

### Changes to Heritage Toronto Relationship Framework and Board Composition

**Date:** March 31, 2017  
**To:** Executive Committee  
**From:** City Manager  
**Wards:** All

#### SUMMARY

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This report seeks authority to amend the Relationship Framework between the City of Toronto and Heritage Toronto in order to affect a number of changes including:

- Changing the size of the Board from 29 members to 24 members by reducing the number of City Councillors on the Board from 3 to 2, removing the appointment from the Toronto Historical Association, removing the 8 Community Council appointments, and increasing the number of public members;
- Reducing the number of Board meetings required per year from 6 to 4;
- Changing the process for selection of the Aboriginal member from nomination by the Aboriginal Community to selection through the public appointments process; and
- Enhancing the Board's mandate to include providing advice on updates to City's heritage master plan and other heritage matters.

These changes were developed in consultation with the Chair of the Board of Directors and the Executive Director of Heritage Toronto and are intended to improve the governance of the board and strengthen its community mandate.

To implement the appointments for the term that began January 1, 2017, it is recommended that City Council establish a new Heritage Nominating Panel. This panel of three members of City Council will recommend appointments to the board of Heritage Toronto as well as the Heritage Preservation Panels.

## RECOMMENDATIONS

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The City Manager recommends that:

1. City Council amend the Heritage Toronto Relationship Framework to give effect to the following:

- a. Enhancing the responsibilities of the Heritage Toronto Board to include assisting and advising on heritage master planning matters.
- b. Reducing the number of meetings of the Heritage Toronto Board from at least 6 times per year to at least 4 times per year.

2. City Council amend the composition of the Heritage Toronto Board in two phases, corresponding to the next two rounds of appointments:

a. appointments effective January 1, 2017

1. deleting the 8 Community Council member positions; and
2. adding 4 public at large representative positions;

so that for the period January 1, 2017 to November 30, 2018, the structure of the Heritage Toronto Board will be 25 members composed of:

Mayor or Mayor's Designate - 1  
Members of Council - 3  
Public at large members - 19  
Public member nominated by the Toronto Historical Association - 1  
Public member from the Aboriginal community – 1; and

b. effective December 1, 2018:

1. reducing the number of representatives who are members of City Council from 3 to 2
2. deleting the Toronto Historical Association position
3. adding 1 public at large position

so that the composition of the Board on December 1, 2018 will be 24 members composed of:

Mayor or Mayor's Designate - 1  
Members of Council - 2  
Public at large members - 20  
Public member from the Aboriginal community - 1

3. City Council rescind the appointments of the 2 Community Council representatives previously appointed for a term of office ending on November 30, 2018, effective January 1, 2017, and reappoint them as public at large members of the Board, at the pleasure of Council, for a term of office ending on November 30, 2018, and until successors are appointed:

John Belyea  
Ross Fair

4. City Council amend the Heritage Toronto Relationship Framework to change the recruitment method for the representative of the Aboriginal community from an interest based nomination to a public recruitment.

5. City Council establish a Heritage Nominating Panel, composed of three Members of Council, to interview and recommend candidates to boards that deal with heritage related matters.

6. City Council authorize the City Solicitor to introduce the necessary bill to amend Toronto Municipal Code Chapter 103, Heritage, to implement City Council's decision.

### **Implementation Points**

Changes to the public members will be phased in over the next two rounds of appointments to ensure Board stability, support member continuity, and have a relatively equal balance of public members for each round.

### **Reducing the Number of City Councillors**

Given that the mandate of Heritage Toronto is to represent community heritage interests, a reduction in the number of Council Members is recommended from 3 to 2. The Mayor or their designate on the board will continue.

If approved, this change will be implemented by appointing 2 City Councillors and the Mayor or their designate, for the term beginning December 1, 2018.

### **Deletion of Community Council Appointments**

This report recommends removing the 8 Community Council positions to reflect the current practice of assigning public members to represent local interests, as well as to support optimizing the size of the Board. The number of public members will increase by 4. Public Appointments Secretariat staff will continue to factor applicant geography into their short-list of public member candidates to help ensure citywide community perspectives.

## **Deletion of Toronto Historical Association Member**

To support the mandate of the Board of representing community heritage interests, the Heritage Toronto Board has requested, and this report recommends, that the interest based nomination by the Toronto Historical Association be removed, and that position be used for an additional public member appointment.

## **FINANCIAL IMPACT**

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There are no financial implications resulting from the implementation of the recommendations in this report.

## **DECISION HISTORY**

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### **Heritage Toronto Board Decision**

At its January 20, 2016 meeting, following a review of the Relationship Framework between the City of Toronto and Heritage Toronto, the Heritage Toronto Board of Directors requested updates to the Relationship Framework.

<http://heritagetoronto.org/wp-content/uploads/2016/07/Heritage-Toronto-Board-meeting-minutes-January-20-2016.pdf> (item 3.2)

### **Initial Report on changes to the Heritage Toronto Board**

The previous report recommended changes to the Heritage Toronto board composition and relationship framework, approved by Executive Committee December 1, 2016 and referred back to the City Manager by Council at its meeting of December 13, 14 and 15.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.8>

### **Relationship Framework**

City Council approved the Relationship Framework between the City of Toronto and Heritage Toronto at its meeting of October 26 and 27, 2009.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2009.EX35.1>

### **Public Appointments Policy**

City Council amended the Public Appointment Policy at its meeting of April 12 and 13, 2011 to require that unless membership is established by legislation or shareholder direction, City Council set the membership for all City agencies and corporations at a minimum of 11 members: at least 3 of whom shall be Members of Council, appointed by City Council; and 1 of whom shall be the Mayor or a designate appointed by the Mayor.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.EX4.7>

The policy was further amended by Council at its meeting of August 25, 26, 27 and 28, 2014, to permit staggered terms for all boards not otherwise prescribed by law so that

the terms of half the members expire every two years.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX44.31>

## **ISSUE/BACKGROUND**

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Heritage Toronto is an agency established by the City in 1949. Its primary role is to represent the interests of the heritage community, distinct from the heritage advice given by City staff, as part of the planning process.

The Board manages public programs to promote awareness of Toronto's heritage, including tours, the Heritage Toronto Awards, and heritage plaques and markers. It also provides education on heritage issues, and provides advice to the general public and to the City about heritage matters, including the Heritage Master Plan.

## **COMMENTS**

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In 2016, the Heritage Toronto Board has requested a number of amendments to their Relationship Framework related to board size and composition and number of board meetings required annually. City staff have reviewed these changes and are supportive of the Board's requests. Additional changes are also proposed to better align the Relationship Framework with the Public Appointments Policy. Heritage Toronto supports these additional changes, and will work closely with the City's Public Appointments Secretariat to ensure a smooth transition of members through the appointments process.

The proposed changes with respect to A. Mandate and Number of Meetings, B. Board Size and Composition, and C. Establishment of a Nominating Panel are outlined below and summarized in Attachment 1 to this report.

### **1. Mandate and Number of Meetings**

Heritage Toronto's mandate has nine specific responsibilities. One of these, is to "assist and advise in the development of the Heritage Master Plan". This report recommends that the mandate be broadened to "assist and advise on heritage master planning matters." This change is intended to encourage ongoing coordination between Divisions involved with heritage matters. It will ensure Heritage Toronto is included in ongoing updates of the City's heritage master plan.

This report also recommends that the minimum number of Board meetings per year be reduced from 6 to 4, as requested by the Board. This change is intended to recognize the Agency's robust committee structure, and the many meetings required as a result of that structure. If additional meetings are needed, they may be held at the request of a majority of the members of the board, or at the call of the chair.

## **2. Board Size and Composition**

This report recommends changing the size of the Heritage Toronto board from 29 members to 24 members, starting with the December 1, 2018 term, to reflect board composition changes that have been in place for some time due to logistical challenges with accessing members as set out in the Relationship Framework. The reduction in members will be phased in over two rounds of appointments, as discussed in the implementation section of this report.

Even with 24 members, Heritage Toronto will continue to be the largest board of all City service agencies (the next largest is 16 members; the median is 12). The recommended size is sufficient to maintain organizational and geographic representation, support the board's committee structure, and maintain the community perspective while bringing the board closer to an optimal size to support decision-making, engagement and multiple perspectives.

### **A. Reducing the number of City Councillors on the Heritage Board**

As noted earlier, one role of Heritage Toronto is to provide a community perspective on heritage matters. Traditionally the Heritage Toronto Board has had 2 members of City Council on its board and a Mayor or their designate. This was increased to 3 members of City Council in 2011. Given that the mandate of Heritage Toronto is to represent community heritage interests, a reduction in the number of City Councillors is recommended from 3 to 2. The Mayor or their designate continues.

### **B. Deletion of Community Council Appointments**

This report recommends that the 8 Community Council seats be removed to reflect the current practice of assigning public members to represent local interests, as well as optimizing the size of the Board. Public Appointments Secretariat staff will continue to factor geographic diversity into their short-list of candidates to help ensure city-wide community perspectives. The reduction would be partially offset by an increase in the number of public members.

### **C. Deletion of Toronto Historical Association Member**

The Heritage Toronto Board has requested, and this report recommends, that the interest based nomination by the Toronto Historical Association be removed, and that position be used for an additional public member appointment. The heritage community is much broader currently than when the decision was made to assign a seat exclusively to the Toronto Historical Association. Individuals who are members of the Toronto Historical Association are eligible to apply to be on the Heritage Toronto board as public members.

## **D. Change in Recruitment of Aboriginal Member**

In order to reflect current practice, a change to the recruitment approach for the Aboriginal member is recommended. Currently, the Relationship Framework requires the Aboriginal member be nominated by the Aboriginal community. As no structure was identified for making the nomination, the public recruitment process has been used to select the Aboriginal member.

It is recommended that the Relationship Framework be amended to reflect the current practice: members of the public who are Aboriginal would apply directly through the Public Appointments Secretariat's recruitment process.

## **3. Establishment of a Heritage Nominating Panel**

Consistent with the Public Appointments Policy, it is recommended that City Council appoint three Members of City Council to establish a Heritage Nominating Panel, responsible for interviewing and recommending candidates for Heritage Toronto and the Heritage Preservation Panels.

## **CONTACT**

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Fiona Murray, Director, Corporate Intergovernmental & Agency Relations, Strategic & Corporate Policy, [Fiona.Murray@toronto.ca](mailto:Fiona.Murray@toronto.ca), 416-397-5214

John Elvidge, Deputy City Clerk, Secretariat, City Clerk's Office, [John.Elvidge@toronto.ca](mailto:John.Elvidge@toronto.ca), 416-392-8641

## **SIGNATURE**

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Peter Wallace  
City Manager

## **ATTACHMENTS**

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Attachment 1 - Summary of Recommendations