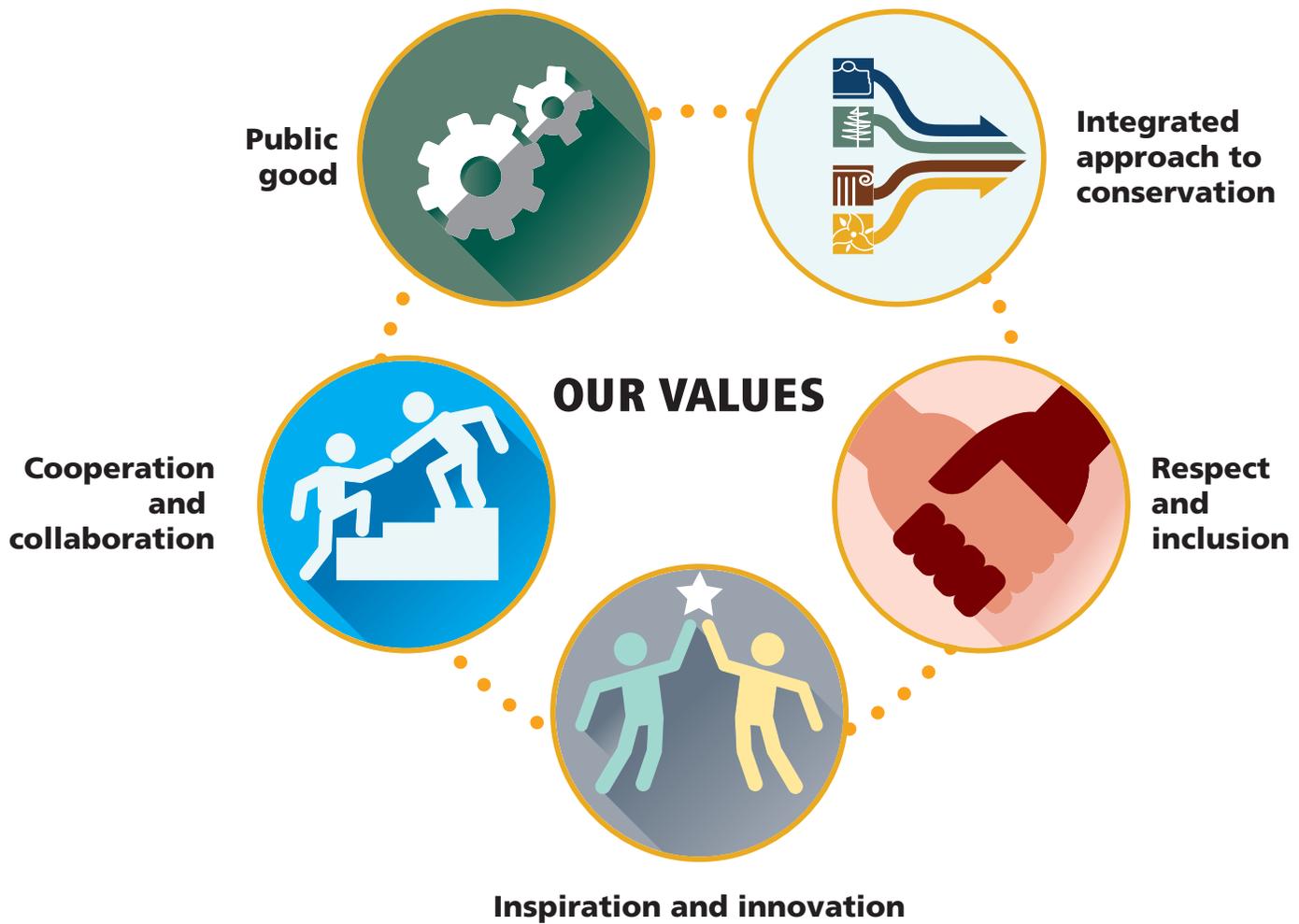
•
Expand the narrative, spark new conversations, give voice to the diversity of Ontario's people and places;

•
Share knowledge and expertise and foster an understanding of our histories and heritage in everyday life;

•
Build mutually rewarding relationships with new and current partners.

OUR MANDATE

The Ontario Heritage Trust has a province-wide mandate to conserve, interpret and share Ontario's heritage. We act as a centre of expertise, serve as the heritage trustee and steward for the people of Ontario. We conserve provincially significant cultural and natural, tangible and intangible heritage, interpret Ontario's history, celebrate its diversity and educate Ontarians of its importance in our society. [Ontario Heritage Act, R.S.O.1990]



INTEGRATED APPROACH TO CONSERVATION

- Integrated approach to conservation and stewardship of cultural and natural, tangible and intangible heritage
- The centrality of heritage conservation in the effective stewardship of the environment and in the creation of sustainable and resilient communities
- Landscapes of memory, storytelling, tradition and language as irreplaceable heritage resources of cultural significance



RESPECT AND INCLUSION

- Inclusive, multifaceted representations of the province's heritage that reflect our diversity and complexity
- The discovery, knowledge and insight, generated by cultural heritage, which fosters cultural affiliation and reconciliation, and enables us to better understand ourselves



INSPIRATION AND INNOVATION

- The potential of heritage to inspire, to stimulate creativity, and to motivate us to bequeath knowledge, narratives and histories, and a diverse and authentic cultural environment for future generations



COOPERATION AND COLLABORATION

- Mutually rewarding relationships with new and current partner organizations
- Create partnerships to build and enhance conservation capacity in communities



PUBLIC GOOD

- Holistic, sustainable planning that serves the public good and establishes a sense of place, civic identity and permanence
- Empowering partners and individuals to be conservation leaders in their own communities

STRATEGIC THEMES

LEAD

- **Demonstrate a holistic, innovative, integrated approach to conservation.**
 - * Creating new and inspiring social media content and engaging with a growing audience to lead the awareness of Ontario's heritage.
 - * Identifying new revenue-generating opportunities to help preserve the heritage value and sustainability of OHT's properties and to support the legislated mandate
 - * Integrate all aspects of the Trust's mandate in the development of heritage value statements and conservation plans for Trust properties and easement interests.
 - * Interpret and share Trust properties, collections and research
 - * Develop demonstration projects to promote best practices.
 - * Advise government on cultural heritage and the natural environment in legislation, policy and planning to safeguard and support.
 - * Develop policy, resources and papers to articulate and disseminate integrated conservation to the sector.
- **Champion the relevance and importance of a shared multifaceted understanding of our past and present, while revealing and celebrating how it can inspire our future.**
 - * Issuing regular communications (Heritage Matters More, Heritage Matters) which will provide spotlight on new and existing programs, profile leaders in the public sector and showcase the Trust's impact through its programs.
- **Collaborate, expand and enhance partnerships to build community capacity for conservation.**
 - * Building linkages with other agencies and ministries via cross-promotion on social media to promote a broader understanding of the Trust's role as the province's heritage agency.
 - * Work collaboratively with operating partners to conserve Trust-owned assets.
 - * Support community-led regeneration projects.
 - * Encourage community involvement in activities that focus on heritage places and celebrate events that showcase Ontario's history.

- * Develop and proactively share conservation advice with governments, conservation authorities, NGOs, owners, communities and individuals.
- * Foster strategic relationships between diverse community groups; build capacity to support community conservation.
- * Provide opportunities, support and training for volunteers.
- **Spark new conversations and expand the narrative about Ontario's heritage.**
 - * Using the properties, collections, programs, and publications to engage and excite people with the history of Ontario.
- **Transform Ontario's understanding of the connection among heritage conservation, environmental sustainability, economic stimulus and community identity.**
 - * Showcasing the EWG as a well-preserved heritage venue offering commercially viable live performance spaces, operating in a financial sustainable manner.
 - * Utilize a cultural landscape approach to the stewardship of Trust lands and easement interests.
 - * Lead the way in the use of traditional architecture and passive building systems to mitigate climate change, contributing to provincial targets.*
 - * Build our resilience and adaption capacity toward the physical impacts of climate change.
 - * Promote the benefits of the sustainable use of resources and the elimination of waste.
 - * Work collaboratively to commission and carry out research into building materials, conservation techniques and the impacts of climate change.
- **Build relationships with Indigenous communities to support the protection and celebration of Indigenous heritage and identity.**
 - * Building upon friendships and partnerships with Indigenous communities which protect culturally significant and sacred lands; recognize the diverse perspectives, voices, and connections.
 - * Embarking upon commemorative projects with partners from Indigenous communities.
 - * Working with Indigenous communities to hold, protect and steward lands that have value to Indigenous communities.

CONSERVE

- **Actively steward lands, cultural landscapes and cultural resources; protect, conserve and share the values of places and landscapes**

- * Developing a long-term plan for funding and stewarding natural heritage properties including monitoring, invasive species control, and restorative work.
- * Developing overlay of owned and easement portfolio to understand Trust's place in conservation in Ontario to guide strategic acquisition and disposition.
- * Owning, managing and protecting a portfolio of provincially significant heritage properties to guide strategic acquisition and disposition.
- * Supporting an asset management approach in the context of conserving heritage properties.
- * Manage and invest in lands, cultural landscapes and cultural resources to safeguard them for future generations.
- * Continue focus on building and strengthening partnerships with governments, First Nations and Métis Councils, conservation authorities, land trusts, heritage organizations and private landowners to ensure the stewardship of lands and cultural heritage resources, providing vital community relationships and vibrant local participation.
- * Undertake field investigations, surveys, research studies and collections analysis on Trust sites.

- **Demonstrate successful operating models and revitalization examples.**

- * Developing sustainable funding approaches to support priority properties.
- * Leveraging partnerships and funding sources to support sites and programs.
- * Ensuring business like approaches, streamlining processes, and building partnerships

- **Actively promote Trust sites as spaces to stimulate artistic expression and showcase cultural industries/productions**

- * Maximizing existing artist in residence programs and exploring the potential to expand the program to other sites
- * Promoting use of cultural sites as film venues while ensuring appropriate heritage conservation



- **Support the use and vitality of conservation arts, trades and skills.**

- * Engaging sector partners to share knowledge and use sites as laboratories or classroom for teaching
- * Sharing knowledge and supporting professional development in the conservation sector
- * Strengthening relationships with industry partners and associations
- * Producing positive economic impacts on the conservation sector
- * Showcasing capital projects as demonstration projects for broader industry

EDUCATE

- Provide learning opportunities for all, whether they are visiting our sites, participating in our programs, browsing online or reading our publications
 - * Showcasing current Trust initiatives such as on DOO, shifting the narrative, youth strategy, and environmental sustainability and adaptive reuse using website, social media, and knowledge centre, media partners, podcasts.
 - * Provide engaging and memorable experiences for visitors to the properties and collections in our care, and through our online services.
 - * Enhance public access to the Ontario Heritage Act Register.
- Celebrate and share the diversity of the province's tangible and intangible heritage
 - * Delivering educational outreach programs and events.
 - * Catalogue, digitize and interpret collections to increase access to public information.
 - * Deliver the Interpretive Plan and ensure the diversity of Ontario's cultural history and geography is reflected.
- Expand the narrative to include history from all periods.
 - * Highlight stories about Indigenous lands and culture, as narrated by Indigenous authors.
- Identify, safeguard and promote the intangible values of traditions and stories
 - * Collaborate with local partners and other levels of government to bring together expertise, raise standards and increase the depth of knowledge and understanding of tangible and intangible heritage.
 - * Align programs and initiatives with research, funding and programming opportunities.
 - * Find new, unprecedented innovative opportunities and partnerships; leverage perspectives and contributions of funders and partners.
- Create unique educational opportunities and cultural program experiences through our properties, programs and partnerships
 - * Improving user experience and engagement on the Trust's digital channels
 - * Utilizing technology at sites to provide messaging and promote connections to Trust and tourism opportunities
 - * Designing long term strategies to develop new interpretive modules, exhibits, and methods at UTCHS and Fulford Place

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- * Align programs and initiatives with research, funding and programming opportunities.
 - * Design and deliver dialogues and symposia for boards of education, educators and student leaders; provide teachers' kits, online resources to support educators.
 - * Create and develop online resources, publications, exhibitions and research programs that focus on demonstration projects.

INSPIRE

- Engage new audiences by focusing on diverse programs and opportunities
 - * Increasing awareness of Trust programs across Ontario and in near-market states through innovative advertising and earned media strategies, working closely with PECD.
 - * Create new partnerships to deliver the annual interpretive themes; tell the story of Ontario from a range of geographically, ethno-culturally, and thematically diverse perspectives.
 - * Redevelop the website to an intuitive, fast, interactive and accessible design to appeal to the broadest audience possible.
 - * Expand connection points through innovative and creative social media content and mechanisms.
 - * Develop a more robust audience database and a direct relationship with EWG patrons.
- Invite Ontarians and visitors to share, value and celebrate the complex narratives we have inherited
 - * Utilize MyOntario - A vision over time to reach and reflect the perspectives of a diverse cross-section of Ontarians.
 - * Use the properties and collections in our care, the research and education programs, publications and exhibitions to engage people with the natural and cultural history of Ontario.
 - * Create interpretive packages that generate interest and meaningfully engage our audiences.
 - * Design site programming and exhibits to reflect new layers of interpretation that account for the Indigenous narrative and experience.
- Develop our digital environment to tell Ontario's stories in vivid new ways and engage a wider audience
 - * Encouraging higher program participation and attendance through creative marketing and online strategies and innovative design, including print, digital and social advertising tactics.

- Forge and nurture connections to amplify the work we do as partners, achieving more together
 - * Continuing to develop and sustain proactive media relationships to promote the Trust, its programs and sites by establishing in-house spokespersons to represent the Trust in the media as an expert and by supporting earned media initiatives directed to diverse communities.
- Provide programs and professional development opportunities to cultivate youth participation in and excitement for heritage and the arts
 - * Working collaboratively to develop and deliver apprenticeships, internships, training, volunteering and research opportunities across the full range of the Trust's activities, to build sector capacity and engage youth.
 - * Engage youth in heritage conservation in communities across the province through educational opportunities, forums and networking activities, and effective communication mechanisms through the Trust's Youth Strategy.
 - * Work collaboratively to develop and deliver apprenticeships, internships, training, volunteering and research opportunities across the full range of the Trust's activities, to build sector capacity and engage youth.
 - * Support youth employment through summer hiring, internships, and co-op placements, with a focus on providing entry-level experiences.
 - * Identify and implement new and innovative ways to promote programs to youth.
 - * Celebrate youth achievements in preserving, protecting and promoting heritage through the Young Heritage Leaders (YHL) program and the Lieutenant Governor's Ontario Heritage Awards for Youth Achievement.
- Show the relevancy, connection and value of our partnerships

EXCEL

- Create partnerships and collaborations, bringing different skills, resources and perspectives to key initiatives
 - * Pursuing, engaging and renewing multi-year partnerships to enhance OHT's cultural, heritage and social contribution, as well contribute to OHT's financial bottom-line.
 - * Building influencer relationships and opportunities to reach broader audiences.
- Invest in our visitor experience
 - * Develop new events and exhibit in order to enhance visitation experiences at Doors-Open-Ontario and museums.
- Build greater awareness of the Trust's work and its achievements
 - * Increasing video output and development, including a corporate video and fundraising video to increase awareness of the Trust and its programs
- Strengthen financial and organizational resilience, model adaptive re-use and pursue entrepreneurial opportunities
 - * Increase income generated from commercial activities.
 - * Expand fundraising activities and increase grants and sponsorships.
- Meet high standards and best practices of governance, fiscal management, entrepreneurship and sustainability, and accountability
 - * Increase income generated from commercial activities.
 - * Expand fundraising activities and increase grants and sponsorships.
 - * Enhance our understanding of, and interaction with, our audiences so that we can respond to their needs more effectively.
 - * Continue to deliver a balanced operating budget.
 - * Strengthen EWG operating practices, supporting modern and innovative business perspectives to support revenue generation opportunities
- Demonstrate a culture of diversity, inclusion, respect and professionalism
 - * Encourage community involvement in activities that focus on local historic places and celebrate anniversaries/major events that showcase Ontario's history.

- * Promote diversity and opportunity throughout policies, and as an employer and service provider, through the Accessibility for Ontarians with Disabilities Act (AODA).
- * Foster a safe and welcoming work environment that encourages professional growth and development, creativity and innovation.
- * Invest in the training, development and professional accreditation for our people, staff and volunteers.
- * Set high service standards and promote collaboration within the workplace.
- Promote innovation and creativity; social and environmental responsibility.
 - * Finding new, unprecedented innovative opportunities and partnerships; leverage perspectives and contributions of funders and partners.
 - * Continue expansion of use of EWG lobbies to engage the public and interpret the site.
 - * Expansion of merchandising and promotion at gift shops and public sites.
 - * Track results to demonstrate economic and social impacts