

TOWN OF HALTON HILLS – GENERAL INFORMATION PACKAGE

COUNCIL MEETING – DECEMBER 13, 2021

ADVISORY/SPECIAL COMMITTEES AND BOARD MEETING MINUTES

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GENERAL CORRESPONDENCE

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29-30	Ontario Ministry of Agriculture, Food and Rural Affairs – Canadian Agricultural Partnership (CAP) (November 19, 2021)
31	Bennett Village – Thank you to Town of Halton Hills Council (November 12, 2021)
32	Halton District School Board – Correspondence with Town of Oakville regarding 2022 Municipal Election (November 10, 2021)
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PASSED RESOLUTIONS

PAGE	INFORMATION
55-71	HALTON REGION – Resolution passed at its Council meeting held on November 24, 2021, regarding Mandatory Non-Medical Masks/Face Coverings in Certain Enclosed Public Places in Halton Region.
72-90	HALTON REGION – Resolution passed at its Council meeting held on November 24, 2021, regarding Halton Region and Town of Halton Hills Partnership to Seek Development of Assisted Rental Housing – 17 Guelph Street, Georgetown.
91-104	HALTON REGION – Resolution passed at its Council meeting held on November 24, 2021, regarding Provincial Decision on Regional Official Plan Amendment No. 48 – “An Amendment to Define a Regional Urban Structure”.
105-137	HALTON REGION – Resolution passed at its Council meeting held on November 24, 2021, regarding 2020 Transportation Progress Report.
138-146	HALTON REGION – Resolution passed at its Council meeting held on November 24, 2021, regarding Regional Advanced Traffic Management System (ATMS).
147-227	HALTON REGION – Resolution passed at its Council meeting held on November 24, 2021, regarding Heritage Services Five-year Operational Plan.
228-229	TOWN OF MILTON – Resolution passed at its Council meeting held on November 15, 2021, regarding Municipal and School Board Election Day 2022.
230	CITY OF BURLINGTON – Resolution passed at its Council meeting held on November 10, 2021, regarding 2022 Municipal Election Planning and Advocacy.
231-232	CITY OF ST. CATHARINES – Resolution passed at its Council meeting held on November 15, 2021 regarding National Childcare Program.



**COMMITTEE OF ADJUSTMENT
MINUTES**

Minutes of the Committee of Adjustment hearing held on **November 3, 2021**, at 6 p.m. via Zoom.

Members Present: Todd Jenney (Chair), Jane Watson, Lloyd Hillier, Neal Panchuk, Thomas Hill

Staff Present: Ruth Conard, Planner
Greg Macdonald, Senior Planner
Matt Roj, Traffic Coordinator
Niloo Hodjati, Secretary-Treasurer, Committee of Adjustment & Consent Official

1. CALL TO ORDER

2. DISCLOSURE OF PECUNIARY/CONFLICT OF INTEREST

None.

3. APPLICATIONS HEARD

a) Minor Variance D13VAR21.033H – Polifroni

Location: 47 Stockman Crescent, Town of Halton Hills (Georgetown), Regional Municipality of Halton

Purpose: Requesting relief from Zoning By-law 2010-0050, as amended,

1. To reduce the interior side yard setback for the second storey from the minimum 1.8 m, to permit a 1.46 m interior side yard setback to the proposed second storey addition.
2. To reduce the interior side yard setback for the first storey from the minimum 1.2 m, to permit a 0.53 m interior side yard setback to the existing attached storage shed.

To accommodate a proposed second storey addition, and existing attached storage shed.

Owner(s): Rafael Polifroni & Edith Cortes, **Agent:** Jorge Regueira, Studio REI

The Town Planner referenced received letters of support, and noted no staff objections to approval, subject to condition. The owners and agent were present to answer questions.

It was MOVED by Thomas Hill, SECONDED, and CARRIED

THAT the application be approved, subject to condition.

b) Minor Variance D13VAR21.034H – Grant

Location: 98 Main Street North, Town of Halton Hills (Acton), Regional Municipality of Halton

Purpose: Requesting relief from Zoning By-law 2010-0050, as amended,

1. To reduce the front yard soft landscaping from the minimum 40%, to permit a 14% front yard soft landscaping.

To accommodate the existing driveways to be joined, and the removal of one driveway entrance.

Owner(s): Christopher Grant

The Town Planner noted no staff objections to approval. The Town Traffic Coordinator spoke about the related traffic signal installation, and the owner's cooperation to proceed with the project. The owner was present to answer questions.

It was MOVED by Jane Watson, SECONDED, and CARRIED

THAT the application be approved.

c) Minor Variance D13VAR21.035H – McMullen

Location: 9 Sarah Street, Town of Halton Hills (Georgetown), Regional Municipality of Halton

Purpose: Requesting relief from Zoning By-law 2010-0050, as amended,

1. To increase the driveway width from the maximum 7 m to permit a driveway width of 8.25 m.

To accommodate a total of three parking spaces for a detached dwelling with an accessory dwelling unit.

Owner(s): Nicole McMullen, **Agent:** Ryan Green, Your Green Homes Design Build Inc.

The Town Planner noted no staff objections to approval, subject to conditions. The agent was present to answer questions.

It was MOVED by Todd Jenney, SECONDED, and CARRIED

THAT the application be approved, subject to conditions.

4. ADJOURNMENT

Adjourned at approximately 6:15 p.m.

Board Members Present: Jamie Watt (Board Chair), Derek Smith (Vice Board Chair), Randy Kerman (Past Chair), Beverley King (Secretary), Cindy Robinson (Treasurer), Jane Fogal (Council Appointee), Suzanne Clarke, Ted Flanagan, Sandy Mackenzie, Ron Quinlan, Maureen Turner.

Regrets:

Absent:.

Guests:

Staff Attending: Yaw Ennin (BIA Manager), Nikki Jackson (Marketing and Communications Officer)

Guests:

1. Call to order – 9:01 A.M. *By Jamie Watt (Board Chair)*
2. Acceptance of Agenda:
Motion: To Approve the Agenda
Motion Moved By: Cindy Robinson *Second: Randy Kerman*
Motion passed
3. Declaration(s) of Conflict of Interest
None
4. Approval of Previous Meeting Minutes
Motion: To Approve the Meeting Minutes of September 14, 2021
Motion Moved By: Beverley King *Second: Ted Flanagan*
Motion passed
5. Correspondence
 - a) None
6. Manager's Report – Yaw *Attached*
 - The Manager's Report was received.
 - The BIA is gearing up for the Holiday/Christmas season. Beautification efforts for banners and lighting décor is gearing up. Holiday Market vendor applications has been released to the Farmers Market vendors and the general public. Application deadline is November 6th.
 - Holiday Market has two options:
 - Option 1: For all four market dates, expand the market by allowing businesses to set up on the sidewalks and parking lots on Main Street South and allow the Downtown businesses to set up in front of their businesses.
 - Option 2: Have a Church Street road closure (in front of Cultural Centre and the Plaza) for the first three market dates and a full Main Street South road closure for the final date of December 11th.

- Activations, activities. Approach businesses and organizations like Active Easy to help pay for them, or sponsorship partnership.
- Increase vendors onto Main Street South?
- A draw is needed on Church Street road closure. Petting zoo? Santa?
- Needs to maintain COVID safety protocols.

Action: Yaw to research and find out all the options and possibilities to activate the Downtown during the Holiday Market, to attract people to visit and shop in the businesses in the area. i.e. horse and carriage rides, other forms of entertainment, vendors in front of the McGibbon, Dini's vendors in front of her business, etc.

- Halloween, for next year:
 - We need more activations, entertainment and activities than we have done in the past.
 - How are other BIAs doing Halloween? Who is giving/buying candy?
 - It is a PR event, which makes it difficult to measure if this actually helps businesses. It is up to BIA members how they can best access/utilize the people the BIA brings into the Downtown with these kinds of events. E.g. in-store promotions, etc.
 - Halloween needs to grow more than just being a trick-or-treat event.

Action: Yaw to investigate how to make Halloween 2022 a bigger event with activations, entertainment and activities and have BIA members participate with in-store promotions etc.

- McGibbon Project:
 - Construction took place last week due to a gasline.
 - They declined an invitation to be a keynote speaker for the BIA's AGM on Tuesday, October 26th.
- AGM 2022:
 - A reminder that it takes place on Tuesday, October 26, 2021, 6:30 P.M. via Zoom link.

Action: Yaw to confirm protocols in place for AGM, with BIA members listing their names and their Downtown business when being admitted into the meeting.

Action: Yaw and Jamie to touch base to find guest speakers for the upcoming AGM.

- Strategic Planning Committee:
 - The formulation of the Strategic Plan must coincide with the Term of Council. i.e. late 2022-early 2023.
 - Now would be the time to review what has been done in the past year and evaluate.

Action: Yaw to set up a review with the Strategic Planning Committee of how the BIA is doing according to its existing Strategic Plan. Also, research and find out if we need to hire a contractor for our next Strategic Plan, how much it will cost the BIA, what to budget for the contractor for Budget 2023. Yaw to find out what other BIAs are doing for their Strategic Plans, how much did they spend on contractors and professionals, etc.

7. Financial Statements – Cindy

a) Acceptance of financial statements

Motion: To accept the September 2021 financial statements as presented

Motion Moved By: Cindy Robinson

Second: Ted Flanagan

Motion passed

8. Business Arising

a) 2022 Proposed Budget

- There will be a return to the 2020 levy rates. It was noted that the landlords benefitted from this, but did not pass on the reduction to their tenants.
- There will be a minimum increase of \$100 for seasonal Farmers Market vendors.

Action: Yaw to research what other Farmers Markets are charging their vendors and what they offer to their vendors. E.g. insurance. A Farmers Market Committee meeting will be called, and

Yaw will present his research and data. Decisions will be made where the additional funding will go. E.g. marketing of the Farmers Market.

Motion: To approve the 2022 Proposed Budget as presented

Motion Moved By: Derek Smith

Second: Randy Kerman

Motion passed

b) Update: Beautification and Lighting Projects

Jamie Watt got a quote for \$1,500 for the lighting of the metallic tree. The Town's quote is for \$5,500. He is waiting for the breakdown of the Town's quote and feedback. The BIA must remain aware that the Town budgets years in advance for municipal projects, and that the BIA's timeline is much shorter. The BIA needs to plan a year ahead with projects needs the Town's help. The Beautification Committee would like Knox Presbyterian Church to be permanently lit. Attention must also be given to overgrown vegetation.

9. Council Update – Councillor Jane Fogal

- The Shop Local campaign #ShopTheHills is currently running. It's an effort by the Halton Hills Chamber of Commerce, the Town of Halton Hills and the Acton and Georgetown BIAs.
- The Digital Main Street program is currently running, with the Town mayor and councillors visiting local businesses to promote the program.
- The trail from Maple Ave to Park Street is continues with its construction.

10. Committee Updates

a) Beautification Committee – Yaw

- *See notes under Business Arising (Update: Beautification and Lighting Projects)*

b) Marketing Committee

- Suzanne and Yaw have been meeting with the Metroland team on a monthly basis for updates/progress reports for their digital and print ads to promote the Downtown, gift cards, Farmers Market and Holiday Market. Currently, the digital advertising is doing really well with a click rate of 12% when the industry average is 2%.

11. New Business – Yaw

a) Summary of OBIAA Conference 2021

- Nikki relayed a summary of the document for the sessions she attended.
- Yaw said though the sessions were informative, few of the sessions were applicable for Downtown Georgetown.

b) Future BIA board meetings

- There was a request for future board meetings to take place in-person.

Action: Yaw to investigate the possibility of hosting BIA board meetings in the basement of Knox Presbyterian Church. A Zoom link will be made available to board members not able to attend in-person. Yaw to confirm if there is wi-fi access in the basement.

12. Meeting Adjournment:

Motion: To Adjourn

Motion Moved By: Randy Kerman

Second: Ted Flanagan

Meeting adjourned at 10:42 AM



**Downtown Georgetown BIA
Board Meeting Minutes – October 19, 2021 meeting
Approved on November 9, 2021 – 9:00 AM Start**

Next Meeting – Tuesday, October 19, 2021 @ 9:00 AM.

ACTIONABLE ITEMS	STATUS
Manager to contact local service clubs (and organizations like Cadets, Guides, Scouts, etc.) to ask if they can help out at events (e.g. manning barricades during car show, etc.) in return for a donation/payment to their organization.	On hold due to COVID Will resume when large events resume
Request Silvercreek Commercial to purchase and install brackets for the hanging baskets onto the McGibbon. Come to some sort of agreement e.g. if you purchase three, we will assist and purchase another 3. Also request brackets for the front of the BIA office for hanging baskets.	Pending - target May 2021
Find grants to assist the BIA with Beautification projects including lighting in Downtown, Directional Signage, Retaining wall and sidewalk on Back Street.	In progress
The BIA Manager to find out the budget the Town will provide to assist the BIA's beautification projects.	In progress
Yaw to collect all the unpaid invoices from Town's Public Works. E.g. snow clearing.	In progress
Strategic Planning Committee to create a formal plan from the current Strategic Plan's working document for Board approval at the February meeting that can then be shared with members and the Town.	In progress
Yaw to draft a document that outlines the procedures for how to elect for an Executive Board position including timeframe, variances for new term elections vs mid-term elections.	In progress
Staff will document all procedures for events and operations of the BIA office.	In progress
Staff to reformat the Strategic Plan formal document for easier printing capabilities.	In progress
Board members to please submit their ideas and wish list for the Downtown (2021) via email to Yaw. E.g. lit arches into the Downtown area, event like "Taste of the Downtown", virtual events model like a wine and cheese tasting (i.e. collect your cheese tray and wine and then join store online via Zoom and learn about how to pair wine with cheese etc.), interview the businesses in the Downtown on Facebook Live videos, etc. Look at examples from other towns and cities.	In progress
Yaw to look at the events calendars from other BIAs for additional ideas for the Downtown.	In progress
BIA to investigate about pop-up parkettes and other ways to encourage people to come and stay in the Downtown. Find out how to use grants to cover costs such as closing streets on Friday and Saturday evenings for restaurants and other businesses, staffing the barricades, etc. The area around Knox Church may be a good spot for a pop-up parkette. Councillor Jane Fogal offered to assist. Ideas and research will be discussed in the next marketing committee meeting.	In progress
Jamie to bring restaurants' feedback about Downtown Drive-Through Taste event to the next Marketing Committee meeting.	Pending
For documents that the BIA must keep (e.g. board minutes), approach Mark Row (Esqueuing Historical Society) to store our documents in a closed collection, or ask Valerie Petryniak if the Town be willing to keep and archive the BIA's documents.	Pending

The BIA to create marketing brochures, literature of the Downtown (great place to work and build a business). Scout for high level players.	Pending
Find out what Amico is planning to do in terms of beautification of the McGibbon, particularly on the Mill Street side.	Pending
Yaw to remind the Town that the BIA must be at the table too for Heritage Downtown discussions and committees.	In Progress
The BIA to start working on developing these welcome baskets: costs, what is in it, approaching Downtown businesses to participate, find out from Amico the timeframe when residents will move into the buildings.	In Progress
Have Downtown businesses share the BIA promotions on their own networks.	Pending
Yaw to forward details of the Town’s focus groups (CIP updating) to the board members so they may join and participate.	
Board members to send ideas to Yaw how to make sure businesses don’t feel left out in print promotions, due to only 12 half pages available. How do we select the 12 businesses to be given the half page ads?	
BIA staff keep the Board updated with how much is outstanding and not cashed in as gift cards on the BIA’s financial books.	
Find out and explain why rent is already above 50% paid. Seek explanation from treasurer.	
The Town will supply itemized quotes (summary of costs, key points) to the BIA board so that they can determine which project will move forward. So far, of the \$20,000 budgeted (\$10,000 from the Town, \$10,000 from the BIA), approximately \$12,500 was spent on investigations/research done by the Town so far. This leaves \$7,000 to complete a project.	
Yaw to research and find out all the options and possibilities to activate the Downtown during the Holiday Market, to attract people to visit and shop in the businesses in the area. i.e. horse and carriage rides, other forms of entertainment, vendors in front of the McGibbon, Dini’s vendors in front of her business, etc.	
Yaw to investigate how to make Halloween 2022 a bigger event with activations, entertainment and activities and have BIA members participate with in-store promotions etc.	
Yaw to confirm protocols in place for AGM, with BIA members listing their names and their Downtown business when being admitted into the meeting.	
Yaw and Jamie to touch base to find guest speakers for the upcoming AGM.	
Yaw to set up a review with the Strategic Planning Committee of how the BIA is doing according to its existing Strategic Plan. Also, research and find out if we need to hire a contractor for our next Strategic Plan, how much it will cost the BIA, what to budget for the contractor for Budget 2023. Yaw to find out what other BIAs are doing for their Strategic Plans, how much did they spend on contractors and professionals, etc.	
Yaw to research what other Farmers Markets are charging their vendors and what they offer to their vendors. E.g. insurance. A Farmers Market Committee meeting will be called, and Yaw will present his research and data. Decisions will be made where the additional funding will go. E.g. marketing of the Farmers Market.	



**Downtown Georgetown BIA
Board Meeting Minutes – October 19, 2021 meeting
Approved on November 9, 2021 – 9:00 AM Start**

Yaw to investigate the possibility of hosting BIA board meetings in the basement of Knox Presbyterian Church. A Zoom link will be made available to board members not able to attend in-person. Yaw to confirm if there is wi-fi access in the basement.	
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Downtown Georgetown BIA Manager's Report October 2021

A. Beautification

a. Public Art

- Administration has begun exploring options for public art pieces in the downtown during the holiday season. The art pieces will add to and complement the BIA's holiday lighting fixtures which are planned to be installed by November 20.

b. Welcoming place from Front & Back Lots

- Administration has been in contact with the Town about its 'Under Wraps' program which involves transforming the aesthetics of utility boxes into public art pieces. The goal is to have several utility boxes in the downtown included in next year's rendition of the program.

B. Economic Development

a. Advocate for Impactful Investments

- The DGBIA is partnering with the Town of Halton Hills, Acton BIA and Halton Hills Chamber of Commerce to revamp a town-wide "shop local" campaign. The campaign will include print, digital and social media with uniform messaging across platforms. Businesses will be encouraged and educated on the various way they can participate and take advantage of the various marketing opportunities.

b. Maintain good relationships with stakeholders (municipality, region & community groups)

- The BIA Manager has remained in constant communication with the Town of Halton Hills, providing feedback on business sentiments through the pandemic and provincial restrictions. Recent communications with the Town have centered on this year's 'Al Fresco In The Hills' Program and its success along with ways to improve on future renditions of the program. Communications have also centered on partnerships with the DGBIA to host Halloween and holiday-themed events.

C. Support Membership Success (support small Business Success)

a. Market & communicate the BIA's message to the members & community

- The website and bi-weekly e-newsletter continue to be a source of up-to-date news and information for the Downtown businesses and their patrons.
- In partnership with Metroland, DGBIA businesses will be featured in a monthly half-page paid story at no cost to them. Operating as part of the BIA's larger marketing partnership with Metroland, the monthly insert in the paper is targeted to feature business stories or flyers from individual businesses. The Metroland writers have consulted with the DGBIA and various businesses to create the sector-themed stories.

b. Promote a prosperous mix of retail & service

- Administration is planning a major marketing push for the newly-created DGBIA gift certificates as the holiday season looms. The push, which will involve print and digital advertising, is meant to support the variety of participating downtown establishments and encouraging holiday shopping in the downtown. The impact of these marketing efforts continue to be evaluated on monthly basis through meetings with representatives from Metroland.

c. Advocate on behalf of businesses on all levels of government

- The BIA Manager has regularly participated in Ontario BIA Association (OBIAA) 'Best Practices Calls' where representatives from various levels of government have been present to discuss legislations and grants relating to small businesses.

d. Offer events that directly support and promote the overall economic health of the BIA members

- The DGBIA successfully ran its Halloween Windsor Decorating Contest. Salvation Army Thrift Store won the contest with the most votes on social media. Several businesses and members of the public participated in the contest which engaged the community through the Halloween festivities.
- Administration has began planning for this year's Holiday Market which is set to run on four consecutive Saturdays during the holiday season; November 20, 27, December 4 and 11. For the first three Saturdays the event will take place on Church Street and in the Church Street Parking Lot, with Main Street remaining open to vehicular traffic. In partnership with the Town of Halton Hills, there will be activities taking place at the Cultural Centre Plaza for the first three Saturdays. On December 11, the event will take place on Main Street between Church Street and James St. and in the Church Street Parking Lot. The December 11 market will also involve activities and attractions such as horse-drawn carriage, Santa's float, and Santa.

e. Establish relationships with business owners to ensure open dialogue and ongoing support.

- The BIA Manager has continued regular communication with business owners through emails and phone calls. Recent communications have centered around the DGBIA upcoming events and how businesses can participate and benefit from them. Several businesses were recently solicited for feedback on the plans for the December 11 Holiday Market.

Halton Hills Public Library Board

Wednesday, October 13, 2021

Zoom Videoconference

7:00 p.m.

Minutes

Present: Ted Brown, Lisa Caissie, Betsy Cosper, Larry Hawes, Ann Lawlor,
Keith Medenblik (Chair), James Schumacker, Tamara Smith, Marilyn Willis

Staff Present: Barb Elliott (Recorder), Clare Hanman, Beverley King, Mary Querques,
Melanie Southern

Regrets: Matt Kindbom, Joanna Meler

1.0 Declaration of Quorum

- K. Medenblik declared a quorum was present and called the meeting to order at 7:00 p.m.

2.0 Approval of Agenda

Moved by T. Smith

That the agenda be approved as presented.

Seconded by M. Willis

10/13/21-1

CARRIED

3.0 Declaration of pecuniary interest

- None declared.

4.0 Minutes of September 15, 2021

Moved by A. Lawlor

That the Minutes of September 15, 2021 be approved.

Seconded by L. Caissie

10/13/21-2

CARRIED

5.0 Consent Agenda

Moved by M. Willis

That Consent Agenda items for Wednesday, October 13,
2021 be approved:

- 5.1** Report No. LBD-2021-049 re: Board Policy Review re: CASL, Meeting Room, Proctoring,
Revised Appendix #1 Schedule of Fines and Fees (2nd Review)

THAT Report No. LBD-2021-049 dated October 7, 2021 regarding the Board Policy Review –
Meeting Room Policy, Proctoring Policy, Canadian Anti-Spam Legislation Policy and Appendix
#1 Schedule of Fines and Fees (2nd review) be received;

AND THAT the Halton Hills Public Library Board approves the revisions to the Meeting Room Policy;

AND THAT the Halton Hills Public Library Board approves the revisions to the Proctoring Policy (formerly Exam Proctoring Policy);

AND THAT the Halton Hills Public Library Board approves the revisions to the Canadian Anti-Spam Legislation Policy;

AND THAT the Halton Hills Public Library Board approves the revisions to Appendix #1 – Schedule of Fines and Fees.

5.2 Board Advocacy Committee Minutes – June 9, 2021

Seconded by T. Smith

10/13/21-3

CARRIED

6.0 Correspondence

- None

7.0 Business Arising

7.1 Advocacy Committee Update

- Board members were encouraged to consider joining the Advocacy Committee as additional members are needed to carry out this important work. Those interested were asked to contact M. Willis or K. Medenblik.
- M. Willis reported:
 - Discussions are ongoing with Community Foundation Halton North regarding the possibility of setting up an endowment fund for the Library.
 - The Community Foundation Halton North's webathon held on October 2 was successful in reaching their fundraising goal. Halton Hills Public Library will be receiving a donation of \$10,000.
 - The Advocacy webpage is in the process of being updated.

Moved by B. Cosper

That the Advocacy Committee verbal update be received as information.

Seconded by T. Smith

10/13/21-4

CARRIED

7.2 Report No. LBD-2021-047 re: 2020 Annual Report (Revised)

- M. Southern presented the 2020 Annual Report, revised as directed by the Board at the September 15, 2021 meeting, for Board consideration,.

Moved by A. Lawlor

That Report No. LBD-2021-047 dated October 7, 2021 regarding the 2020 Annual Report be received;

AND FURTHER THAT the Halton Hills Public Library Board approves the 2020 Annual Report with its revisions.

Seconded by J. Schumacker

10/13/21-5

CARRIED

- The Board suggested that staff share the 2020 Annual Report with Council and that a press release be prepared.

8.0 Council Update

- No Council updates related to the Library.

9.0 Friends of the Library Update

- As noted at the September Board meeting, Board representation is still needed for the Friends of the Library. M. Southern will send out additional information regarding the work of the Friends and anyone interested was asked to contact M. Southern.

10.0 Community Connections Update

- A. Lawlor reported that the community group Trees for Halton Hills, had borrowed the StoryWalk®, *Picture a Tree* from the library for the official opening of the new arboretum area in Georgetown, and that it had been very well-received.
- B. Cospers reported that she had been approached by members of the public who asked if the Library was responsible for local Free Little Library installations. M. Southern responded that these installations are not related to HHPL, and are the result of a public movement to provide books in the community.
- T. Smith reported that she had participated as a judge for the Library's Art at the Library exhibition, which displayed artwork by local children and youth. Dani Austin, HHPL's Children's Librarian, was commended for her work in organizing this event.

11.0 Financial Report

11.1 Month End Report (August)

- M. Southern presented the financial statement for August and reported that spending is at the expected level. Additional staff members are being hired to address the staffing gaps.
- The preliminary budget for 2022 has been reviewed by the Town's Senior Management Team and no changes were requested. Council will be receiving the budget on November 8.

Moved by B. Cospers

That the Month End Report be received.

Seconded by J. Schumacker

10/13/21-6

CARRIED

11.2 Report No. LBD-2021-044 re: 2020 Audited Financial Statements

- M. Southern presented the 2020 Audited Financial Statements for Board consideration.

Moved by M. Willis

That Report No. LBD-2021-044 dated October 7, 2021 regarding the 2020 audited financial statements be received;

AND THAT the Library Board accepts the 2020 audited financial statements as presented.

Seconded by T. Smith

10/13/21-7

CARRIED

12.0 New Business

12.1 Presentations/Delegations – None

12.2 Report No. LBD-2021-046 Strategic Plan and Brand Vendor Recommendation

- M. Southern presented Report No. LBD-2021-046 outlining the staff recommendation for the preferred vendor to lead the Library's Strategic Plan and Branding project. In response to the RFP, a total of eight submissions were received and three proponents were interviewed. Staff recommended that TCI Management Consultants be awarded this contract.

Moved by L. Caissie

That Report No. LBD-2021-046 dated October 7, 2021, regarding the Strategic Plan and Brand Development vendor recommendation be received;

AND FURTHER THAT the Halton Hills Public Library Board approves a purchase order with the upset limit of \$65,000 (including HST) be awarded to TCI Management Consultants;

AND FURTHER THAT TCI Management Consultants begin work as soon as reasonably possible.

Seconded by J. Schumacker

10/13/21-8

CARRIED

- Staff will meet with TCI Management Consultants over the next month and present a full report on next steps at the November Board meeting.

12.3 Report No. LBD-2021-048 re: Personnel Policy Manual Review

- M. Southern presented for Board consideration, Report No, LBD-2021-048 regarding recommended updates to the Library's Personnel Policy Manual. These updates reflect amendments to the Town's Personnel Policy Manual as approved by Council in May 2021 and are primarily due to changes in legislation, changes requested by staff, housekeeping fixes, and current best practices in Human Resources.
- One change was to request that the cost of Police Security Clearances for staff become the responsibility of staff. The Board expressed concern with requesting staff to cover this expense after their initial Clearance check, which is required at the time of hire. There was consensus that this policy be further revised to reflect that the cost of the initial Police Security Check would be the responsibility of prospective staff members, and that the cost of subsequent checks would be covered by the Library.

Moved by L. Caissie

That Report No. LBD-2021-048 dated October 7, 2021 Regarding the Personnel Policy Manual Revisions be received;

AND FURTHER THAT the Library Board approves the revisions to the Personnel Policy Manual, subject to the discussed changes regarding the Police Security Check.

Seconded by T. Smith

10/13/21-09

CARRIED

12.4 Report No. LBD-2021-050 re: Library Comparator Statistics

- M. Querques presented Report No. LBD-2021-050 regarding Library Comparator Statistics as information for the Board. This report provided statistics comparing Halton Hills Public Library (HHPL) to other area libraries serving similar-sized populations and having similar per capita support in areas such as collections usage, number of active cardholders, number of programs held and participation, and circulation. In most categories HHPL falls within the top five for libraries with similar-sized populations, notably ranking first for annual program attendance and second for number of programs held annually. One area of concern was the number of active library cardholders where HHPL ranked tenth; This has been identified as a focus for improvement.

Moved by B. Coper

That Report No. LBD-2021-050 dated October 7, 2021 regarding Library Comparator Statistics be received for information only.

Seconded by T. Smith

10-13/21-10

CARRIED

12.5 Halton Equity & Diversity Roundtable Charter

- As HHPL is currently a member of the Halton Equity & Diversity Roundtable, M. Southern requested that the Board consider endorsing the Halton Equity & Diversity Roundtable's, Halton Equity, Diversity and Inclusion Charter.

Moved by J. Schumacker

That the Halton Hills Public Library Board endorses the Halton Equity and Diversity Roundtable's Halton Equity and Inclusion Charter;

AND FURTHER THAT this charter be appended to the Library Board's Diversity and Inclusion Policy.

Seconded by B. Cospers

10/13/21-11

CARRIED

12.6 Report No. LBD-2021-045 re: Chief Librarian's Report – October 2021

- M. Southern noted highlights from the October 2021 Chief Librarian's Report:
 - As directed by the Ministry of Heritage, Sport, Tourism and Culture Industries, staff are now checking for proof of vaccination of those attending in-person programs.
 - Ontario Public Library week and Small Business Week will be taking place October 17-23. Among the programs being offered is the Picture Perfect Program, which is being run in partnership with the Town's Economic Development, Innovation and Culture Division. This program will provide business owners time and space to use the library's lightbox and tripod to create promotional photos of their products.
 - In-person children's programming will be running throughout October and November.

Moved by M. Willis

That the Chief Librarian's Report – October 2021 be received for information.

Seconded by B. Cospers

10/13/21-12

CARRIED

13.0 Health & Safety Report

- M. Southern reported that there had been no Health & Safety incidents reported since the September Board meeting.

14.0 Next Meeting

Wednesday, November 10, 2021

7:00 p.m.

Zoom Videoconference

15.0 Adjournment

Moved by M. Willis

There was full consensus to adjourn.

The meeting adjourned at 8:20 p.m.

That the meeting be adjourned.

Signed: _____
Keith Medenblik, Chair
Halton Hills Public Library Board

Signed: _____
Melanie Southern, Chief Librarian
Halton Hills Public Library

APPROVED: November 10, 2021

DATED: November 10, 2021



COMMITTEE OF ADJUSTMENT MINUTES

Minutes of the Committee of Adjustment hearing held on **October 6, 2021**, at 6 p.m. via Zoom.

Members Present: Todd Jenney (Chair), Jane Watson, Lloyd Hillier, Neal Panchuk, Thomas Hill

Staff Present: Tharushe Jayaveer, Planner
Greg Macdonald, Senior Planner
John McMulkin, Planner
Niloo Hodjati, Secretary-Treasurer, Committee of Adjustment & Consent Official

1. CALL TO ORDER

2. DISCLOSURE OF PECUNIARY/CONFLICT OF INTEREST

None.

3. APPLICATIONS HEARD

a) Minor Variance D13VAR21.018H – Forbes

Location: 5 Dufferin Street, Town of Halton Hills (Georgetown), Regional Municipality of Halton

Purpose: Requesting relief from Zoning By-law 2010-0050, as amended,

1. To reduce the setback from the right-of-way owned by a federally regulated railway company from 30 m to permit a setback of 22.06 m.

To accommodate a proposed addition to the dwelling.

Owner(s): April Forbes, **Agent:** Alana Nielsen

The Town Planner noted no staff objections to approval, subject to condition. The owner and agent were present to answer questions.

It was MOVED by Thomas Hill, SECONDED, and CARRIED

THAT the application be approved, subject to condition.

b) Minor Variance D13VAR21.030H – Pereira

Location: 50 Wildwood Road, Town of Halton Hills (Glen Williams), Regional Municipality of Halton

Purpose: Requesting relief from Zoning By-law 2010-0050, as amended,

1. To increase the floor area for a single accessory structure from the maximum 60 sq m to permit a 155.9 sq m accessory structure.
2. To increase the total floor area for all accessory structures from the maximum 80 sq m to permit a total floor area of 199.2 sq m.
3. To increase the height for an accessory structure from the maximum 4.5 m to permit a height of 5.85 m.
4. To reduce the side yard setback from the minimum 1.5 m, to permit a 1.26 m side yard setback (accessory structure).

To accommodate a proposed accessory structure.

Owner(s): Paulo Pereira & Charmaine Attard, **Agent:** Uniquely Designed, Danny Carreiro

Oral Submission:

- Henry Kaplan, 0 Ann Street, Georgetown (Toronto mailing address)

The Town Planner noted no staff objections to approval, subject to condition. The owner and agent were present to answer questions.

Henry Kaplan spoke against the application, and noted various concerns regarding the variance(s) not being minor, and a Zoning By-law Amendment being required instead.

The Town Planner responded that the application is appropriate to come before the Committee, and spoke about the variance(s) being minor.

In response to Committee questions, the agent noted that the structure will be used for car and equipment storage; the design is to match the dwelling; and that the second floor area will not be built or occupied.

Committee discussions included: proposal being a one storey structure, and any future second floor area within the structure requiring further planning approvals; the variances being minor; and the structure being appropriate for the lot.

It was MOVED by Todd Jenney, SECONDED, and CARRIED THAT the application be approved, subject to condition.

c) Minor Variance D13VAR21.031H – Pavao

Location: 11310 Fifth Line, Town of Halton Hills (Esquesing), Regional Municipality of Halton

Purpose: Requesting relief from Zoning By-law 2010-0050, as amended,

1. To increase the height for an accessory structure from the maximum 5 m to permit a height of 7.5 m.
2. To increase the floor area for a single accessory structure from the maximum 80 sq m to permit a 96 sq m accessory structure.

To accommodate a proposed (one storey) accessory structure.

Owner(s): Florimundo Pavao

The Town Planner noted no staff objections to approval, subject to conditions. The owner was present to answer questions.

It was MOVED by Lloyd Hillier, SECONDED, and CARRIED

THAT the application be approved, subject to conditions.

d) Minor Variance D13VAR21.032H – Bansal

Location: 10609 Fourth Line, Town of Halton Hills (Esquesing), Regional Municipality of Halton

Purpose: Requesting relief from Zoning By-law 2010-0050, as amended,

1. To reduce the side yard setback from the minimum 4.5 m, to permit a 1.33 m side yard setback (addition).

To accommodate a proposed first storey addition, and full second storey addition.

Owner(s): Mohan Singh Bansal, **Agent:** Amritpal Singh Bansal

The Town Planner noted no staff objections to approval, subject to condition. The owner and agent were present to answer questions. In response to the agent's comment about the condition in the report, the Secretary-Treasurer clarified that the condition will be updated to remove the reference to 'accessory buildings'.

It was MOVED by Todd Jenney, SECONDED, and CARRIED

THAT the application be approved, subject to condition.

4. ADJOURNMENT

Adjourned at approximately 7:00 p.m.



November 22, 2021

Town of Halton Hills
1 Halton Hills Drive
Halton Hills Ontario L7G 5G2

To Halton Hills Council,

The Town of Caledon is in the process of applying to obtain the ability to handle 311 calls for non-emergency government communications.

The intent is to provide cellular and traditional phoneline users within the geographical boundaries of Caledon, a simple way to reach the customer service staff in an approach being termed 'no wrong door' which is a part of a larger effort to modernize the Town's service delivery model through a digital first initiative.

The Canadian Radio and Television Commission (CRTC) has some guidelines to ensure that the service for 311 goes through a transparent process. One part of this process is to notify neighboring municipalities of the request to implement 311 and provide details of the service and potential impacts.

How 311 is setup

311 solution is simply a mask of a municipalities main phone number. This provides a convenient way for callers within the area of the service to contact Service Caledon staff.

Cellular users of the N11 services, are triangulated through cell towers to ensure callers dialing 311 are routed to the municipality they are currently in.

Traditional phone lines are handled differently. They have been built on Wire Exchanges which can span beyond municipal borders. Between the Town of Caledon and Halton Hills, there is minimal Wire Exchange cross over.

The Town has chosen to use Bell Canada's postal code service to ensure the high level of correct calls are delivered to the Caledon 's Call Centre.

Postal codes greatly increase the success of a 311 call being delivered to Caledon 's call center, but it is not 100% perfect. There are certain areas along the boundaries of Caledon where postal codes overlap, and potentially a call could be erroneously routed to Caledon.

As a result, a caller outside of Caledon but around the Town of Caledon's boundary could potentially get Service Caledon if they dialed 311. In a situation where this arises Caledon is obligated to route the call to the correct municipality to ensure residents are correctly connected. The Town's customer service staff will keep track of the erroneous call routing so that the Telco's can modify the record to avoid future issues.

TOWN OF CALEDON | TOWN HALL, 6311 OLD CHURCH ROAD, CALEDON, ON, L7C 1J6
T. 905.584.2272 | 1.888.225.3366 | F. 905.584.4325 | www.caledon.ca

The Town is working on implementing 311 service by January 2022. If you have any questions, please feel to reach out to myself or the Project Manager Andrew Adebayo.

Respectfully submitted,



David Clarke
Supervisor, Project Management Office
Corporate Strategy & Innovation

Office: 905.584.2272 x.4120
Email: David.Clarke@caledon.ca

Andrew Adebayo
Business Analyst, Corporate Strategy
Corporate Strategy & Innovation

Office: 905.584.2272 x.4377
Email: Andrew.Adebayo@caledon.ca

Canada



November 19, 2021

His Worship Rick Bonnette
Town of Halton Hills
mayor@haltonhills.ca

Dear Mayor Bonnette:

I am writing to let you know about a new Canadian Agricultural Partnership (CAP) targeted cost-share initiative of up to \$700,000 aimed at increasing deadstock management capacity throughout the province. The application intake will be open from November 18, 2021 to December 13, 2021. You can find additional information, including how to apply, on the OMAFRA website at www.omafra.gov.on.ca/english/cap/index.htm.

In light of the recent loss of on-farm deadstock pickup services in certain areas of the province, my ministry, in partnership with the government of Canada, is launching this CAP initiative to support livestock producers, waste management facilities, municipalities and other agri-businesses such as livestock auction barns, assembly yards, deadstock transporters, collectors, renderers, and veterinary clinics in increasing capacity for deadstock management. Given these increased pressures, this initiative offers a higher cost-share rate than our usual deadstock funding, that being 50% reimbursement of eligible expenses as opposed to 35%, up to a maximum of \$25,000 per applicant.

The initiative provides cost-share funding, to support planning, establishing, and/or managing deadstock to increase capacity for deadstock management. Specifically expenses eligible for cost-share reimbursement include:

Assessments and Planning

- Qualified third-party services to provide an initial operational plan or assessment of an applicant's deadstock capacity (e.g., deadstock management plan, environmental plan/assessment).

.../2

Deadstock Facility Upgrades and Equipment

- Establishment of an on-site facility to handle and store deadstock efficiently and securely as a preventive measure to reduce the risk of introduction and spread of disease to animals and humans, including, but not limited to:
 - Purchase, modification, or construction of a deadstock management system (e.g., composter, digester, incinerator [**subject to regulatory requirements and restrictions**], in-ground vessel, waste management bins) and associated runoff management equipment/systems,
 - Digester modifications or components that enable the taking of deadstock (e.g. pretreatment equipment)
 - New construction or modifications to structures or buildings to facilitate the handling, storage and removal of deadstock, or to securely store deadstock in a manner that prevents access or scavenging by wildlife and vermin, and;
 - New freezer or cooler systems for the temporary storage of deadstock and parts thereof, or specified risk materials.

Please note that expenses must meet the requirements of the [Ontario Regulation 105/09](#), under the *Food Safety and Quality Act, 2001* (FSQA), and [Ontario Regulation 106/09](#) under the *Nutrient Management Act, 2002* (NMA), (or any applicable requirements under the Safe Food for Canadians Act for federally registered plants) and be suitable for use. The undertaking of these activities for cost-share funding may still be subject to regulatory approvals.

Our government is committed to supporting the agri-food sector and rural communities in Ontario.

I encourage you to take advantage of this funding opportunity and submit an application for your project. Together, we can ensure Ontario's communities thrive.

Please accept my best wishes.

Sincerely,



Marie-Claude Bibeau
Minister of Agriculture
and Agri-Food Canada



Lisa M. Thompson
Minister of Agriculture, Food
and Rural Affairs



November 12, 2021

Office of Mayor Rick Bonnette
Town of Halton Hills
1 Halton Hills Drive
Halton Hills, ON
L7G 5G2

Dear Mayor Bonnette and Members of Council,

On behalf of the Board of Directors of Bennett Village, we would like to take this opportunity to express our heartfelt appreciation to the Town Council for providing us the opportunity to present an update on Bennett Centre's re-development project before the Council on October 25th, 2021.

We would like to express our gratitude for your support and commitment to long-term care in our community. We are delighted with the progress of the project to date and look forward to further progression with the Council's support.

With Council's support, we will be able to provide a state-of-the art long-term care facility and continue to provide exceptional care for our residents. We are excited about the many positive impacts and benefits the re-development will have on the Halton Hills community and surrounding areas.

Thank you, Mr. Mayor and Members of Council, for your ongoing support. We very much look forward to working with the Halton Hills staff to advance this critical project.

Yours sincerely,

Brian Clark
Board Chair

Soo Wong
Executive Director



November 10, 2021

SENT VIA EMAIL

Vicki Tytaneck
Town Clerk
Town of Oakville
vicki.tytaneck@oakville.ca

Dear Vicki,

The Halton District School Board (HDSB) is in receipt of the notice from the Town of Oakville regarding Town Council's request to schedule a Professional Development day on the Municipal and School Board Election Day, October 24, 2022.

Please be advised that the HDSB School Year Calendar Committee will convene in February 2022 to begin the process of discussing and developing the calendar for the 2022-2023 school year and we will keep the election day in mind when establishing Professional Development days.

Consultation will also occur with our coterminous Board, the Halton Catholic District School Board (HCDSB) in the establishment of the school year calendar as we try to align the HDSB elementary and secondary PD days, where possible, and to integrate transportation services with the HCDSB.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Boag'.

David Boag
Associate Director of Education
Halton District School Board

Cc: Nancy Dinolfo, Superintendent of Education | School Services, Halton Catholic District School Board



COUNTY OF WELLINGTON

PLANNING AND DEVELOPMENT DEPARTMENT
ALDO L. SALIS, BES, MSc, RPP, MCIP, DIRECTOR
T 519.837.2600
T 1.800.663.0750
F 519.823.1694

ADMINISTRATION CENTRE
74 WOOLWICH STREET
GUELPH ON N1H 3T9

November 4th, 2021

Agencies and Persons Circulated

Dear Messrs. and Mesdames,

Re: **County Official Plan Amendment No. 119 – County File No.: OP-2020-01-01
County of Wellington – Official Plan Review**

The County of Wellington is proposing to amend the County Official Plan to address requirements under Section 26 (1) of the *Planning Act*. This update will be completed through a series of official plan amendments that will bring the County Official Plan into conformity with recent changes to Provincial land use plans, consistency with the Provincial Policy Statement and address other legislative changes.

PROPOSAL

The purpose and effect of the proposed County Official Plan Amendment is to revise the Official Plan to define and identify a County Growth Structure as part of the County's phased municipal comprehensive review. Specific aspects of this amendment apply to lands in the Township of Puslinch and include the identification of a new Regionally Significant Economic Development Study Area and the identification of the historic hamlet of Puslinch. Other consequential amendments to the Official Plan are made to facilitate implementation of the above.

I am requesting that you provide comments on the proposed amendment to the County of Wellington's Official Plan by **Friday, December 10, 2021**.

MAKE SUBMISSIONS

Please review the proposed amendment and provide comments to the County Planning Department, to the attention of Mr. Aldo Salis, Director of Planning. Inquiries and written submissions about the application can be made to the County of Wellington's Planning and Development Department, telephone (519) 837-2600, ext. 2130; fax (519) 823-1694 or to the above address.

REQUESTING NOTICE OF DECISION

In accordance with Section 17 (36.5) of the *Planning Act* there is no appeal of a decision where the Minister is the approval authority. If you wish to be notified of the decision of the Corporation of the County of Wellington in respect of this proposed County Official Plan Amendment, you must make a written request to the Director of Planning and Development, Corporation of the County of Wellington, 74 Woolwich Street, Guelph, Ontario, N1H 3T9.

GETTING ADDITIONAL INFORMATION

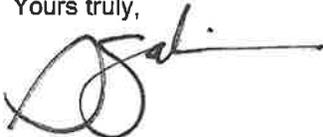
The proposed amendment and additional information about the amendment are available:

- on the internet at: www.wellington.ca/planwell
- or by calling Sarah Wilhelm, Manager of Policy Planning at (519) 837-2600 ext. 2130

NOTE:

- 1) **Your comments on the application are required on or before Friday, December 10, 2021.**
- 2) **If you have not submitted comments on the application on or before that date, it will be assumed that you do not have any concerns in respect of this matter.**
- 3) **A public meeting regarding this amendment will be planned in the future. Notification will be provided in accordance with the *Planning Act*.**

Yours truly,



Aldo Salis, RPP, MCIP
Director of Planning and Development

ONTARIO ENERGY BOARD NOTICE TO CUSTOMERS OF ENBRIDGE GAS INC.

Enbridge Gas Inc. has applied for approval to change its natural gas rates to recover the costs of five projects.

Learn more. Have your say.

Enbridge Gas Inc. has applied to the Ontario Energy Board for approval to recover the costs related to five projects under the OEB's Incremental Capital Module policy. If the request is approved, a typical residential customer in the EGD Rate Zone and in the Union Rate Zones (former customers of Enbridge Gas Distribution Inc. and Union Gas Limited, respectively) would see the following changes:

Rate Zones	Residential Annual Bill Adjustment
Enbridge Gas Distribution	\$1.11
Union South	\$(0.06)
Union North	\$0.55

Other customers, including businesses, may also be affected. It is important to review the application carefully to determine whether you will be affected by the changes.

This application is the second phase of an earlier application (EB-2021-0147) in which Enbridge Gas Inc. received approval to change rates on an interim basis effective January 1, 2022, based on an OEB-approved rate-setting framework that is tied to inflation and other factors.

THE ONTARIO ENERGY BOARD WILL HOLD A PUBLIC HEARING

The Ontario Energy Board (OEB) will hold a public hearing to consider the application filed by Enbridge Gas Inc. We will question Enbridge Gas Inc. on the case. We will also hear questions and arguments from individual customers and from groups that represent the customers of Enbridge Gas Inc. At the end of this hearing, the OEB will decide whether to grant Enbridge Gas Inc.'s requests.

The OEB is an independent and impartial public agency. We make decisions that serve the public interest. Our goal is to promote a financially viable and efficient energy sector that provides you with reliable energy services at a reasonable cost.

BE INFORMED AND HAVE YOUR SAY

You have the right to information regarding this application and to be involved in the process.

- You can review Enbridge Gas Inc.'s application on the OEB's website now
- You can file a letter with your comments, which will be considered during the hearing
- You can become an intervenor. As an intervenor, you can ask questions about Enbridge Gas Inc.'s application and make arguments on whether the OEB should approve Enbridge Gas Inc.'s request. Apply by **November 19, 2021** or the hearing will go ahead without you and you will not receive any further notice of the proceeding
- At the end of the process, you can review the OEB's decision and its reasons on our website

LEARN MORE

Our file number for this case is **EB-2021-0148**. To learn more about this hearing, find instructions on how to file a letter with your comments or become an intervenor, or to access any document related to this case, please select the file number **EB-2021-0148** from the list on the OEB website: www.oeb.ca/notice. You can also phone our Public Information Centre at 1-877-632-2727 with any questions.

ORAL VS. WRITTEN HEARINGS

There are two types of OEB hearings – oral and written. The OEB will determine at a later date whether to proceed by way of a written or oral hearing. If you think an oral hearing is needed, you can write to the OEB to explain why by **November 19, 2021**.

PRIVACY

If you write a letter of comment, your name and the content of your letter will be put on the public record and the OEB website. However, your personal telephone number, home address and email address will be removed. If you are a business, all your information will remain public. If you apply to become an intervenor, all information will be public.

This rate hearing will be held under section 36 of the Ontario Energy Board Act, 1998, S.O. 1998, c.15, Schedule B.



Ontario
Energy
Board | Commission
de l'énergie
de l'Ontario

ONTARIO ENERGY BOARD

IN THE MATTER OF the Ontario Energy Board Act, 1998, S.O. 1998, c.15 (Sched. B);

AND IN THE MATTER OF an Application by Enbridge Gas Inc., pursuant to section 36(1) of the *Ontario Energy Board Act, 1998*, for an order or orders approving or fixing just and reasonable rates and other charges for the sale, distribution, transmission and storage of gas as of January 1, 2022.

APPLICATION

1. The Applicant, Enbridge Gas Inc. (“Enbridge Gas”, or “EGI”) is an Ontario corporation with its head office in the City of Toronto. It carries on the business of selling, distributing, transmitting, and storing natural gas within Ontario. Enbridge Gas was formed effective January 1, 2019, upon the amalgamation of Enbridge Gas Distribution Inc. (“EGD”) and Union Gas Limited (“Union”).
2. Enbridge Gas hereby applies to the Ontario Energy Board (the “OEB”), pursuant to section 36 of the *Ontario Energy Board Act, 1998*, as amended (the “Act”) for interim and final Orders approving or fixing just and reasonable rates for the sale, distribution, transmission, and storage of gas commencing January 1, 2022. Specifically, as set out herein, Enbridge Gas applies for approval of unit rates related to its 2022 Incremental Capital Module (“ICM”) requests.
3. On August 30, 2018, in the MAADs Decision¹, the OEB approved a rate setting mechanism (Price Cap IR) for Enbridge Gas, which sets out a multi-year incentive rate-setting mechanism (“IRM”) for the calendar year term of 2019 to 2023 (the “five

year term” or the “deferred rebasing period”). The MAADs Decision confirmed that during the five year term, distribution rates will be set separately for the EGD and Union rate zones. The MAADs Decision also approved the specific treatment of various elements in the IRM including the availability of an ICM during the five year term.

4. The 2022 Rate Application is the fourth annual rate adjustment application under the IRM approved in the MAADs Decision.
5. Similar to the approach directed by the OEB for the 2021 Rate application², Enbridge Gas is filing each Phase (“Phase 1” and “Phase 2”) of the 2022 Rate application as a separate application.
6. On June 30, 2021, Enbridge Gas filed supporting evidence for “Phase 1” of its 2022 Rate Application (EB-2021-0147) to address the IRM related elements which included the annual rate escalation, pass-through costs, capital pass-through adjustment, Parkway Delivery Obligation rate adjustment and the assessment of alternatives to eliminate or reduce PDO and/or PDCI. On September 29, 2021, Enbridge Gas and all interested parties filed a Settlement Proposal that resolved all matters in “Phase 1” of the 2022 Rate Application, and includes draft Interim Rate Orders for updated 2022 rates to be effective January 1, 2022.
7. This Application (EB-2021-0148) is for Phase 2 of the 2022 Rate Application and addresses matters related to 2022 ICM funding request. With this application, Enbridge Gas is seeking OEB approval for ICM funding for five projects in 2022 – the St Laurent Ottawa North Replacement (Phase 3) and NPS 20 Replacement Cherry to Bathurst in the EGD rate zone, and the Dawn to Cuthbert Replacement and Retrofits, the Byron Transmission Station and the Kirkland Lake Lateral

¹ EB-2017-0306/0307.

² EB-2020-0095, OEB letter, dated July 14, 2020.

Replacement Projects in the Union rate zones. Collectively, these projects are referred to as the “2022 ICM Projects”.

8. The ICM evidence including the appendices are filed as Exhibit B, Tab 2, Schedule 1.³
9. The St Laurent Ottawa North Replacement (Phase 3)⁴ and the NPS 20 Replacement Cherry to Bathurst⁵ projects in the EGD rate zone are subject to Leave to Construct applications where the need for the projects is being addressed.
10. The Dawn to Cuthbert Replacement and Retrofits, the Byron Transmission Station and the Kirkland Lake Lateral Replacement projects in the Union Rate Zones do not require Leave to Construct approval. To support the need for these projects, Enbridge Gas is providing the business case and Leave to Construct like evidence for each of the projects. The business cases are filed as appendices to Exhibit B, Tab 2, Schedule 2.
11. To support the 2022 ICM funding request⁶, Enbridge Gas is also filing an addendum to the Asset Management Plan 2021-2025⁷ for the ICM projects with this Application. The addendum to the Asset Management is filed as Exhibit C, Tab 1, Schedule 1.
12. Also, as per a commitment in the 2020 Phase 2 Rate Application⁸, Enbridge Gas is filing a Progress Report on Implementation of ScottMadden Recommendations on

³ In order to maintain consistency with prior applications related to ICM requests during the five year term, Enbridge Gas has labeled the ICM request evidence as Exhibit B-2-1 (meaning that there are no B-1-1 exhibits in this filing).

⁴ EB-2020-0293

⁵ EB-2020-0136

⁶ EB-2017-0306/EB-2017-0307, Decision and Order, August 30, 2018, pp.32-34.

⁷ In Phase 2 of the 2021 Rate application, Enbridge Gas filed an Asset Management Plan (AMP) for the period 2021-2025 at Exhibit C, Tab 2, Schedule 1.

⁸ EB-2019-0194, Reply Argument of Enbridge Gas dated May 1, 2020, page 33; EB-2019-0194, Decision and Order dated May 14, 2020, page 20.

Unaccounted For Gas (UFG). This report is filed as Exhibit C, Tab 2, Schedule 1. Enbridge Gas is not seeking any OEB relief in relation to this report.

APPROVAL REQUESTS

13. The specific approvals sought in this Application are as follows:
 - The requests for ICM funding for the 2022 ICM Projects, including the ICM unit rates beginning in 2022 for the duration of the deferred rebasing period to recover the total revenue requirement of the 2022 ICM Projects from 2022 to 2023;
 - Final rates for the year commencing January 1, 2022, including the full-year impact of all items included in the “Phase 1” of the 2022 Rate Application in EB-2021-0147 and the ICM requests in this Application; and
 - The determination of all other issues that bear upon the OEB’s approval or fixing of just and reasonable rates for the sale, distribution, transmission, and storage of gas by Enbridge Gas for the year commencing January 1, 2022.
14. Enbridge Gas further applies to the OEB pursuant to the provisions of the Act and the OEB’s Rules of Practice and Procedure for such final, interim or other Orders and directions as may be appropriate in relation to the Application and the proper conduct of this proceeding.
15. This Application is supported by written evidence and may be amended from time to time as circumstances require.
16. The persons affected by this Application are the customers resident or located in the municipalities, police villages and First Nations reserves served by Enbridge Gas, together with those to whom Enbridge Gas sells gas, or on whose behalf Enbridge Gas distributes, transmits or stores natural gas.

17. Approval of the 2022 ICM funding set out in this Application will result in the following bill impacts:
- The bill impact associated with the 2022 ICM funding request for a typical Rate 1 residential customer consuming 2,400 m³ annually in the EGD rate zone is an increase of \$1.11.
 - The bill impact associated with the 2022 ICM funding request for a typical Rate M1 residential customer consuming 2,200 m³ annually in the Union South rate zone is a decrease of \$0.06.
 - The bill impact associated with the 2022 ICM funding request for a typical Rate 01 residential customer in the Union North rate zone consuming 2,200 m³ annually in the Union North rate zone is an increase of \$0.55.

18. Enbridge Gas requests that all documents in relation to the Application and its supporting evidence, including the responsive comments of any interested party, be served on Enbridge Gas and its counsel as follows:

(a) The Applicant: Regulatory Affairs
Enbridge Gas Inc.

Address for personal service: 500 Consumers Road
Toronto, ON M2J 1P8

Mailing Address: P. O. Box 650
Scarborough, ON M1K 5E3

Telephone: (416) 495-5499
Fax: (416) 495-6072
E-Mail: EGIRegulatoryProceedings@enbridge.com

(b) The Applicant's counsel: David Stevens
Aird & Berlis LLP

Address for personal service and mailing address: Suite 1800, Box 754
Brookfield Place, 181 Bay Street
Toronto, Ontario
M5J 2T9

Telephone: (416) 865-7783
Fax: (416) 865-1515
E-Mail: dstevens@airdberlis.com

DATED: October 15, 2021, at Toronto, Ontario

ENBRIDGE GAS INC.

Rakesh Torul
Technical Manager,
Regulatory Applications



December 2, 2021

In This Issue

- Indigenous-Municipal relationship agreement guidance document now available.
- Invitation to submit EOI for the acquisition/lease of land in Ontario.
- ROMA 2022: Program update.
- New dates added for AMO's Navigating Conflict for Elected Officials training.
- Save the date - Municipal Energy Symposium coming this spring!
- Excess soil regulation changes - AMO webinar Friday.
- Canoe webinar: RothIAMS facility assessment.
- Include a Road Needs Study in your 2022 budget.
- 2022 Ontario Municipal Leaders Summit on Antisemitism.
- Ontario Trillium Foundation Resilient Community Fund.
- Careers: AMO and Halton.

AMO Matters

A guidance document is now available to support AMO members in creating [Indigenous-Municipal Relationship Agreements](#).

Provincial Matters

CBRE Limited, on behalf of Infrastructure Ontario (IO), is inviting interested parties to propose land sites across Ontario to set up a science complex with laboratory, ancillary office space, storage, and fleet/equipment management facilities. More details [here](#).

Eye on Events

ROMA 2022: Rural Opportunities will deliver nine concurrent sessions on issues important to rural municipalities in Ontario today. Delegates will have the opportunity to attend live sessions, as well as view all content for thirty days following the live event. View the updated program [here](#).

AMO's in demand training on skills for elected officials to navigate conflict relations is available for two more sessions in 2022. Sign up for the February 16/17th or April 6/7th sessions [here](#). Limited seats available.

AMO and LAS are excited to host the Municipal Energy Symposium to be held virtually on March 31 & April 1, 2022. Explore municipal roles in energy generation and conservation, and future considerations related to climate change post COP26. Full program, key topics, and registration information will be available in early 2022. Mark your calendars - this is one event you don't want to miss.

Join AMO on December 3rd from 1:00-2:30pm to discuss upcoming changes to the [On-Site and Excess Soil Management Regulation](#) (O. Reg 406/19) and the recently launched [Excess Soil Registry](#). [Click here](#) for registration details.

LAS

Last chance to hear from Canoe in 2021! Join us December 8 at 11 am to connect with RothIAMS, our awarded vendor in the Facility Assessment and Planning category. Hear real-world examples of how Asset Management, Capital Renewal, or Maintenance Plans can improve your municipal buildings. [Register here](#).

Does your community need a road needs study next year? The [Road & Sidewalk Assessment Service](#) provides high-quality data and the tools to use it effectively. [Contact Tanner](#) to learn more or to get a no-obligation quote.

Municipal Wire*

The Centre for Israel and Jewish Affairs (CIJA) is hosting an Ontario Municipal Leaders Summit on Antisemitism on January 21, 2022. This virtual event will be Chaired by Vaughan Mayor the Hon. Maurizio Bevilacqua. [Register](#) today.

The last day to apply to the [Ontario Trillium Foundation Resilient Community Fund](#) is December 8. AMO's Health and Safety Partner, [4S Consulting Services Inc.](#) can help eligible municipalities (populations less than 20,000) apply for the grant to address health and safety requirements. Contact [Aditya Yellapantula](#) for further details.

Careers

[Membership Services Advisor - AMO](#). AMO is one of Ontario's most influential policy organizations. AMO is looking for a progressive individual to join its Membership Services team. Your job will be to play a key role in supporting Ontario's elected municipal officials in their complex leadership roles by being ahead of the curve on emerging trends and issues that impact decision making and building sustainable, inclusive communities. If you have the experience and interest in leading Ontario's municipalities into the future, apply for the Membership Services Advisor role today. Deadline: December 2, 2021.

[Policy Intern - AMO](#). Assisting senior advisors and the Director of Policy, the successful candidate will support AMO's policy development process through research, analysis, report writing, project planning and coordination. Apply in confidence to: careers@amo.on.ca. Deadline: December 17, 2021.

[Digital Enterprise Architect - Halton Region](#). The role includes establishing the strategic direction of systems supporting the Region, driving innovation and establishing architecture roadmaps and blueprints. Apply [online](#) by December 29, 2021.

[Deputy Chief/Manager Program Development & Quality Improvement - Halton Region](#). Reporting to the Chief/Director, Paramedic Services, this role requires excellent decision making and problem solving skills within a fast paced, complex environment. Apply [online](#) by December 14, 2021.

About AMO

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ONE Investment

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November 25, 2021

In This Issue

- British Columbia floods and extreme weather appeal.
- Invitation to submit EOI for the acquisition/lease of land in Ontario.
- ROMA 2022: Submit your questions for the Provincial Ministers' Forums.
- New dates added for AMO's Navigating Conflict for Elected Officials training.
- ClearRisk webinar: Risk Management Information System.
- Road assessment in an amalgamated municipality.
- Final Canoe webinar for the year - RothIAMS.
- Opportunities for municipalities to explore innovation with Mitacs.
- Long-term care governance and leadership training.
- Careers: AMO, Amherstburg, Fort Erie, Durham, Kitchener, Halton and Simcoe.

AMO Matters

Municipalities in Ontario wishing to assist communities in BC, affected by recent flooding, can provide support through the [Canadian Red Cross](#).

Provincial Matters

CBRE Limited, on behalf of Infrastructure Ontario (IO), is inviting interested parties to propose land sites across Ontario to set up a science complex with laboratory, ancillary office space, storage, and fleet/equipment management facilities. More details [here](#).

Eye on Events

This year's ROMA Conference again features 2 Ministers' Forums. If you are a municipally elected official and registered for the event, [submit your questions](#) for one of the two Ministers' Forums. The deadline to submit is January 14, 2022.

AMO's in demand training on skills for elected officials to navigate conflict relations is available for two more sessions in 2022. [Sign up](#) for the February 9 - 10 or April 6 - 7 sessions. Limited seats available.

On December 2, join AMO and [ClearRisk](#) to learn about the latest competitive offering. ClearRisk is offering AMO members an accessible, comprehensive, risk management information system to streamline the analysis of claims, incidents, and exposures. Coupled with robust reporting functionality, the platform helps municipalities reduce TCOR while enhancing local risk management programs. [Register today](#).

LAS

The City of Temiskaming Shores recently amalgamated. How did the municipality of 11,000 find a cost-effective method to assess and repair its 114 km road infrastructure for citizens and visitors? Read more in our [latest blog](#).

Canoe's final webinar for the year showcases RothIAMS on December 8 @ 11 am.

RothIAMS provides facility assessment and professional services under the [Canoe Procurement Group](#). Join us to hear real-world examples of how Asset Management, Capital Renewal, or Maintenance Plans can improve your municipal buildings. [Register here](#).

Municipal Wire*

[Mitacs](#) is a not-for-profit organization, funded by federal and provincial governments to foster innovation in Canada. [Municipalities](#) can now access matching funds to address local priorities through their internship programs.

AdvantAge Ontario, the association representing municipal and non-profit long-term care homes, is offering a [three-part webinar series](#) designed for long-term care board and committee of management members.

Careers

[Membership Services Advisor - AMO](#). AMO is one of Ontario's most influential policy organizations. AMO is looking for a progressive individual to join its Membership Services team. Your job will be to play a key role in supporting Ontario's elected municipal officials in their complex leadership roles by being ahead of the curve on emerging trends and issues that impact decision making and building sustainable, inclusive communities. If you have the experience and interest in leading Ontario's municipalities into the future, apply for the Membership Services Advisor role today.

[Policy Intern - AMO](#). Assisting senior advisors and the Director of Policy, the successful candidate will support AMO's policy development process through research, analysis, report writing, project planning and coordination. The Intern will help identify issues of importance to municipal government and help demonstrate impacts of the issues and appropriate responses. Apply in confidence to: careers@amo.on.ca. Deadline: December 17, 2021.

[Chief Administrative Officer - Town of Amherstburg](#). The CAO helps develop the future vision, plans, goals and objectives of the Town and leads the team in the implementation of this vision. The driving force behind a collaborative, consultative leadership model, the CAO will manage change at every level of the organization. Interested candidates apply [online](#).

[Manager, Accounting Services/Deputy Treasurer - Town of Fort Erie](#). This position will cover a parental leave and an additional 18-month contract. In this position, you will lead and manage accounting and financial systems and processes. [Apply online](#) by 12:00 Noon on Sunday, December 5, 2021.

[Manager, Corporate Initiatives - Regional Municipality of Durham](#). Reporting to the Director of Strategic Initiatives, the Manager will develop strategies and policies. Two positions are available - the first is focused on the development and implementation of the Regional Strategic Plan while the second leads and coordinates policy development and review on a range of complex issues. [Apply online](#) no later than December 12, 2021.

[Director, Legislated Services/City Clerk - City of Kitchener](#). As the division's Director/City Clerk, you will be responsible for the management and administration of both citizen-facing and internal corporate services in several legislated areas such as Council & Committee Services; Corporate Records & Archives; Licensing; and Mail Services. [Apply online](#) by December 10, 2021.

Director, Financial Services & Payroll - Halton Region. Reporting to the Commissioner of Finance & Regional Treasurer, the Director, Financial Services & Payroll provides expertise in the provision of accounting, financial reporting and payroll services. Apply Online December 14, 2021.

Supervisor, Accounting - County of Simcoe. The Supervisor is responsible for supervising staff and performing financial requirements within their portfolio. This would include accounting, budgeting, forecasting and reporting on a daily, monthly and annual basis. Submit your application online by December 3, 2021.

About AMO

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November 18, 2021

In This Issue

- Webinar on November 19 for *Conservation Authorities Act* regulations.
- ROMA recommendations on Future of Ontario's Rural Communities at AGM.
- A risk management information system for municipalities.
- OHS due diligence challenges for municipalities.
- OMERS Employer Bulletin regarding calls for independent review.
- Canoe Webinar: CIMCO Refrigeration.
- Canoe Webinar: RothIAMS.
- Electric Zamboni Showcase - Peterborough, ON.
- ONE Investment fall 2021 webinars - Equity and Fixed Income.
- Attend OMSSA's 2021 Policy Conference.
- Opportunities for municipalities to explore innovation with Mitacs.
- Long-term care governance and leadership training.
- Careers: AMO, Orillia, Brampton, Simcoe, Parry Sound and Hamilton.

AMO Matters

AMO and Conservation Ontario are hosting a lunch and learn on Friday, November 19 at noon to answer technical questions about the new *Conservation Authorities Act* regulations. Here are [details](#) on how to register.

Eye on Events

The ROMA Board of Directors will release their recovery and growth plan: *Opportunities for Rural Ontario in a Post-Covid World*, at the 2022 Annual Conference. Learn about the findings, recommendations and advocacy that is needed for sustainable rural communities. [Register today](#).

On December 2, join AMO and [our latest partner](#), [ClearRisk](#), to learn more about the latest offering competitively procured for members: a risk management information system. With the ClearRisk platform, the data generated can help your municipality track insurance claims while improving your local risk management program. [Register today](#).

On November 23, join AMO's Occupational Health and Safety program partner, [4S Consulting Services Inc.](#), for a webinar on due diligence challenges for directors and officers of municipalities. [Register today](#).

Municipal Employer Pension Centre of Ontario (MEPCO)

OMERS has released [important information](#) in response to letters sent to municipal Councils by CUPE Ontario regarding OMERS investment performance.

LAS

CIMCO webinar November 24 @ 11 am, [register here](#). With CIMCO Refrigeration, municipalities gain the advantage on everything from buying equipment and building a

new rink, to making general repairs and upgrading refrigeration systems. Part of the [Canoe Procurement Group](#).

RothIAMS webinar December 8 @ 11 am, [register here](#). RothIAMS provides integrated asset management strategies for municipal governments across Ontario. Join us for real-world examples to inform your Asset Management, Capital Renewal, or Maintenance Plans. Part of the [Canoe Procurement Group](#).

Thinking of buying an electric Zamboni? [Register now](#) to see them in person at the Zamboni Showcase - November 24 from 8 am - 12 pm at the Healthy Planet Arena, Peterborough. Learn about batteries, maintenance, and see demonstrations from Zamboni - one of the many approved vendors under the [Canoe Procurement Group](#).

One Investment

ONE Investment is hosting two live sessions in November, 2021 with our external Portfolio Managers: MFS Investment Management and Guardian Capital. To register and know what will be covered, click on these links: November 24 - [Philosophy, Process and Performance of ONE's Fixed Income Portfolios](#) and on November 23 - [Philosophy, Process and Performance of ONE's Equity Portfolio](#).

Municipal Wire*

Join the Ontario Municipal Social Services Association November 30 to December 2 to focus on issues that will inform human services policy in the future and think about the post-pandemic Ontario we want. [Register today](#).

[Mitacs](#) is a not-for-profit organization, funded by federal and provincial governments to foster innovation in Canada. [Municipalities](#) can now access matching funds to address local priorities through their internship programs.

AdvantAge Ontario, the association representing municipal and non-profit long-term care homes, is offering a [three-part webinar series](#) designed for long-term care board and committee of management members.

Careers

[Policy Intern - AMO](#). Assisting senior advisors and the Director of Policy, the successful candidate will support AMO's policy development process. The job will require research, analysis, report writing, project planning and coordination. Please apply in confidence to: careers@amo.on.ca by December 17, 2021 at 12 noon.

[Membership Services Advisor - AMO](#). With a key role in the Membership Centre, this position provides advisory and execution support to the Director of the Membership Centre on researching, designing, delivering, and implementing all events and training. Please apply in confidence to: careers@amo.on.ca by December 2, 2021.

[Director of Business Development - City of Orillia](#). Reporting to the Chief Administrative Officer (CAO), the Director of Business Development provides leadership, overall direction, management and administration of functions associated with business development, culture and tourism. Apply [online](#) by November 25, 2021.

[Director, Design & Construction, Public Works & Infrastructure - City of Brampton](#). Reporting to the Commissioner, the Director will be responsible for providing strong, innovative leadership to a team of 5 Managers Building, Design and Construction and 1 Business Advisor. Apply online to arthur@wmc.on.ca by December 10, 2021.

Director of Capital Works, Public Works & Engineering - City of Brampton. Reporting to the Commissioner, the Director will be responsible for providing strong, innovative leadership to the City's Construction, Engineering, and Infrastructure Planning Sections. Apply online to arthur@wmc.on.ca by December 10, 2021.

Director, Facilities Operations & Maintenance, Public Works & Infrastructure - City of Brampton. Reporting to the Commissioner, Public Works & Engineering, the Director is responsible for leadership of the maintenance and operations of civic buildings and facilities. Apply online to arthur@wmc.on.ca by December 10, 2021.

Manager, Public Housing - County of Simcoe. Reporting to the Director, Social Housing, this position is responsible for effectively leading the delivery of County owned housing program and centralized waiting list in accordance with the policies of the County and applicable legislation. Apply online by December 2, 2021.

Principal Planner - Town of Parry Sound. Reporting to the Director of Development & Protective Services, the Principal Planner is responsible for planning and managing the activities and operations of the Town's planning functions. Submit a cover letter and resume to dthompson@townofparrysound.com by November 26, 2021.

Director, LRT Project Office - City of Hamilton. Reporting to the General Manager of the Planning and Economic Development Department, this position will lead the City of Hamilton's project team responsible for working collaboratively with Metrolinx to ensure the completion of the Hamilton Light Rail Transit Project. Apply online by December 2, 2021.

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November 10, 2021

In This Issue

- Apply to Ontario's NEW Site Readiness Program today!
- Register for provincial webinars on excess soil regulations.
- ?Applications open soon for the Community Safety and Policing Grant Program.
- New date added for navigating conflict training.
- A risk management information system for municipalities.
- OHS due diligence challenges for municipalities.
- LAS Blog: Read about AMO's work on climate change.
- FCM funding for road & sidewalk assessments.
- Canoe Public Procurement Summit only one week away!
- Canoe Fall Webinar: CIMCO Refrigeration.
- Electric ice resurfacers coming to an arena near you.
- Culvert prices rising December 1, 2021.
- ONE Investment fall 2021 webinars - Equity and Fixed Income.
- Long-term care governance and leadership training.
- Careers: Ministry of Finance, Halton Region, Toronto and Brant County.

Provincial Matters

The Ministry of Economic Development, Job Creation and Trade launched a [NEW funding program](#) to support **industrial land owners** to complete site preparatory work, making those sites more attractive for investors. Application Deadline: March 1, 2022.

The province is hosting webinars on November [12th](#), [19th](#), [24th](#) and [26th](#) on the upcoming [changes to excess soil regulations](#). Click on the dates to register, or email mecp.landpolicy@ontario.ca.

The province is investing \$267.6 million over three years through the [Community Safety and Policing \(CSP\) Grant program](#). Eligible police services can apply for funding to support the implementation of public safety and community policing initiatives.

Eye on Events

AMO's in demand training on skills for elected officials to navigate conflict relations is available for one more session in 2021. Sign up for the December 8 and 9 session [here](#). Limited seats available.

On December 2, join AMO and [our latest partner, ClearRisk](#), to learn more about the latest offering we have competitively procured for members: a risk management information system. With the ClearRisk platform, the data generated can help your municipality track insurance claims while improving your local risk management program. [Register today](#).

On November 23, join AMO's Occupational Health and Safety program partner, [4S](#)

[Consulting Services Inc.](#), for a webinar on due diligence challenges for directors and officers of municipalities. [Register today.](#)

LAS

With the 2021 United Nations Conference on Climate Change, AMO's Board has identified the priority of addressing the urgency of climate change as a strategic objective this year and last. Read more in our [latest blog](#).

The [FCM Municipal Asset Management Program](#) is a perfect fit for the [LAS Road/Sidewalk Assessment Service](#) with funds to cover 80-90% of the assessment cost up to \$50,000. Get a quote from LAS and apply for your funding today. [Contact Tanner](#) for more information.

The Canoe Public Procurement Summit takes place November 17, 11:00am to 2:30pm EST. Join municipalities from across Canada to learn more about best practices in cooperative purchasing. [Learn more or register here.](#)

Gain a powerplay advantage using CIMCO for your arena needs. Join our webinar on November 24 at 11 am to hear how this Canoe contract helps your community keep their stick on the ice. [Register today.](#)

Thinking of buying an electric ice resurfacer? Register now to see them in person at the Zamboni Showcase – Nov 17 ([The Plex, Saugeen Shores](#)), Nov 18 ([Gerry McCrory Countryside Sports Complex, Sudbury](#)), or Nov 14 ([Healthy Planet Arena, Peterborough](#)). Learn about batteries, maintenance, and see demonstrations from Zamboni - one of the many approved vendors under the [Canoe Procurement Group](#).

Culvert Price Increase Alert: Armtec has advised LAS that the cost of its products will be increasing due to high steel prices. This increase goes into effect December 1, 2021. Order your material now using the [Canoe Procurement Group](#) to beat the increase. [Contact Tanner](#) to learn more.

One Investment

ONE Investment is hosting two live sessions in November, 2021 with our external Portfolio Managers: MFS Investment Management and Guardian Capital. To register and know what will be covered, click on these links: November 23 - [Philosophy, Process and Performance of ONE's Fixed Income Portfolios](#) and on November 24 - [Philosophy, Process and Performance of ONE's Equity Portfolio](#).

Municipal Wire*

AdvantAge Ontario, the association representing municipal and non-profit long-term care homes, is offering a [three-part webinar series](#) designed for long-term care board and committee of management members.

Careers

[Senior Policy Advisor - Ministry of Finance](#). Supporting strategic initiatives related to beverage alcohol, gaming and cannabis markets in Ontario. Conducting consultations, completing complex analyses and developing government policy options. Please apply [online](#), quoting Job ID 170302 by November 19, 2021.

[Manager, Systems Planning and Evaluation - Halton Region](#). Reporting to the Director, Children's Services, the Manager, the role is responsible for leading the strategic oversight of the early years and child care (EYCC) system in Halton. This position will

provide strategic advice in the development of programs, policies and funding models. Apply Online at: [Halton Job Postings](#) by November 19, 2021.

Stakeholder Engagement Lead - City of Toronto. Reporting to the Manager, Stakeholder and Community Outreach, the incumbent will be responsible for providing overall senior level support to Solid Waste Management Services (SWMS). To apply online, submit your resume, quoting Job ID 18214, by Tuesday, November 30, 2021.

Director of Council Services, Clerk - County of Brant. This role requires the individual to lead and oversee team of Council Services Division staff to ensure high quality service delivery in the functions of council/committee services, records management, vital statistics, election, and freedom of information/privacy. Visit www.brant.ca/jobs to apply. Deadline is November 21, 2021.

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VIA EMAIL

November 25, 2021

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Kevin Arjoon, City Clerk, City of Burlington
Meaghan Reid, Town Clerk, Town of Milton
Vicki Tytaneck, Town Clerk, Town of Oakville
Valerie Petryniak, Town Clerk, Town of Halton Hills

Please be advised that at its meeting held Wednesday, November 24, 2021, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: LPS85-21 - Update 4: Mandatory Non-Medical Masks/Face Coverings in Certain Enclosed Public Places in Halton Region

1. THAT Regional Council approve the extension of By-law No. 47-20 until April 30, 2022, substantially in the form of the draft amending by-law appended to Report No. LPS85-21 as Attachment #2.
2. THAT Report No. LPS85-21 be forwarded to the City of Burlington, the Town of Halton Hills, the Town of Milton, and the Town of Oakville for their information.

Included please find a copy of Report No. LPS85-21 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

Graham Milne
Regional Clerk
graham.milne@halton.ca



The Regional Municipality of Halton

Report To:	Regional Chair and Members of Regional Council
From:	Bob Gray, Commissioner, Legislative and Planning Services and Corporate Counsel
Date:	November 24, 2021
Report No:	LPS85-21
Re:	Update 4: Mandatory Non-Medical Masks/Face Coverings in Certain Enclosed Public Places in Halton Region

RECOMMENDATION

1. THAT Regional Council approve the extension of By-law No. 47-20 until April 30, 2022, substantially in the form of the draft amending by-law appended to Report No. LPS85-21 as Attachment #2.
2. THAT Report No. LPS85-21 be forwarded to the City of Burlington, the Town of Halton Hills, the Town of Milton, and the Town of Oakville for their information.

REPORT

Executive Summary

- On July 15, 2020, Regional Council adopted By-law No. 47-20 – Directed at Persons & Operators to require mandatory Non-Medical Masks/Face Coverings in certain Enclosed Public Places in Halton Region, as described in Report No. LPS59-20 re: “Mandatory Non-Medical Masks/Face Coverings in Certain Enclosed Public Places in Halton Region”.
- On September 16, 2020, Regional Council enacted amendments to By-law No. 47-20, as described in Report No. LPS78-20 re: “Update: Mandatory Non-Medical Masks/Face Coverings in Certain Enclosed Public Places in Halton Region”.
- Regional Council requested an update at the October 21, 2020 Regional Council Meeting regarding By-Law No. 47-20. At that meeting Regional Council enacted an amendment to By-law No. 47-20, as described in Report No. LPS90-20 re: “UPDATE 2: Mandatory Non-Medical Masks/Face Coverings in Certain Enclosed Public Places in Halton Region” extending the application of By-law No. 47-20 until May 31, 2021.

- On April 21, 2021, Regional Council enacted an amendment to By-law No. 47-20, as described in Report No. LPS39-21 re: “Update 3: Mandatory Non-Medical Masks/Face Coverings in Certain Enclosed Public Places in Halton Region” extending the application of By-law No. 47-20 until December 31, 2021.
- This report recommends that Regional Council extend the application of By-law No. 47-20 until April 30, 2022.

Background

On July 15, 2020, Regional Council adopted LPS59-20 re: “Mandatory Non-Medical Masks/Face Coverings in Certain Enclosed Public Places in Halton Region” and enacted By-law No. 47-20.

On September 16, 2020, Regional Council adopted LPS78-20 re: “Update - Mandatory Non-Medical Masks/Face Covering in Certain Enclosed Public Places in Halton Region”. Report LPS78-20 contained administrative amendments to By-law No. 47-20 and the addition of Enclosed Common Areas, including in condominiums and apartment buildings, to the definition of Public Place.

On October 21, 2020, Regional Council adopted LPS90-20 re: “UPDATE 2: Mandatory Non-Medical Masks/Face Coverings in Certain Enclosed Public Places in Halton Region” extending the application of By-law No. 47-20 until May 31, 2021.

On April 21, 2021, Regional Council adopted LPS39-21 re: “Update 3: Mandatory Non-Medical Masks/Face Coverings in Certain Enclosed Public Places in Halton Region” extending the application of By-law No. 47-20 until December 31, 2021.

Discussion

By-law No. 47-20 requires Persons to wear non-medical masks/face coverings in certain enclosed Public Places within Halton Region. By-law No. 47-20 also requires Operators of certain Public Places in Halton Region to adopt a non-medical mask/face covering policy to ensure that no member of the public is permitted entry to, or otherwise remain within, an enclosed space within a Public Place, unless the member of the public is properly wearing a non-medical mask/face covering.

For some time the Province has, through regulation, required mask wearing in specified situations. Recently, Ontario moved to Step Three of the Roadmap to Reopen on July 16, 2021. Under Step Three, as set out in Ontario Regulation 364/20: Rules for Areas at Step 3, individuals are required to wear a mask or face covering inside any business or place that is open (with certain exceptions). Businesses or organizations are also required to ensure that patrons and workers wear masks or face coverings indoors and in specific outdoor public events or setting (with certain exceptions).

On October 22, 2021, the Ontario government released its Plan to Safely Reopen Ontario and Manage COVID-19 for the Long-Term, which outlines the province's gradual approach to lifting remaining public health and workplace safety measures over the next six months. In the absence of concerning public health trends, the province intends to lift the requirement to wear masks or face coverings in indoor public settings by March 28, 2022. No regulation has yet been enacted in this regard.

Following consultation with the Region's Medical Officer of Health, staff recommend an extension of By-Law No. 47-20 until April 30, 2022. Staff will continue to monitor key public health indicators along with public health guidance and recommendations from the province and will report back to Council in the spring of 2022 should any further amendments to By-law No. 47-20 be recommended.

For further details, please see the Consolidated Version of the By-law attached as Attachment #1 and the Amending By-law attached as Attachment #2.

CONCLUSION

After consultation with Public Health and the Medical Officer of Health, Regional Staff recommend an extension of By-law No. 47-20 to April 30, 2022.

FINANCIAL/PROGRAM IMPLICATIONS

There are no financial implications arising from the receipt of this report.

Respectfully submitted,



Jody Johnson
Director, Legal Services



Bob Gray
Commissioner, Legislative and Planning
Services and Corporate Counsel

Approved by



Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

Jody Johnson

Tel. # 7254

Attachments: Attachment #1 – Consolidated Changes – Halton Region Mask By-law No. 47-20
Attachment #2 – Amending By-law - Halton Region Mask By-law No. XX-21

THE REGIONAL MUNICIPALITY OF HALTON

BY-LAW NO. 47-20

A TEMPORARY BY-LAW TO REQUIRE THE WEARING OF NON-MEDICAL MASKS/FACE COVERINGS IN ENCLOSED PUBLIC PLACES IN THE REGIONAL MUNICIPALITY OF HALTON.

WHEREAS subsection 11(2) of the *Municipal Act, 2001* (the “Act”), provides the general authority for municipalities to pass by-laws for the “health, safety and well-being of persons”;

AND WHEREAS the spread of COVID-19 has been declared a pandemic by the World Health Organization on March 11, 2020;

AND WHEREAS an emergency was declared in the Province of Ontario on March 17, 2020, pursuant to Order in Council 518/2020 for the purposes of section 7.1 of the *Emergency Management and Civil Protection Act*, and has been extended pursuant to section 7.0.7 of the *Emergency Management and Civil Protection Act*, due to the health risks to Ontario residents arising from COVID-19;

AND WHEREAS on March 23, 2020, the Regional Chair declared a state of emergency in support of the Province’s efforts to contain the spread of the COVID-19 pandemic, made pursuant to subsection 4(1) of the *Emergency Management and Civil Protection Act*;

AND WHEREAS the Province of Ontario has enacted Ontario Regulation 263/20 under subsection 7.0.2(4) of the *Emergency Management and Civil Protection Act* to permit certain businesses to reopen for attendance by members of the public, subject to conditions, including the advice/recommendations/instructions of public health officials;

AND WHEREAS the Province of Ontario has enacted Bill 195, *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020*, which continues orders made under sections 7.0.2 and 7.1 of the *Emergency Management and Civil Protection Act* in relation to COVID-19. While the Provincial declaration of emergency has ended, the new act will provide the Province with the necessary flexibility to address the ongoing risks and effects of the COVID-19 outbreak;

AND WHEREAS physical distancing (keeping distance from one another and limiting activities outside the home; when outside the home, staying at least 2 metres away from other people whenever possible) is difficult to maintain in enclosed public places;

AND WHEREAS a by-law requiring persons to wear a non-medical mask/face covering in enclosed public places is deemed a necessary, recognized,

practicable, and effective method to limit the spread of COVID-19, and thereby help protect the health, safety and well-being of the Halton Region community;

AND WHEREAS a by-law requiring the Operator of an enclosed Public Place that is open to the public to adopt a policy to require persons entering the enclosed Public Place to wear a non-medical mask/face covering is deemed a necessary, recognized, practicable, and effective method to limit the spread of COVID-19, and thereby help protect the health, safety and well-being of the Halton Region community;

AND WHEREAS section 425 of the Act provides that any person who contravenes any by-law of the Region is guilty of an offence;

AND WHEREAS section 444 of the Act provides that the Region may make an order requiring a person who contravened a by-law or who caused or permitted the contravention or the owner or occupier of the land on which the contravention occurred to discontinue the contravening activity;

NOW THEREFORE THE COUNCIL OF THE REGIONAL MUNICIPALITY OF HALTON HEREBY ENACTS AS FOLLOWS:

1. THAT:

- a) every person must wear a Non-Medical Mask / Face Covering when inside an enclosed Public Place within the geographic area of the Region of Halton;
- b) such a Non-Medical Mask / Face Covering shall cover their mouth, nose and chin.

2. THAT every person that is the parent or guardian accompanying a child that is five (5) years old or older in an enclosed Public Place shall ensure that the child wears a Non-Medical Mask / Face Covering. For clarity, every person aged five (5) years old or older shall wear a Non-Medical Mask or Face Covering in an enclosed Public Place.

3. THAT a “person” shall include any occupant within an enclosed Public Place and shall include, but not be limited to, any owner, operator, employee and worker in the enclosed Public Place and any customer, patron or other visitor in the enclosed Public Place, subject to the exemptions below.

4. THAT no person shall be required to provide proof of any of the exemptions set out below in Section 6.

5. THAT:

- a) the Operator of an Public Place that is open to the public, shall adopt a policy as required under this By-law to ensure that no member of the public is permitted entry to, or otherwise remains within, any enclosed space within the Public Place, unless the member of the public is wearing a Non-Medical Mask/Face Covering, in a manner which covers their mouth, nose and chin;
 - b) the Operator of the Public Place shall, upon request, provide a copy of the policy for inspection by any person authorized to enforce this By-law.
6. THAT this By-law and the policy shall have the following exemptions from the requirement to wear a Non-Medical Mask/Face Covering in enclosed Public Places within Halton Region:
- i. the person is under the age of five (5) years old;
 - ii. the person has an underlying medical condition where wearing a Mask or Face Covering would inhibit the person's ability to breathe in any way;
 - iii. the person may experience a negative impact to their emotional well-being or mental health;
 - iv. the person has a developmental disability which inhibits their ability to wear a Non-Medical Mask or Face Covering;
 - v. the person has a disability whereby the wearing of a Non-Medical Mask or Face Covering would limit their ability to reasonably communicate with others or otherwise present a hardship for a person or persons assisting the individual;
 - vi. the person is unable to place or remove a Non-Medical Mask or Face Covering without assistance;
 - vii. persons temporarily removing their Non-Medical Mask / Face Covering when necessary for receiving services (such as having a meal), or while actively engaging in an athletic or fitness activity; and
 - viii. employees and agents of the person responsible for the Public Place within an area designated for them and not for public access, or within or behind a physical barrier; in both instances where a physical distance of at least 2

metres can be maintained at all times between the patron(s) and the employee(s).

7. THAT no person shall be discriminated against for not wearing a Non-Medical Mask / Face Covering due to an exemption.
8. THAT this By-law and the policy, subject to the above exemptions, shall require that employees wear a Non-Medical Mask / Face Covering when working in the enclosed space within the Public Place.
9. THAT this By-law and the policy shall not require employees or members of the public to provide proof of any of the exemptions set out above.
10. THAT the Operator shall conspicuously post at all entrances to the Public Place clearly visible signage containing the following text:

ALL PERSONS ENTERING OR REMAINING IN THESE PREMISES SHALL WEAR A NON-MEDICAL MASK OR FACE COVERING WHICH COVERS THEIR NOSE, MOUTH AND CHIN AS REQUIRED UNDER THE REGIONAL MUNICIPALITY OF HALTON BY-LAW 47-20.

THE FOLLOWING PERSONS SHALL BE EXEMPT FROM THE REQUIREMENT TO WEAR A NON-MEDICAL MASK / FACE COVERING IN ENCLOSED PUBLIC PLACES WITHIN HALTON REGION:

- i. the person is under the age of five (5) years old;
- ii. the person has an underlying medical condition where wearing a Non-Medical Mask or Face Covering would inhibit the person's ability to breathe in any way;
- iii. the person may experience a negative impact to their emotional well-being or mental health;
- iv. the person has a developmental disability which inhibits their ability to wear a Non-Medical Mask or Face Covering;
- v. the person has a disability whereby the wearing of a Non-Medical Mask or Face Covering would limit their ability to reasonably communicate with others or otherwise present a hardship for a person or persons assisting the individual;

- vi. **the person is unable to place or remove a Non-Medical Mask or Face Covering without assistance;**
- vii. **persons temporarily removing their Non-Medical Mask / Face Covering when necessary for receiving services (such as having a meal), or while actively engaging in an athletic or fitness activity; and**
- viii. **employees and agents of the person responsible for the Public Place within an area designated for them and not for public access, or within or behind a physical barrier; in both instances where a physical distance of at least 2 metres can be maintained at all times between the patron(s) and the employee(s).**

Please be respectful of the rights of individuals who are exempt from wearing a mask in conformity with the exemptions provided in the By-law.

To report an incident of noncompliance, contact the Halton Regional Police Service COVID19 Hotline: 905-825-4722.

IF YOU HAVE ANY QUESTIONS OR CONCERNS, PLEASE CALL 311.

- 11. THAT the Operator shall ensure that all persons working at the Public Place are trained in the requirements of the policy and this By-law.
 - 11.1 This By-law may be enforced by an Officer.
 - 11.2 Any person or Operator who contravenes any provision of this By-law is guilty of an offence and upon conviction is liable to a fine and such other penalties as provided for by the Provincial Offences Act, R.S.O. 1990, Chapter P.33, as amended.
 - 11.3 An Officer may enter on land at any reasonable time and in accordance with the conditions set out in sections 435 and 437 of the *Municipal Act, 2001* for the purpose of carrying out an inspection to determine whether or not the following are being complied with:
 - a. an order or other requirement made under this By-law; or
 - b. an order made under section 431 of the *Municipal Act, 2001*.
 - 11.4 An Officer, for the purposes of the inspection under section 11.3 and in accordance with the conditions set out in section 436 of the *Municipal Act, 2001*, may:

- a. require the production for inspection of documents or things relevant to the inspection;
 - b. inspect and remove documents or things relevant to the inspection for the purpose of making copies or extracts;
 - c. require information in writing or otherwise as required by an Officer from any person concerning a matter related to the inspection; and,
 - d. alone or in conjunction with a person possessing special or expert knowledge, make examinations or take tests, samples or photographs necessary for the purposes of the inspection.
- 11.5 An Officer may undertake an inspection pursuant to an order issued by a provincial judge or justice of the peace under section 438 of the *Municipal Act, 2001*, in accordance with the conditions set out in that section, where they have been prevented or is likely to be prevented from carrying out an inspection under section 11.3
- 11.6 All contraventions of any provision of this By-law are designated as multiple offences and continuing offences pursuant to subsections 429(2) and (5) of the *Municipal Act, 2001*.
- 11.7 Upon conviction of an offence under this By-law pursuant to Part III of the Provincial Offences Act, a person or operator shall be liable to a fine in accordance with section 429 of the *Municipal Act, 2001*.
- 11.8 Where a person or Operator has been convicted of an offence, the court in which the conviction has been entered and any court of competent jurisdiction thereafter may, in addition to any other remedy and to any penalty imposed by this By-law, make an order:
- a. prohibiting the continuation or repetition of the offence by the person or operator convicted; and,
 - b. requiring the person or operator convicted to correct the contravention in the manner and within the period that the court considers appropriate.

12. Intentionally Deleted.

13. THAT the following definitions shall apply in this By-law:

- (a) **“Enclosed Common Areas”** includes lobbies, elevators, laundry rooms, and mailrooms.

- (b) **“Local Municipality”** means the Corporations of: The City of Burlington, The Town of Oakville, The Town of Milton or The Town of Halton Hills.
- (c) **“Municipality”** means the Region or a Local Municipality.
- (d) **“Non-Medical Mask/Face Covering”** means a mask, balaclava, bandana, scarf, cloth or other similar item that covers the nose, mouth and chin without gapping;
- (e) **“Officer”** means:
- (i) a police officer,
 - (ii) a constable appointed pursuant to any Act,
 - (iii) a municipal law enforcement officer referred to in subsection 101 (4) of the *Municipal Act, 2001*, while in the discharge of his or her duties, including a municipal law enforcement officer from a Local Municipality;
 - (iv) a by-law enforcement officer of any Municipality or of any local board of any Municipality, while in the discharge of his or her duties, including any by-law enforcement officer from a Local Municipality;
 - (v) an officer, employee or agent of any Municipality or of any local board of any Municipality whose responsibilities include the enforcement of a by-law, an Act or a regulation under an Act, while in the discharge of his or her duties, or
 - (vi) a person designated under subsection 1(3) of the *Provincial Offences Act*.
- (f) **“Operator”** means a person or organization which is responsible for or otherwise has control over the operation of a Public Place;
- (g) **“Public Place”** means all places that the public has access to within the following:
- a. premises or any portion thereof which are used as a place of business for the sale or offering for sale of goods or services;
 - b. churches, mosques, synagogues, temples, or other places of worship;
 - c. community centres including indoor recreational facilities;
 - d. libraries, art galleries, museums, aquariums, zoos and other similar facilities;

- e. community service agencies providing services to the public, including municipal administrative buildings;
- f. banquet halls, convention centres, arenas, stadiums, and other event spaces;
- g. premises utilized as an open house, presentation centre, or other facility for real estate purposes;
- h. Enclosed Common Areas of hotels, motels and other short-term rentals, such as lobbies, elevators, meeting rooms or other common use facilities;
- i. concert venues, theatres, cinemas, casinos, and other entertainment facilities;
- j. public transportation and private transportation services (such as taxis, private limousine services, Uber, Lyft and other similar ride programs); and
- k. Enclosed Common Areas of an apartment or condominium building, including the lobby, elevator, laundry room, and mailrooms.

14. THAT despite Section 13(g) above, the following premises are not a Public Place for the purposes of this By-law, even if they would otherwise fall within the definition of a Public Place:

- a) Schools, post-secondary institutions, and child care facilities, correction centres and jails;
- b) hospitals, independent health facilities and offices of regulated health professionals;
- c) staff-only areas within a Public Place;
- d) court facilities and professional offices where clients receive purchased services (such as lawyer or accountant office) that are not open to members of the public except by appointment;
- e) indoor areas of a building accessible to only employees; and
- f) indoor/outdoor day care and day camps;.

15. THAT this By-law shall not be interpreted so as to conflict with a Provincial or Federal statute, regulation, or instrument of a legislative nature, including an order made under the *Emergency Management and Civil Protection Act*, and/or the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020*.

16. THAT this By-law comes into force seven (7) days after the date of enactment (being 12:01am on September 23, 2020).

17. THAT this By-law shall be deemed to no longer be in effect, and revoked at 11:59pm on April 30, 2022, unless extended by Regional Council.

READ and PASSED this 16th day of September, 2020.

REGIONAL CHAIR

REGIONAL CLERK

Report No. LPS78-20

THE REGIONAL MUNICIPALITY OF HALTON

BY-LAW NO. XX-21

A TEMPORARY BY-LAW TO REQUIRE THE WEARING OF NON-MEDICAL MASKS/FACE COVERINGS IN ENCLOSED PUBLIC PLACES IN THE REGIONAL MUNICIPALITY OF HALTON.

WHEREAS subsection 11(2) of the *Municipal Act, 2001* (the “Act”), provides the general authority for municipalities to pass by-laws for the “health, safety and well-being of persons”;

AND WHEREAS the spread of COVID-19 has been declared a pandemic by the World Health Organization on March 11, 2020;

AND WHEREAS an emergency was declared in the Province of Ontario on March 17, 2020, pursuant to Order in Council 518/2020 for the purposes of section 7.1 of the *Emergency Management and Civil Protection Act*, and has been extended pursuant to section 7.0.7 of the *Emergency Management and Civil Protection Act*, due to the health risks to Ontario residents arising from COVID-19;

AND WHEREAS on March 23, 2020, the Regional Chair declared a state of emergency in support of the Province’s efforts to contain the spread of the COVID-19 pandemic, made pursuant to subsection 4(1) of the *Emergency Management and Civil Protection Act*;

AND WHEREAS the Province of Ontario has enacted Ontario Regulation 263/20 under subsection 7.0.2(4) of the *Emergency Management and Civil Protection Act* to permit certain businesses to reopen for attendance by members of the public, subject to conditions, including the advice/recommendations/instructions of public health officials;

AND WHEREAS the Province of Ontario has enacted Bill 195, *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020*, which continues orders made under sections 7.0.2 and 7.1 of the *Emergency Management and Civil Protection Act* in relation to COVID-19. While the Provincial declaration of emergency has ended, the new act will provide the Province with the necessary flexibility to address the ongoing risks and effects of the COVID-19 outbreak;

AND WHEREAS physical distancing (keeping distance from one another and limiting activities outside the home; when outside the home, staying at least 2 metres away from other people whenever possible) is difficult to maintain in enclosed public places;

AND WHEREAS a by-law requiring persons to wear a non-medical mask/face covering in enclosed public places is deemed a necessary, recognized,

practicable, and effective method to limit the spread of COVID-19, and thereby help protect the health, safety and well-being of the Halton Region community;

AND WHEREAS a by-law requiring the Operator of an enclosed Public Place that is open to the public to adopt a policy to require persons entering the enclosed Public Place to wear a non-medical mask/face covering is deemed a necessary, recognized, practicable, and effective method to limit the spread of COVID-19, and thereby help protect the health, safety and well-being of the Halton Region community;

AND WHEREAS section 425 of the Act provides that any person who contravenes any by-law of the Region is guilty of an offence;

AND WHEREAS section 444 of the Act provides that the Region may make an order requiring a person who contravened a by-law or who caused or permitted the contravention or the owner or occupier of the land on which the contravention occurred to discontinue the contravening activity;

AND WHEREAS Regional Council amended By-law No. 47-20 on October 21st, 2020;

AND WHEREAS Regional Council amended By-law No. 47-20 on April 21st, 2021;

AND WHEREAS Regional Council amended By-law No. 47-20 on November 24th, 2021 to permit the amendment noted below

NOW THEREFORE THE COUNCIL OF THE REGIONAL MUNICIPALITY OF HALTON HEREBY ENACTS AS FOLLOWS:

1. THAT section 17 is deleted and replaced with the following:

THAT this By-law shall be deemed to no longer be in effect, and revoked at 11:59pm on April 30, 2022, unless extended by Regional Council.

2. THAT all other provisions of By-law No. 47-20 shall remain in force and effect.
3. THAT this By-law comes into force on the day it is passed.

READ and PASSED this 24th day of November, 2021.

REGIONAL CHAIR

REGIONAL CLERK

Report No. LPS85-21



VIA EMAIL

November 25, 2021

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Valerie Petryniak, Town Clerk, Town of Halton Hills

Please be advised that at its meeting held Wednesday, November 24, 2021, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: LPS90-21/SS-31-21/FN-43-21 - Halton Region and Town of Halton Hills Partnership to Seek Development of Assisted Rental Housing - 17 Guelph Street, Georgetown

1. THAT Regional Council direct staff to partner with the Town of Halton Hills in the issuance of an REOI for the development of assisted rental housing at 17 Guelph Street, Georgetown as outlined in Report No. LPS90-21/SS-31-21/FN-43-21 re: "Halton Region and Town of Halton Hills Partnership to Seek Development of Assisted Rental Housing - 17 Guelph Street, Georgetown".
2. THAT the Regional Clerk forward a copy of Report No. LPS90-21/SS-31-21/FN-43-21 to the Town of Halton Hills for their information.

Included please find a copy of Report No. LPS90-21/SS-31-21/FN-43-21 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

Graham Milne
Regional Clerk
graham.milne@halton.ca



The Regional Municipality of Halton

Report To:	Regional Chair and Members of Regional Council
From:	Bob Gray, Commissioner, Legislative and Planning Services and Corporate Counsel Alex Sarchuk, Commissioner, Social and Community Services, Keshwer Patel, Commissioner, Finance and Regional Treasurer
Date:	November 24, 2021
Report No:	LPS90-21/SS-31-21/FN-43-21
Re:	Halton Region and Town of Halton Hills Partnership to Seek Development of Assisted Rental Housing - 17 Guelph Street, Georgetown

RECOMMENDATION

1. THAT Regional Council direct staff to partner with the Town of Halton Hills in the issuance of an REOI for the development of assisted rental housing at 17 Guelph Street, Georgetown as outlined in Report No. LPS90-21/SS-31-21/FN-43-21 re: “Halton Region and Town of Halton Hills Partnership to Seek Development of Assisted Rental Housing - 17 Guelph Street, Georgetown”.
2. THAT the Regional Clerk forward a copy of Report No. LPS90-21/SS-31-21/FN-43-21 to the Town of Halton Hills for their information.

REPORT

Executive Summary

- The Town of Halton Hills owns a surplus parcel of land located at 17 Guelph Street, Georgetown (the “Property”). The Property has been identified for redevelopment into an affordable/assisted living apartment building. (See Attachment #1 for site location map)
- The Town and Region wish to enter into an innovative and collaborative partnership with one another and a third party proponent (not yet identified) in order to facilitate the development of purpose-built assisted/affordable rental housing units on the Property. This would be done by using the Town’s surplus land, potential financing from the Canada Mortgage and Housing Corporation’s

(“CMHC”) Co-Investment Fund program, the Region taking the lead on issuing the Request for Proposal and providing the potential capital to improve affordability of the rents. The third party proponent would build and manage the new units, and would be responsible for ensuring that the units remained affordable into perpetuity through the disposition agreement for the Property.

- The proposed development at 17 Guelph Street in Georgetown is part of Halton Region’s plan to create new assisted rental housing units through funding third party initiatives as referenced in Report No. LPS84-21/SS-25-21 re: “Portfolio Approach to Achieving Comprehensive Housing Strategy Targets” on the November 24, 2021 Regional Council agenda.
- Report No. LPS90-21/SS-31-21/FN-43-21 provides information to Council on this municipal partnership between the Town of Halton Hills and Halton Region and intended process which includes Halton Region taking the lead to issue a public Request for Expressions of Interest (REOI) before the end of 2021.
- Upon conclusion of the REOI process, Town staff will bring forward a report to Town of Halton Hills Council with a recommendation for a third party partner that, if approved, would grant the successful partner(s) the land and development rights to construct, operate and maintain 17 Guelph Street as affordable rental housing.
- Once a developer has been approved for the lands by the Town of Halton Hills, staff will report back to Regional Council for capital funding consideration approval.

Background

The Town of Halton Hills owns a surplus parcel of land located at 17 Guelph Street, Georgetown (the “Property”). (See Attachment #1)

The Town has, through senior staff and recent Town Council reports, reached out to Halton Region to explore a partnership opportunity to develop the Property as assisted and affordable rental housing into perpetuity in support of Halton Region’s Comprehensive Housing Strategy. (See Attachments #2, #3 and #4)

According to CMHC’s Annual Rental Market Survey, there is a limited supply of purpose built rental units within the Town. As of June 2021, there were 214 Halton applicants on the Halton Access to Community Housing (HATCH) social housing waitlist requesting a 1-bedroom unit in Halton Hills.

Report No. SS-19-19/LPS86-19 re: “Comprehensive Housing Strategy 2014-2024 - Five Year Review”, approved by Regional Council, emphasized the importance of collaboration between Halton Region and the four local municipalities as a means by which to protect and encourage purpose-built rental housing stock.

The proposed development at 17 Guelph Street in Georgetown is part of Halton Region's plan to create new assisted rental housing units through funding third party initiatives as referenced in Report No. LPS84-21/SS-25-21 re: "Portfolio Approach to Achieving Comprehensive Housing Strategy Objectives" on the November 24, 2021 Regional Council agenda.

Discussion

This report provides information to Regional Council on a site-specific partnership between the Town of Halton Hills and Halton Region which could create new assisted housing units within the short-term in support of Halton Region's portfolio approach to achieving the Comprehensive Housing Strategy targets.

The Town and Region are looking to advance an innovative partnership with a proponent from the non-profit or private sector to create affordable and assisted housing opportunities on municipal lands. With the Town contributing the land and the Region contributing potential capital funding, it is the intent to create a deeper level of affordability on-site. Additionally, through the REOI development support process, CMHC would work with Halton Region to undertake a preliminary review of any REOI applicants to review potential eligibility for financing with a focus on CMHC's Co-Investment Fund program.

Through Report No. SS-22-19/LPS106-19 re: "New Assisted Housing Project", staff have identified an application process that will optimize conditions for potential REOI applicants to respond and arrive at the best possible proposals for capital funding consideration for assisted rental housing units. Halton Region will take the lead role in issuing this site specific REOI based on the creation of new government-assisted rental housing units while working in close collaboration with the Town.

The purpose of this REOI is for the Region and the Town to:

- gauge non-profit and private sector interest and readiness to develop and manage government-assisted and affordable rental housing units on the Property,
- provide development support to interested applicant(s) working in collaboration with the Town and Region to clarify the proposed partner's vision for the site and its alignment with combined Region and Town objectives for providing new assisted rental housing units, and;
- identify a potential partnership recommendation to Town Council for approval to lease the Property and a recommendation to Halton Region Council to provide capital funding to increase the affordability of rents for a minimum of 6 assisted rental units. The partner would be responsible to design, finance, build, operate and maintain a new purpose-built mixed income rental housing development at the Property into perpetuity.

The Property is envisioned as a mixed-income affordable rental housing development in the heart of Georgetown. Within walking distance to transit and daily amenities, the site

is a supportive location for households of various needs. The proposed development would contain up to 16 rental units and aim to integrate a mix of affordable and assisted rental housing, targeting the Town's housing needs along the housing continuum.

This REOI will be issued in the fall 2021. Through a period of development support with both the Town and Region, we anticipate that if a successful proponent is identified through this process, a recommendation to the respective Councils will be made in spring 2022.

It is important to note that Official Plan and Zoning by-law amendment applications for the proposed development have been submitted to the Town. They are subject to review, public consultation and Town Council decision.

Upon conclusion of the REOI process, Town staff will bring forward a recommendation report to Town of Halton Hills Council on the proposed partnership that, if approved, would grant the successful applicant(s) the land and development rights to construct, operate and maintain 17 Guelph Street as affordable rental housing.

Conclusion

This potential partnership housing project is a first both for Halton Region and the Town of Halton Hills. It represents a unique opportunity to leverage a municipally-owned surplus property and coordinate it with potential Regional capital funding to achieve the shared objective of creating new, purpose-built affordable and assisted rental housing units that will be available into perpetuity.

Halton Region staff will report back to Regional Council with updates and any potential recommendations for capital funding requests.

FINANCIAL/PROGRAM IMPLICATIONS

There are no financial implications at this time and any potential capital funding requests will be addressed in a future report to Regional Council.

Respectfully submitted,



Curt Benson
Director, Planning Services and Chief
Planning Official



Bob Gray
Commissioner, Legislative and Planning
Services and Corporate Counsel



Andrew Balahura
Director, Housing Services



Alex Sarchuk
Commissioner, Social and Community
Services



Matthew Buist
Director, Capital and Development
Financing



Keshwer Patel
Commissioner, Finance and Regional
Treasurer

Approved by



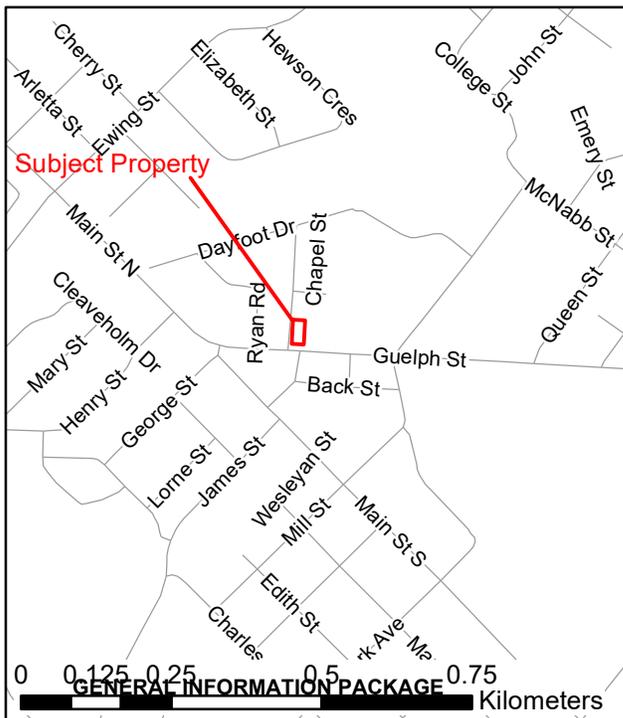
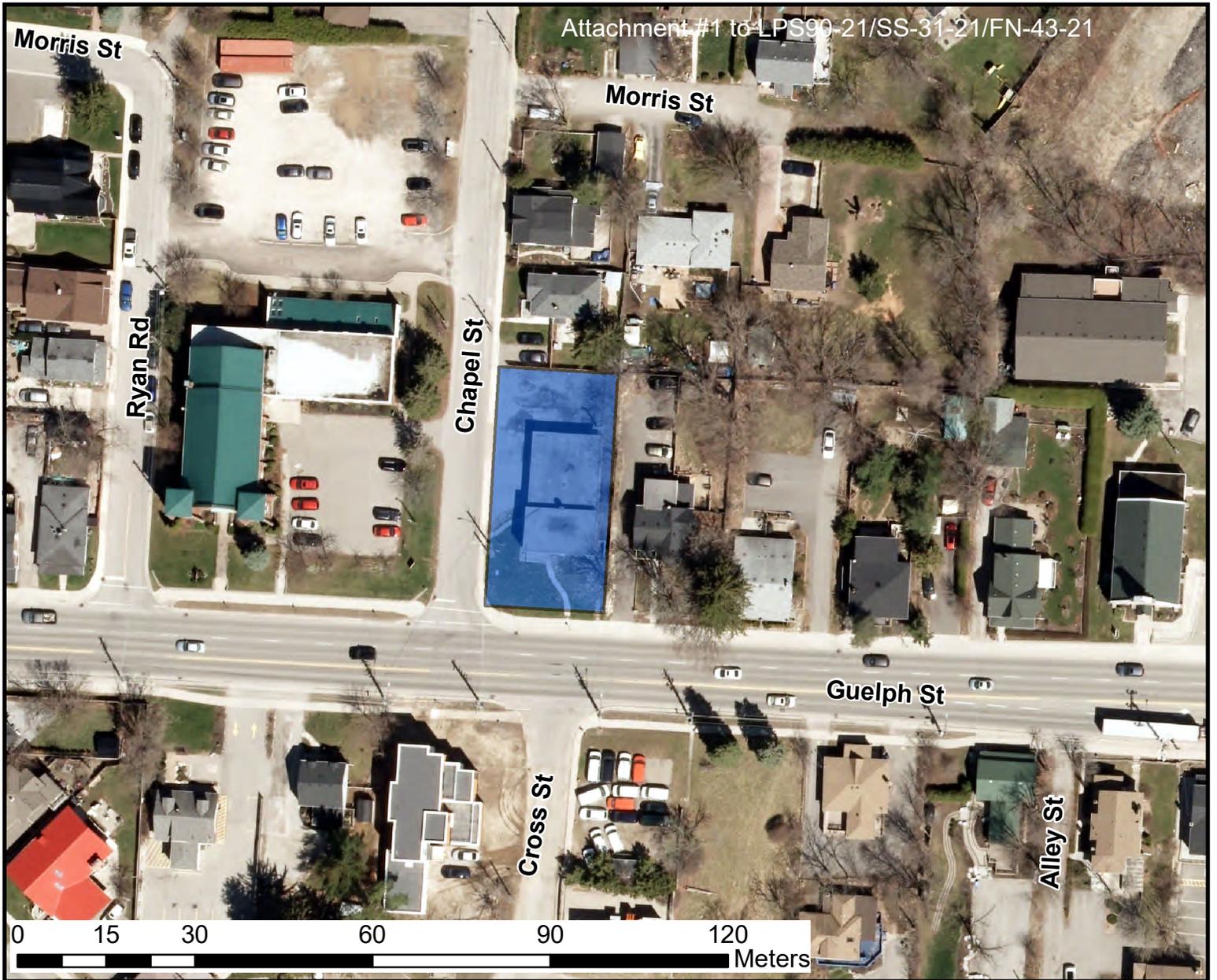
Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

Curt Benson

Tel. # 7181

Attachments: Attachment #1 – Location Map – 17 Guelph Street, Halton Hills
Attachment #2 – Town of Halton Hills Council Report No. ADMIN 2020-0043 – 17 Guelph
Street – An Opportunity for Affordable Housing
Attachment #3 – Halton Hills Council Report No. ADMIN 2021-0029 – 17 Guelph Street –
Status Update and Next Steps
Attachment #4 – Town of Halton Hills – Final Disposition Report No. ADMIN 2021-0029



17 Guelph Street Georgetown, Ontario

Background Orthophoto - 2019



Subject Property

REPORT

REPORT TO: Mayor Bonnette and Members of Council

REPORT FROM: Nicole Pal, Economic Development and Special Projects Coordinator

DATE: November 6, 2020

REPORT NO.: ADMIN-2020-0043

RE: 17 Guelph Street – An Opportunity for Affordable Housing

RECOMMENDATION:

THAT REPORT ADMIN-2020-0043, dated November 6, 2020, regarding an opportunity for affordable housing at 17 Guelph Street be received;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the Canada Mortgage and Housing Corporation (CMHC) Contribution Agreement in the amount of \$40,000 on behalf of the Corporation, along with any ancillary documents in order to allow Town staff to commence pre-development activities for the 17 Guelph Street project starting in 2020;

AND FURTHER THAT a new capital project be created with a project budget of \$40,000 and that the required funding be financed by a \$40,000 grant contribution under the CMHC Contribution Agreement.

BACKGROUND:

Affordable housing is a priority focus area in the Town's Strategic Plan. It recognizes the shortage of affordable housing in Halton Hills and the importance of providing residents with housing options that meet their needs. Rental housing in particular is deficient in Halton Hills with no new rental housing built since 2011. The rental vacancy rate is 1.5%. To date, a number of actions have been developed to address the lack of affordable housing in Halton Hills.

As part of this focus area, the Town-owned property at 17 Guelph Street, situated on the northeast corner of Guelph Street and Chapel Street, has been identified as a potential location to support additional assisted and affordable housing units. The

property is located within the Georgetown GO Station Area Secondary Plan, which aims to provide opportunities for redevelopment and intensification at strategic locations.

The current site, measuring approximately 812m² or 0.2 acres, contains a two-storey former ambulance building that was used by the Regional Ambulance Service until 2010. In November 2012, the property was declared surplus to the Town's needs. The building is currently used as storage space by the Town and the Lions Club.

On June 27 2019, Council authorized the disposition of 17 Guelph Street to be used for assisted housing. On August 31 2020, Council provided direction to Town staff to advance pre-development activities and to identify the preferred partnership opportunity for developing affordable housing on the site.

To assist in undertaking the early stage activities required to facilitate redevelopment at 17 Guelph Street, Town staff submitted a Canada Mortgage and Housing Corporation (CMHC) Seed Funding Application on October 2, 2020. CMHC approved the 17 Guelph Street project for Seed Funding in the amount of \$80,000 on October 9, 2020. The CMHC Seed Funding is administered through a Contribution and Loan Agreement. The maximum CMHC Seed Funding under the Contribution Agreement is \$40,000 and an additional \$40,000 under a Loan Agreement for a total amount of \$80,000.

COMMENTS:

1. Proposed Development

17 Guelph Street is envisioned as a mixed-income rental housing development with both market and affordable units in the heart of Georgetown. Within walking distance to transit and daily amenities, the site is a supportive location for households of various needs. The proposed development will contain up to 16 units and aims to integrate a mix of affordable and assisted housing, targeting the Town's critical deficiencies along the housing continuum.

2. Pre-Development Activities

A Record of Site Condition is required in order to facilitate redevelopment on the property. As a brownfield site, 17 Guelph Street is subject to completing environmental investigations to confirm that the property meets applicable site condition standards prior to redevelopment. The site was previously contaminated with an underground storage tank, which was remediated in 2015. To redevelop the property into a more sensitive land use (i.e. residential), undertaking a Phase I and II Environmental Site Assessment is required, followed by the filing of a Record of Site Condition. Environmental Site Assessment work and filing of the Record of Site Condition is anticipated to be completed in the first quarter of 2021.

17 Guelph Street requires various planning approvals to proceed with the development. The property is currently zoned as Institutional and is designated Medium Density Residential Area. The Economic Development section is leading the Official Plan and

Zoning By-law Amendment process to permit a 16-unit residential development on the site. The Official Plan and Zoning By-law Amendment Application is anticipated to be submitted in the first quarter of 2021.

The current structure on the property will be demolished prior to construction. An updated Designated Substances and Hazardous Materials Survey and abatement are required prior to demolition. This work is anticipated to be completed by the second quarter of 2021.

3. CMHC Seed Funding

Using CMHC Seed Funding provides cost efficiencies to the Town and allows for early stage pre-development work to commence in a timely manner. Town staff intend to use the \$40,000 in CMHC Seed Contribution to undertake environmental and other ancillary work. This work will commence upon the signing of the CMHC Contribution Agreement in 2020.

With respect to the \$40,000 Loan Agreement, staff have reviewed it and determined that the cost of additional debt burden outweighs any benefits of utilizing the loan and that pre-development work can be funded through the Town's 2021 budget process. Therefore, it is recommended that the Loan Agreement not be utilized.

Accordingly, the recommendation of this report seeks Council to authorize the Mayor and Clerk to sign only the CMHC Contribution Agreement (i.e. the \$40,000 grant portion).

4. Partnership Approach

Advancing an innovative and collaborative partnership structure with public and non-profit/private partners can support the provision of housing on 17 Guelph Street that is most needed in Halton Hills, in perpetuity. Town staff are working with senior levels of government to explore the opportunity of a joint funding initiative for 17 Guelph Street, with the intention that deeper levels of affordability can be achieved on the site when land and capital contributions are made available.

The Town intends to issue a public call in early 2021 to engage third-party affordable housing providers who are interested in the opportunity to design, build, operate and maintain the proposed development at 17 Guelph Street. This partnership structure would occur in the form of a long-term land lease agreement. Ownership of the land would remain with the Town.

The Terms of Reference for this partnership will emphasize the need to integrate appropriate energy efficiency and sustainable building design measures while ensuring that the development remains as affordable housing in perpetuity. If a joint funding initiative with senior levels of government is pursued, it is anticipated that this public call will be a joint endeavor.

Once the proponent is chosen, they will work closely with the Town to finalize the development concept and the terms of the land lease agreement. The proponent will be responsible for undertaking the Site Plan Approval process. It is anticipated that the proponent will apply for CMHC Co-Investment Funding or Rental Construction Financing in order to help fund construction.

RELATIONSHIP TO STRATEGIC PLAN:

Affordable Housing is a key Strategic Plan priority. The recommendations of this report make a significant contribution to advancing the Town's affordable housing objective of ensuring that housing is accessible to all residents at any age or stage in life. The priority areas of Fiscal and Corporate Management, and Climate Change and Environment are also supported, as is the Strategic Plan's Vision, Mission and Values.

FINANCIAL IMPACT:

Approval of the recommendations of this report will allow Town staff to commence early pre-development activities using the CMHC Seed Contribution up to \$40,000. It is recommended that a capital project be approved in order to commence this work in 2020. In addition, a 2021 budget request for \$284,000 has been included in the 2021 capital budget for Council's consideration. The additional request is required to undertake all remaining pre-development activities for the 17 Guelph Street project.

CONSULTATION:

Corporate Communications, Planning and Development, Facilities, Clerks, Purchasing and Finance staff were consulted in the writing of this report. Halton Region and CMHC staff were also consulted. The Town's Affordable Housing Working Group continues to be closely engaged in affordable housing initiatives, including 17 Guelph Street.

PUBLIC ENGAGEMENT:

The Town recognizes the importance of early and meaningful engagement with residents, businesses, and stakeholders in Halton Hills. Starting today (November 23, 2020), the public is encouraged to share their thoughts and ideas regarding the 17 Guelph Street project on the Affordable Housing Let's Talk Halton Hills webpage. Staff monitor this webpage daily and will iteratively integrate community feedback into the Town's approach towards the 17 Guelph Street opportunity, as appropriate.

As part of a comprehensive affordable housing Communications Plan, engagements to follow in the coming months include potential collaboration with local schools, surveys, and an open house/public information session. All affordable housing activities and announcements, including for 17 Guelph Street, will be supported by website updates, social media posts, LinkedIn posts, media releases and advertising, where applicable.

SUSTAINABILITY IMPLICATIONS:

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life.

The recommendation outlined in this report advances the Strategy’s implementation.

This report supports the social wellbeing and economic prosperity pillar(s) of Sustainability and in summary the alignment of this report with the Community Sustainability Strategy is Excellent.

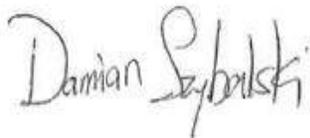
COMMUNICATIONS:

Staff will continue to update the Town’s website with information on the 17 Guelph Street project as it becomes available.

CONCLUSION:

Ensuring that housing is accessible to all residents at any age or stage in life is a key Town priority. Facilitating a mixed-income and deeply affordable housing development at 17 Guelph Street will make a significant contribution to this priority. This report recommends that Council authorize the Mayor and Clerk to sign the CMHC Contribution Agreement, and any ancillary documents, to enable Town staff to use grant funds to commence early stage pre-development activities for 17 Guelph Street.

Reviewed and Approved by,



Damian Szybalski, Director of Economic Development, Innovation & Culture



Chris Mills, Acting Chief Administrative Officer

REPORT

TO: Mayor Bonnette and Members of Council

FROM: Nicole Pal, Economic Development and Special Projects Coordinator

DATE: June 17, 2021

REPORT NO.: ADMIN-2021-0029

SUBJECT: 17 Guelph Street – Status Update and Next Steps

RECOMMENDATION:

THAT Report No. ADMIN-2021-0029, dated June 17, 2021, regarding a status update and next steps for the affordable housing proposal at 17 Guelph Street be received;

AND FURTHER THAT Council endorse a joint initiative between the Town of Halton Hills and Halton Region to facilitate the development of affordable housing at 17 Guelph Street;

AND FURTHER THAT Council authorize the advancement of an affordable housing development at 17 Guelph Street through the issuance of a joint public call between the Town of Halton Hills and Halton Region in order to solicit interested applicants to apply for the opportunity to develop, operate and maintain affordable housing at 17 Guelph Street;

AND FURTHER THAT the joint public call be in the form of a Request for Expression of Interest (REOI);

AND FURTHER THAT Council endorse the Term Sheet for 17 Guelph Street (appended as Appendix 1 to this report) to form the basis of a future land and development partnership framework with the successful applicant(s) identified through the REOI process, with the understanding that amendments to the Term Sheet may be required;

AND FURTHER THAT Council authorize Town staff to represent the Town and enter into negotiations with applicant(s) and Regional staff through the REOI process.

KEY POINTS:

The following are key points for consideration with respect to this report:

- 17 Guelph Street is a Town-owned surplus site. Council direction has been to leverage the property for affordable housing. Report ADMIN-2020-0043, dated November 8, 2020, provided an overview of the 17 Guelph Street project and the Town's approach for facilitating redevelopment.
- Town-initiated pre-development work for the proposed 17 Guelph Street redevelopment is well underway, with preliminary technical studies completed, and the Official Plan and Zoning By-law amendment applications anticipated to be submitted in the near future.
- Pending Council approval, Town and Regional staff plan to issue a joint public call in the form of a Request for Expression of Interest (REOI) in the fourth quarter of 2021 to solicit applicants interested in designing, building, operating and maintaining 17 Guelph Street as affordable rental housing.
- The proposed land and development partnership framework between the Town and a future developer(s)/operator(s) for 17 Guelph Street is outlined in the Term Sheet (see Appendix 1).

BACKGROUND AND DISCUSSION:

Affordable housing is one of Council's Strategic Plan priorities. A number of actions have already been taken to support this priority. This includes Council's direction in June 2019 to dispose of 17 Guelph Street, a Town-owned surplus property, for affordable housing. The proposed development at 17 Guelph Street is envisioned to be a 14-unit mixed-income and affordable rental apartment building.

In August 2020, Council directed Town staff to advance pre-development activities and to identify a preferred partnership opportunity for developing affordable housing at 17 Guelph Street.

In November 2020, report ADMIN-2020-0043 provided an overview of the 17 Guelph Street project and the Town's approach to facilitating its redevelopment.

To date, considerable progress has been made, including the following pre-development work and advancement of the proposed partnership approach for Council's approval:

1. Pre-Development Work

The Town has initiated some of the pre-development work required to facilitate the construction of affordable housing at 17 Guelph Street. This has included pursuing the required Official Plan and Zoning By-law amendments, and working towards a Record of Site Condition. As part of the Town-initiated pre-development work, Town staff will also manage the eventual demolition of the existing structure.

The Town's Economic Development, Innovation and Culture division is leading the Official Plan and Zoning By-law amendment application submission process, seeking to permit the proposed development. Various studies and reports are required to constitute a complete application submission, including a site plan, legal survey, building elevations, Planning Justification Report, Urban Design Brief, Public Consultation Strategy, Functional Servicing Report, Environmental Site Assessments (ESAs), and Geotechnical Investigation. The aforementioned are nearing completion and the Official Plan and Zoning By-law Amendment applications are anticipated to be submitted in the near future.

A rendering of the proposed 17 Guelph Street development is illustrated in Figure 1. The anticipated maximum unit count for the development has decreased by two units from when Council was last updated on this project through report ADMIN-2020-0043. This change is due to site constraints, specifically the need to accommodate the required parking. A total of 21 parking spots are proposed on-site, with 9 parking spots located at the surface level (with access from Chapel Street), and 12 parking spots located in a parking garage with access from Guelph Street. Bicycle storage is also proposed.

Figure 1: Rendering of 17 Guelph Street (from Chapel Street)



Given the site's history and proposed residential land use, a Record of Site Condition is required. At minimum, obtaining a Record of Site Condition requires completing a Phase I and II ESA, where remediation and/or risk management is required if contamination is found on-site exceeding applicable standards. Results from the Phase II ESA for 17 Guelph Street found surficial soil contamination on the western portion of the property. The source of contamination is fill material that was placed on-site in the early 1900s. Prior to the Phase II ESA, the Town had no knowledge that fill material was placed on-site.

Site clean-up is a critical step in the pre-development process. The Town is striving to obtain a Record of Site Condition to facilitate site redevelopment by making the site as shovel-ready as possible. Based on currently available information, the anticipated approach to obtaining a Record of Site Condition is to combine the eventual excavation of the parking garage with soil remediation. This is anticipated to be the most efficient and cost-effective approach, and is included in the Term Sheet (Appendix 1).

Per the Term Sheet, once an applicant is selected via the REOI process, they will be responsible for all site-specific approvals from the Site Plan Control stage and beyond. This will include detailed design, financing, construction/development, operation and maintenance of the site as affordable rental housing in perpetuity. Amendments to the Term Sheet may be required as the REOI process advances, and as formal agreements are prepared and undergo legal review.

2. Next Steps

Town and Regional staff have been collaborating to develop a joint public call to engage housing providers in the opportunity to develop, operate and maintain affordable housing at 17 Guelph Street. There are numerous benefits to collaborating with Halton Region, including the Region's expertise in the provision of housing, and the capital funding that the Region can provide to the successful applicant(s). The joint Town-Region call will be modeled on the Region's REOI process to develop government-assisted rental housing.

The REOI was first employed by Halton Region in 2020. It has been successful in advancing government-assisted housing opportunities. The 2020 REOI was primarily focused on:

- Enabling new rental unit development, with the understanding that government funding is required to sustainably operate (some or all) project units below the Average Market Rent, and
- Identifying applications with demonstrated potential to address government-assisted housing needs longer-term, in a way that is consistent with Regional key priorities.

The proposed Town-Region REOI for 17 Guelph Street employs the same process as the Region's REOI in 2020. The REOI process is depicted graphically in Appendix 2.

Subject to Council's approval of the recommendations of this report, Town and Region staff hope to issue the public call in late 2021. The Region will lead the REOI process given its experience in issuing REOIs, and recognizing the Region's lead role and expertise in the provision of housing. However, the Town will be an equal partner. Upon conclusion of the REOI process, Town staff will bring forward a recommendation report to Council on the proposed partnership that, if approved, would grant the successful applicant(s) the land and development rights to construct, operate and maintain 17 Guelph Street as affordable rental housing.

STRATEGIC PLAN ALIGNMENT:

This report aligns to the Town's Strategic plan recognizing the value to foster a healthy community that provides a clean environment and range of economic and social opportunities to ensure a superior quality of life in our community.

This report also identifies shaping growth as one of the Town's Strategic priorities.

Affordable housing is a focus area in the Town's Strategic Plan that supports the Shaping Growth priority. The recommendations of this report contribute to ensuring that housing is accessible to all residents at any age or stage of life.

RELATIONSHIP TO CLIMATE CHANGE:

This report impacts and/or helps address climate change and the Town's Net Zero target through climate mitigation.

One of the considerations in the design, construction and operation of the 17 Guelph Street project will be energy efficiency and the implementation of the Town's Green Development Standards which will contribute to the Town's Net Zero target.

PUBLIC ENGAGEMENT:

Public Engagement has been conducted to inform and engage the community about the 17 Guelph Street project. This included an Affordable Housing Open House which provided an overview of the 17 Guelph Street project and was followed by discussion questions to gather feedback. A Let's Talk Halton Hills project webpage for affordable housing was launched in November 2020, which included an engagement tool soliciting residents' vision of 17 Guelph Street.

INTERNAL CONSULTATION:

Town staff from Finance, Purchasing, Recreation and Parks, Corporate Communications, and Planning and Development have been consulted in the preparation of this report. Additional Town staff were consulted on the Term Sheet and the REOI process, including Climate Change staff. Halton Region staff have also been consulted.

FINANCIAL IMPLICATIONS:

This report has the potential to require funding in a future budget year and therefore needs to be referred to budget committee for tracking purposes.

The potential future budget impact is regarding the unanticipated contamination found on-site and the potential additional cost associated with obtaining a Record of Site Condition. Any additional funding requirements will be identified as the work proceeds and will be included in the annual budget process for consideration by budget committee.

Reviewed and approved by,

Handwritten signature of Damian Szybalski in black ink.

Damian Szybalski, Director of Economic Development, Innovation & Culture

Handwritten signature of Chris Mills in black ink.

Chris Mills, Acting Chief Administrative Officer



**THE CORPORATION
OF
THE TOWN OF HALTON HILLS
Council Meeting**

Title: Final Disposition REPORT NO. ADMIN-2021-0029

Date: Council Meeting - Monday, July 5, 2021

THAT Report No. ADMIN-2021-0029, dated June 17, 2021, regarding a status update and next steps for the affordable housing proposal at 17 Guelph Street be received;

AND FURTHER THAT Council endorse a joint initiative between the Town of Halton Hills and Halton Region to facilitate the development of affordable housing at 17 Guelph Street;

AND FURTHER THAT Council authorize the advancement of an affordable housing development at 17 Guelph Street through the issuance of a joint public call between the Town of Halton Hills and Halton Region in order to solicit interested applicants to apply for the opportunity to develop, operate and maintain affordable housing at 17 Guelph Street;

AND FURTHER THAT the joint public call be in the form of a Request for Expression of Interest (REOI);

AND FURTHER THAT Council endorse the Term Sheet for 17 Guelph Street (appended as Appendix 1 to this report) to form the basis of a future land and development partnership framework with the successful applicant(s) identified through the REOI process, with the understanding that amendments to the Term Sheet may be required;

AND FURTHER THAT Council authorize Town staff to represent the Town and enter into negotiations with applicant(s) and Regional staff through the REOI process.

CARRIED

Recommendation No.: GC-2021-0105

Resolution No.: 2021-0144



VIA EMAIL

November 25, 2021

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Barb Veal, Conservation Halton
Joshua Campbell, Credit Valley Conservation
Frederick Thibeault, Halton District School Board
Branko Vidovic, Halton Catholic District School Board
Kevin Arjoon, City Clerk, City of Burlington
Meaghen Reid, Town Clerk, Town of Milton
Vicki Tytaneck, Town Clerk, Town of Oakville
Valerie Petryniak, Town Clerk, Town of Halton Hills

Please be advised that at its meeting held Wednesday, November 24, 2021, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: LPS91-21 - Provincial Decision on Regional Official Plan Amendment No. 48 - "An Amendment to Define a Regional Urban Structure"

1. THAT Report No. LPS91-21 re: "Provincial Decision on Regional Official Plan Amendment No. 48 – 'An Amendment to Define a Regional Urban Structure'" be received for information.
2. THAT the Regional Clerk forward a copy of Report No. LPS91-21 to the City of Burlington, the Town of Halton Hills, the Town of Milton, the Town of Oakville, Conservation Halton, Credit Valley Conservation, the Halton District School Board, and the Halton Catholic District School Board for their information.

Included please find a copy of Report No. LPS91-21 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

Graham Milne
Regional Clerk
graham.milne@halton.ca

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1
905-825-6000 | Toll free: 1-866-442-5866



The Regional Municipality of Halton

Report To:	Regional Chair and Members of Regional Council
From:	Bob Gray, Commissioner, Legislative and Planning Services and Corporate Counsel
Date:	November 24, 2021
Report No:	LPS91-21
Re:	Provincial Decision on Regional Official Plan Amendment No. 48 - "An Amendment to Define a Regional Urban Structure"

RECOMMENDATION

1. THAT Report No. LPS91-21 re: "Provincial Decision on Regional Official Plan Amendment No. 48 – 'An Amendment to Define a Regional Urban Structure'" be received for information.
2. THAT the Regional Clerk forward a copy of Report No. LPS91-21 to the City of Burlington, the Town of Halton Hills, the Town of Milton, the Town of Oakville, Conservation Halton, Credit Valley Conservation, the Halton District School Board, and the Halton Catholic District School Board for their information.

REPORT

Executive Summary

- As part of the ongoing Regional Official Plan Review, Regional Council adopted Regional Official Plan Amendment (ROPA) No. 48 – "An Amendment to Define a Regional Urban Structure" on July 6, 2021 and forwarded it to the Ministry of Municipal Affairs and Housing for approval.
- The Minister issued a decision on November 10, 2021 to approve ROPA 48 as adopted by Regional Council, subject to eight modifications related to Protected Major Transit Station Areas, Regional Nodes, and Urban Growth Centres.
- A copy of the Minister's decision is provided as Attachment #1 to this report. The Minister's decision is not subject to appeal. As a result, ROPA 48 as modified and approved by the Minister is in effect as of November 10, 2021.

- The purpose of this report is to provide Regional Council with information on the Minister’s decision and its implications for the implementation of the Regional Official Plan and the balance of the Regional Official Plan Review process.

Background

Through Report No. LPS60-21 in July 2021, Regional Council adopted Regional Official Plan Amendment (ROPA) No. 48 – “An Amendment to Define a Regional Urban Structure”. ROPA 48 is the first amendment advanced as part of the ongoing Regional Official Plan Review process. It establishes important elements of the Regional Urban Structure and advances important employment land conversions, among other things.

ROPA 48 was forwarded to the Minister of Municipal Affairs and Housing, who is the approval authority for all amendments adopted under Section 26 of the *Planning Act* as part of the Region’s municipal comprehensive review process. A decision to approve ROPA 48, with modifications, was issued by the Minister of Municipal Affairs and Housing on November 10, 2021. The details of the decision are discussed below.

Discussion

The Minister’s decision approves the vast majority of ROPA 48 without modification. ROPA 48 includes 96 items that make changes to the policies and mapping of the Regional Official Plan. The Minister’s decision approves 90 of these items as adopted by Regional Council, without modification. As a result, the following key changes to the Regional Official Plan are now in effect:

- new policies and mapping identifying a Regional Urban Structure and a hierarchy of Strategic Growth Areas to which population and employment growth will be directed;
- adjusted boundaries for the Urban Growth Centres in Burlington, Milton, and Oakville;
- delineated boundaries and supporting policies for Major Transit Station Areas in Burlington (Aldershot GO, Burlington GO, and Appleby GO), Halton Hills (Acton GO, Georgetown GO), Milton (Milton GO), and Oakville (Bronte GO, Oakville GO);
- identified Primary and Secondary Regional Nodes derived from the Local Urban Structures that have a role in accommodating intensification and supporting transit;
- identified specific minimum density targets for Urban Growth Centres and Major Transit Station Areas and general targets for the overall proportion of residents and jobs to be achieved over the long-term within certain Strategic Growth Areas;
- removal of the Regional Employment Area overlay from a number of strategic locations supportive of the Regional Urban Structure; and
- other new and updated policies that provide direction and support for the Regional Urban Structure, including planning for Major Transit Station Areas, planning for employment in Strategic Growth Areas, and ensuring land use compatibility.

Based on the limited number of modifications, the Minister's decision maintains Regional Council's vision for Halton's Regional Urban Structure as adopted in ROPA 48.

Summary of Minister's Modifications

While the vast majority of ROPA 48 was approved as adopted by Regional Council, the Minister's decision contains eight modifications. The details of these modifications and their implications are discussed below.

- **Protected Major Transit Station Area Modifications**

Modifications #1 through #5 in the Minister's decision pertain to Protected Major Transit Station Areas. The *Planning Act* enables municipalities to 'protect' Major Transit Station Areas when they are delineated if specific policies are included in their official plans. The identification of Protected Major Transit Station Areas enables a municipality to use and implement inclusionary zoning as a planning tool for affordable housing and restricts certain appeal rights for decisions to advance inclusionary zoning. The intent of the Regional Urban Structure is to identify all Major Transit Station Areas in Halton as Protected Major Transit Station Areas.

The Minister's modifications include changes to clarify the Protected Major Transit Station Areas that are identified in ROPA 48 to state more directly the policies Local Municipalities must include in their official plans as set out in the *Planning Act*. It also explicitly identifies Halton Region as the approval authority for Local Official Plan Amendments related to Protected Major Transit Station Areas. These changes provide clarity to the framework for Protected Major Transit Station Areas in the Regional Official Plan and are consistent with and supportive of the Regional Urban Structure as adopted by Regional Council.

- **Regional Nodes Modification**

Modification #6 in the Minister's decision pertains to Regional Nodes. The Regional Nodes identified through ROPA 48 are listed in Section 82.1 and are identified by symbol on Map 1H of the Regional Official Plan. Section 82.2(2) encouraged the Local Municipalities to delineate the boundaries of the Regional Nodes and to identify a minimum density target for the area. The Minister's decision deletes the portion of the policy that encourages the Local Municipalities to identify minimum density targets.

It is Regional staff's understanding that from the Ministry's perspective, the Growth Plan requires any minimum density target for a Strategic Growth Area to be identified first in the Regional Official Plan. As part of the ongoing Regional Official Plan Review, Regional staff, in consultation with the Local Municipalities, will assess the implications of this change and determine whether further changes to the Regional Nodes framework are required.

- **Urban Growth Centres Modifications**

The Minister's decision approves the adjustments to the Urban Growth Centre boundaries in Halton as shown on Map 1H and in greater detail on Map 6A (Midtown Oakville), Map 6B (Downtown Burlington), and Map 6C (Downtown Milton). However, Modification #7 to the Minister's decision adds a new Section 80.3 to the Regional Official Plan, which reads as follows:

“Sections 80 to 80.2 continue to apply to applications for official plan amendments, zoning by-law amendments and draft plans of subdivision or condominium approvals made prior to the approval by the Minister of Municipal Affairs and Housing of Amendment 48 to this Plan if the lands that are the subject of the application were within an Urban Growth Centre prior to the Minister's approval of Amendment 48.”

Modification #8 adds a footnote to Map 1H to state that the changed delineations of the Urban Growth Centres are subject to the new Section 80.3.

These modifications by the Minister apply a transition period to the adjusted Urban Growth Centre boundaries in Halton Region. The adjusted Urban Growth Centre boundaries in ROPA 48 will apply to any new planning applications filed following the Minister's decision of November 10, 2022. However, the Urban Growth Centre policies in the Regional Official Plan will continue to apply to existing planning applications on lands previously within an Urban Growth Centre that were filed before the Minister's decision.

While ROPA 48 reflects the Regional Urban Structure going forward, this transition policy framework has the potential to result in implementation challenges related to lands where planning applications were filed prior to the Minister's decision.

Next Steps

In accordance with the *Planning Act*, the Minister's decision on ROPA 48 is not subject to appeal. As a result, ROPA 48 as approved and modified by the Minister is in force and effect as of November 10, 2021. An Interim Office Consolidation of the Regional Official Plan will be prepared to identify the policies that are in effect based on the Minister's decision and to assist in implementation. This document will be made available on halton.ca.

The Minister's decision approves the Regional Urban Structure as adopted by Regional Council with modifications as noted in this report. The approval of the Regional Urban Structure supports and confirms the direction of the Integrated Growth Management Strategy, which will continue to reinforce and build on this structure through the Regional Official Plan Review process. The approval of ROPA 48 will also enable a number of key local planning initiatives supportive of the Regional and Local Urban Structures to be advanced. Regional staff will continue to work with the Local Municipalities on implementing ROPA 48 and furthering the interrelated local plans and priorities.

FINANCIAL/PROGRAM IMPLICATIONS

There are no financial implications associated with this Report.

Respectfully submitted,



Curt Benson
Director, Planning Services and Chief
Planning Official



Bob Gray
Commissioner, Legislative and Planning
Services and Corporate Counsel

Approved by



Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

Curt Benson

Tel. # 7181

Attachments: Attachment #1 – Ministry of Municipal Affairs and Housing Decision on ROPA 48

**Ministry of
Municipal Affairs
and Housing**

Municipal Services Office
Central Ontario Branch
777 Bay Street, 13th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7264

**Ministère des
Affaires municipales
et du Logement**

Bureau des services aux municipalités
du Centre de l'Ontario
777, rue Bay, 13^e étage
Toronto ON M7A 2J3
Tél.: 416 585-7264



November 11, 2021

VIA EMAIL ONLY

Graham Milne, Regional Clerk
Legislative & Planning Services
Office of the Regional Clerk
Halton Region
1151 Bronte Road
Oakville, Ontario L6M 2L1

**Re: Official Plan Amendment No. 48
Regional Municipality of Halton
MMAH File No.: 24-OP-217386**

Dear Graham Milne,

Please find attached the notice of decision for the above noted item. If you have any questions regarding this matter please feel free to contact me at 647-282-1171 or sean.fraser@ontario.ca.

Sincerely

Sean Fraser
Digitally signed by Sean Fraser
DN: cn=Sean Fraser, o=MMAH, ou=MSO-
C, email=sean.fraser@ontario.ca, c=CA
Date: 2021.11.11 13:04:54 -05'00'

Regional Director, Municipal Services Office – Central Ontario

Copy: Curt Benson, Director Planning Services/Chief Planner, Halton Region
Dan Tovey, Manager, Halton Region
Heather Watt, Manager Community Planning & Development West, MMAH

File No.: 24-OP-217386
Municipality: Halton Region
Subject Lands: All lands within the Halton Region

Date of Decision: November 10, 2021
Date of Notice: November 11, 2021

NOTICE OF DECISION

With respect to an Official Plan Amendment under
subsection 17(34) and 26 of the *Planning Act*

A decision was made on the date noted above to approve, with modifications, Regional Official Plan Amendment 48 (ROPA 48), for Halton Region as adopted through By-law No. 31-21.

Purpose and Effect of the Official Plan

The purpose of ROPA 48 is to define and provide direction on a regional urban structure and identify non-discretionary components of a Regional Urban structure including strategic growth areas such as Urban Growth Centres (UGC), Major Transit Station Areas (MTSA), Regional Nodes and Employment Areas. The amendment includes a limited number of Employment Area conversions to support the mixed-use development of certain strategic growth areas, establishment of performance targets related to the proportional mix of jobs and residents in strategic growth areas (SGA), and updates to the population and employment allocations assigned to Halton Region to 2051 by the Growth Plan, 2019. ROPA 48 applies to all lands in the Regional Municipality of Halton.

Decision Final

Pursuant to subsections 17(34 and 36.5) and 26 of the *Planning Act*, this decision is final and not subject to appeal. Accordingly, Regional Official Plan Amendment 48 for Halton Region, as approved with modifications by the Minister, came into effect on November 10, 2021.

Other Related Applications

None.

Getting Additional Information

Additional information is available on Halton Region's website

[https://www.halton.ca/The-Region/Regional-Planning/Regional-Official-Plan-\(ROP\)-\(1\)/Halton-s-Regional-Official-Plan-Review-\(ROPR\)/Regional-Official-Plan-Amendment-48](https://www.halton.ca/The-Region/Regional-Planning/Regional-Official-Plan-(ROP)-(1)/Halton-s-Regional-Official-Plan-Review-(ROPR)/Regional-Official-Plan-Amendment-48)

or by contacting the Ministry of Municipal Affairs and Housing:

1/2

Ministry of Municipal Affairs and Housing
Municipal Services Office – Central
777 Bay Street, 13th Floor
Toronto, Ontario, M7A 2J3

Inquiries can be directed to the attention of Lorelea Tulloch, A/Senior Planner

E-mail: Lorelea.Tulloch@Ontario.ca Tel: 416-585-7323

DECISION
With respect to Official Plan Amendment No. 48
Subsection 17(34) and 26 of the Planning Act

Whereas Official Plan Amendment (“OPA”) 48 was adopted by the Region of Halton on July 7, 2021 and forwarded to the Minister of Municipal Affairs and Housing for a decision under subsection 17(34) of the Planning Act;

Now therefore, pursuant to subsection 17(34) of the Planning Act, the Minister of Municipal Affairs and Housing makes the following decision:

Except as described in the following paragraph, the adoption of OPA 48 is hereby approved, subject to modifications in Table 1.

TABLE 1		
Modification Number	Policy/Topic	Modification(s)
1	79.3(7) Protected Major Transit Station Areas	Delete the word “an” and add the words “if it is not identified as a protected major transit station area and” so that the policy reads as follows: “prohibit site-specific reductions to development density within an a <i>Strategic Growth Area</i> unless it is part of a review of the Local Official Plan or a review of the <i>Area-Specific Plan</i> for the <i>Strategic Growth Areas</i> and only <u>if it is not identified as a protected major transit station area and</u> where it is demonstrated that the change will not impact the ability to achieve the targets in Table 2b; and”
2	81.1 Protected Major Transit Station Areas	Add a title as “Protected Major Transit Station Areas and add the words “with minimum density targets as identified on Table 2b, and” so that that it reads as follows: <u>“Protected Major Transit Station Areas</u> The <i>Major Transit Station Areas</i> (including the <i>Major Transit Station Areas</i> that are also <i>Urban Growth Centres</i>), <u>with minimum density targets as identified on Table 2b,</u> <u>and</u> as delineated on Map 1H and Map 6, are identified as <i>Protected Major Transit Station</i>

		Areas in accordance with Section 16(16) of the Planning Act.”														
3	81.1(1) Protected Major Transit Station Areas	A new policy is added as policy 81.1 (1), which reads as follows: <u>“Official plans of relevant Local Municipalities are required to include policies that,</u> <ul style="list-style-type: none"> <u>a) Identify the authorized uses of land in the area and of buildings or structures on lands in the area; and</u> <u>b) Identify minimum densities that are authorized with respect to buildings and structures in the area.”</u> 														
4	81.1(2) Protected Major Transit Station Areas	A new policy is added as policy 81.1 (2), which reads as follows: <u>“The Region’s approval is required for local official plan amendments which add, amend or revoke the protected major transit station area policies under policy 81.1 (1).”</u>														
5	Table 2b Protected Major Transit Station Areas	Table 2b is modified by deleting the “****” after “120” and adding “****” after “Oakville GO”, “Burlington GO”, “Milton GO”, “Bronte GO”, “Appleby GO”, and “Aldershot GO”; and deleting “Alternative target subject to Minister’s approval” at the bottom of the table and replacing it with “Protected Major Transit Station Area”, so that it reads as follows: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Strategic Growth Area</th> <th rowspan="2">Minimum Density Target* (Residents and Jobs Combined Per Hectare)</th> <th colspan="2">General Target Proportion of Residents & Jobs **</th> </tr> <tr> <th>Residents</th> <th>Jobs</th> </tr> </thead> <tbody> <tr> <td colspan="4" style="text-align: center;"><i>Urban Growth Centres / Major Transit Station Areas on a Priority Transit Corridor</i></td> </tr> <tr> <td>Midtown Oakville /</td> <td style="text-align: center;">200</td> <td style="text-align: center;">~65%</td> <td style="text-align: center;">~35%</td> </tr> </tbody> </table>	Strategic Growth Area	Minimum Density Target* (Residents and Jobs Combined Per Hectare)	General Target Proportion of Residents & Jobs **		Residents	Jobs	<i>Urban Growth Centres / Major Transit Station Areas on a Priority Transit Corridor</i>				Midtown Oakville /	200	~65%	~35%
Strategic Growth Area	Minimum Density Target* (Residents and Jobs Combined Per Hectare)	General Target Proportion of Residents & Jobs **														
		Residents	Jobs													
<i>Urban Growth Centres / Major Transit Station Areas on a Priority Transit Corridor</i>																
Midtown Oakville /	200	~65%	~35%													

		Oakville GO***			
		Downtown Burlington / Burlington GO***	200	~65%	~35%
		<i>Urban Growth Centres / Major Transit Station Areas on a Commuter Rail Corridor</i>			
		Downtown Milton / Milton GO***	200	~80%	~20%
		<i>Major Transit Station Areas on a Priority Transit Corridor</i>			
		Bronte GO***	150	~40%	~60%
		Appleby GO***	120***	~40%	~60%
		<i>Major Transit Station Areas on a Commuter Rail Corridor</i>			
		Aldershot GO***	150	~80%	~20%
		Georgetown GO****	TBD	TBD	TBD
		Acton GO****	TBD	TBD	TBD
		<i>Primary Regional Nodes</i>			
		Uptown Core, Oakville	n/a	~85%	~15%
		Hospital District, Oakville	n/a	~40%	~60%
		Milton Education Village	n/a	~55%	~45%
		Palermo Village, Oakville	n/a	~85%	~15%
		Uptown Urban	n/a	~70%	~30%

		<p>Centre, Burlington</p> <p>* For <i>Urban Growth Centres</i>, planned to be achieved by 2031; for <i>Major Transit Station Areas</i> and <i>Regional Nodes</i>, planned to be achieved beyond the 2051 planning horizon of this Plan.</p> <p>** To be planned for and achieved across the entire Strategic Growth Area over the long-term and in accordance with Section 55.3 of this Plan</p> <p>*** Alternative target subject to Ministers approval. <u>Protected Major Transit Station Area</u></p> <p>**** Targets to be determined through the <i>municipal comprehensive review</i>.</p>
6	82.2(2) Regional Nodes	<p>Delete the words “and identify a minimum density target expressed as the minimum number of residents and jobs per hectare for the delineated area” so that it reads as follows:</p> <p>“Encourage the Local Municipalities to delineate the boundaries of Regional Nodes, and identify a minimum density target expressed as the minimum number of residents and jobs per hectare for the delineated area.”</p>
7	New section 80.3	<p>A new section is added as section 80.3, which reads as follows:</p> <p>“Sections 80 to 80.2 continue to apply to applications for official plan amendments, zoning by-law amendments and draft plans of subdivision or condominium approvals made prior to the approval by the Minister of Municipal Affairs and Housing of Amendment 48 to this Plan if the lands that are the subject of the application were within an <i>Urban Growth Centre</i> prior to the Minister’s approval of Amendment 48.”</p>
8	Map 1H	The following footnote is added to Map 1H:

		“The changed delineation of Urban Growth Centres by Amendment 48 is subject to section 80.3.”
--	--	--

Dated at Toronto this 10th day of November, 2021.



Hannah Evans, Assistant Deputy Minister
Municipal Services Division
Ministry of Municipal Affairs and Housing



VIA EMAIL

November 25, 2021

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Chief Stephen Tanner, Halton Regional Police Service
Eric Hakomaki, Ministry of Transportation
Jeff Booker, 407 Electronic Toll Road
Kevin Arjoon, City Clerk, City of Burlington
Meaghen Reid, Town Clerk, Town of Milton
Vicki Tytaneck, Town Clerk, Town of Oakville
Valerie Petryniak, Town Clerk, Town of Halton Hills

Please be advised that at its meeting held Wednesday, November 24, 2021, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: PW-25-21 - 2020 Transportation Progress Report

1. THAT Report No. PW-25-21 re: "2020 Transportation Progress Report" be received for information.
2. THAT the Regional Clerk forward a copy of Report No. PW-25-21 to the City of Burlington, the Town of Halton Hills, the Town of Milton, the Town of Oakville, the Halton Regional Police Service, the Ministry of Transportation, and the 407 Electronic Toll Road for their information.

Included please find a copy of Report No. PW-25-21 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

Graham Milne
Regional Clerk
graham.milne@halton.ca



The Regional Municipality of Halton

Report To:	Regional Chair and Members of Regional Council
From:	Andrew Farr, Commissioner, Public Works
Date:	November 24, 2021
Report No:	PW-25-21
Re:	2020 Transportation Progress Report

RECOMMENDATION

1. THAT Report No. PW-25-21 re: “2020 Transportation Progress Report” be received for information.
2. THAT the Regional Clerk forward a copy of Report No. PW-25-21 to the City of Burlington, the Town of Halton Hills, the Town of Milton, the Town of Oakville, the Halton Regional Police Service, the Ministry of Transportation, and the 407 Electronic Toll Road for their information.

REPORT

Executive Summary

- The Regional Official Plan requires staff to report annually to Regional Council on the overall performance of Halton Region’s transportation system.
- The 2020 Transportation Progress Report summarizes Halton Region’s activities in the operation and maintenance of Halton Region’s transportation system.
- In summary, the Regional transportation system is operating well with Regional Roads offering a smooth, convenient, safe and efficient mode of travel.

Background

A variety of programs are undertaken annually to ensure that the Regional transportation system is operating in the safest and most efficient way possible and that the service life of roadway infrastructure is optimized through maintenance and capital improvement programs. Consistent with these objectives, Section 173(19) of The Regional Official

Plan requires staff to monitor the overall performance of Halton Region's transportation system and to report annually to Regional Council.

Discussion

The 2020 Transportation Progress Report (Attachment #1) summarizes Halton Region's activities in the areas of operations and maintenance of Halton's Regional Road Network.

Proactive programs such as Halton Region's Comprehensive Road Safety Action Plan (CROSAP), Traffic Operations and Safety Study (TOSS), and Safety Awareness For Everyone (Drive SAFE), continues to ensure the safe and efficient operation of the current Regional Road Network as demonstrated in the Traffic and Road Safety Engineering section of Attachment #1.

An update on the development of Halton Region's Advanced Transportation Management System is included on this Regional Council agenda as Report No. PW-34-21.

While the number of road users has been increasing over the years in line with growth in the Region, Halton Region has been able to steadily improve levels of safety over the course of 20 years since the programs have been in existence.

An annual detailed review of operating speeds as well as the posted speed limits throughout Halton Region is shown in the "Traffic Speeds" section of the attached report. As part of Halton Region's Speed Management Initiative identified in the "Traffic and Road Safety Engineering" section of Attachment #1, an additional 14 speed feedback digital signs were installed bringing Halton Region's total to 54 signs. These signs assisted in addressing issues at Halton Region's top-20 high speed locations on Regional Roads as well as reminded motorists of speed reductions when entering small hamlets on Regional Roads.

Since the start of the pandemic in March of 2020 there has been a considerable decrease in the volume of motor vehicles utilizing Halton Region's Regional Road Network. In addition, traffic data demonstrates slightly higher than average speeds on Regional Roads in comparison to pre-pandemic data. This trend has continued in 2021 and is often a concern raised by the public regarding road safety on Regional Roads. To address the issue further, staff will continue to work in collaboration with the Halton Regional Police Service and their Regional Community Mobilization Bureau to develop effective speed reduction strategies.

The monitoring and maintenance of Halton's Regional Road Network is undertaken in accordance with levels of service outlined in the Provincial Minimum Maintenance Standards for Municipal Highways, as set out in Ontario Regulation 239/02. The regulation was amended in May 2018. Ongoing adherence to maintenance standards and pavement condition reviews ensure that all Regional Roads are maintained in a good-state-of-repair.

To comply with Ontario Regulation 239/02, road classifications are reviewed annually to ensure they are current. The review is based on average annual daily traffic volumes and speed limit. Using these two values, road classifications are set to meet the Provincial standards. As a result of road classification adjustments, maintenance requirements may be amended accordingly.

The 2020 Transportation Progress Report does not include a Level of Service Monitoring section summarizing the results of travel time monitoring within Regional corridors as the previous reports have. This is due to the new partnership with the Ministry of Transportation to collect data throughout Ontario municipalities every two years. The 2020 results collected in partnership with the Ministry of Transportation will be presented following the collection of this data as part of the 2021 Transportation Progress report.

To meet the demands of continued future growth, Halton Region continues to deliver a roads capital improvement program which allocated over \$305 million in 2020 towards the Transportation Capital Program for ongoing or new construction projects. The investment allows Halton Region to upgrade to new design standards further improving safety and efficiency of the Regional Road Network. Further capital investments have been made towards cost saving initiatives such as the upgrade of streetlights to LED technology which was completed in 2020.

The overall condition of the Regional Road System is monitored through the Pavement Management Application, yearly Road Needs Study and biennial bridge, noise walls, culvert and retaining wall inspections. These programs provide an inventory of assets, quantitative condition and performance measures, performance prediction, and engineering and economic analysis tools to provide costs for needs such as resurfacing, rehabilitation, replacement and reconstruction.

Currently, Halton Region's transportation infrastructure is in a state of accelerated growth, expansion and transition with more urbanization and road widening taking place. Recent road infrastructure additions and increased demands on the Regional Road System; caused by growth-related development, are driving the need for operational, maintenance and optimized capacity improvements on roads and structures. The majority of existing Regional Road infrastructure is in good to very good condition.

In summary, the Regional Transportation System is operating well with Regional Roads offering a smooth, convenient, safe, and efficient mode of travel. Through on-going investment into capital expansion, state-of-good repair works, and operational improvement measures, the performance of the system will continue to meet or exceed current levels of service.

FINANCIAL/PROGRAM IMPLICATIONS

All programs and improvements identified in the Transportation Progress Report are subject to Council approval through the review of the annual Transportation Capital and Operating Budget.

Respectfully submitted,



Rob Rivers CET
Director, Waste Management and Road
Operations



Andrew Farr
Commissioner, Public Works

Approved by



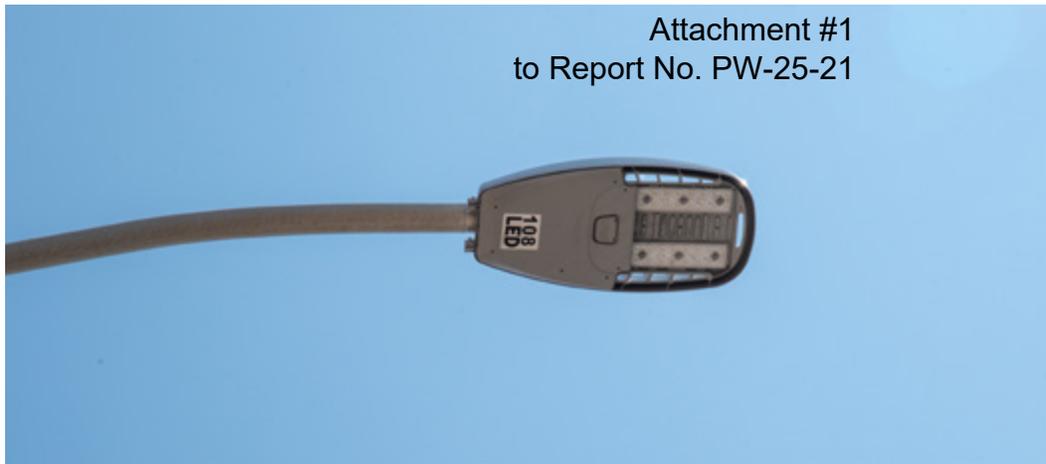
Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

Rob Rivers

Tel. # 8289

Attachments: Attachment #1 – 2020 Transportation Progress Report



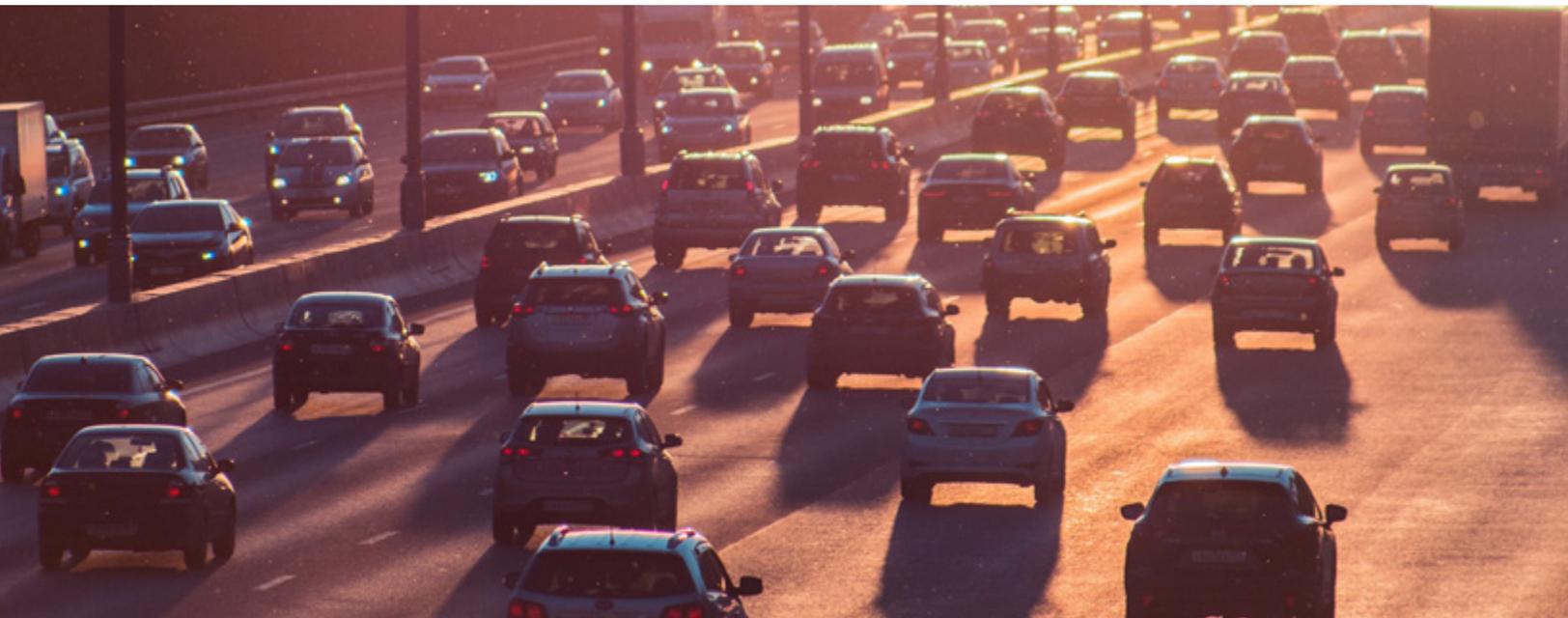
2020

Halton Region Transportation Progress Report



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Executive Summary

The 2020 Transportation Progress Report provides an overview of activities related to the planning, design, construction, operations and maintenance of the Regional Transportation System.

Halton Region continues to ensure the safe and efficient operation of the Regional Road Network through proactive programs such as the Comprehensive Road Safety Action Plan (CROSAP), DriveSAFE (Safety Awareness For Everyone), #ItCanWaitHalton distracted driving campaign, and intersection and speed reviews. Ongoing adherence to maintenance standards and pavement condition reviews ensure that all Regional Roads are maintained in a good state of repair for residents and visitors.

To meet the demands of economic and population growth, the Region has continued to deliver a roads capital improvement program. In 2020, Halton Region committed to \$305 million towards ongoing and new construction projects.

The COVID-19 situation resulted in the 2021 spring traffic data collection program being delayed until Fall 2021 and may impact the anticipated 2021 implementation date of an Advanced Traffic Management System.

Overall, the Regional Transportation System is operating well with the Regional Roads offering a smooth, convenient and safe mode of travel.



1. Introduction

1.1 Purpose

To maintain a safe and efficient road system, an ongoing review of the systems' performance is required to identify existing and future capacity issues, potential opportunities for improvement regarding safety, level of service and state of repair requirements. Annual programs are undertaken to ensure that Regional Roads are operating in the safest and most efficient way possible, and that the service life of infrastructure is optimized. Consistent with these objectives, Section 173(19) of the Regional Official Plan Amendment (ROPA) 38 requires staff to monitor the overall performance of the Region's Transportation System and to report annually to Council.

The purpose of the annual Transportation Progress Report is to summarize the systems' performance and highlight some of the accomplishments in the operations and maintenance of the system. Key system performance indicators provided in the report will enable the overall state of the Regional Road System to be tracked and measured over time.

Information obtained in the monitoring of the system is important in deciding what improvements should be made to the system and when to carry out these improvements.

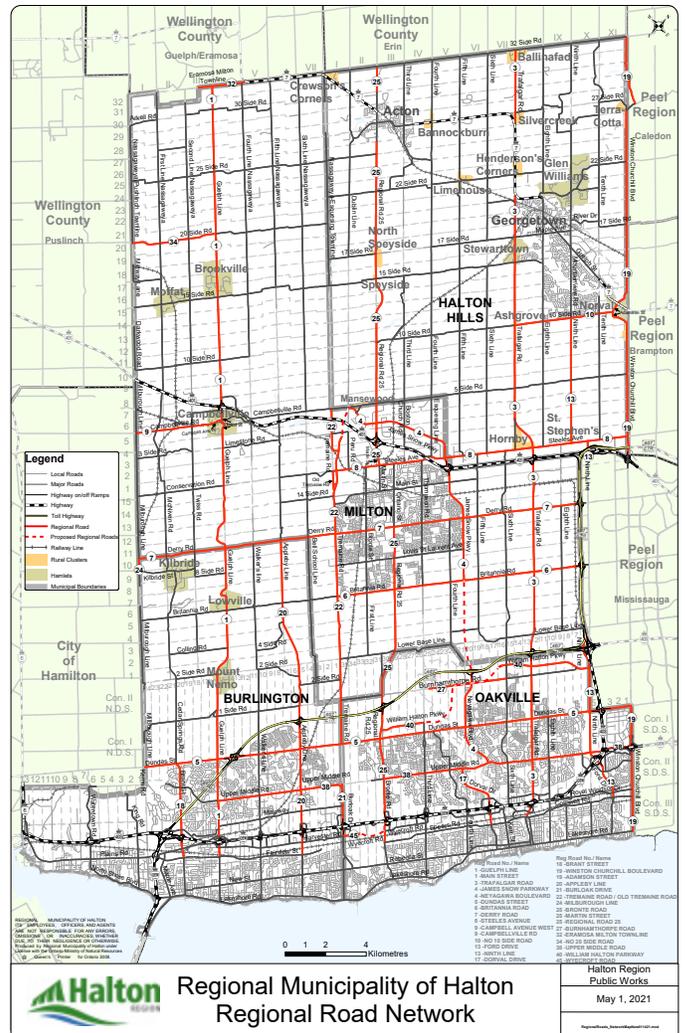
1.2 Background

The 2020 Transportation Progress Report provides an update and summary of the activities completed to ensure that the Regional Road System is operating in the safest and most efficient way. The report also highlights a number of activities that have been expanded during the last year such as asset management, the Drive SAFE program and the Traffic Operations and Safety Study (TOSS).

1.3 System profile

The Regional Road Network in Halton (2020) is shown in **Figure 1** below.

Figure 1 Halton Regional Road Network



See [Appendix 1](#) for greater detail.

Key Figures

610,000

Population in 2020

174

Bridges/structures
(in 2020)

1154

Lane kilometers
(in 2020)

6851

Streetlights
(in 2020)

271

Signalized Intersections
(in 2020)

969

Sq. km. Surface Area

241

Lane kilometers of
on road facilities

2. Transportation operations and maintenance

2.1 Minimum Maintenance Standards

To ensure that monitoring and maintenance of the Regional Road Network is undertaken in accordance with established Provincial standards, Halton Region adopted the road classification system used by the Ministry of Municipal Affairs and Housing in O.Reg. 239/02 called the Minimum Maintenance Standards for Municipal Highways (MMSMH), made under the Municipal Act, 2001. The regulation was amended and last updated May 3, 2018 under O.Reg. 366/18. The MMSMH establishes six roads classifications.

The frequency of road patrols depends on the road classification, which in-turn depends on the Average Annual Daily Traffic (AADT) and the posted speed. This criterion is reviewed annually to ensure the standards are met.

To comply with the Provincial standards, road patrol activities must be conducted.

The objectives of road patrolling are:

- that road surface conditions are monitored, recorded, and reported without delay if adverse conditions or problems exist;
- that all roads are inspected on a regular basis;
- that all roads are in a safe condition;
- that all road deficiencies are recorded for subsequent action and compliance monitoring;
- that minor deficiencies are taken care of “on the spot” where possible;
- that citizens’ needs are respected; and
- compliance with the MMSMH requirements.

2.2 Roadway asset management

Halton Region is responsible for the management of the Regional Road System and related roadway system infrastructure assets including bridges, culverts, retaining walls, noise walls, streetlight system, safety devices and traffic control devices, but excluding sidewalks and multi-use paths which are owned and maintained by the Local Municipalities.

The overall condition of the Regional Road System is monitored through the Pavement Management Application, yearly Road Needs Study and Biennial Bridge, Culvert, Retaining Wall and Noise Wall inspections. Each provide an inventory of assets, quantitative condition and performance measures, performance prediction, and engineering and economic analysis tools to provide costs for needs such as resurfacing, rehabilitation, replacement and reconstruction. The Pavement Management Application is a technology system-based tool to manage and predict pavement condition while the Road Needs Study and Structure inspections determine work required to ensure Regional assets are preserved in a state of good repair in coordination with ongoing growth and non-growth projects. Road Operations oversees the operation and maintenance of all roadway infrastructure assets on a daily basis as part of asset management.

Currently, the Region’s transportation infrastructure is in a state of growth, expansion and transition with more urbanization and road widening taking place. Recent road infrastructure additions and increased demands on the Regional Road System; caused by growth-related development, are driving the need for operational, maintenance and capacity improvements on roads and structures. The majority of existing road infrastructure is in good condition. Infrastructure that is categorized as being in poor to critical condition is being addressed through current and future planned capital improvement projects. Work within the capital program replaces and rehabilitates a portion of the overall road infrastructure as part of state of good

repair annually to minimize deterioration and maximize its remaining service life.

2.2.1 Pavement management

Halton Region utilizes a Pavement Management Application (Road Matrix) to evaluate, analyze and help develop a list of roads for the annual road resurfacing program for the Regional Road Network. This computer-based pavement management system utilizes pavement information collected and assembled from the road network such as pavement distress, ride quality and pavement condition. The pavement data collected and subsequent data analysis provide a means to prioritize the maintenance and rehabilitation work for the network based on observed pavement conditions. The end result is a list of road sections requiring rehabilitation and/or resurfacing that is used in the development of capital programs. Roads Operations also reviews current and future planned Public Works programs from internal and external agencies as part of asset planning and life cycle management to prioritize projects.

Using a Road Matrix as a part of asset management enables staff to make decisions over a long term to manage the life of the roadway surface and base. The system ensures that informed decisions are being made by keeping up-to-date information and tracking changes to the roads that occur on a regular basis. This is the optimum way of measuring how well road pavements are performing over time.

The data gathered for each road section is given a Pavement Quality Index (PQI) rating which provides an overall indication of a pavement section's condition based on surface distresses and rider comfort. This rating is based on a scale of 1 to 10, with 10 being an optimum or the highest performance rating.

In fall 2019, pavement condition data was collected throughout our road system as part of a three-year survey cycle, the average Pavement Quality Index (PQI)

was 76.3. In 2020 the average PQI was 76.6 out of 100. The next major pavement condition data collection update is scheduled to occur in 2022. A three-year survey cycle was adopted to enable comparison with historical data collected in previous surveys to update the pavement management system and continue asset management planning for the entire Regional Road Network. Annually all major changes made to the road network through road reconstruction, widening, additions, resurfacing, major spot repairs and other capital works projects are captured within the system.

In 2020, \$10.8 million worth of pavement resurfacing was completed through capital and \$544,000 worth of various spot repairs were completed through the 2020 spot repair program. In 2020, additional resurfacing candidate roads were budgeted and planned to occur from 2021 to 2030. The investment in resurfacing extends the life of the pavement and assists in the deferral of more expensive reconstruction works. The Region will continue to invest in resurfacing, spot repair and crack sealing to ensure that state of good repair objectives continue to be met. From 2010 to 2020 the current regional road network is approximately 20 per cent larger, based on lane kilometres.

Staff will continue to monitor the quality of the Region's road pavements and provide recommendations to Council regarding required resurfacing investment through the annual transportation capital budget submissions.

2.2.2 Road needs

A Road Needs Study is performed annually through a visual examination to inventory and appraise improvement needs within each road section independent of future projects. The study provides an overall rating of the road system by section, including factors such as surface type, surface width, capacity, structural adequacy, drainage and geometry. The study reports on the deficiencies, needs and conditions captured through the Road System Inventory and Road Appraisal Sheets.

The study also identifies recommended timing and proposed construction and/or rehabilitation improvements. The recommendations guide the scheduling of improvements to ensure that preservation, upgrading, and timely replacement of roadway assets are undertaken through cost effective management and programming in conjunction with the annual capital works in progress.

The overall Regional Road System adequacy in 2020 was 67.5 per cent compared to 66 per cent in 2019 based on lane kilometres.

Over the last five years there has been an overall decline in system adequacy of the road network and the roads rated good to very good roads.

Two factors have led to the decline over the last five years, firstly due to asphalt degrading more rapidly than expected and some road resurfacing work being performed in conjunction with road widening projects being deferred.

In 2020 system adequacy slightly increased based on resurfacing and new roads completed.

Based on the resurfacing and roads capital program proposed as part of the 2022 capital budget it is anticipated that the network system adequacy and percentage of assets rated good or very good will stabilize and increase in the coming years.

2.2.3 Bridges, major culverts, retaining walls and noise walls

In 2020, the monitoring of Halton Region's bridges, major culverts, retaining walls and noise walls is done as per the Ontario Structural Inspection Manual (OSIM) inspections. Provincial Legislation O.Reg. 104/97 'Standard For Bridges'. Legislation requires that inspections be undertaken on a biennial basis for all bridge and culvert structures that have a span greater than three metres every two years under the direction

of a professional engineer. All major structures are inspected every two years through an OSIM.

An engineering consulting firm (or firms) is retained to update and keep an inventory of the bridges, culverts, retaining wall and noise walls through a close-up visual inspection and appraisal of each structure. An OSIM inspection report is completed for each structure including material and performance ratings, functional data and recommendations for engineering investigations, rehabilitations, repairs and/or replacements. The overall inventory and report summarizes the results of the inspections, weight limit assessment, structure priorities, recommendations and estimated cost for rehabilitation or replacement of each asset by its time of need. The recommendations ensure that preservation, upgrading, and timely replacement of bridge, major culverts, retaining wall and noise wall assets are performed through cost-effective management and programming.

In 2020, Halton Region re-inspected all bridges, major culverts, retaining walls and noise walls through an OSIM inspection. Re-inspection of these structures has provided reliable and current data to ensure structures are kept safe and in good repair. Maintenance of the Bridge, Culvert, Retaining Wall and Noise Wall Asset Management programs is done through the annual inventory updates.

The year is year-end 2020 Average Bridge Condition Index for bridges and culverts with a span of three metres and greater was 78.76 out of 100 compared to 77.4 out of 100 in 2018.

As of the end of 2020, there were 90 bridges and 84 major culvert structures greater than three metres along Regional Roads in Halton.

Based on the 2020 retaining wall and noise wall locations, approximately 85 per cent of the unique retaining walls are rated as good to very good and have an overall average condition index of 73.39 out of 100. Furthermore, approximately 83 per cent of the noise walls are rated good to very good and the overall

average condition index for all noise walls is 77.64 out of 100. At present, funding for the retaining wall and noise wall rehabilitation and replacement program is provided in the capital budget. The investment in noise walls and retaining wall rehabilitation minimizes deterioration and maximizes remaining service life and assists in the deferral of more expensive replacement works.

As of the end of 2020, there were 72 unique retaining walls and approximately 22 kilometres of Region owned noise walls along Regional Roads in Halton inspected.

In 2021 the Region will re-inspect all its bridges, major culverts, retaining walls and noise walls.

The Region will continue to invest in Bridges, Major Culverts, Retaining Walls, and Noise Walls as the Regional Road Network continues to grow and existing assets decline due to age related to ensure that state of good repair objectives continue to be met. Staff will continue to monitor the rehabilitation and replacement requirements with the current and future planned Public Works improvement projects and provide recommendations with respect to required rehabilitation and replacement investment through the annual transportation capital budget submissions.



2.2.4 Light-Emitting Diode (LED) street light conversion program

The Region's LED Streetlight Conversion Programs commenced in stages within the four Local Municipalities starting with Halton Hills in 2017, Oakville in early 2018 and Burlington in August 2018. In total approximately 4000 High Pressure Sodium (HPS) street lights were replaced with more energy efficient LED street lights (non-capital project related) and a combined total of approximately \$395,000 was received in incentive rebates from the Independent Electricity System Operator (IESO) for these three projects.

The Region has been working in partnership with the Local Municipalities on this project resulting in streamlined administration. It has also provided economies of scale, savings in operations, maintenance expenses, procurement costs and the stocking of inventory.

The Region commenced the Milton LED Conversion project in early 2020. Approximately 1810 HPS fixtures have been converted to LED and there are approximately 80 more street lights that still need to be converted to LED. This includes 30 HPS decorative fixtures in Campbellville and Brookville and another 50 HPS Cobra fixtures on James Snow Parkway. This work is anticipated to be completed by Q4 2021. Also, all outstanding works relating to the installation of metering, pedestals, trenching etc. has been completed.

As part of the LED conversion program, a new outdoor wireless adaptive control system has been implemented with the Regional street light network. Similar control systems are being used in Oakville and Milton. The technology provides many beneficial features such as dimming capabilities, notification of trouble alerts i.e. day burners, dark night alerts, outages etc. and remote diagnostics reports for voltage issues, power consumption reports, and accurate real time metering. This system also eliminates the need to undertake yearly night patrols by staff to fulfill requirements under the minimum maintenance This

3. Traffic and road safety engineering

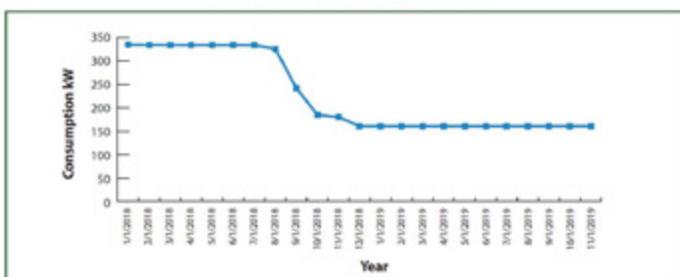
system is now operational on the Regional streetlight network throughout all four municipalities.

Upon completion of the LED Conversion program all existing High Pressure Sodium (HPS) street lights will have been replaced with new energy efficient LED technology resulting in reduced energy consumption and cost savings in operations and maintenance for transportation infrastructure along the Regional Road Network.

In addition to the LED Streetlight Conversion Program, approximately 600 existing HPS Regional street lights will be upgraded through on-going capital road construction projects over the next 1–3 years primarily in Oakville i.e. Trafalgar Road and Dundas Street. All new capital road projects will contain specifications for LED fixtures and wireless adaptive control technology.

The energy data that is available to date clearly shows a downward trend in energy consumption ranging between 45 per cent to 60 per cent and corresponding cost savings within each municipality. Below is an example from the Burlington project. The retrofit program started in August 2018 and by September, the energy consumption started declining. By December 2018 as the project was winding down, the consumption was down by half.

Table 1: Energy Consumption in Burlington



3.1 Traffic speeds

Annual Speed Review

In June 2000, Regional Council approved Report PPW46-00, which outlined a speed control policy for Regional Roads. The policy recommends the undertaking of an annual review of posted speed limits throughout the Regional Road System. The annual speed review provides a proactive, systematic approach to ensuring that speed limits within the Regional Road Network are set and maintained at appropriate levels.

The annual speed review involves the measurement of actual speeds at selected locations and compares the 85th percentile of the measured (operating) speeds to the posted speed limits. The 85th percentile speed is a commonly used threshold in transportation engineering. The definition of 85th percentile speed is “The speed at or below which 85 per cent of all vehicles are observed to travel under free flowing conditions”. Where there are significant variances between these two speed values, a review of the posted speed limit will be conducted.

The review of individual locations may or may not result in a recommendation to increase or decrease the posted speed limit. Recommendations may also be made to undertake specific actions, such as increased enforcement, education programs, installation of countermeasures such as driver speed feedback signs, and physical changes to the roadway.

At this time Figure 3 shows a slight increase of 85th percentile speed on Regional Roadways. This is most likely due to the decrease in traffic volumes due to COVID-19. As traffic volumes have started to increase back to normal traffic speeds have started to decline back to normal.

Figure 2 illustrates the results of the 2020 Annual Speed Review.

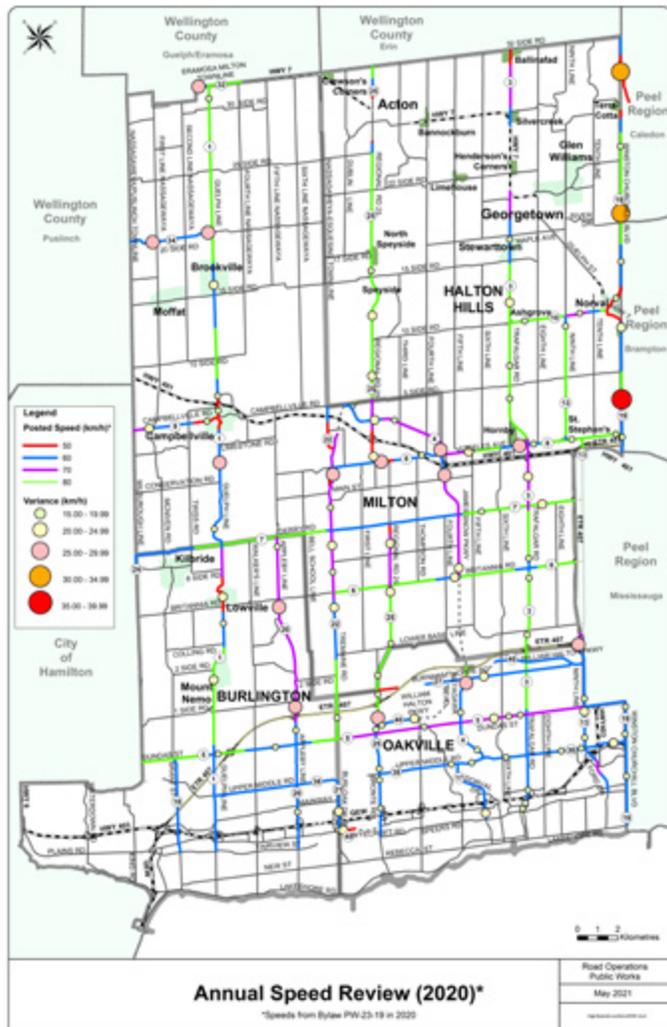


Figure 2: Results of the 2020 Annual Speed Review



Figure 3 provides a comparison of the measured speeds in various speed zones between 2018 and 2020.

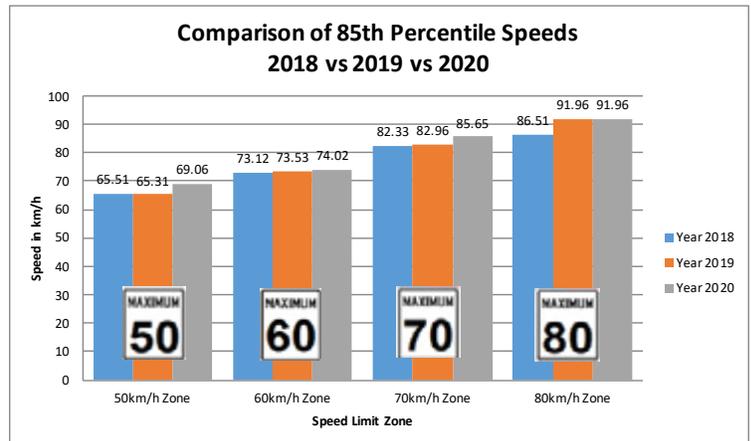


Figure 3: Comparison of 85th percentile speeds, 2018 versus 2019 versus 2020

Figure 4 (following page) and the list below document the top 20 roadway segments that were identified as having the highest variances between posted speed limit and 85th percentile operating speeds.

- Winston Churchill Boulevard north of Steeles Avenue
- Winston Churchill Boulevard 200m north of Side Road 22
- Ninth Line – between 407 ETR and Burnhamthorpe Road
- Steeles Avenue – between Trafalgar Road and Hornby Road
- Appleby Line – 500m south of Derry Road
- Appleby Line – between Britannia Road and # 4 Side Road
- Steeles Avenue – between Ontario Street and Martin Street
- Winston Churchill Blvd. – between Hwy 7 and Credit River
- No. 20 Side Road – 200m west of Guelph Line
- Burnhamthorpe Road - between Trafalgar Road and Ninth Line
- Tremaine Road – north of Britannia Road

- Britannia Road – Between Fourth Line and James Snow Parkway
- Regional Road 25– between Dundas Street and Burnhamthorpe Road
- Guelph Line – 1000m north of Steeles Avenue
- Burloak Drive – between Mainway and Upper Middle Road
- Winston Churchill Boulevard – 300m south of railroad crossing
- Regional Road 25 – between Steeles Avenue and Market Drive
- William Halton Parkway – 250m east of Regional Road 25
- Regional Road 25 – 250m south of Britannia Road
- Campbellville Road – between Twiss Road and Kingsbury Circle

Figure 4

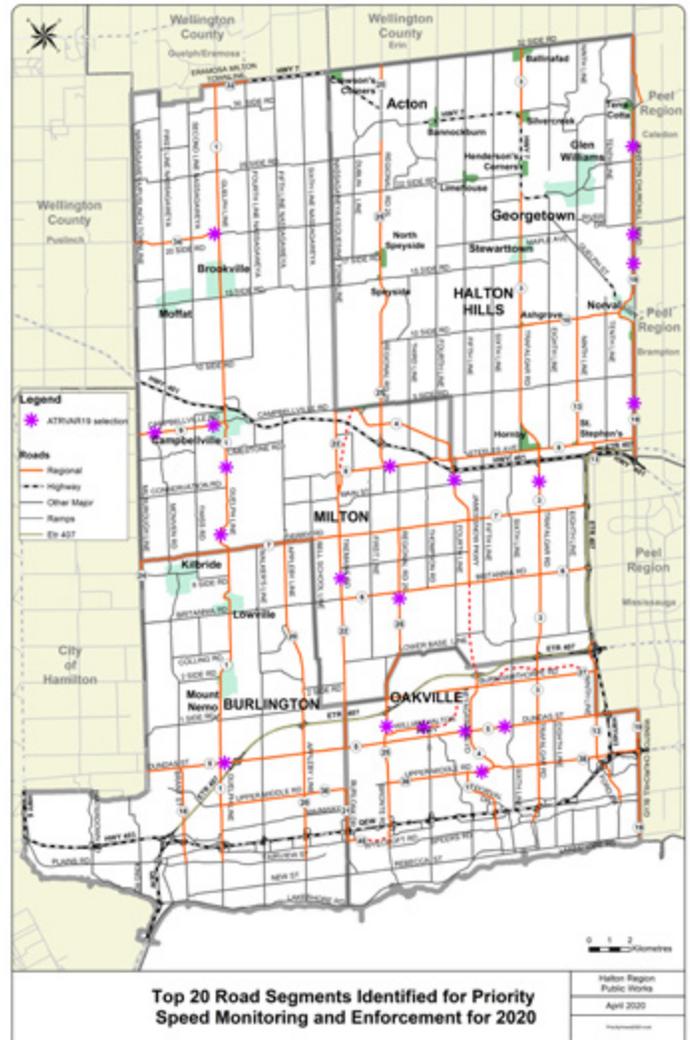


Figure 4: Top 20 road segments identified for priority speed monitoring and enforcement in 2020

The information gathered in Halton Region’s annual speed review provides Region staff with locations on Halton Region’s road network which require detailed review and possibly the implementation of countermeasures to assist in the reduction of road user speeds.



Speed management countermeasures

The Region implements to promote the reduction of road user speeds on Regional Roads where identified speeding problems exist. Countermeasures include the following:

- Driver speed feedback signs
- Police enforcement

The Region owns a fleet of driver speed feedback signs. The aim of this program is to bring attention to motorists of their approaching speeds along with identifying speeding trends and identifying when enforcement is required on various points throughout regional roadways.

This speed detection/feedback sign project was identified and initiated as a good cost effective measure to obtain speeding information on various regional road segments along with assisting to bring down the approaching and operating speeds of vehicles which in turn saves both money and lives.

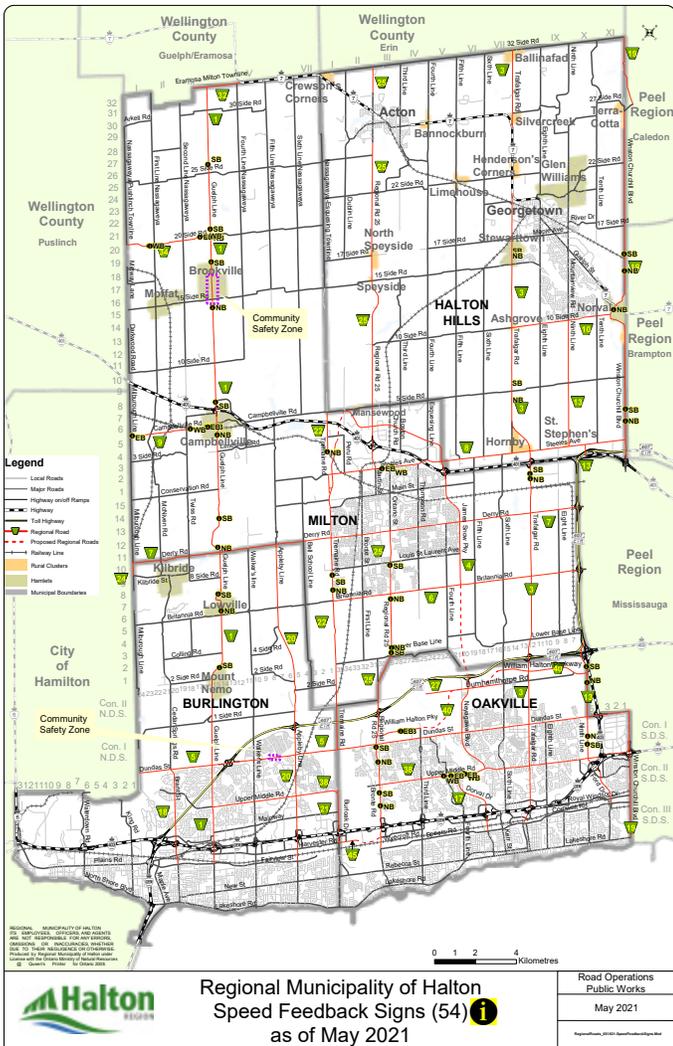


The signs are configured to detect the travel speeds of approaching traffic and provide feedback to the road users on their speeds relative to the posted limit. In order to justify the continuation of this program, the Region conducts compliance assessments in order to determine the effectiveness of the signs. The results of the assessments continually conclude that the signs assist in the reduction of speeds, and therefore, are a benefit to Halton Region's road network. The signs continue to remain a significant part of the Region's speed management toolbox.

The number of signs in Halton Region is continually increasing in order to expose more of the Regional road network to this beneficial countermeasure. The Region has installed 12 signs as of 2018. The Region installed 26 signs in 2019 and 14 more signs in 2020 which were completed by the end of the year which now brings a total of 54 signs to Halton Region's fleet at locations which correspond with our Top 20 road segments identified for priority speed monitoring and enforcement as shown in Appendix C. See **Figure 5** outlining existing sign locations.



Figure 5 Existing Speed Feedback Sign Locations



With these signs Halton Region is able to connect remotely and retrieve real time data from the units using cloud based software and have reporting created as shown in Figures 6 and 7.

Figure 6 Driver Feedback Sign Reports

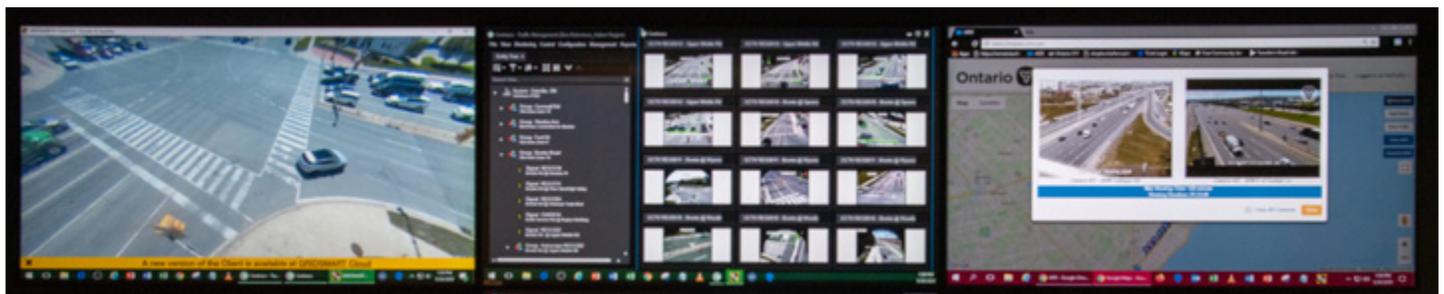
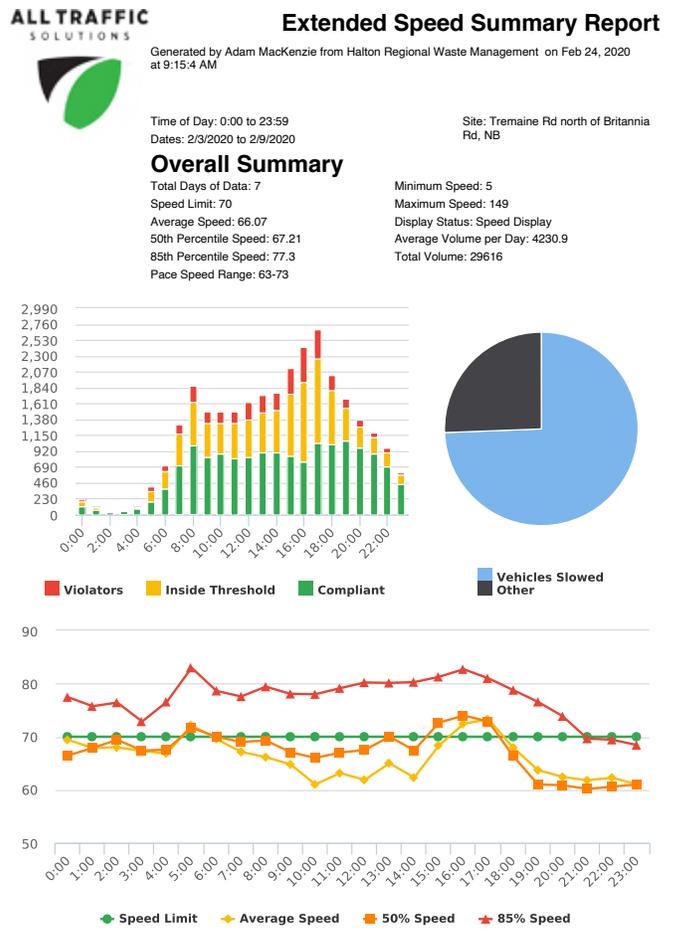


Figure 7 Driver Feedback Sign Report

Weekly Report - Statistics Summary Report

Location: **EB Campbellville Rd (100m east of Milborough Line)**
 Address: **1238 Campbellville Road, , Ontario, Canada**
 Speed Limit: **60 km/h**

Report Period: **02/03/2020 to 02/09/2020**
 Total Vehicle Count: **13818**

Hour	Total Vehicles	Average Vehicles	Total Violations	% Violations	Min. Speed (km/h)	Max. Speed (km/h)	Avg. Speed (km/h)	85% Speed (km/h)	Count By Speed Range	
									Speed (km/h)	Count
00:00-01:00	61	61	41	67 %	6	95	63	82	1 - 5	33
01:00-02:00	27	27	22	81 %	H 16	94	70	83	6 - 10	447
02:00-03:00	31	31	19	61 %	8	102	58	77	11 - 15	76
03:00-04:00	60	60	43	72 %	6	108	66	83	16 - 20	100
04:00-05:00	209	209	172	82 %	8	108	71	84	21 - 25	89
05:00-06:00	543	543	456	84 %	5	114	H 72	85	26 - 30	64
06:00-07:00	977	977	829	85 %	5	108	70	81	31 - 35	52
07:00-08:00	H 1291	H 1291	H 1060	82 %	10	104	68	79	36 - 40	82
08:00-09:00	1041	1041	846	81 %	6	97	68	80	41 - 45	117
09:00-10:00	786	786	647	82 %	7	98	68	79	46 - 50	196
10:00-11:00	684	684	566	83 %	8	112	68	80	51 - 55	410
11:00-12:00	661	661	536	81 %	7	102	68	80	56 - 60	1061
12:00-13:00	752	752	624	83 %	7	100	69	80	61 - 65	1859
13:00-14:00	664	664	559	84 %	7	108	69	80	66 - 70	2627
14:00-15:00	788	788	646	82 %	7	107	68	79	71 - 75	2566
15:00-16:00	826	826	714	86 %	15	107	70	81	76 - 80	2057
16:00-17:00	1015	1015	886	87 %	9	103	71	80	81 - 85	1152
17:00-18:00	941	941	838	H 89 %	11	109	71	81	86 - 90	527
18:00-19:00	719	719	556	77 %	5	105	64	79	91 - 95	180
19:00-20:00	492	492	345	70 %	5	102	59	78	96 - 100	77
20:00-21:00	447	447	278	62 %	5	102	58	78	101 - 105	28
21:00-22:00	360	360	199	55 %	5	104	52	78	106 - 110	11
22:00-23:00	254	254	139	55 %	5	H 123	50	80	111 - 115	6
23:00-24:00	189	189	70	37 %	5	114	37	76	116 - 120	0
Summary	13818	13818	11091	75 %	5	123	65	80	Total	13818

* **H** - highest value in the column, **bolded H** is highest H value in report

** "n/a" - means the sign did not collect any data at the time stipulated in the report. "n/a" values are NOT included in calculations.

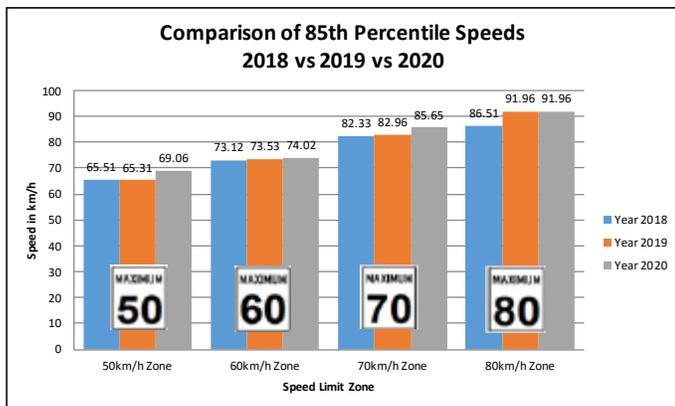
Generated on 2020-02-24 10:22:08

With this recorded data and reports Halton Region is able to determine what the speeding trends along with identifying the 50 per cent, 85 per cent, average and median speeds are at these points on the regional road network. We are able to identify and share the key times for enforcement with the Halton Regional Police Service.

In 2020 the recorded speeds and traffic counts were found to be highly variable especially after the onset of

COVID-19 beginning in April. As per **Figure 8** the speeds overall increased after the onset of COVID-19 as the traffic volumes on roadways decreased. This data also showed due to the lack of regular traffic on regional road ways there was more speeding occurring which required higher rates of enforcement in some areas on regional road networks. These signs were also found to be 30 per cent more effective during this period as vehicles slowed while approaching the signs after the motorists were made aware of their approaching speeds.

Figure 8 (85 per cent Speed Differences)



Distracted Driving Project #ItCanWait

The Distracted Driving Project #ItCanWait is a strategic, collaborative campaign by the Halton Regional Police Service and Halton Region to address the growing concern of distracted driving on Regional Roads. The campaign normally runs late October to November and includes messaging across several platforms including; social media, print and digital roadway signage. The program was recommended to continue in 2020 but due to the ongoing COVID-19 situation the program was put on hold to utilize communications resources for ongoing COVID-19 messaging.

Police Enforcement

Results from the annual speed review as well as speed feedback signs and spot speed studies are shared regularly with Halton Regional Police Service for consideration of targeted speed enforcement through the local District Response Units (DRU's)

Annual requests for posted speed limit review

To encourage compliance with the posted speed limit, both a consistent message and reasonable speed limit must be posted. The ideal speed limit is impacted by factors including roadside environment, prevailing operating speeds, horizontal or vertical alignment,

traffic volume, density of driveways, presence of pedestrians/cyclists, and adjacent land use. When a posted speed is too low or too high for a particular road segment, motorists' compliance with the posted speed limit is low. Visual cues from the road and adjacent environment, such as pavement width, shoulder width, and pavement quality, can contribute to operating speeds deviating from the posted speed limit. A large speed discrepancy between vehicles in the traffic flow is undesirable from a traffic operations perspective.

The Region's policy on posting speed limits is in line with the Highway Traffic Act and Ontario Traffic Manual, which are recognized industry wide. Halton Region's policy recommends defining speed zones based on a number of criteria including those noted above. In order to determine compliance with the posted speed, the Region conducts an annual assessment of road user operating speeds (described in Section 2.3 of this document). We then determine the 85th percentile operating speed and assess the requirement to adjust posted speeds. This is a proactive approach to ensuring speed limits are appropriately and reasonably set on Regional Roads.

In 2020, Halton Region received one (1) request to review the posted speed limit on Regional Roads. The details are as follows:

- Trafalgar Road – resulting in a temporary posted speed limit reduction throughout the construction zone south of Dundas Street to 50 km/h



3.2 Traffic operations

Advanced Transportation Management System

Staff have been working with a consultant for the procurement and implementation of an Advanced Transportation Management System (ATMS). The evaluation process for this project was completed in December 2020 and on January 28, 2021 Econolite Canada was awarded the contract to install their Centrac's ATMS software platform. Centrac's is also being used by the City of Burlington, the Town of Oakville and the Town of Halton Hills.

Regional servers that will house the Centrac's system have been procured and built on the corporate Network. Staff are currently working on the IT Network Design and this task is almost complete. In parallel and dependent on the Network Design, work is ongoing to finalize the Implementation Plan i.e., identification of which road corridors will be brought online in priority. The first stage of the Implementation Plan has been confirmed and Regional signals in Oakville will be installed and brought online first due to the availability of excellent fibre connectivity with the Town.

Based on the preliminary rollout, next would be Regional traffic signals in Burlington, followed by Milton and Halton Hills. This sequencing, however, may change depending on coordination with the capital road reconstruction program and the current fibre communication network. The complete implementation plan, including all the field devices will likely take approximately three to four years for Regional Roads in all of the Local Municipalities. Staff are presently investigating options on how to address current gaps in the fibre network in the Milton and Halton Hills area. Addressing these gaps in advance may allow us to shorten the timelines for full implementation of the system

Intelligent traffic systems will be critical to operating the Region's current roadway systems at maximum capacity. Efficient and safe transportation networks play a key role in the economic vitality, growth and

quality of life for most major urban centres. Poorly timed signals can waste time and fuel, increase air emissions, and create frustrating and safety-related situations for motorists. Intelligent signal controls can help ease congestion and its negative effects

Benefits of an Advanced Traffic Management System

The Region's Advanced Traffic Management System will be a "state-of-the-art" traffic signal control system consisting of the Centrac's Software Platform, a user friendly program with complex algorithms and Artificial Intelligence learning capabilities that will communicate and work together with the traffic signal controllers and various Intelligent Transportation Systems devices in the field (i.e. detection devices, closed circuit television cameras (CCTV), warning and travel time information signs/messaging boards, data collection and monitoring devices as well as emergency and transit pre-emption devices).

The entire system works together to move traffic safely and efficiently in response to real-time traffic demand data and allows staff to make informed operational decisions based on real-time data.

Some of the key benefits of having a Regional Advanced Traffic Management System coupled with a package of Intelligent Traffic System strategies include the ability to:

- Move from "Passive & Reactive" mode of operation to a "Pro-Active" mode of traffic management in "Real-Time" and Region-wide from one central location;
- Assist in the provision of emergency services and coordination with the Emergency Operations Centre;
- Assist in 'Real-Time' Incident Management for Regional Roads and 400-series highways which mostly align with existing Emergency Detour Routes;
- Remotely diagnose and remediate many types of signal malfunctions without having to deploy maintenance crews;

- Provide adequate and safe crossings for pedestrians;
- Improve overall traffic flow efficiency, reducing energy and carbon emissions;
- Implement strategies in real-time to reduce congestion impacts on road users;
- Reduce driver frustration resulting in less incidents of aggressive driving habits
- Disseminate information to all stakeholders in a more enhanced and faster process;
- Leverages the extensive Regional fibre optic communications network and state-of-the-art traffic signal controllers already in operation on Regional road corridors;
- Once implemented, commuters will be able to receive real-time travel, traffic and roadway condition information through real-time messaging signs placed in strategic locations giving them the flexibility to choose routes and influence their driver behavior;
- Provides a safer and more efficient Regional transportation network to the public while addressing growth;
- Maintain and improve public confidence in traffic management; and
- Establishes Smart City Readiness with Intelligent Traffic System Technology



Traffic Signal Corridor Optimization

A key component to maintaining a safe and efficient road network is the effective management of traffic through major road corridors. To achieve this, traffic signal timings are coordinated to minimize vehicular delay. In order to ensure Halton Region’s signals are coordinated in the most efficient manner, the Region commissions studies aimed at optimizing the Regional signal network along major corridors. To ensure the best possible service on Halton Region’s roads, the Region has completed these studies on an annual basis since 2011 and optimized a number of corridors.

In 2020, optimization studies were to be completed for the following:

- Steeles Avenue from Harrop to James Snow Parkway
- Neyagawa Boulevard from Upper Middle Road to Settlers Way
- Martin Street from Steeles to Market

However, due to the provincial lockdowns and sporadic traffic patterns as a result of COVID-19, the optimization studies were put on hold until at least 2021 pending the potential implementation of the ATMS.

Through the optimization studies, the Region reviews the existing traffic conditions and optimizes the traffic signals for flow during the directional peak hours. In Halton, this is typically the eastbound and southbound direction in the a.m. peak period, and westbound and northbound during the p.m. peak period. These studies review each intersection within a corridor and the corridor as a whole, to ensure that traffic volumes are flowing in the safest and most efficient manner.

Traffic signal timing adjustments developed from the optimization studies aim to reduce road user delay along the study corridors; particularly along corridors where congestion has been problematic and progression is difficult to achieve due to overall traffic volume on the roadway, and the proximity of major traffic generators and freeway systems.

As capital improvements are completed along Halton's major corridors, state-of-the-art traffic signal interconnect infrastructure is being provided to ensure that the long-term goal of an efficient traffic signal network is achieved.

Travel speed and delay studies for monitoring levels of service

This section normally provides a snapshot of the operational performance of Regional based on data collected annually. As of 2018, the Region modified its methodology for these studies to utilize crowd-sourced data, widening the scope of the study to include many more corridors, and data spanning 24-hours a day and seven days a week. This is done through a partnership with the Ministry of Transportation Ontario and is conducted every two years. At this time the 2020 data has not been finalized and will be included in the 2021 Transportation Progress Report.

New intersection signalization

To determine if traffic signals are required at an intersection, a signal warrant analysis is undertaken annually of all un-signalized intersections. The signal warrant is a provincially accepted standard developed by the Ministry of Transportation and outlined in the Ontario Traffic Manual. The methodology behind the warrant utilizes the most up-to-date traffic volume (vehicular and pedestrian) and road user collision experience, and locations are individually analyzed to determine if standards or warrants, related minimum traffic and/or delay to cross traffic, are met.

The signal warrant also considers the number of "preventable" collisions that occurred within the previous consecutive three-year period at the intersection. Preventable collisions are those involving traffic which, under signalized conditions, would move on separate phases (for example, left turns).

Although the warrant analysis considers benefits of signalizing an intersection, the Region also

considers other forms of intersection control, such as roundabouts. Consideration of this type of measure must also involve planning-level programs and future plans. Therefore, the analysis results of the traffic signal justification warrant are reviewed with Transportation Planning and Design and Construction in order to ensure feasibility prior to moving forward.

Based on the above guidelines and practices, the Region constructed Traffic Control Signals at the following intersections in 2020:

1. Trafalgar Road and Threshing Mill
2. Trafalgar Road and Wheat Boom
3. Dundas Street and Post Road
4. Guelph Line and 25 Side Road
5. James Snow Parkway and 5 Side Road
6. Britannia Road and 8th Line

Road safety

A main goal of managing a road network is to help facilitate the safe and efficient movement of people and goods. We achieve this goal by maintaining and continually improving Halton Region's road network where Halton Region identifies opportunities for improvement. In order to improve our road network, we continually assess performance and implement infrastructure improvements where opportunities exist. This allows Halton Region to maximize road safety and operate efficiently, as well as facilitate as little delay to traffic as possible. Over the past decade we have implemented, and currently maintain many safety initiatives to assist with this goal. This section describes the Region's road safety programs, projects and initiatives.

Comprehensive Road Safety Action Plan Program

The Comprehensive Road Safety Action Plan (CROSAP) is an ongoing, continuous improvement program

focused on facilitating a safe and efficient Regional Road System. The action plan is proactive and managed by the Region which allows us to ensure road safety is given high priority. The program incorporates engineering, enforcement and educational components and is one piece of an overall road safety strategy to minimize road user collision risk.

CROSAP includes the following three elements:

1. Road Network Screening and identification of locations with Potential For Safety Improvement (PSI)
2. Diagnostic review
3. Implementation of preferred solutions

Road Network Screening and identification of locations with Potential for Safety Improvement:

This task is achieved by comparing similar entities (intersections and road segments) within our road network and calculating their safety performance; and ranking said entities based on an index called the Potential for Safety Improvement (PSI). The index considers collision history (based on statistically significant variables) and traffic exposure (volume).

Diagnostic review:

This task consists of conducting formal road safety assessments of the top-ranked locations from the network screening task, identification and selection of possible solutions, and a cost/benefit analysis to compare the potential societal benefits and cost of the potentially feasible solutions.

Implementation of preferred solutions:

This task consists of the implementation of feasible solutions, particularly considering societal benefit. Where possible, solutions are implemented along with infrastructure improvements. This process encourages wise planning and spending and ensures proactive consideration of safety in design. Improvements are funded through the Regional capital budget.

CROSAP program performance

Since the inception of CROSAP in 2001, the Region has formally assessed over 140 locations (intersections and road segments) along the Regional Road Network specifically identified with safety improvement potential through a network screening process. The Region has implemented a significant number of improvements related to roadway signage, positive guidance for road users, pavement markings, traffic signals and phasing, road geometry, and roadside safety. Said improvements have been implemented as part of the Region’s capital construction projects. Over this time period, a significant downward trend has been observed in the safety improvement potential, indicating that Regional Roads are operating more safely and efficiently year-over-year, while traffic volumes continue to increase through population and business growth. The following figures present the trend lines of the total number of injury- and fatal-related collisions on Regional Roads and the average annual vehicle kilometers travelled (exposure) between 2004 and 2020. Note the increase in exposure and decrease in collision trend lines. Note: The Region can receive collision reports from the previous year (in this case, 2020) later than the date of this report and thereby the 2020 collision totals described herein can increase. However, these numbers would not be so significant that the trends outlined below would change significantly.



Figure 10

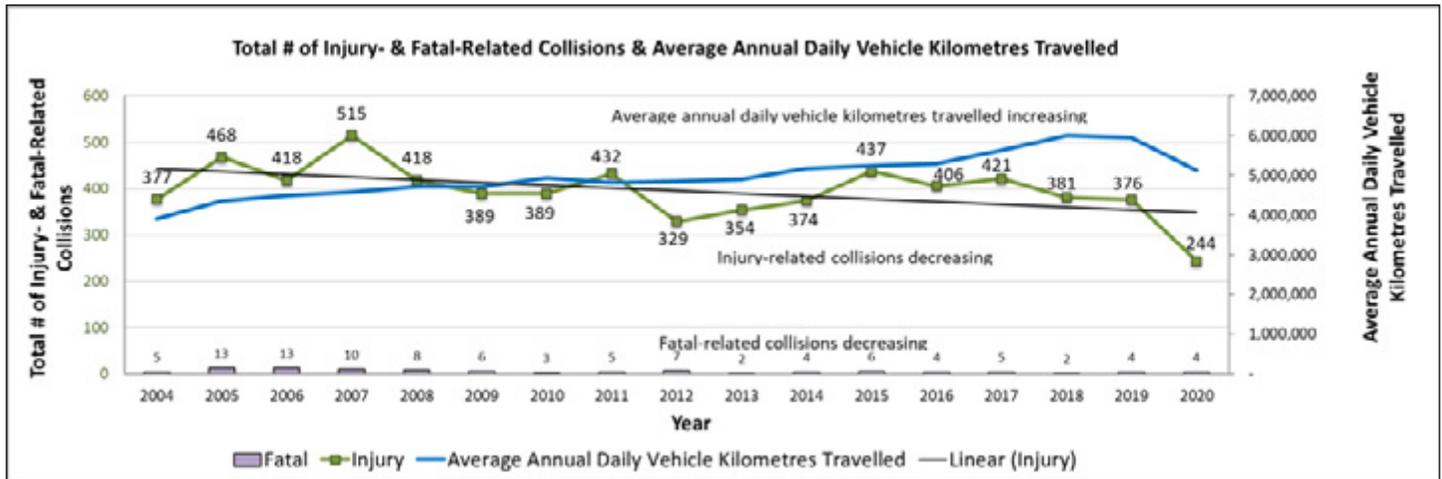
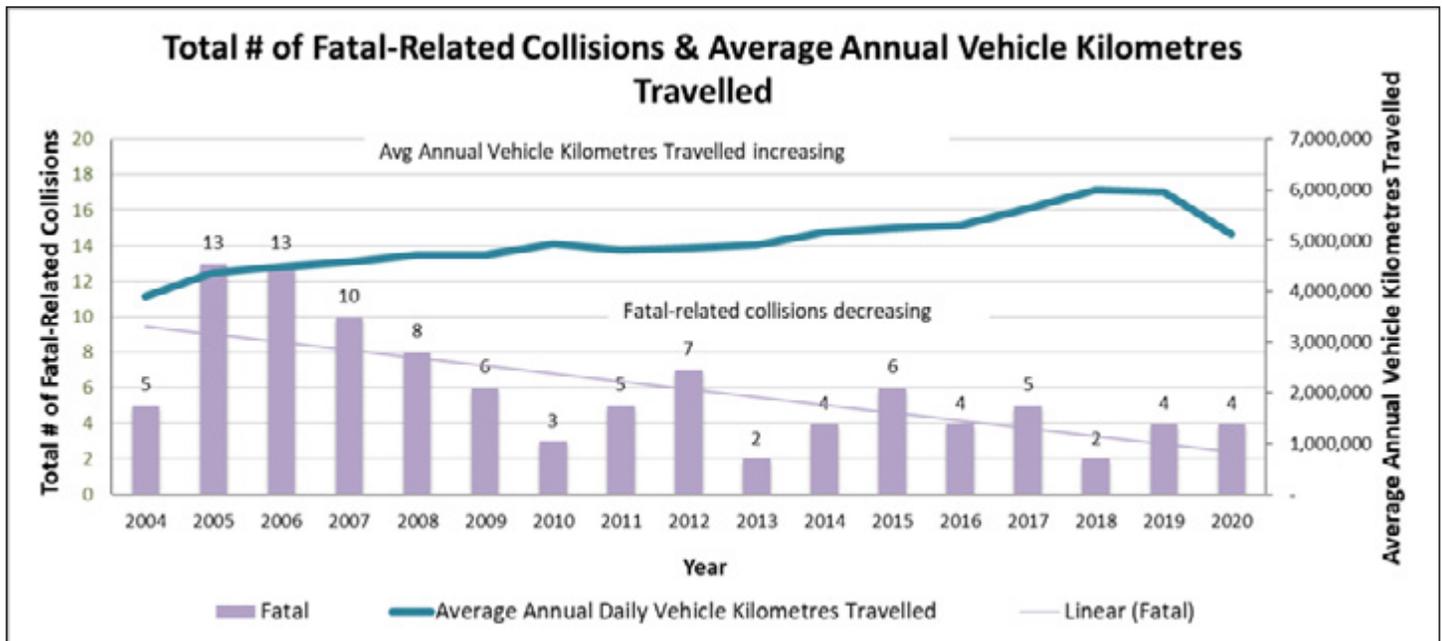


Figure 11



2020 road safety and operational reviews

The Region is currently completing road safety and operational reviews of locations identified with significant improvement potential from the 2020 network screening report. Where feasible improvements are identified, we will program them for implementation to the road network.

Traffic Operations Safety Study (TOSS)

In 2020, with the assistance of an engineering consultant specializing in traffic safety, staff made significant progress with the Region-wide Traffic Operations Safety Study (TOSS). This Study includes an operational and geometric assessment of the Regional Road System to ensure that the network is operating as safe and efficient as possible and in conformance with industry standards and new safety initiatives similar to Vision Zero. The study will also include a review and update of all existing operational policies and procedures/practices such as the speed limit and the roadway illumination policies.

The need for this study has been identified in the Capital program to take place on a regular five-year cycle in advance of the Transportation Master Plan (TMP) Update so that any recommendations arising from the TOSS can be incorporated into the Transportation Master Plan (TMP) Update which has also been identified in the Capital program on a five-year cycle.

To date the Network Screening has been completed for the entire Regional Road System and detailed collision analysis has been undertaken for all intersections and roadway sections. A systemic safety review was conducted as a complementary approach to Network Screening to identify collision prone locations. Likewise, Synchro analysis has also been completed for all the signalized intersection in the system to identify the most congested intersections along with the critical turning movements. The visual inspections has been completed which captured all elements of the

entire Regional Road Network with a summary of improvements that are to be implemented as part of a five year implementation plan.

To date, in support of Halton's TOSS, 23 papers were developed that serve as guidelines for staff that covers various topics such as speed control, traffic signal warrants, temporary traffic signals, and street lighting requirements.

The Red Light Camera Program

Halton Region participates in the Provincial Red Light Camera (RLC) program. The goal of the RLC program is to reduce the frequency of red light running and high-severity angle-type collisions at signalized intersections. The program utilizes an enforcement technique targeted at reducing red light running associated with specific movements known to result in angle collisions.

Since 2012, the Region has installed 20 RLCs at signalized intersections. In previous years the program has proven to show progress in reducing the frequency of red light running. Although in 2020 there was a large reduction in infractions, this was due to COVID-19 and stay at home orders. Also, in order to accommodate the widening of Trafalgar Road, cameras at Trafalgar Road and Upper Middle Road and Trafalgar Road and Leighland Avenue were temporarily removed and will not be reinstated until later in 2021.

	2017	2018	2019	2020
Total Infractions	11,568	14,715	12,880	9,593
Total Days Active	4,457	5,532	6,080	6,406
Average Daily Infraction Rate	2.60	2.66	2.12	1.50

Halton Region has extended the current contract with RLC vendor Jenoptik for an additional five years. Halton Region also intends on entering into another five year contract with Jenoptik that allows for the use of radar detection technology. With radar detection, RLCs will be able to operate in construction zones and will not require the camera to be taken offline or

have loops replaced during capital projects such as road resurfacing. Three new sites are budgeted to be installed under the new contract in 2021. The following table presents statistics for right angle collisions for 12 of the 20 RLC locations. Data from intersections with RLCs installed in 2017 and 2019 was omitted given the short time period following installation and the fact that the data would therefore be unrepresentative. Collisions occurring in 2020 were not included as the

data set is incomplete. The subject analysis compared collisions five years before each RLC was installed with the available years of data until December 31, 2019. The collisions included in this table are those caused by a vehicle disobeying the traffic control or failed to yield the right of way as these types of causes are what RLC seeks to mitigate. On average, the RLC Program has resulted in a decrease of right angle type collisions at the 12 RLC locations.

Location	Activation Date	Before	After	Difference	% Change
Trafalgar Road and Upper Middle Road *	March 16, 2012	9	4	-5	-56%
Comparison above shows 7 years before and after activation date					
Brant Street and North Service Road	October 31, 2013	9	4	-5	-56%
Trafalgar Road and Leighland Avenue / Iroquois Shore Boulevard *		12	14	2	17%
Derry Road and Trafalgar Road ¹		10	11	1	10%
No. 10 Side Road and Ninth Line		3	2	-1	-33%
Guelph Line and Upper Middle Road ¹		8	6	-2	-25%
Comparison above shows 6 years before and after activation date					
Upper Middle Road and Oxford Avenue	March 4, 2015	4	2	-2	-50%
Derry Road and James Snow Parkway		7	7	0	0%
Derry Road and Ontario Street		9	8	-1	-11%
Trafalgar Road and 5 Side Road		2	3	1	50%
Appleby Line and Mainway		2	3	1	50%
Guelph Line and Mountainside Drive / Davidson Court		5	2	-3	-60%
Comparison above shows 4 years before and after activation date					
Total		80	66	-14	-18%

¹ Camera was initially monitoring westbound approach but was relocated to monitor the southbound approach on 2015-03-04

* Offline due to capital works

Right Angle Collision changes at Red Light Camera Intersections

Drive SAFE Program

The Drive SAFE (Safety Awareness For Everyone) public awareness program is an initiative targeting speeding, aggressive driving, and generally unsafe behaviour on Halton roads. To promote safe driving to the public, the Region has completed several initiatives in previous years, such as:

- poster campaigns;
- safety brochures;
- cyclist safety commercials;
- Emergency Medical Services (EMS) safety commercials;
- winter driving tips on Weather Network; and
- 911 call program; and
- Driver speed feedback roadway signs.

A major component of the Drive SAFE program is the Region's targeted speed monitoring and enforcement program noted herein. The Drive SAFE program also lends itself to work in partnership assisting other Regional departments and divisions to promote safe roads in Halton. Halton Regional Police Service, Halton Region Public Health, and Public Works staff will continue this partnership and coordinate efforts through 2021. In 2021, the Region will be investing in the speed management program by purchasing a small portable variable message sign board to add to the existing fleet.

In 2020 the driver speed feedback signs were used to display messaging at times for the COVID-19 messaging program to promote guidelines.

Portable Speed Message Sign Boards

Similar to the driver speed feedback signs, five portable variable message display signs are used as a speed compliance tool to display vehicle traveling speeds to motorists. The signs are strategically placed on the

Regional Road Network at known areas of concern based on high speed locations and requests from the public.

In 2020, the signs were deployed to the following locations:

On average, a reduction in the 85th percentile speed of approximately 5-10 km/h was observed at the above listed locations. Staff continue to monitor the speeds in the locations where the message boards are deployed.

1. Dorval Drive – between North Service Road and Leewood Drive
2. Upper Middle Road – 350m East of Bronte Road (Regional Road 25)
3. Dundas Street – East of Eighth Line
4. Dundas Street – West of Walkers Line
5. Ninth Line (Regional Road 13) – between 407 ETR interchange and Burnhamthorpe Road (Regional Road 27)
6. Regional Road 25 – south of 15 Side Road
7. Trafalgar Road – South of Hwy 7
8. Neyagawa Boulevard – between Munns Avenue and River Oaks Boulevard
9. Bronte Road – South of Upper Middle Road
10. Regional Road 25 – north of 15 Side Road
11. Tremaine Road North of Steeles Avenue
12. Dundas Street near fourth line

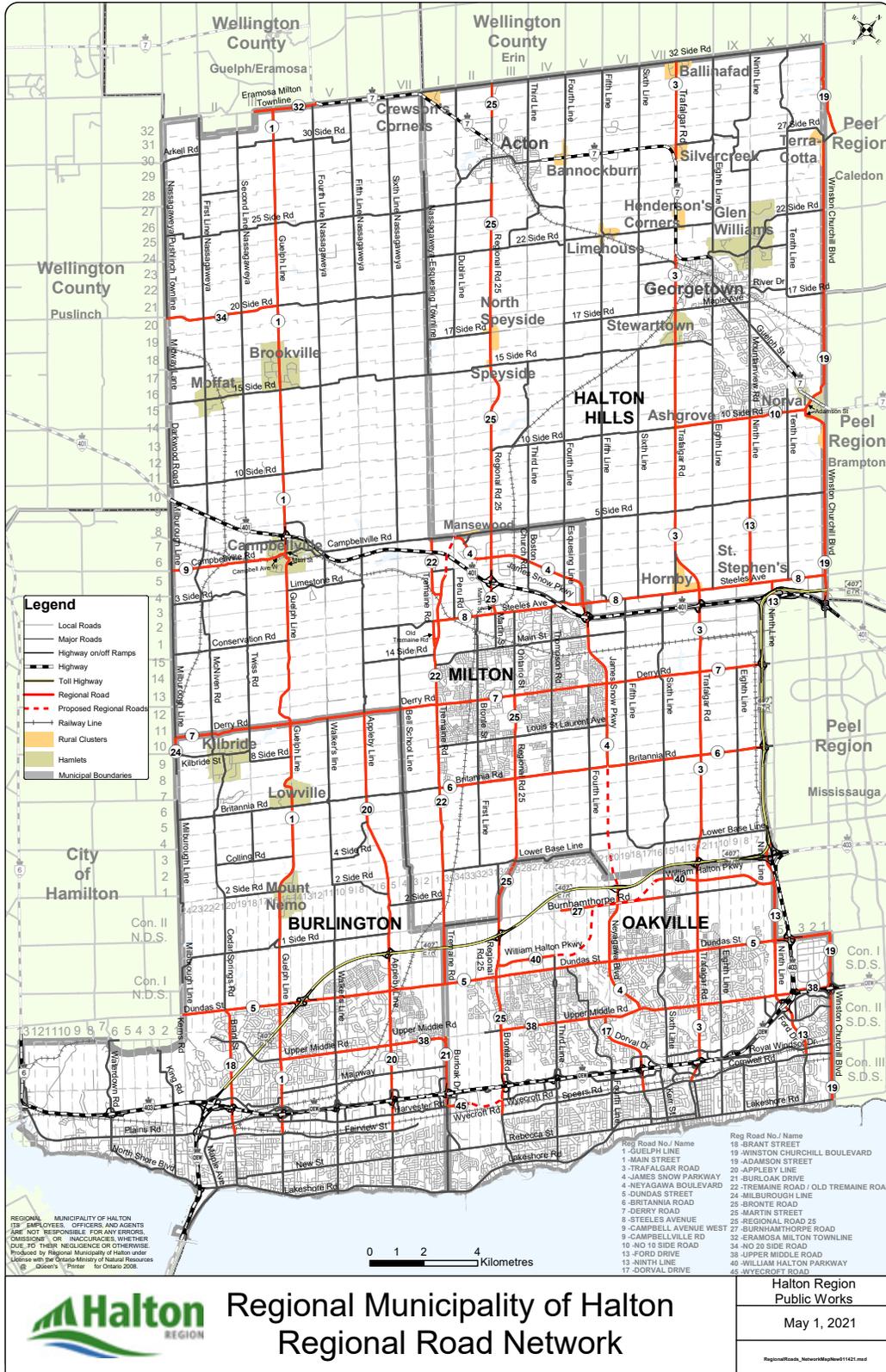
In addition to the above locations, the portable speed message display signs were deployed for information relating to capital works projects, special events, road safety messages, road closures and COVID-19 messaging.

4. Summary

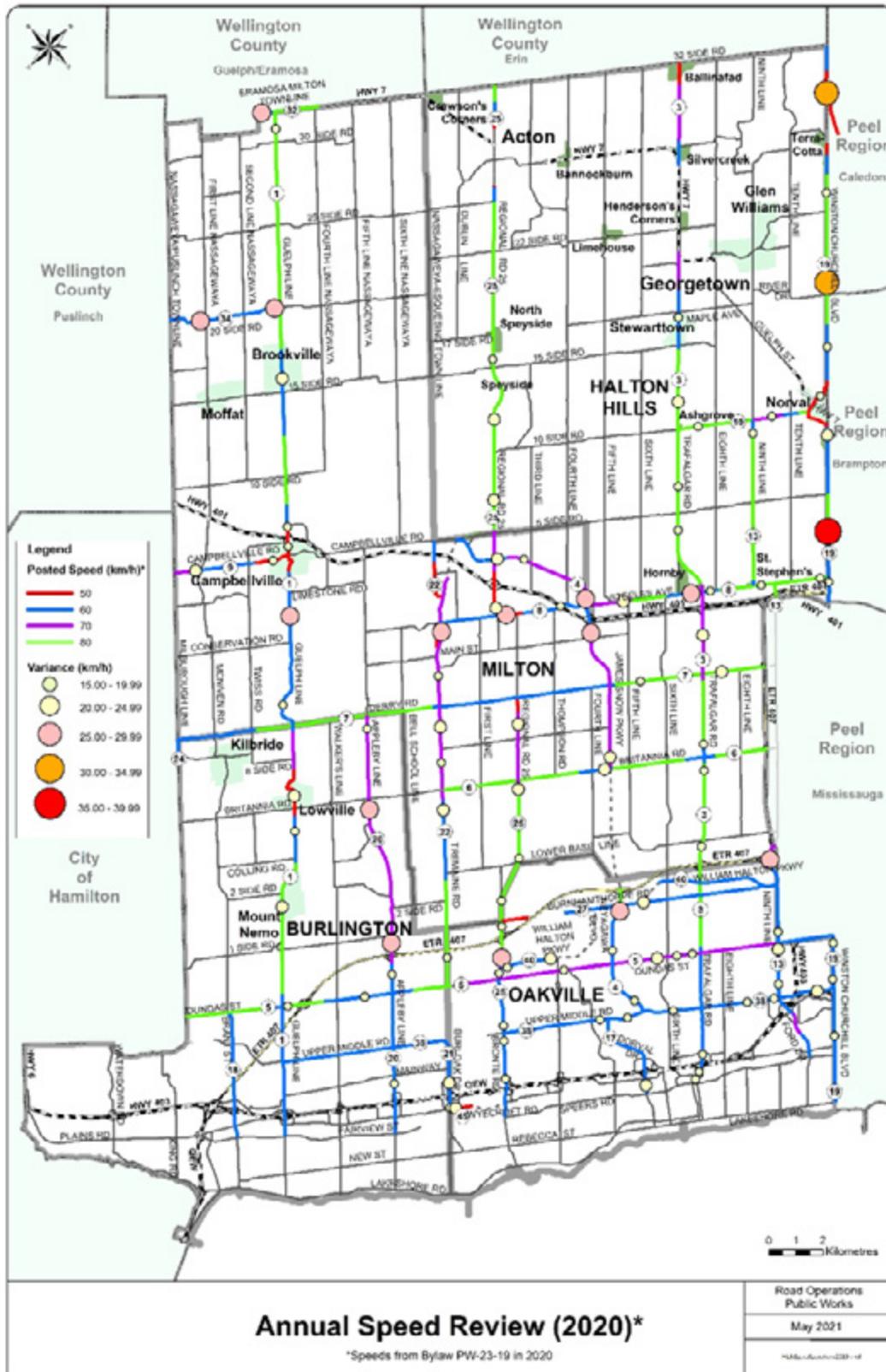
The 2020 Transportation Progress Report provides an overview of the performance of the Regional Road Network, and some of the current projects and initiatives in progress.

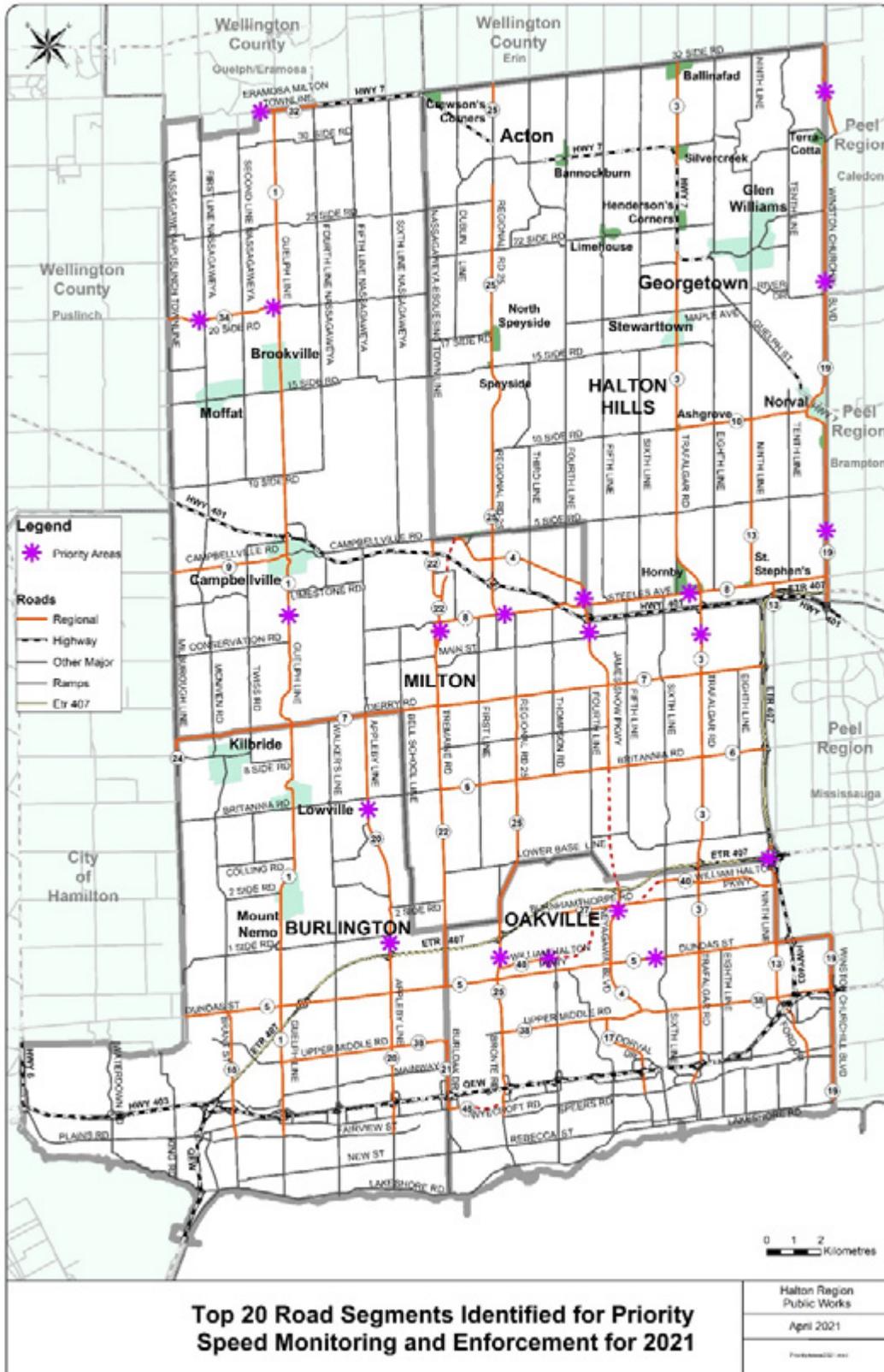
- In 2020 Average Bridge Condition Index for bridges and culverts with a span of three metres and greater increased to 78.76 out of 100.
- In 2020 approximately 85 per cent of retaining wall locations are rated as good to very good condition and have an overall average condition index of 73.39 out of 100 exceeding the 80 per cent goal outlined in Halton Region's Strategic Plan.
- In 2020 approximately 83 per cent of noise wall locations are rated good to very good and the overall average condition index for all noise walls is 77.64 out of 100 exceeding the 80 per cent goal outlined in Halton Region's Strategic Plan.
- Significant progress was made on the Traffic Operations and Safety Study (TOSS) that includes operational and geometric assessment of the Regional Road System. In addition the TOSS includes a review and update of all existing operational policies and procedures/practices such as the speed limit policy and roadway illumination policy.

Overall, the Regional Road System is operating well, based on a review of all aspects of the transportation. The majority of Regional Roads offer a convenient, efficient and safe mode of travel for a variety of users.



Appendix B







VIA EMAIL

November 25, 2021

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Chief Stephen Tanner, Halton Regional Police Service
Eric Hakomaki, Ministry of Transportation
Jeff Booker, 407 Electronic Toll Road
Kevin Arjoon, City Clerk, City of Burlington
Meaghen Reid, Town Clerk, Town of Milton
Vicki Tytaneck, Town Clerk, Town of Oakville
Valerie Petryniak, Town Clerk, Town of Halton Hills

Please be advised that at its meeting held Wednesday, November 24, 2021, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: PW-34-21 - Regional Advanced Traffic Management System (ATMS), Our File: PR-3205A

1. THAT Regional Council approve the Implementation Plan for the Regional Advanced Traffic Management System as outlined in Report No. PW-34-21 re: "Regional Advanced Traffic Management System (ATMS), Our File: PR-3205A".
2. THAT the Regional Clerk forward a copy of Report No. PW-34-21 to the City of Burlington, the Town of Halton Hills, the Town of Milton, the Town of Oakville, the Halton Regional Police Service, the Ministry of Transportation, and the 407 Electronic Toll Road for their information.

Included please find a copy of Report No. PW-34-21 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

Graham Milne
Regional Clerk
graham.milne@halton.ca

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1
905-825-6000 | Toll free: 1-866-442-5866



The Regional Municipality of Halton

Report To:	Regional Chair and Members of Regional Council
From:	Andrew Farr, Commissioner, Public Works
Date:	November 24, 2021
Report No:	PW-34-21
Re:	Regional Advanced Traffic Management System (ATMS), Our File: PR – 3205A

RECOMMENDATION

1. THAT Regional Council approve the Implementation Plan for the Regional Advanced Traffic Management System as outlined in Report No. PW-34-21 re: “Regional Advanced Traffic Management System (ATMS), Our File: PR-3205A”.
2. THAT the Regional Clerk forward a copy of Report No. PW-34-21 to the City of Burlington, the Town of Halton Hills, the Town of Milton, the Town of Oakville, the Halton Regional Police Service, the Ministry of Transportation, and the 407 Electronic Toll Road for their information.

REPORT

Executive Summary

- On April 18, 2018, through the adoption of Report No. PW-10-18, Regional Council approved the implementation of a Regional Advanced Traffic Management System.
- An Advanced Traffic Management System is a state-of-the-art traffic signal control system that will improve the performance of the existing road infrastructure through active traffic management.
- On December 2019, staff issued Request for Proposal No. P-904-19, re: “The Supply and Implementation of an Advanced Traffic Management System (ATMS)”.
- The procurement process was completed in February 2021 and a contract was awarded to Econolite Canada.

- In parallel to the procurement process, staff have been working with IBI Group to complete the development of an Implementation Plan, the associated IT Network design as well as the design of a Traffic Management Centre.
- In 2018, it was estimated that the total cost of the entire system, including the Traffic Management Centre facility would be \$12M.
- Staff will refine these costs upon the completion of the IT Network Design and any changes will be reflected in the 2023 Roads Capital Budget and Forecast for Regional Council's consideration.

Background

An outcome of Halton Region's 2019 – 2022 Strategic Business Plan is to ensure "Traffic is moving at an optimal level through the implementation of an Advanced Traffic Management Plan."

On April 18, 2018, through the adoption of Report No. PW-10-18, Regional Council approved the implementation of a Regional Advanced Traffic Management System (ATMS).

An Advanced Traffic Management System is a state-of-the-art traffic signal control system that communicates and works together with the traffic signal controllers and various Intelligent Transportation Systems devices in the field (such as detection devices, closed circuit television cameras (CCTV), warning and travel time information signs/messaging boards, data collection and monitoring devices as well as emergency and transit pre-emption devices, etc.). The entire system works together to move traffic safely and efficiently in response to real-time traffic demand data and allows staff to make informed operational decisions based on this information.

Benefits of a Regional Advanced Traffic Management System

Deploying a Regional Advanced Traffic Management System has numerous benefits and advantages. Some of the key benefits include the ability to:

- Move from "passive and reactive" mode of operation to a "proactive" mode of traffic management on Regional Roads in "real-time" and Region-wide from one central location;
- Improve overall traffic flow efficiency, reducing driver frustration, reducing energy and carbon emissions;
- Assist in the provision of emergency services and coordination with the Emergency Operations Centre;

- Assist in “real-time” incident management for Regional Roads and 400-series highways which mostly align with existing Emergency Detour Routes (EDR); and,
- Establishes Smart City readiness with Intelligent Traffic System Technology.

Collaboration with Advanced Traffic Management Systems Employed by the Local Municipalities

Halton Region is committed to working in collaboration with the Local Municipalities by ensuring that the Advanced Traffic Management system is compatible with existing systems employed by each of the Local Municipalities and that traffic is able to flow safely and efficiently both on Regional Roads and the Local Municipal roads that bisect them.

The City of Burlington, the Town of Halton Hills and the Town of Oakville have implemented Econolite Canada’s Centracs systems, which will be compatible with Halton Region’s system.

The Town of Milton currently operates with the Miovision platform. However, due to the open architecture of Miovision and easy integration of their devices (i.e., not a proprietary system) Econolite Canada will be able to develop a simple interface to the Town of Milton’s system, if required.

Discussion

Procurement Process

Staff worked with IBI Group to prepare a Request for Proposal (No. P-904-19) for the procurement of an Advanced Traffic Management System. The Request for Proposal was issued in December 2019. The original timing of the procurement process for an Advanced Traffic Management System was impacted due to the COVID-19 pandemic as the majority of the vendor evaluation process including presentations and system trials were conducted virtually.

As a result of the procurement process, Econolite Canada was awarded the contract, which kicked off in March 2021, for the implementation of their Centracs software program. Econolite Canada’s Centracs platform will connect into all Regional traffic signal controllers and Intelligent Traffic System devices in the field.

Interim Traffic Management Centre

Concurrent to the procurement process and in support of the implementation of the Advanced Traffic Management System, staff set up an interim Traffic Management Centre facility currently located at the Halton Regional Centre. The interim Traffic Management Centre currently has connections to the City of Burlington and Town of Oakville’s Centracs systems (i.e., viewing rights only – no control of Regional signals at

this time). This interim traffic monitoring area is being used by staff and was also used during the procurement system trials.

As part of the Halton Regional Centre's Modernization Project, a permanent Traffic Management Centre will be constructed in Level 1. It is anticipated that the permanent Traffic Management Centre will be in operation by the end of 2023.

Implementation Plan and Network Design

Halton Region is working in collaboration with the Local Municipalities to develop an Implementation Plan and Network Design for its Advanced Traffic Management System. This ensures that the solution incorporates the unique system and network security needs of Halton Region and that of all four Local Municipalities. Of note, staff have determined that three different IT network approaches will be needed to address differing integration scenarios across the Local Municipalities.

In order to develop the Implementation Plan, staff completed an inventory of all existing fibre and communications infrastructure in the field to identify priority jurisdictions based primarily on readiness with respect to the technology and ability to connect to the communications network in the timeliest and most cost efficient process in the field. Through review of the communications inventory, an Implementation Plan was developed focusing first on those areas with widespread fibre optic connectivity, followed by areas using copper and wireless based communications.

This was confirmed through the development of the IT Network Design, including the availability of communications (i.e. fibre, copper or wireless). This work is being coordinated in phases with the Local Municipalities.

Extensive fibre connectivity already exists with the Town of Oakville. As such, the Network Design and Implementation Plan identifies that the initial traffic signal deployment will be completed in Regional corridors in the Town of Oakville, followed by deployment across other areas. Regional staff along with IBI and Econolite have been working collaboratively with the Town of Oakville's traffic signal staff to coordinate the various activities required to connect all Regional corridors within the Town of Oakville to Halton Region's Advanced Traffic Management System.

Fibre has been installed along most Regional Road corridors in the Town of Oakville and ongoing road projects along Trafalgar Road (Regional Road 3) and Dundas Street (Regional Road 5) will complete the fibre network within the Town of Oakville. Thus approximately 100 Regional traffic signals within the Town of Oakville are slated to be brought online first. It is anticipated that the Town of Oakville's implementation will be completed by Q1 2022.

Attachment #1 illustrates the Implementation Plan as noted below.

At the same time, design and implementation continues in parallel in each of the Local Municipalities. It is expected that after the Town of Oakville in early 2022, that implementation will be completed in the City of Burlington (63 signals), followed by the Town of Milton (72 signals) and finally the Town of Halton Hills (21 signals).

The complete Implementation Plan, including all the field devices is scheduled to be completed by 2024. As part of the implementation work with the other three Local Municipalities, staff are working with the respective IT and traffic operations staff of each municipality. Using the lessons learned from the deployment in the Town of Oakville, staff are optimistic that deployment can be accelerated and improved in the other three municipalities and advance the schedule.

Staff are also are presently investigating options on how to address current gaps in the fibre network in the Town of Milton and the Town of Halton Hills area which may further accelerate overall implementation.

Next Steps

Table No. 1 provides an overview of the next key steps in the process of the Advanced Traffic Management System Implementation Plan.

Table No. 1: High Level Overview of Next Steps

Task	Timeline
Complete installation of Centracs system on Regional Servers – 90% complete	Q4 2021
Complete IT Network Design – on going – 90% complete	Q4 2021
Refine Implementation Plan – on going	Q1 2022
Deploy Centracs on Regional Signals in the Town of Oakville	Q1 2022
Regional Signals Throughout Halton Region to be Fully On-Line and Operational	Q4 2024

As part of its commitment to collaboration with the Local Municipalities and to ensure their unique infrastructure needs are considered, a Steering Committee with staff from all four Local Municipalities will be struck in Q4 2021.

The purpose of the Steering Committee will be to:

- Confirm project objectives, roles and responsibilities and approach to collaboration;
- Work through operations or logistics concerns;
- Document levels of service; and,
- Complete the project in an efficient, timely and most economical process.

Staff will update Regional Council in 2022 as the implementation advances including within the Town of Oakville and as the schedule in the other three Local Municipalities is refined and adjusted.

FINANCIAL/PROGRAM IMPLICATIONS

There are no financial implications associated with this report. The 2021 Roads Capital Budget included \$2.5 million. The overall project budget will be reviewed once the IT Network Design is complete and will be refined, if required, as part of the 2023 budget. Any future capital and operating budget impacts will be brought forward for Regional Council's consideration through the annual budget process.

Respectfully submitted,



Rob Rivers CET
Director, Waste Management and Road
Operations



Andrew Farr
Commissioner, Public Works

Approved by



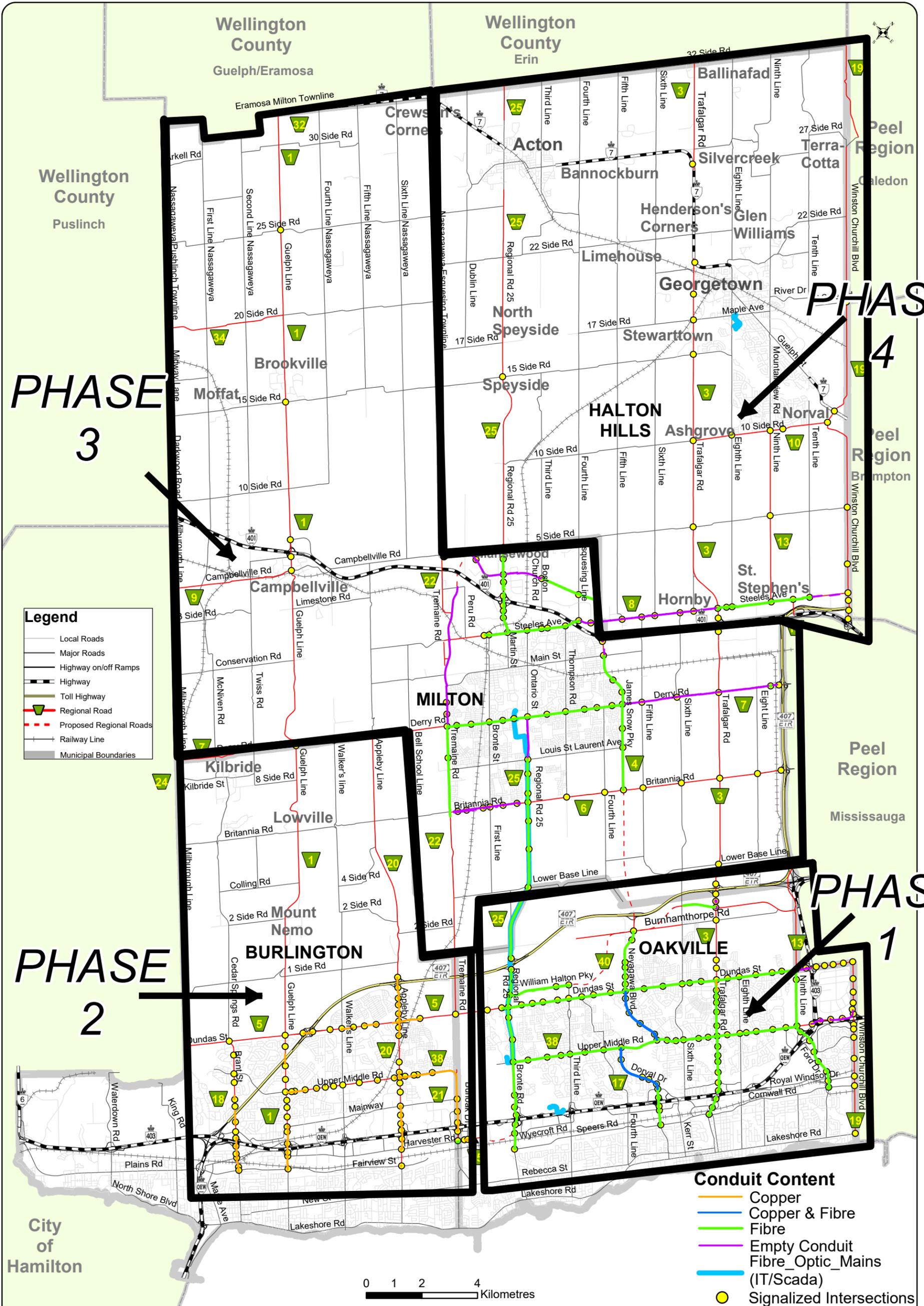
Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

Rob Rivers

Tel. # 8289

Attachments: Attachment #1 – Map of Advanced Traffic Management System (ATMS) Implementation
Plan – Communication Network Phases



ATMS Implementation Plan - Communication Network

- Phase 1: Regional Signals in Oakville
- Phase 2: Regional Signals in Burlington
- Phase 3: Regional Signals in Milton
- Phase 4: Regional Signals in Halton Hills

Road Operations
Public Works

Nov 4, 2021

PW34-21



VIA EMAIL

November 25, 2021

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Kevin Arjoon, City Clerk, City of Burlington
Meaghen Reid, Town Clerk, Town of Milton
Vicki Tytaneck, Town Clerk, Town of Oakville
Valerie Petryniak, Town Clerk, Town of Halton Hills

Please be advised that at its meeting held Wednesday, November 24, 2021, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: LPS55-21 - Heritage Services Five-year Operational Plan

1. THAT Regional Council endorse the “Heritage Services Five-year Operational Plan”, as set out in Report No. LPS55-21.
2. THAT Regional Council direct staff to undertake the actions to achieve the priority objectives outlined in the “Heritage Services Five-year Operational Plan”, as set out in Attachment #1 to Report No. LPS55-21.
3. THAT the Regional Clerk forward a copy of Report No. LPS55-21 re. “Heritage Services Five-year Operational Plan” to the City of Burlington, the Town of Halton Hills, the Town of Milton, and the Town of Oakville, for their information.

Included please find a copy of Report No. LPS55-21 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

A handwritten signature in blue ink, appearing to read "G. Milne".

Graham Milne
Regional Clerk
graham.milne@halton.ca

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1

905-825-6000 | Toll free: 1-866-442-5866



The Regional Municipality of Halton

Report To:	Regional Chair and Members of Regional Council
From:	Bob Gray, Commissioner, Legislative and Planning Services and Corporate Counsel
Date:	November 24, 2021
Report No:	LPS55-21
Re:	Heritage Services Five-year Operational Plan

RECOMMENDATION

1. THAT Regional Council endorse the “Heritage Services Five-year Operational Plan”, as set out in Report No. LPS55-21.
2. THAT Regional Council direct staff to undertake the actions to achieve the priority objectives outlined in the “Heritage Services Five-year Operational Plan”, as set out in Attachment #1 to Report No. LPS55-21.
3. THAT the Regional Clerk forward a copy of Report No. LPS55-21 re. “Heritage Services Five-year Operational Plan” to the City of Burlington, the Town of Halton Hills, the Town of Milton, and the Town of Oakville, for their information.

REPORT

Executive Summary

- Halton Region’s provision of heritage services is guided by a 25-year Master Plan endorsed by Regional Council at its meeting on June 14, 2014 (Report No. LPS62-14 re. “Halton Heritage Centre: A New Approach for the Halton Region Museum”) and delivered by Halton Heritage Services, a four person team which is part of the Economic Development Division within the Legislative & Planning Services Department.
- At its meeting on November 25, 2020, Regional Council approved Report No. LPS83-20 re. “Heritage Services Update” which directed staff to consult with the local Halton heritage community to update its five-year objectives and actions with an Update to the Heritage Services Master Plan, guiding Heritage Services operations for the next five years.

- In February 2021, Hayley Sharpe Design (Canada) Inc. was retained to develop an Update to the Heritage Services Master Plan - Five-year Operational Plan. The Five-year Operational Plan is provided in Attachment #1 (document under separate cover) and includes the results of in-depth Halton heritage community stakeholder consultations completed through April and May 2021.
- The Five-year Operational Plan outlines changes that have occurred in the heritage sector, emerging trends arising from the COVID-19 pandemic and provides an environmental scan and SWOT (strengths, weaknesses, opportunities and threats analysis) for the Region's provision of heritage services.
- The Heritage Services business model has evolved since the inception of the Master Plan in 2014, and the Heritage Services team is now principally focused on providing support to local Halton heritage organizations, including local museums and historical societies. The Five-year Operational Plan advances this business model and provides an updated vision and mission for the Region's provision of heritage services, outlines overarching Interpretive and Collections priorities and the objectives and actions to be achieved through the Heritage Services business model and its four pillars of service for the local Halton heritage community (Share, Network, Advise, Preserve) over the next five years.

Background

At its meeting on June 14, 2014 Regional Council endorsed Report No. LPS62-14 re. "Halton Heritage Centre: A New Approach for the Halton Region Museum". The report and accompanying 25-year Heritage Services Master Plan outlined an innovative approach to transform the Region's role in heritage services, shifting from overseeing the Halton Region Museum, a small community museum linked to the Alexander family pioneer farmstead at the Kelso Conservation Area in Milton, to a multi-faceted program area - Halton Heritage Services, which is a four person team in the Economic Development Division within the Legislative & Planning Services Department.

The 25-year Master Plan outlined the conception of a new business model which would see Heritage Services provide support for local Halton heritage organizations including local museums and historical societies. The Master Plan also set out three Strategic Objectives for Heritage Services, namely:

- a) Develop Halton Region's Historical Collections and ensure their long-term conservation
- b) Raise awareness of Halton's heritage
- c) Provide heritage leadership

Report No. LPS62-14 identified short-term and mid-to-long-term strategies within the Master Plan. Heritage Services staff have achieved the directions of the short-term strategy which included closing down the Halton Region Museum in 2016, and the

implementation of the new Heritage Services business model focused on supporting local Halton heritage organizations.

The mid-to-long-term strategy to achieve final implementation of the Master Plan included the following directions:

- a) The establishment of the “Halton Heritage Centre”
- b) Conservator Services
- c) Expanded and new education programs to support delivery of the Region’s new Heritage business model
- d) Exhibit development for community presence
- e) Expanded Marketing and Heritage online presence

Heritage Services’ office and key Historical Collections are located in the former Halton Region Museum building (the Alexander barn) at the Kelso Conservation Area and are the subject of a 99-year lease with Conservation Halton which expires in 2062. Additional collections are stored nearby in Milton in two leased industrial units. The Master Plan outlined a number of limitations of Heritage Services’ location at Kelso, including its limited access, visibility and lack of proper collections storage. Accordingly, the Master Plan envisaged that the new Heritage Services business model in support of local heritage organizations would be accompanied by a relocation of Heritage Services operations from the Kelso site to a new Halton Heritage Centre. The new Halton Heritage Centre would be a curatorial and collections facility that would accommodate a consolidated Historical Collections, provide space for staff, collections management, exhibit development and meeting space.

At its meeting on November 25, 2020, Regional Council approved Report No. LPS83-20 “Heritage Services Update” which directed staff to consult with local heritage community stakeholders to update its five year objectives and actions with an Update to the Heritage Services Master Plan – the Five-year Operational Plan, to guide Heritage Services operations for the next five years. Report No. LPS83-20 specified that the Heritage Services Five-year Operational Plan will include the following deliverables:

1. Undertake an environmental scan of the Halton heritage community and a Strengths, Weaknesses, Opportunities and Threats analysis for Halton Region Heritage Services within that community context.
2. Affirm the vision and mission statement for Halton Region Heritage Services and ensure clarity going forward with respect to Heritage Services’ role and its strategic priorities (objectives and actions) over the next five years in delivering heritage services for the residents of Halton.
3. Confirm Halton-wide Interpretive and Collections priorities.
4. Develop a Heritage Services implementation plan, inclusive of required physical, human and financial resources, outlining risks or obstacles to implementation.
5. Establish performance indicators and a review mechanism to ensure continued success and transparency with respect to Heritage Services.

Through its approval of Report No. LPS83-20 re. “Heritage Services Update”, Regional Council also gave direction to staff to deaccession artifacts listed in “Attachment #1 to Report No. LPS83-20 – Artifacts Proposed for Deaccessioning” and to dispose of these artifacts in accordance with a revised Historical Collections policy.

Discussion

Halton Heritage Services Business Model:

The Heritage Services business model is outlined in Figure 1 below. Figure 1 illustrates that Heritage Services’ provision of services and support is focused on local Halton heritage organizations which include local museums and historical societies from across Halton. These local heritage organizations are public-facing, serving Halton residents and visitors and add immeasurably to the quality of life in the Halton community. By supporting this local Halton heritage network, Halton Heritage Services has a unique, non-duplicative and important role contributing to the quality of life of Halton residents.

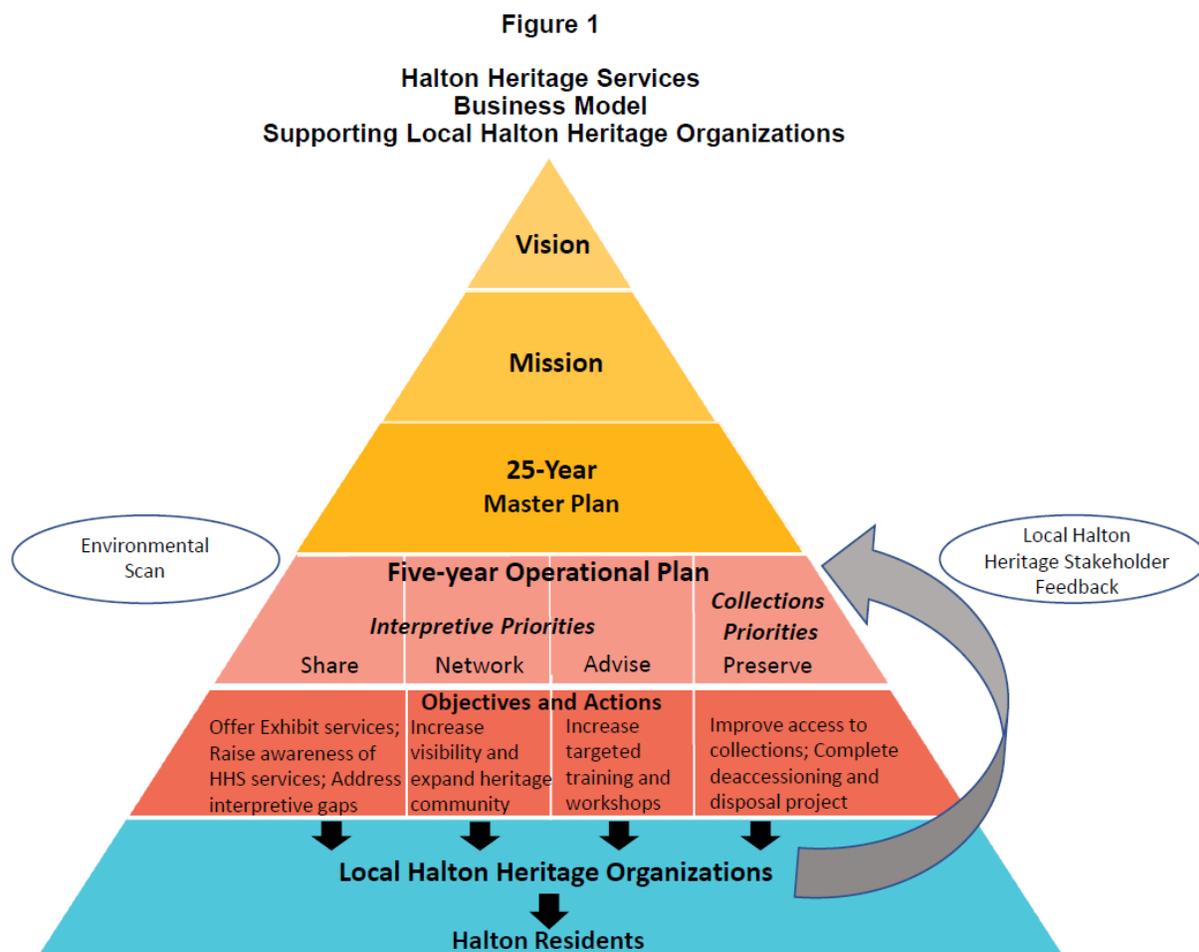


Figure 1 also provides the strategic planning framework for Halton Heritage Services and context for the Five-year Operational Plan within that framework. At the top of the framework is the Region's Vision and Mission for the provision of heritage services, followed by the Master Plan. The Five-year Operational Plan furthers the Heritage Services business model in support of local Halton heritage organizations through four pillars of service (Share, Network, Advise, Preserve). Under these pillars of service are the Objectives and Actions that will be undertaken by Heritage Services in supporting local heritage organizations over the next five years. Key in Figure 1 is the stakeholder feedback from local heritage organizations in informing the Five-year Operational Plan. The Five-year Operational Plan report prepared by Haley Sharpe Design (Canada) is provided in Attachment #1.

Consultations with Local Halton Heritage Organizations:

In February 2021, Hayley Sharpe Design (Canada) was retained to undertake the Five-year Operational Plan work which included 35 one-on-one virtual consultations with Halton heritage community stakeholders that took place in April and May 2021. The consultations were amiable and fulsome, with participants sharing openly, giving a clear picture of their experiences with the Heritage Services business model, working with the Heritage Services team, and their expectations of the Region's role going forward in the provision of heritage services. Overall, feedback from the local heritage organizations was positive. Despite the constraints of COVID-19, the Halton heritage organizations are satisfied with the support services they receive from Heritage Services and would like to expand their partnerships with Heritage Services in the future. The list of questions and the local heritage organizations and individuals who participated in the one-on-one consultations are found in Attachment #2 - Consultation Engagement Report.

Through the consultations local Halton heritage partners detailed their organizations' priorities, concerns, and needs in the years to come. Clear trends emerged that illustrate how Halton heritage organizations are facing similar challenges and needs as they work to preserve and promote heritage for Halton residents. These key trends are:

- Improving promotion and awareness building
- Reaching new audiences and building audience sustainability
- Learning from Indigenous Communities to help share Indigenous history and stories
- Collections digitization
- Networking and collaboration

The local Halton heritage organization discussions focused on the roles they understand and expect the Region to undertake in preserving, promoting and sharing heritage within Halton. The key roles that heritage organizations see for Halton Heritage Services are in leadership, support, coordination and preservation. These roles correspond with the Heritage Services business model and the four pillars of service in support of local heritage organizations (Share, Network, Advise, Preserve) and suggest that the business model aligns with local heritage organization needs and expectations.

In addition, an environmental scan was conducted to identify the nature of change in the museum and heritage sector since the 2014 Master Plan. This scan identified potential opportunities and challenges for Heritage Services as it works to support local heritage organizations and help improve the quality of life of Halton residents.

Key trends and events impacting the museum and heritage sector include the impact and response to the COVID-19 pandemic. Heritage organizations have responded to the pandemic with a shift to online/digital outreach, and this includes Halton Heritage Services which delivered virtual heritage support services for local heritage organizations through online webinars and programs. Due to the success of the sector's shift, there are public expectations for ongoing and improved digital services, including digitized collections and outreach programs arising from the pandemic.

Another trend that has accelerated in the sector since 2014 revolve around equity, diversity and inclusion. Contemporary conversations on race, inequality and gender are rooted in history, and this puts heritage organizations at the forefront of these conversations. Many museums and heritage organizations are working to diversify their audiences, as well as the collections they document and the perspectives and stories they share.

Another important trend is related to the Truth and Reconciliation Calls to Action. Museums and heritage organizations have an important platform to share the truths of Canadian history and have a responsibility to consult, collaborate with and learn from First Nation, Inuit and Métis peoples and communities to better understand Indigenous perspectives. In Halton, many local heritage organizations are looking to build relationships with Indigenous Communities to help share Indigenous history and stories.

The feedback from the local Halton heritage organizations coupled with the environmental scan and a review of the past seven years of Heritage Services' implementation of its business model provided the proper context in which to review the vision and mission for the Region's provision of heritage services. While the review generally affirmed the direction of the original vision and mission from 2014, neither of the statements made direct connections to local Halton heritage community partners or Halton residents.

It is recommended that the vision and mission for the Region's provision of heritage services be updated to centre on local heritage community partners and Halton residents, as follows:

Vision:

Original Vision in 2014 Master Plan

- As a leader in heritage stewardship, the Halton Region connects communities and people by relating Halton's past to its present and future.

Updated Vision

- Halton Region leads a vibrant and inclusive heritage community that connects people and place, and links the past, present and future to enrich the lives of Halton residents.

Mission:

Original Mission in 2014 Master Plan

- The Halton Heritage Centre records, preserves, and communicates the story of Halton and its people.

Updated Mission

- Halton Region shares the stories of Halton by supporting and collaborating with heritage community partners to raise public awareness of Halton's rich heritage. Halton Region preserves, manages and provides access to the tangible and intangible heritage resources held in the public trust by Halton Region for the benefit of Halton residents.

An important deliverable in the Five-year Operational Plan is the identification of Interpretive and Collections priorities for Heritage Services to guide the program area's overall approach over the next five years.

A. Interpretive Priority: Raise awareness of Halton's heritage.

In supporting local Halton heritage organizations in their efforts to grow, reach new audiences and deliver heritage programming, it is important that Heritage Services is itself supported by a strong communications capability to raise the profile of heritage in the region, to make the Region's Historical Collections more widely accessible, to communicate effectively with heritage community partners and help them connect with each other and with Halton residents. To that end, the Five-year Operational Plan recommends the development of communications approaches for each of the following areas working within Halton Region's forthcoming Digital Strategy framework.

- Heritage Services webpage development
- Social Media engagement
- Online Learning Management System

B. Collections Priority: Be a leader in heritage stewardship, demonstrating and adhering to best practices in the care of Halton Region's Historical Collections.

As steward of the Region's artifact and archival collections, Heritage Services stores and cares for Halton Region's Historical Collections for the benefit of Halton heritage organizations and residents. To be leaders in the stewardship of its collections, Heritage Services must ensure that the collections are housed, conserved, documented and accessible in accordance with current professional and ethical standards.

To better ensure the sustainability and health of its Historical Collections, the Five-year Operational Plan recommends that Halton Region move forward to fully vacate the leased premises at Kelso Conservation Area by 2026 and relocate to a new, permanent base of operations as further outlined in the section below regarding the Halton Heritage Centre.

An important action under the Collections Priority is to finalize the disposal of deaccessioned objects listed in Attachment #1 to Report No. LPS83-20. Over time, with the development of new Interpretive and Collections Plans, Heritage Services staff may look to renew select, focused collecting to build a Historical Collections that is more inclusive and representative of Halton's communities past and present. Another key collections priority is digitization and distribution of the Historical Collections online, making them readily accessible to local Halton heritage organizations and residents.

The Five-year Operational Plan outlines nine objectives which further define the Interpretive and Collections priorities and includes actions, outcomes and key performance indicators for each objective. The nine objectives deliver on the Heritage Services business model under its four pillars of service for the local heritage community (Share, Network, Advise, Preserve) and are informed by the mid-to-long-term directions of the Master Plan. One of those directions, the provision of conservator services by Heritage Services was not identified in the consultations as a priority need for local heritage organizations. Accordingly, Heritage Services will support local heritage organizations in this area by facilitating connections to external conservator resources should specific needs arise.

The nine objectives which support the overarching Interpretive and Collections priorities are as follows:

Share:

1. Continue to offer traveling exhibit offerings, as well as provide exhibit development services for local heritage organizations.
2. Raise greater awareness of Halton Heritage Services' service offers among local heritage organizations.
3. Address gaps in current cultural heritage interpretation within Halton (i.e. to share histories and perspectives that better reflect the diversity of Halton's past and present demographics).

Network:

4. Build structure and increase visibility of the Halton heritage network.
5. Expand the Halton heritage network to be more inclusive and reflective of Halton's diverse communities.

Advise:

6. Increase targeted training and workshops offerings to local Heritage organizations.
7. Support local heritage organizations to build connections with Indigenous Communities.

Preserve:

8. Improve access to Halton Region's Historical Collections.
9. Develop Regional Historical Collections that are representative of Halton.

The Five-year Operational Plan identifies the steps to implementation and associated risks and opportunities in the Implementation Considerations section of Attachment #1. The key implementation considerations include the plan to relocate to a new facility (Halton Heritage Centre), developing and maintaining an appropriate workforce capacity within Heritage Services to achieve the nine objectives over the next five years, communications development and collections stewardship.

Halton Heritage Services is part of the Economic Development Division within the Legislative & Planning Services Department. There are four (4) FTEs in this program area led by the Manager of Heritage Services & Curator. Two positions are to be filled by contracted staff by the end of this year to help initiate the Five-year Operational Plan. A review will be finalized to confirm skillsets and position requirements and then permanent recruiting will proceed.

Halton Heritage Centre:

The Halton Heritage Centre was identified in the 2014 Master Plan which outlined a functional program for a 25,000 to 30,000 sq.ft. centre comprising collections storage, collections management, program support and staff and support space.

Report No. LPS62-14 directed staff to investigate a potential new location for the Halton Heritage Centre facility and Report No. LPS102-15 re. "Museum Master Plan Implementation Update and Proposed Site Evaluation Process for the Halton Heritage Centre" established the site location criteria for the new facility, which are as follows:

1. Reasonable centrality within the region – stronger case for the Halton Heritage Centre to be in the northern tier of the region and an opportunity for the Centre to act as a hub for heritage activity.
2. Site capacity for future expansion (i.e. as the size of the artifact collection increases over time).
3. Synergy with other Regional functions – there is potential to integrate the Halton Heritage Centre with other Regional initiatives.

The functional program for the Halton Heritage Centre in the 2014 Master Plan and the site location criteria for the new Centre outlined in Report No. LPS102-15 were reviewed and it was found that these considerations remain valid. As part of this review the drivers behind the Halton Heritage Centre and the timeframe for moving forward with a new facility were revisited. This analysis was informed by local heritage organization feedback concerning the services they need from Heritage Services (such as exhibit development), consultation with staff and a review of Heritage Services' collections storage facilities.

The Five-year Operational Plan consulting report provides a new perspective on the functional program for the Halton Heritage Centre. The analysis by Haley Sharpe Design (Canada) indicates that there may be opportunities to rationalize the footprint of the facility envisaged in the 2014 Master Plan to a building in the 15,000 to 19,000 sq.ft. range comprising collections storage and management, exhibit design and production, heritage community partner space, research areas and staff space.

The next steps in the five-year plan to relocate to a new Halton Heritage Centre will commence with staff retaining a consultant to complete a full needs assessment for Heritage Services to fully refine space accommodation requirements and identify associated capital costs. Staff will continue to explore municipally owned sites and buildings for the Halton Heritage Centre. The costs of retaining the consultant for this work will be funded through the Economic Development Division's operating budget and staff will report back to Council on the results of this work and recommendations regarding next steps.

Summary and Reporting:

The Five-year Operational Plan provides an updated vision and mission for the Region's provision of heritage services and a new operational plan for Halton Heritage Services for the next five years which takes into account the changes in the heritage sector and the impacts of COVID-19 on service delivery. The Five-year Operational Plan advances the Heritage Services business model to support local heritage organizations and to raise awareness of Halton's heritage that will enrich the quality of life of Halton residents. Many of the directions of the Five-year Operational Plan are consistent with corporate objectives including the Digital Strategy, and the Indigenous relationship building and equity, diversity and inclusion. This will create important synergies moving forward and will influence the timing of some identified initiatives as the work will need to be sequenced in accordance with corporate priorities.

Staff will provide updates to Council on progress achieved in the objectives and actions of the Five-year Operational Plan through an annual Heritage Services report.

FINANCIAL/PROGRAM IMPLICATIONS

There are no financial implications associated with this report. The \$8 million for the construction of the Halton Heritage Centre is in the Economic Development (Heritage Services) Capital Program forecast in 2024.

Respectfully submitted,



John Davidson
Director, Economic Development



Bob Gray
Commissioner, Legislative and Planning
Services and Corporate Counsel

Approved by



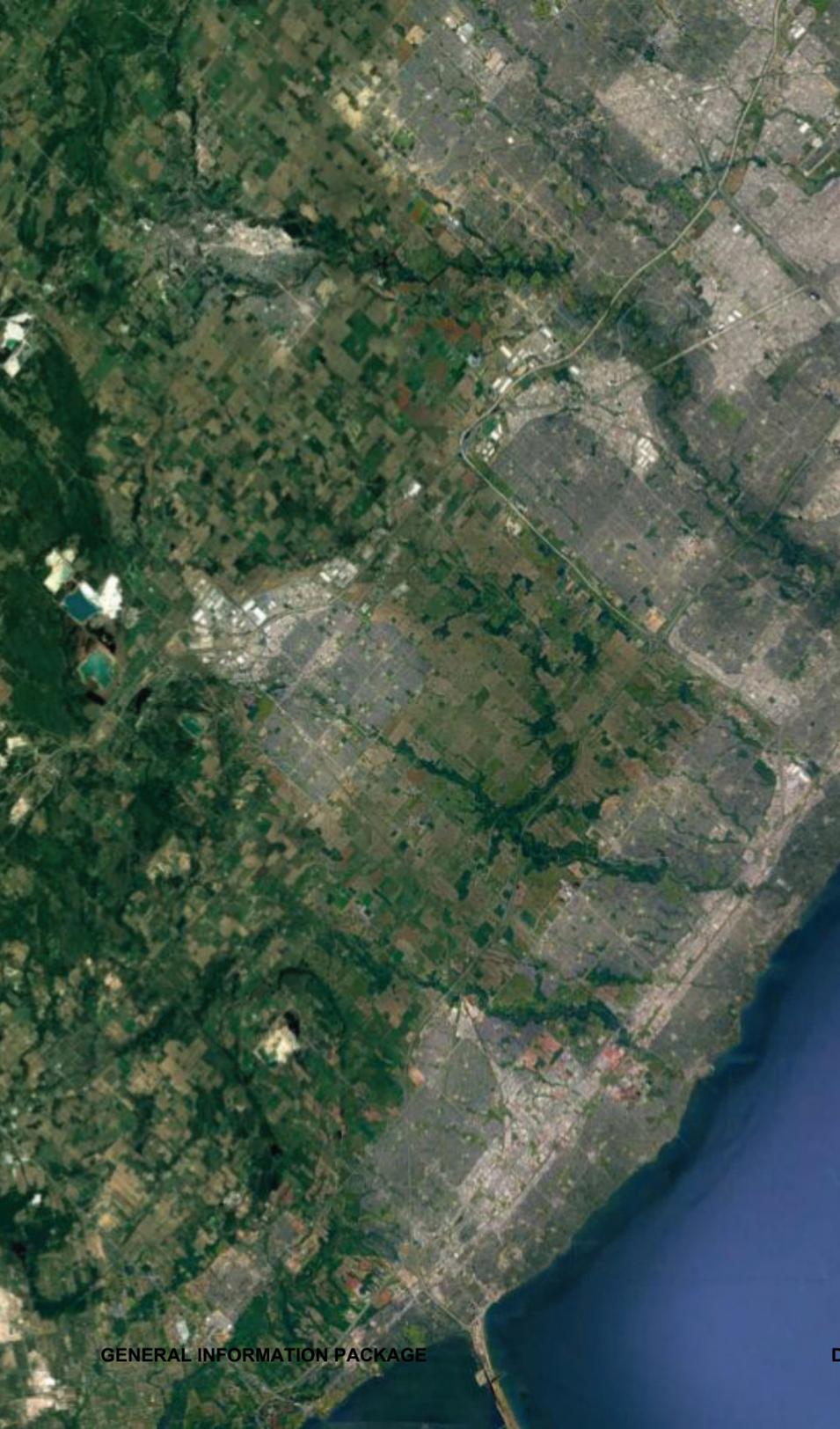
Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

John Davidson

Tel. # 7828

Attachments: Attachment #1 – Heritage Services Five-year Operational Plan (Under Separate Cover)
Attachment #2 – Consultation Engagement Report



The Regional Municipality of Halton Heritage Services Five-year Operational Plan



JULY 2021

Executive Summary

The *Heritage Services Five-year Operational Plan* is a 5-year guide for Halton Heritage Services (HHS) to operationalize mid- to long-term strategic directions, and to expand on the strategic objectives set out in **Report No. LPS62-14 Re. Halton Heritage Centre: A New Approach for the Halton Region Museum** (the 25-Year Master Plan).

This Plan also addresses current issues and opportunities for HHS, identified through feedback from heritage partners and staff, as well as impacts arising from the COVID-19 pandemic that were not envisioned in the 25-Year Masterplan.

Vision & Mission

As part of the process, the existing vision and mission statements were reviewed and amended to make them relevant to and reflective of the HHS service delivery model and aligned with Halton Region's vision and mission. These statements have been updated to read:

Vision: Halton Region leads a vibrant and inclusive heritage community that connects people and place, and links the past, present and future to enrich the lives of Halton residents.

Mission: Halton Region shares the stories of Halton by supporting and collaborating with community partners to raise public awareness of Halton's rich heritage. Halton Region preserves, manages and provides access to the tangible and intangible heritage resources held in the public trust by Halton Region for the benefit of Halton residents.

Situation Assessment

Consultations with heritage partners, review of trends and data, and information about progress made on implementing the 25-Year Master Plan were used to inform this Plan:

- Stakeholder consultation sessions with Halton Heritage network partners regarding previous experience, awareness of HHS, and areas of need;
- Further partner input through an online survey;
- Environmental scan of current trends in the cultural heritage industry, locally and throughout North America;
- Desk study of communication approach against comparable organizations;
- Engagement with HHS staff, as well as representatives from heritage and culture departments from local municipalities;
- Review of past reports to Regional Council, internal plans and frameworks and public-facing documents.

Based on this assessment, the *Heritage Services Five-year Operational Plan* recommendations have been informed by the following needs and trends:

- Partners have had an overall positive experience with HHS and a positive picture of their service delivery over the last few years. However, HHS workforce capacity is a perceived issue that has contributed to a noticeable lack of awareness and understanding around the services HHS offers;
- Key areas of need among heritage partners were identified around the areas of promotion, reaching new audiences, engaging with Indigenous communities, collections digitization and networking and collaboration;
- There are expectations of HHS and the Heritage Network around communications via website and social media use and ongoing preservation and providing access to Halton's Regional Collection;
- Key trends and events that are impacting the cultural heritage landscape right now include reopening plans, and digital development in response to the COVID-19 Pandemic, as well as Inclusion, Diversity, Equity and Accessibility actions as they relate to Truth and Reconciliation and the Black Lives Matter Movement.

Executive Summary

Collections & Interpretive Priorities

The overarching collections and interpretive priorities touch on all areas of operation and will impact the ability to raise public awareness of Halton’s rich heritage and to preserve and make accessible the Historical Collection held in trust by the Region.

Interpretive Priority: Raise awareness of Halton’s heritage.

Collections Priority: Be a leader in heritage stewardship, demonstrating and adhering to best practices in the care of Halton Region’s Historical Collections.

To assist with determining work plans and staff areas of responsibility, nine 5-year objectives have been identified out of the priorities and framed around the pillars of service.

Objectives:

1. Continue to offer traveling exhibit offerings, as well as provide exhibit development services for heritage partners.
2. Raise greater awareness of Halton Heritage Services service offers among heritage partners.
3. Address gaps in current cultural heritage interpretation within Halton.
4. Build structure and increase visibility of the Halton heritage network.
5. Expand the Halton heritage network to be more inclusive and reflective of Halton’s diverse communities.
6. Increase targeted training and workshops offerings.
7. Support heritage partners to build connections with Indigenous communities.
8. Improve access to Halton Region’s Historical Collections.
9. Develop Regional Historical Collections that are representative of Halton.

Each objective presented is accompanied by a series of suggested actions that define possible steps, tasks, projects and initiatives that staff can pursue to achieve them. As well as a series of outcomes and key performance indicators that can be used to measure success.

Implementation Considerations

This Plan delineates strategic objectives and sets a general way forward to address needs as they are presently defined.

The implementation of the objectives should be undertaken in parallel with ongoing action on the facilities and staffing recommendations identified in the 2014 Master Plan:

- Ensure internal capacity is maintained and developed in order to continue to successfully deliver on their pillars of service and realize their vision;
- Relocate Halton Heritage Services to a new or repurposed facility inclusive of office space and consolidated Class ‘A’ collections storage.

Immediate, short-term and mid-term tasks have been set out for these high-priority areas, as well as the overarching Collections and Interpretive Priorities.

Many of the identified objectives will require a number of years to plan and action, and are dependent on several factors. While undertaking these actions, HHS must remain willing and able to respond to needs and opportunities as they arise.

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Glossary

Acquisitions

Acquisitions are made when a collecting institution obtains legal title/ ownership of an item or group of items. Only items that have been acquired can be accessioned.

Artifacts

Artifact is a material or digital item of museological interest and has been accessioned into the Historical Collections. In the context of the Historical Collections, artifacts are cultural heritage resources and are inclusive of any material that has historic, artistic, scientific, or cultural value. Artifacts may include: photographs, objects, books, archaeological materials, natural history specimens, genealogies, oral histories and/or archives.

Class “A” Storage

Class of environmental control (specifically the control of relative humidity and temperature). Temperature and relative humidity (RH) are directly related and are therefore usually considered together. RH fluctuation is linked to measurable damage in artifacts, so the control of temperature and RH are important considerations in collections management.

Class “A” is the second highest of 5 classes of control. It indicates there is good control, with some gradients or seasonal changes only.

- *The Canadian Conservation Institute (CCI)*

Collection Stewardship

The trust of stewardship requires museums to acquire, document and preserve collections in accordance with institutional policies, to be accountable for them, and to pass them on to future generations of the public in good condition.

- *Ethical Guidelines, Canadian Museums Association*

Cultural Heritage

Cultural heritage includes built heritage, cultural heritage landscapes, archaeology, museums and heritage organizations.

Community museums, historical societies, historic sites, archives and other heritage organizations conserve and promote our cultural heritage through their collections, interpretive displays and diverse programming. They act as research centres and community spaces for public education, dialogue and knowledge-sharing.

- *Excerpts from The Ontario Culture Strategy: Telling our stories, growing our economy*

Cultural Heritage Resources

Includes artifacts or museum collections, buildings or structures (e.g., historic buildings, bridges, infrastructure, or monuments), cultural heritage landscapes (e.g., historic streetscapes, parks, trails, industrial complexes), and archaeological sites.

[The Province of] Ontario recognizes that cultural heritage resources may have attributes that are tangible (such as the features and details that help make a building or landscape significant) and intangible (such as stories and customs connected with the cultural heritage value of a property).

- *Province of Ontario, Sector Profile: Cultural Heritage*

Deaccessioning

The formal process of permanently removing an accessioned artifact or artifacts from the Historical Collections.

Disposal

The means employed by Halton Region to permanently and often physically divest itself of a deaccessioned artifact.

Halton

Includes the current geographic boundaries of the City of Burlington and the Towns of Halton Hills, Milton and Oakville, as well as the historic townships and their boundaries contained within Halton County and Halton-Wentworth County.

The term is inclusive of the traditional lands of First Nations and Indigenous peoples (some known and others lost to history) as well as lands comprising the Treaty and title territory of the Mississaugas of the Credit First Nation.

Halton Heritage Network

A strictly voluntary collective composed of Halton-based organizations and institutions that engage with heritage in any variety of ways, including but not limited to preservation, education and communication.

Halton Heritage Services (HHS)

The program area within Halton Region responsible for the operation, management and provision of heritage services as well as the preservation, care and management of Halton Region's Historical Collections.

Historical Collections

Historical Collections consist of natural or cultural (i.e. manmade) artifacts and intellectual property directly owned by Halton Region and accessioned as part of its permanent collection. The Historical Collections are acquired with the strong presumption of perpetual care, management and access for the exclusive purposes of preservation, research and presentation for present and future generations.

Interpretation

Heritage interpretation is any communication process designed to reveal meanings and relationships of cultural and natural heritage to the public, through first-hand involvement with an object, artifact, landscape or site.
- Interpretation Canada, 1976

Non-Traditional Cultural Heritage Partner

Are those groups and organizations that provide a unique cultural heritage service outside of more traditionally recognized institutions and volunteer organizations such as museums, historical societies and sites, libraries and archives, and galleries.

Provenance

A term describing the history of ownership of an artifact(s); its background and history of ownership.
- Museum Registration Methods, Sixth Edition, edited by John E. Simmons and Toni M. Kiser

Public Trust

Public trust is the principle that certain natural and cultural resources are preserved for public benefit. In essence, it means the public owns the collections, and they should be kept available so the public can study them, enjoy them, and learn from them.
- American Alliance of Museums

Introduction

Introduction

About the Update

Halton Region’s vision is to enhance the quality of life for all people of Halton today and into the future. As part of that effort, Halton Heritage Services (HHS) fulfills a critical purpose in sharing the history of Halton to new and existing residents.

Report No. LPS62-14 Re. Halton Heritage Centre: A New Approach for the Halton Region Museum (the 25-Year Master Plan) approved by Regional Council on June 18, 2014, identified a series of short-term and mid- to long-term objectives for the provision of heritage services in Halton Region. In fulfillment of the directives contained within **Report No. LPS62-14**, the Halton Region Museum closed in 2016 and staff fully transitioned to the new service model for Heritage Services outlined in the Master Plan.

Given the success in implementing the objectives outlined in the Master Plan, and the variety of changes in the heritage field that have occurred since, including those that are emerging from the COVID-19 pandemic, staff obtained Regional Council approval to update the plan (see **Report No. LPS83-20 - Heritage Services Update**).

The purpose of the *Heritage Services Five-year Operational Plan* is to provide guidance for Halton Heritage Services (HHS) operations over the next 5 years while also affirming Halton Region’s vision and mission for the provision of heritage services in Halton.

The Plan builds on the success of the Master Plan and expands on the Strategic Objectives:

1. Develop Halton Region’s collection and ensure its long-term conservation;
2. Raise awareness of Halton’s heritage;
3. Provide heritage leadership.

The *Heritage Services Five-year Operational Plan* also addresses and operationalizes the mid- to long-term strategic directions outlined in **Report No. LPS62-14** for achieving the final implementation of the Heritage Services Master Plan, which include:

- A. The establishment of the Halton Heritage Centre;
- B. Conservator Services;
- C. Expanded and new education programs to support delivery of the Region’s new Heritage concept;
- D. Exhibit development for community presence;
- E. Expanded Marketing and Heritage online presence.

Developing the Plan

In November 2020, Halton Regional Council approved **Report No. LPS83-20 - Heritage Services Update**, which directed staff to consult with the local heritage network to update the Heritage Services Master Plan. Halton Heritage Services partnered with Haley Sharpe Design (**hsd**) to complete this Plan.

The foundation of the *Heritage Services Five-year Operational Plan* is based upon consultation with HHS’ heritage partners and input from staff, while considering heritage trends and Halton’s changing demographics and population growth, and taking into account the changes that have occurred in the heritage sector emerging from COVID-19, including an increased focus on digital heritage and socially distanced experiences.

Organization of the Document

This *Heritage Services Five-year Operational Plan* first outlines the Region’s updated mission and vision, and frames the program area’s successes over the last 5 years the under the four Pillars of Service.

Next, the results of the stakeholder consultations, environmental scan and SWOT analysis are discussed. Subsequently, the Collections & Interpretive Priorities are identified and the program area’s objectives outlined under each Pillar of Service.

Finally, implementation considerations are outlined for four areas identified as risk factors for the successful implementation of this Plan.

Vision & Mission Statements

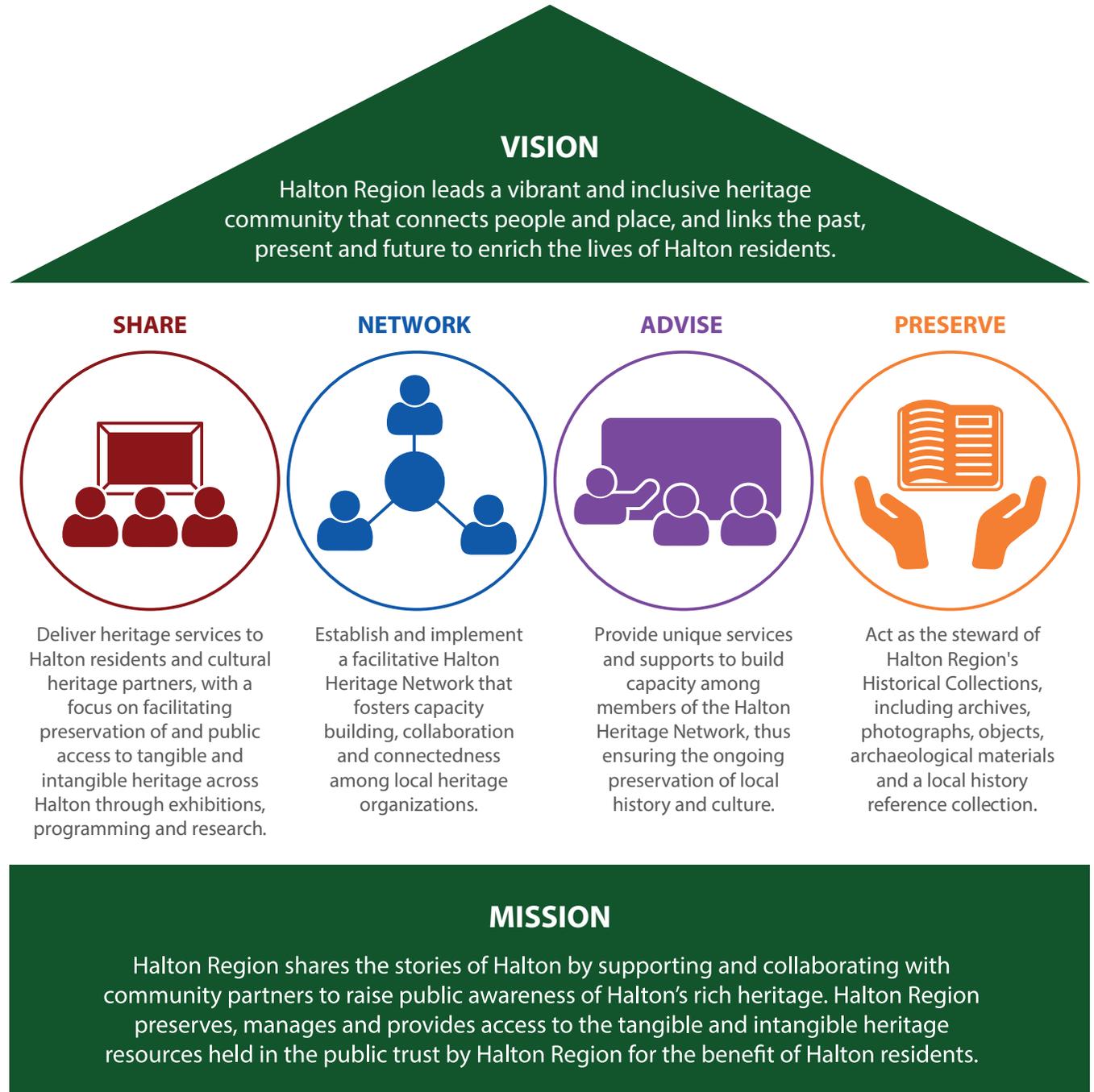
The 2014 Master Plan modified the mission and vision set out in the Halton Region’s 2008 strategic plan to be as follows:

Vision: As a leader in heritage stewardship, the Halton Region connects communities and people by relating Halton’s past to its present and future.

Mission: The Halton Heritage Centre records, preserves, and communicates the story of Halton and its people.

Upon reviewing Halton Region’s strategic plan, and after consultations with the Halton Heritage Network the vision and mission statements for Halton Region’s provision of heritage services are as outlined in the following diagram.

These statements align well with the program area’s service model and highlights the importance of the service to residents.



HHS Pillars of Service

Successes



SHARE



Boneshaker bicycle at the Mattamy Cycling Centre, Milton Velodrome 2018-2019



Partners In Time, High School Program 2019



Town of Halton Hills Hometown Hockey event, interpretive panels 2019

49
EXHIBITS
& PARTNER
PROJECTS
SINCE 2015



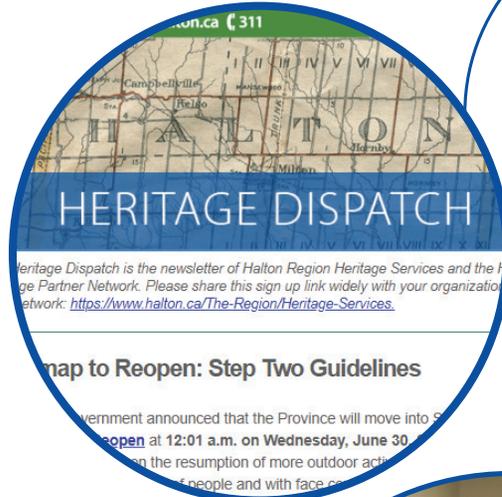
Exhibition at and in partner with Royal Canadian Legion, branch 136 2017-2019

**PARTNERS
IN TIME**
874
STUDENTS ACROSS
5 SCHOOLS
IN 2019

HHS Pillars of Service Successes



NETWORK



**NEWSLETTER
SUBSCRIBERS
FROM
188
ORGANIZATIONS**

**659
HERITAGE
EXCHANGE
PARTICIPANTS
SINCE 2017**

**83
2017**

**79
2018**

**75
2019**

**422
virtual
participants
2020**



Heritage Exchange at Royal Botanical Gardens 2017



Heritage Exchange at Milton Velodrome 2019

HHS Pillars of Service Successes



ADVISE

54
PROGRAMS
& ADVISORY
SERVICES
SINCE 2015



Exhibition writing workshop 2018



Advisory sessions with Freeman Station 2017-2018

2019
72
WORKSHOP
& TRAINING
PARTICIPANTS



Artifact Intensive, Historic Ceramics 2019



Inventory project, Bronte Creek Provincial Park at Spruce Lane Farm House

HHS Pillars of Service Successes



PRESERVE



**2,500
PHOTOS**



**308
COLLECTIONS
INQUIRIES
SINCE 2015**

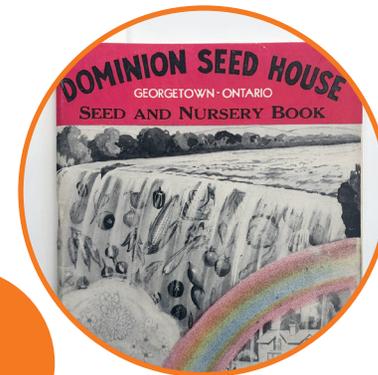


**1-3 hrs
RESEARCH
REQUIRED PER
INQUIRY**



**552
HOURS OF
RESEARCH
TIME**

**8,500
OBJECTS**



**200
LINEAR
FEET OF
ARCHIVAL
MATERIALS**

Situation Assessment

Situation Assessment Approach

In order to inform the Collections and Interpretive Priorities and Pillars of Service objectives a situation assessment was undertaken. Information was gathered through three approaches:

Micro-Environment Scan

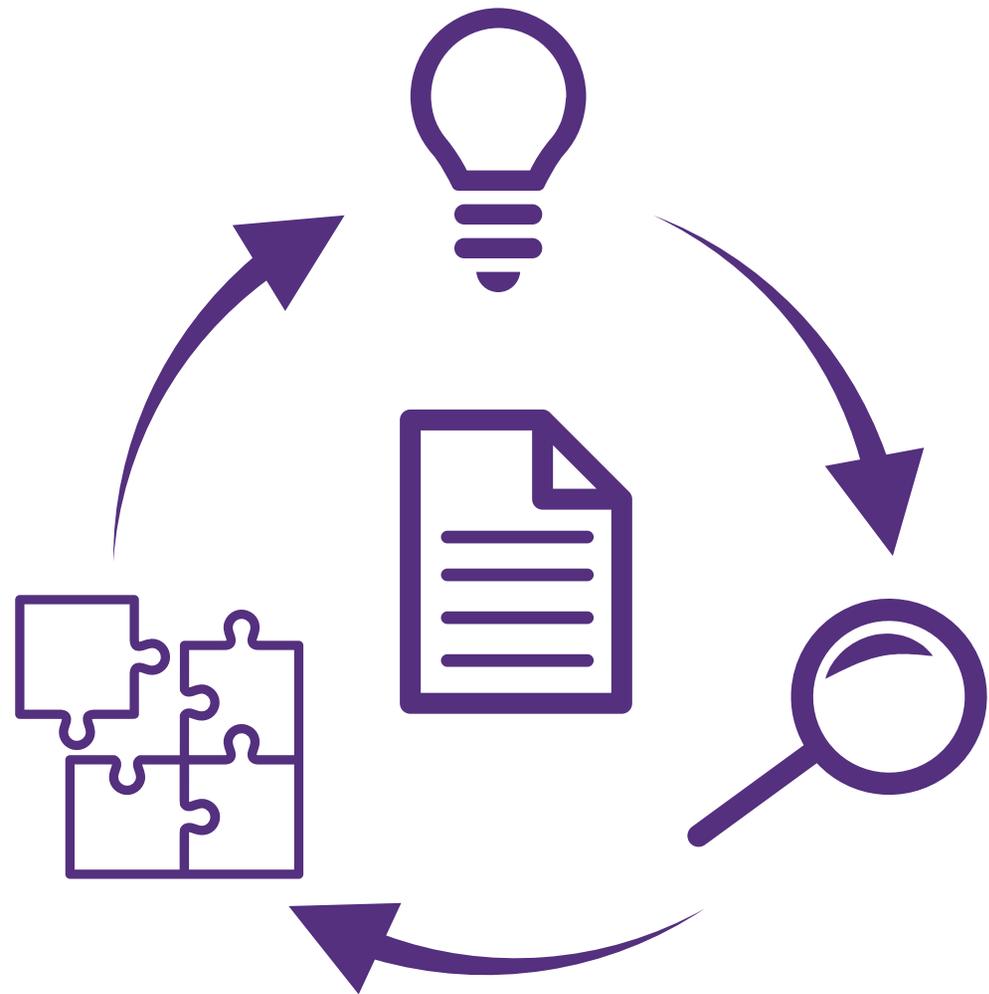
The consultation engagement process consisted of 34 individual consultation sessions, totalling about 50 hours of discussion to identify and understand the current and future needs of HHS' heritage partners.

Macro-Environment Scan

The desk study occurred in parallel with the consultation process and involved review of the heritage industry, including more than 20 organizations and associations similar to HHS throughout North America.

Organizational Environment Scan

Regular, targeted discussions with HHS staff, as well as the review of past reports to Regional Council, internal plans and frameworks and public-facing documents provided pertinent information on the internal environment (including organizational capacity, financial and staff resources, and core competencies).



Stakeholder Consultations Approach

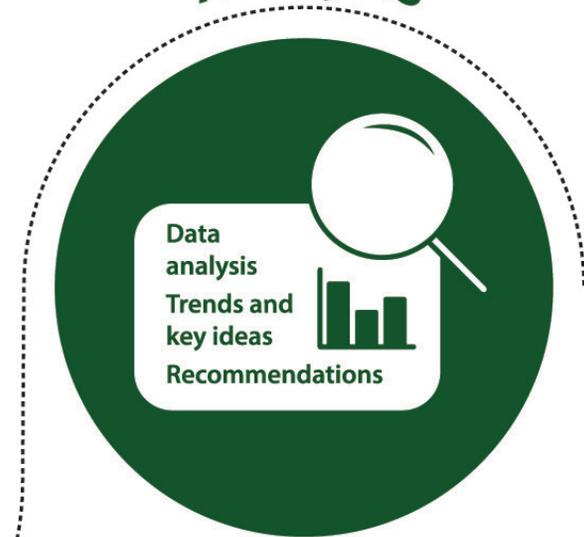
Step 1: Planning



Step 2: Consultations



Step 3: Analysis





The *Micro-Environment Scan* was conducted via consultations with Halton Heritage Network partners. In accordance with public health guidelines and Halton Region COVID-19 Requirements, all stakeholder consultations were conducted virtually by video teleconference, and through an online survey distributed directly to certain partners via email.

The survey was circulated to partners who were not available for video teleconference meetings, or heritage providers in Halton who have had minimal interaction with HHS. The number of responses to the survey was limited.

Consultations hosted with partners via video teleconference were amiable and fulsome. They provided a clear picture of their experiences over the last several years with HHS, and detailing their priorities, concerns, and needs in the years to come. Here we provide an overview of key findings and trends that emerged from these discussions.

Stakeholder Consultations

What We Heard

Main Findings

Positive Partner Experiences with HHS

- A positive picture of HHS service delivery over the last few years.
- HHS workforce capacity has been a perceived issue regarding the ability of HHS to deliver projects.
- A noticeable lack of awareness and understanding around the services HHS offers is an issue.

Key Areas of Need

- Promotion
- Reaching New Audiences
- Engaging with Indigenous Communities
- Collections Digitization
- Networking and Collaboration

Expectations of HHS and the Heritage Network

- Website and Social Media
- HHS Collections and Interpretation
- Inclusion, Diversity, Equity and Accessibility

There was a clear difference in the type of support required or requested by partners that seemed to align with the capacity of the individual organization.

For example, larger and more established organizations tended to indicate a need for training, knowledge-sharing, coordination and collaboration on the above topics, while smaller, less established organizations often requested hands-on assistance, in addition to training and knowledge-sharing.

These differences suggest a possible benefit to considering a tiered approach to the delivery of services by HHS.

Stakeholder Consultations

Main Findings

“ Our experience has been excellent, and we really value the relationship. HHS is always on call, and we've always been helped. ”

- Stakeholder statement during consultations

Positive Partner Relationships

Overall, feedback from heritage partners suggests their experiences with HHS – working together on exhibits, attending programming hosted by HHS, and seeking advice – have been extremely positive.

Despite challenges stemming from limited workforce capacity over the last two years, and the constraints of COVID-19, **partners are happy with the services they have received, enjoy working with HHS and hope to expand partnerships in the future.**

Where challenges were described, continuity in HHS' workforce capacity and lack of awareness around services offered were identified as the main causes.

Confusion or lack of awareness around the services and help that HHS can provide was a thread that ran through the consultations.

Partners also consistently noted that they were unaware of programming opportunities hosted by HHS. Halton Region's Historical Collections, preserved and administered by HHS was also a point of confusion with partners not realizing the collections exist, what the collections contain, or how to access them.

A communications strategy, inclusive of a comprehensive web presence will enable partners to better understand the services that are available to them.

Only has good things to report about HHS and the people there. Exemplary services provided. Will look to HHS for continued support and have no doubt they will be able to help.

I feel like I should know more information based on looking at this page about what HHS really does. It speaks in a lot of generalities.

We've had some discussions about working together, and we were just starting to get somewhere when HHS had a major personnel shift and the person we were dealing with left.

HHS was going to help with small, tabletop and travelling displays. Definitely something we would still be interested in. I'm not sure what else we can do together, I do not know what kind of services you can offer us.

Stakeholder Consultations

Key Areas of Need

Partners were asked a variety of questions which together aimed at pinpointing their current priorities, organizational challenges, and areas of need.

Through discussion, clear trends emerged to illustrate that many heritage partners in Halton are facing similar challenges and have similar needs.

Promotion

Partners want to expand their reach, attract new audiences, and build awareness about their organizations, projects and events. Partners suggested:

- Offer training and advise on promotions, advertising, communications, and social media.
- Cross-promotion with HHS using social media and linking to one another's webpages.

We need to keep enticing people to come in and get involved. Demographics of the area and membership are changing – so getting the message out to the new residents in the area is a challenge, and finding amongst them those interested in joining or taking a board position is hard, and especially so during COVID.

Reaching New Audiences & Building Audience Sustainability

Many partners have seen their visitors, members, staff and active volunteer base shrink over the last year due to the COVID-19 pandemic.

Partners also recognize that their active visitor, member and volunteer bases tend to be from an older, predominantly white demographic. They are concerned about audience sustainability and struggling to adapt to attract and engage new and younger audiences. Partners suggested:

- Provide training and advise on how to reach new audiences and reconnect with existing audiences after COVID-19.
- HHS having a stronger web presence and use social media to amplify the work of heritage organizations across Halton to help them reach new audiences.

Engaging with Indigenous Communities and Indigenous Histories

Partners, including local municipal heritage and culture departments, regularly spoke about current efforts or wanting to work towards engagement with Indigenous communities and to incorporate Indigenous histories into exhibits and programming. Partners suggested:

- Provide training and advise on engagement.
- Regional guidance and standards around best practices.
- Coordinate and collaborate current efforts to ensure consistent and aligned approach across Halton.
- Expanded opportunities for networking, and facilitating discussion.

A goal is to connect with and acknowledge Indigenous history and stories with more intentionality. If we could sit down as a group of organizations and determine where our plans overlap that would be beneficial.

Stakeholder Consultations

Key Areas of Need

79%
WANT MORE
NETWORKING

Collections Digitization

Most heritage partners do not have their collections available online. The primary reason was not lack of interest to pursue this kind of a project, but due to lack of resources (funding and capacity) and access to equipment. The COVID-19 pandemic has played a role, it has demonstrated the importance of online collections for continued access and engagement, but restrictions have also hampered efforts to digitize collections.

Partners suggested help in the following areas:

- Access to facilities and equipment like large-format scanners and photography equipment to take high-quality photographs of collections.
- Digitization training.
- Grants to fund digitization projects.
- Capacity support.

We would love to have them online. There is a lot of potential but it's a work in progress.

Adding to the digital collection is part of our plan. We can't get into the archives to access our collections so we can't rescan the images. We are really hampered by COVID and not being able to get at our collections.

Networking and Collaboration

When asked, "what features would an ideal 'heritage network' for Halton Region include?", 79% of partners mentioned wanting collaboration, networking, communication, coordination and commonality between partners, and bringing people together to discuss, share information and exchange ideas.

Partners see expanded networking opportunities within the Halton heritage community as essential to ensuring their own ability to effectively face or adapt to new challenges, opportunities and expectations.

Opportunities for collaboration, networking and information-sharing were also raised as key ways that HHS can support partners to improve their communities of visitors, and to learn about and action initiatives related to inclusion, diversity, equity and accessibility, particularly as it relates to Indigenous communities and histories.

Section 2.4.5 of the 2014 Master Plan, envisaged the creation of an Advisory Committee to advise on the Halton Heritage Network's operation, but has not yet been created. Partners liked the idea of a group to provide direction and build consensus for the network, there was concern about how effective a formal committee could be and the time commitment required. Therefore this idea has not been explored further in this report. The idea could be revisited upon renewal of the Master Plan.

What I would rather see is a regular forum where all of the participants are present. Not as a separate council but as participants coming together for the good of heritage in Halton rather than a formal advisory council that can often be very rigid in its efforts. This approach would be more inclusive.

Stakeholder Consultations

Expectations of Halton Heritage Services

Partners were asked two questions aimed at learning what they understand and expect the role of Halton Region Heritage Services to be in preserving, promoting and sharing heritage now that HHS has completed the transition to its service delivery model, as framed through the four pillars of service (fulfillment of directives contained within **Report No. LPS62-14**).

- What, in your view, is the HHS' role in preserving, promoting and sharing cultural heritage in the community?
- What is the HHS' (optimal) role in collecting and preserving Halton's history?

Several trends emerged, demonstrating that within the heritage domain, partners see the role of Halton Region Heritage Services as being one defined by their four pillars of service indicating that the model is well established and has positioned HHS to effectively respond to the needs of their partners.



SHARE



NETWORK



ADVISE



PRESERVE

The other key role identified by the partners is *Leadership*. Leadership is established within the revised mission and vision for HHS as defined on page 4 of this document.

Leadership

- Advocate for the heritage community in Halton to other levels of government.
- Recognize partners for their contributions to elevate and legitimize the heritage community in Halton.
- Provide leadership and an overarching vision for heritage in Halton (think "big picture").

Share

- Amplify the voices and reach of heritage and heritage organizations in Halton.
- Promote heritage offerings within Halton, and encourage interest, participation and stewardship for heritage among residents.

Network

- Facilitate communication, collaboration, connections, and networking between heritage organizations in Halton.
- Be a hub where information and resources are aggregated and help to disseminate information across the region.

Advise

- Support existing organizations to develop professional skills and capacity to ensure alignment with best practices.
- Offer resources and continue to deliver services along the lines of your four pillars.

Preserve

- Provide a safety net for heritage at risk.
- Fill gaps, in terms of collections and storytelling, within the heritage setting in Halton.

Stakeholder Consultations

Expectations of Halton Heritage Services

Communications: Website

Consultations revealed that the current HHS webpage is not providing the level or type of information that partners would expect to receive and is not giving them a reason to come back after their first visit. HHS' webpage* on **Halton.ca** fails to provide the necessary 'front-door' for the organization, and is a barrier to access for new and existing partners.

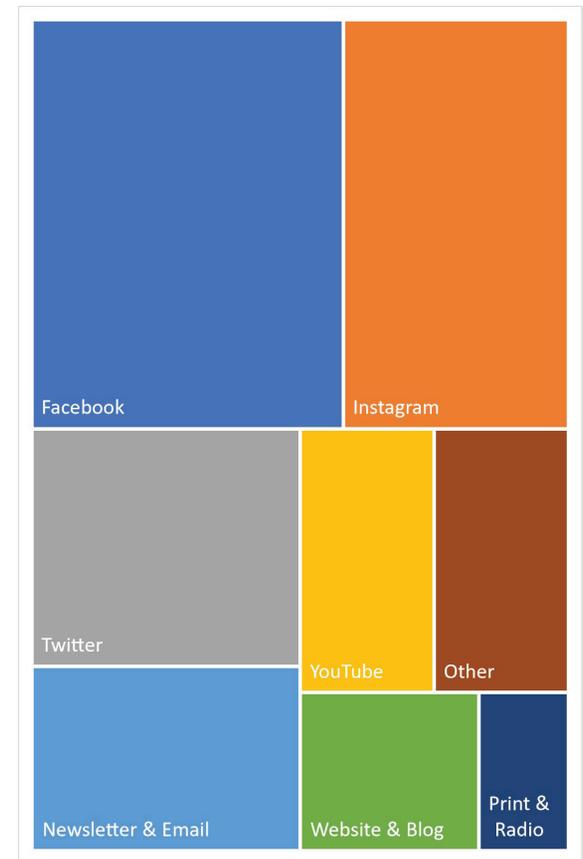
Of the 46% of respondents who said they had visited the webpage before, 88% followed up their response with a qualifier, suggesting that they had either not visited recently, would not be likely to visit again, and/or were unimpressed by the experience and did not find what they were looking for.

* Heritage Services webpage link: <https://www.halton.ca/The-Region/Heritage-Services>



Communications: Social Media

Consultations revealed that heritage partners expect to be able to hear from and engage with HHS through social media, both as an avenue for them to learn more about HHS and what HHS has going on, but also as a way for them to collaborate and keep up to date on the projects and programs of their fellow network members.



This table demonstrates visually the proportion of positive mentions for each social media or communication platform by heritage partners. Facebook and Instagram are clear front runners, used and preferred by most partners.

Stakeholder Consultations

Expectations of Halton Heritage Services

52%
WANT ONLINE
ACCESS TO REGION'S
HISTORICAL
COLLECTIONS

Halton Region's Historical Collections: Awareness and Access

Partners were asked if they had ever accessed or visited Halton Region's Historical Collections. There was an even division between those partners who have (38%), and those who have not (38%) accessed or visited the collections. Notably however, 100% of the partners who have accessed the collection said they had visited it only once, very infrequently, or not recently. There were also a number of partners who answered that they did not know Halton Region's Historical Collections existed, what it contained, or how to access it.

In line with sector trends and the impacts of COVID-19, further discussion with partners clarified that having Halton Region's Historical Collections available to access online would go a long way towards heightening awareness, improving accessibility, and increase use of the collections.

A majority of partners (52%) said they would prefer to access the collections online, at least as an initial step to conduct preliminary research and learn what HHS has, while only 3% said they prefer to visit in person.



Preservation and Sharing Halton's History

Overwhelmingly, partners felt that HHS should continue to collect, preserve and share the history of Halton to build awareness and understanding. Partners see HHS as **"keepers of the region's history,"** and believes the Region plays an important role in preserving, collecting, and promoting history, and also "finding" new or untold areas of history.

Key roles that cultural partners think HHS should play include:

- Addressing gaps in the heritage domain
- Providing an umbrella lens to the history of Halton
- Providing a safety net for endangered or at risk collections
- Coordinate with other Regional departments, local municipalities and consultants to preserve archaeological resources in Halton and make the excavated materials accessible.
- While none of the cultural partners called for HHS to provide conservator services, there was a suggestion that HHS provide a link to conservation professionals on a directory of resources on the HHS webpage.

No one else is collecting Halton's heritage so it is very valuable. Being a repository for all of that. Smaller collections ... can feed into that.

Region has a huge role – no one else has that mandate.

Stakeholder Consultations

Expectations of Halton Heritage Services

68%
THINKING
ABOUT IDEA
INITIATIVES

Inclusion, Diversity, Equity and Accessibility

Responding to the changing heritage and social landscape, a majority (68%) of partners are actively thinking about, if not actioning one or a variety of initiatives related to Inclusion, Diversity, Equity and Accessibility (IDEA). Many initiatives relate to increasing and improving physical accessibility to sites, and working with Indigenous communities or expanding Indigenous storytelling through exhibitions or programs.

There's a lot of work that has to be done in working with Indigenous residents. Our museum is aware and highly engaged. I also know, that this work does not necessarily fit into a framework, there's not one way to do it. There's a generation of people who are really interested in receiving this information, but who don't know where to start, or how to access it. The diversity of the region is changing and we need to see this reflected in our heritage – so much is based in traditional settler history.

Among partners who are actively engaged in their own initiatives around IDEA, there is a clear need and desire among heritage partner organizations to have HHS involved as a supporter, facilitator, resource and coordinator. Suggestions from partners include:

- HHS to offer diverse programming, and partner with organizations to bring in diverse speakers.
- HHS to offer training, or work with other groups (i.e. Cultural Pluralism in the Arts Movement Ontario (CPAMO)) to offer training to the network related to IDEA.
- Facilitate discussion and knowledge-sharing among partners about IDEA.
- Coordinate existing or future efforts related to IDEA among partners to align efforts (particularly in working/engaging with Indigenous communities).
- Provide resources for partners looking for information about IDEA.
- Produce and share Regional standards, objectives and guidelines related to IDEA.
- Connect with and support emerging heritage and cultural groups.
- Build awareness of diverse histories among heritage partners and within Halton generally.
- Collections and interpretive priorities should focus on Indigenous cultural heritage, immigration and Black history.



Environmental Scan Approach

A *Macro-Environment Scan* was conducted to better understand the nature of change in the museum and heritage sector overall, and help identify potential opportunities and challenges that may be encountered by HHS going forward.

Scanning focus was informed by stakeholder consultations to ensure it addressed current concerns expressed by HHS staff and their partners.

Key Findings

Current key trends and events that are impacting the heritage landscape right now were studied:

- COVID-19 Pandemic
 - » Digital Development Response
 - » Reopening Plans
- Inclusion, Diversity, Equity and Accessibility
 - » Truth and Reconciliation
 - » Black Lives Matter Movement

Other areas of focus were identified through discussion with staff and stakeholders, including:

- Mission and Vision
- Communications
 - » Website
 - » Online Collections Access
 - » Social Media

Organizations Scanned

Networks

- Capital Heritage Connexion
- Edmonton Heritage Network
- Greater Hudson Heritage Network
- Heritage Mississauga
- Heritage North Bay
- Heritage Toronto
- Silos & Smokestacks National Heritage Area
- BAND (Black Artists' Networks in Dialogue)

Associations

- Ontario Heritage Trust
- Ontario Museums Association
- Canadian Museum Association
- Canadian Conservation Institute
- American Alliance of Museums
- American Association for State and Local History

Regional and Local Municipalities

- PAMA (Peel Art Gallery Museum & Archives)
- Ken Seiling Waterloo Region Museum
- City of Hamilton Museums
- City of Brampton, Cultural Services Department
- Regional District of the Okanagan-Similkameen
- Wellington County Museum & Archives, ON
- Arts, Culture & Heritage Services, City of Richmond, BC

Internal

- Halton Region
- Halton Region Small Business Centre

Environmental Scan

Trends & Events – COVID-19 Pandemic

“ When the pandemic struck, museums around the globe quickly began pumping out vast amounts of digital content: social media challenges, virtual tours, programs, school curricula, dance parties, cocktail hours, and more. ”
- *TrendsWatch 2021*, American Alliance of Museums

Digital Development Response

More than a year has now passed since heritage organizations have had to adapt their standard operating procedures due to shutdowns and reduced capacity as required by COVID-19 regulations.

Heritage Networks, such as the Capital Heritage Connexion in Ottawa and Heritage Mississauga have updated their websites to provide their partners, members and the public with COVID-19 resources and provided related links on their websites:

- Government information
- Heritage sector specific links to support operations during shutdown
- Reopening strategies
- Online member engagement and virtual conferences

In response to the closures – and to continue reaching their audiences – heritage organizations in Halton and across the world have rapidly increased online offerings. For example:

- Virtual exhibits
- School programming including take home kits for parents and educators
- Online collections access
- Virtual tours

Reopening Plans

It remains to be seen if the demand for digital content will be as great as it is currently once the COVID-19 pandemic is over and/or visitors can return in-person to heritage sites.

The proliferation of digital offerings from heritage organizations has led to substantial benefits for organizations, such as:

- Accessibility of information
- Increased engagement with local audiences
- Expanded reach to non-local audiences
- Increased dialogue with audiences

“ During the closures, many museums moved their activities online, which in turn prompted them to develop new or improve existing digital activities and visitor tools. The UNESCO-ICOM study found that even among museums already offering online content, more than half had ramped up their digital communication efforts (Facebook, newsletter, etc.). ”
- *Museums and Lockdowns: A few observations based on topical studies*
by Anik Meunier, *MUSE Magazine* (Winter 2021), Canadian Museums Association

Environmental Scan

Trends & Events – Inclusion, Diversity, Equity and Accessibility

Truth & Reconciliation

Following the release of the findings of the Truth and Reconciliation Commission of Canada (TRC) in 2015, cultural heritage organizations have begun working to take meaningful action toward addressing the TRC's Calls to Action.

Developing meaningful and respectful collaboration with First Nation, Métis, and Inuit people is imperative for all cultural heritage institutions that interpret and share the history and prehistory of Canada with the public.

The following are some of the work and initiatives that different cultural heritage organizations have undertaken as they work to build meaningful relationships with First Nation, Métis, and Inuit people in a respectful way:

- Creating and sharing Indigenous Land Acknowledgements;
- Addressing and adopting recommendations and calls to action from TRC, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and Missing and Murdered Indigenous Women and Girls (MMIWG);
- Prioritizing the building of meaningful, collaborative and respectful relationships with local Indigenous organizations and First Nations;
- Internal policy, procedure and standard review with an Indigenous lens;
- Prioritizing increasing access to collections relating to Indigenous cultural heritage to Indigenous persons;
- Hosting exhibits and videos sharing Indigenous teachings and stories;
- Providing links or resources on Indigenous cultural heritage.

There is still much work to be done to build meaningful and ongoing relationships with Indigenous communities. At Halton Region the Strategic Policy & Government Relations division leads the Region's Indigenous Relationship Building Initiative to foster relationships with Indigenous Communities and groups surrounding Halton.

“... there is an urgent need in Canada to develop historically literate citizens who understand why and how the past is relevant to their own lives and the future of the country. Museums have an ethical responsibility to foster national reconciliation, and not simply tell one party's version of the past.”

- Ontario's commitment to reconciliation with Indigenous peoples,
Government of Ontario

“To incorporate Indigenous histories and voices in the museum's narrative and Indigenous perspectives in collections care, management and use ... museums must look beyond their traditional practices and consider new approaches, developed in collaboration with Indigenous partners.”

- Indigenous Collections Symposium: Next Steps,
Ontario Museum Association

Environmental Scan

Trends & Events – Inclusion, Diversity, Equity and Accessibility

Black Lives Matter Movement

The murder of George Floyd in May 2020, reignited protests and actions aimed at confronting and stopping violence and oppression of Black and People of Colour, and dismantling systemic racism in all facets of society.

Cultural heritage organizations have been called on to respond to the Black Lives Matters Movement (BLM), and the events of the summer of 2020, and to take action to bring about change. Cultural heritage organizations in Canada and around the world have responded and actioned these calls in different ways:

- Expressed solidarity with BLM and other movements focused on combating structural racism;
- Engaging in contemporary active collecting alongside community groups;
- Development of interpretation and collection plans to increase representation within exhibits, programming and collections;
- Review and revision of internal structures and policies;
- Creation of working groups, committees, and task forces;
- Instituted mechanisms to build internal diversity within staff and volunteer forces;
- Implementation of anti-racism, inclusion, equity and accessibility training for staff and volunteers.

Work related to anti-racism within cultural heritage organizations is long-term and ongoing.

“ AASLH ... calls on all history organizations, from museums to historic sites to historical societies, to embrace their roles as members of their local communities, and offer civic spaces, where people come together for conversations that can help overcome local and national division. ”

- A Statement from American Association for State and Local History (AASLH)

Environmental Scan

Key Areas of Focus – Communications

Website

A scan of websites for heritage associations and similar organizations to HHS was conducted to understand the kind of information they provide. The following is a summary of what most networks and associations scanned provide on their websites:

About	Services	Resources	Directory	Events	Stay Informed
<p>Provides key information about the organization, including its history and mandate. Typical information provided in this category includes:</p> <ul style="list-style-type: none"> » Mission, Vision & Pillars of Service » Organization History » Current Staff » Advisory (or other) Committee (if exists) » Contact Info » Directions/Location » Collections Summary and access information » Announcements » Programming » Partners » How to get involved 	<p>In-depth information about the main activities of the organization, with examples and more context for each item listed, under topics such as:</p> <ul style="list-style-type: none"> » Artifact Donations » Digital Collections Portal » Collections & Research requests/services » Presentations » Space Rental (if exists) » Interpretation and Online Exhibits » Workshops and Webinars » Annual Conference » Networking Events » Awards (if applicable) » Advisory Services and Consultations » School Programming 	<p>Direction to further information for partners on topics, such as:</p> <ul style="list-style-type: none"> » Grants and Funding Opportunities » Training Opportunities » Learning Tools (LMS) » Research Links » Consultant/Specialist Registry » Job/Volunteer Listings » Indigenous Heritage » Publications » Collections Resources 	<p>Information about partners/members is provided, as well as information for how to join:</p> <ul style="list-style-type: none"> » Partners List and Links » Cultural Heritage Landscape Map » How to Join (if applicable) 	<p>Calendar of events, including webinars and programs, and/or heritage events happening in the area, for example:</p> <ul style="list-style-type: none"> » Workshops and Webinars » Annual Conference » Networking Events » What's On » Exhibits 	<p>Highlights the methods of communication with their partners and the public, including:</p> <ul style="list-style-type: none"> » Newsletter » Social media links (if applicable) » News & Reports

Environmental Scan

Key Areas of Focus – Communications

Social Media

A scan of other heritage associations and organizations identified that Facebook and Twitter, followed by YouTube and Instagram, were the most common platforms used by organizations to connect with their members and wider audiences.

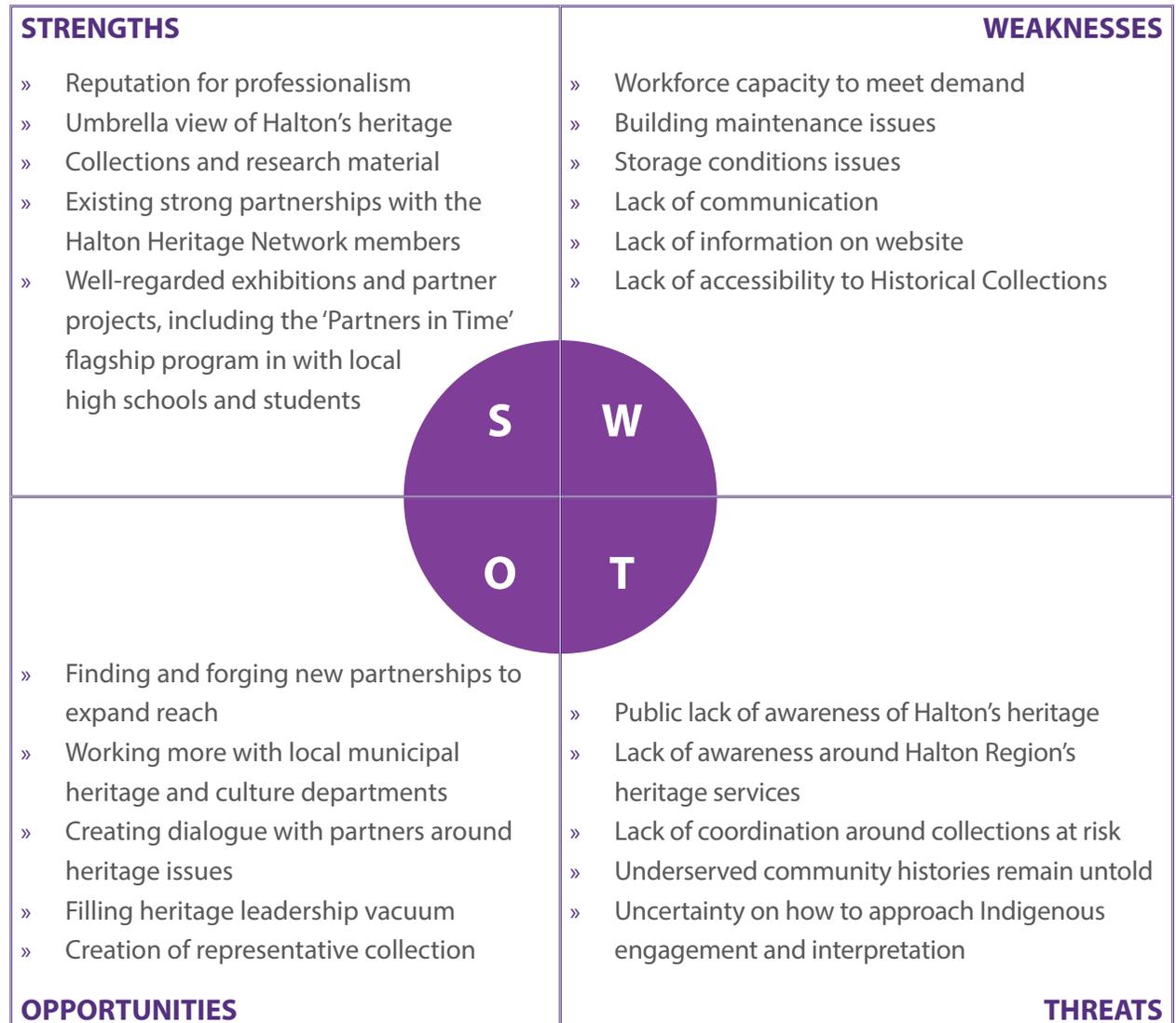
Organization	Facebook	Instagram	Twitter	YouTube	Blog	Other
Halton Region	X	X	X	X	X	Mailing Lists
Halton Region Small Business Centre	X		X	X	X	Newsletter
BAND (Black Artists' Networks in Dialogue)	X	X	X	X		
Capital Heritage Connexion	X		X	X		Newsletter
Brampton Cultural Services	X	X	X	X		Mailing List
Edmonton Heritage Network	X	X	X			
Greater Hudson Heritage Network	X					Mailing List
Heritage Mississauga	X	X	X	X	X	Mailing List
Heritage Toronto	X	X	X			Newsletter
Silos & Smokestacks National Heritage Area	X		X	X	X	Flickr; RSS; Pinterest
PAMA (Peel Art Gallery Museum & Archives)	X	X	X	X	X	Flickr; eNewsletter
Ken Seiling Waterloo Region Museum	X	X	X			eNews

SWOT Analysis

Informed by the micro-, macro- and organizational environment scans, relevant information in both trends and signs of change were used to identify Collections and Interpretive Priorities as well as approaches to mitigate potential obstacles to success.

Objectives and priorities have been set to address the identified:

- **STRENGTHS**
to be maintained, built upon or leveraged.
- **WEAKNESSES**
to be remedied or stopped.
- **OPPORTUNITIES**
to be prioritized and optimized.
- **THREATS**
to be countered or minimized.



Collections and Interpretive Priorities

Collections and Interpretive Priorities

The Collections and Interpretive Priorities for HHS are informed by the environmental scan and stakeholder consultations, outlined on the preceding pages.

These overarching priorities touch on all areas of operation and will impact the ability to successfully meet the mission to *raise public awareness of Halton's rich heritage* and to *preserve and make accessible the Historical Collection held in trust by the Region*.

As the diagram below indicates, the Collections and Interpretive Priorities touch on all areas of service. Delivering on the overarching priorities should be considered immediate necessities for HHS as set out in the *Implementation Considerations* section of this document.

In order to assist with determining work plans and staff areas of responsibility, nine five-year objectives have been identified out of the priorities and framed around the Pillars of Service: Share, Network, Advise and Preserve.



Interpretive Priority

Raise awareness of Halton's heritage.



Collections Priority

Be a **leader in heritage stewardship**, demonstrating and adhering to best practices in the care of Halton Region's Historical Collections.

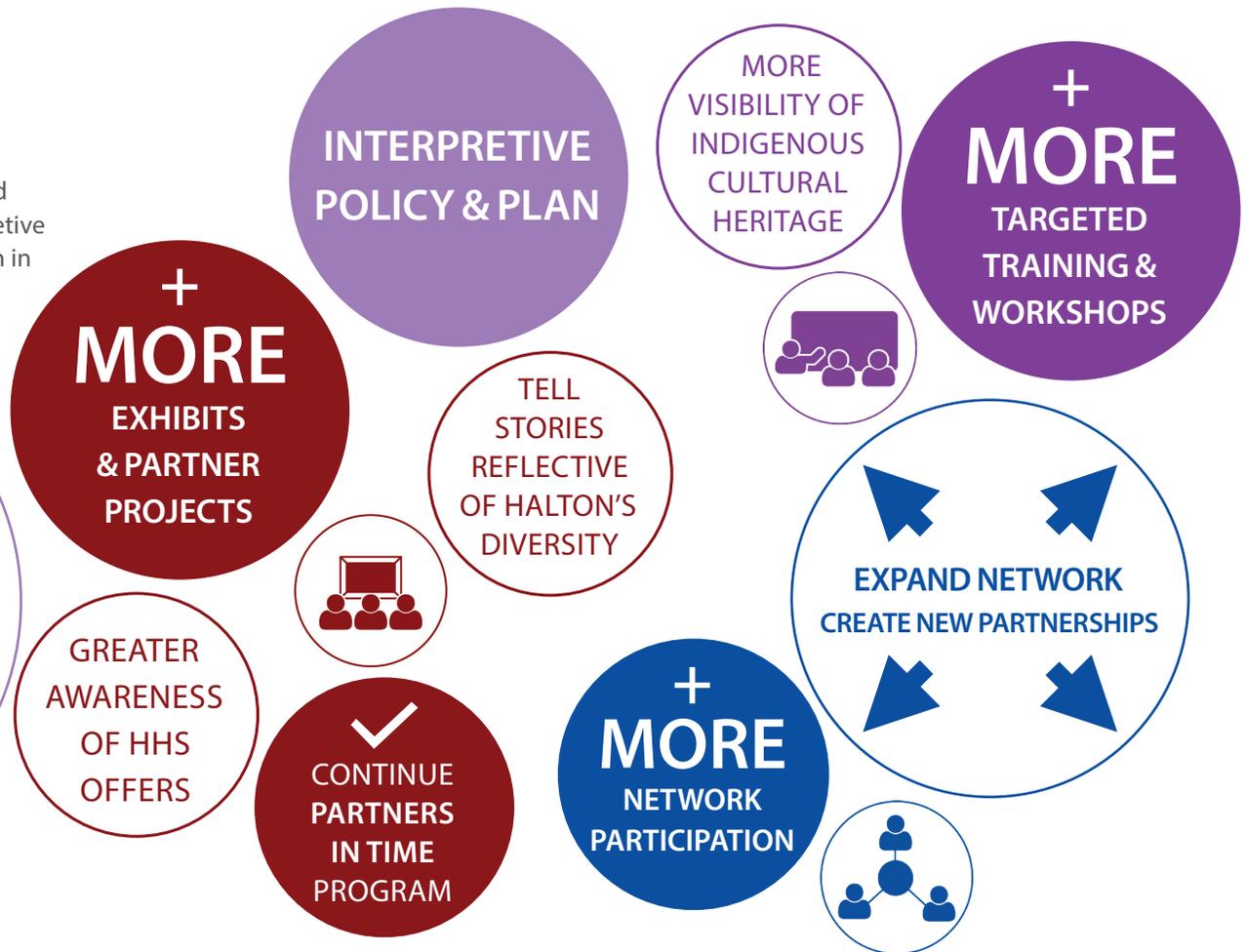




Interpretive Priority

Raise awareness of Halton's heritage.

This infographic summarizes the objectives and outcomes of successfully actioning the interpretive priority and associated objectives expanded on in the next pages.





Supporting their heritage partners in their efforts to reach audiences and delivering heritage programming to the benefit of Halton residents.

HHS
NEWSLETTER

6
ISSUES
PER YEAR

ABOUT
300
SUBSCRIBERS

200
ORGANIZATIONS
REPRESENTED

53%
OPEN
RATE

Current Situation

Having not fully utilized Halton Region's corporate social media channels in the past and having a limited web presence, communication has been identified as a major challenge and an opportunity going forward for Halton Heritage Services:

- Limitations and constraints around communication are obstacles to the work of HHS, impacting their ability to educate and build awareness of heritage in Halton, and to build lasting relationships with heritage partners and residents.
- These constraints have also hindered their ability to reach out and connect with new partners and communities, particularly among non-traditional heritage partners.
- HHS relies mainly on direct emails and calls to partners, and their bi-monthly (six issues per year) newsletter to communicate with the Halton Heritage network.
- The newsletter is delivered via MailChimp to those individuals who have taken the time to sign up directly through the Halton.ca website. While the newsletter has a good open rate among those who receive it, this communication strategy is only targeting those who already have some familiarity with HHS and have accessed or were directed to the sign-up link on the website.

Considerations from Analysis

- Consultations highlighted the important role that Halton Region can play in facilitating communication, collaboration, and information sharing between heritage partners, as well as connecting them with Halton residents.
- A scan of other heritage associations and organizations identified that Facebook and Twitter, followed by YouTube and Instagram, were the most common platforms used by organizations, which closely matches the use preferences of HHS' heritage partners.
- Online collections access, while undoubtedly a large undertaking, has become a standard pursuit among museums and galleries of all sizes, and by local and regional municipal heritage departments with collections.
- Facilitating access to online exhibitions improves resident quality of life and fosters place-making, and enables newcomers to Halton to interact with the history of the place they now live.



To ensure continued relevancy, to make accessible Halton Region’s Historical Collections, and to effectively support their heritage partners connecting with each other and Halton residents, HHS needs to be present and more active within the region.

Recommendations

To address the desire of partners for greater recognition of their contributions to the heritage of Halton, and to elevate and legitimize the heritage community in Halton, HHS senior staff must develop a communications approach.

Developing a stronger online presence and expanding their digital communication potential, both to their partners and to Halton residents, will allow HHS to build on the successes of the last seven years, and to more effectively deliver on their pillars of service.

To address the expressed desire for greater communication by HHS from their heritage partners, it is recommended that HHS develops an online communication approach in the following areas:

- A. Website Development
- B. Social Media Engagement
- C. Online Learning Management System

All HHS staff will help deliver this Interpretive priority through the suggested actions outlined in the objectives.

A. Website Development

The Halton Heritage Services web presence should be seen as an online shop window where the program area’s assets are showcased alongside all the information needed for users to follow up.

Immediately, the HHS webpage on the Regional website should be updated to convey:

- Basic and important information about HHS, including location, history, summary of the Historical Collections, mission and vision, and the pillars of service;
- Examples of completed projects and services rendered.
- Better representation of the heritage landscape in Halton by listing and/or mapping heritage sites in the Region.

This is the baseline of information found in similar organizations through the environmental scan. To develop a stronger web presence, Halton Heritage Services should work with Halton Region Communications and Customer Service to leverage the potential of Halton.ca.

- Ideally, this approach would involve integrating all other proposed functionality, including linking to a digital collection portal, a live events calendar, and link to an HHS Facebook account for moderated discussion between heritage partners and with HHS.
- To be effective, this approach requires that staff be able to regularly, easily and quickly update information and content on the webpage to ensure continued relevance and prevent stagnation, keeping content fresh and inspiring continued, not just one-off, engagement with users.

How HHS proceeds with recommendations related to the webpage will depend on, and should align with the specific outcomes and requirements of the Halton Region Digital Strategy once it is complete.



A communications strategy should go beyond just having a website, it should also consider the use of other online platforms and social media. Halton Heritage Services communication strategy should be developed within Halton Region’s framework as it looks to become a Digital First organization by 2025.

Recommendations

B. Social Media Engagement

Being active on social media is about meeting, and communicating with audiences or users, in this case, heritage partners and Halton residents, where they are, in real time.

During the consultation process, heritage partners made it clear that they expect Halton Heritage Services to be active on social media. These partners, even if they as individuals are not social media users, see it as an imperative for heritage organizations, businesses and groups in today’s communication landscape.

Social media is a critical communication tool that is essential in today’s world, and it is important that HHS be able to use this tool to engage and connect with existing and new partners, and the broader cultural heritage community.

A dedicated HHS social media strategy would determine how to communicate with and amplify the voices of all heritage partners in Halton Region by calling attention to heritage and encouraging interest and participation among residents and other audiences. Halton Heritage Services should work closely with Halton Region’s Communications and Customer Service team to leverage existing social media and communication channels, to amplify the presence of heritage in Halton and encourage interest and participation in heritage among residents.

Possible considerations:

- As Halton Region continues to develop a digital access strategy, with a look to becoming a Digital First organization by 2025, Halton Heritage Services should monitor these developments to determine how to integrate HHS social media goals within the Regional framework.
- Initially, Facebook could be the ideal social media tool for Halton Heritage Services, most heritage partners are already active users of Facebook. Using this platform as a tool to facilitate discussion and information sharing among a targeted group would mean easy access to an established audience and network of users.
- A Facebook group operated directly by Halton Heritage Services should be considered as an effective means to communicate directly with existing heritage partners in a closed forum regarding upcoming events and opportunities, and to facilitate discussion between partners on topics related to heritage.
- The Facebook presence could be similar to the Region’s long-standing Halton Business Facebook page (www.facebook.com/HaltonBusiness).
- Moving forward, a more comprehensive social media strategy for HHS could be developed, inclusive of other available Halton Region channels.

100%
OF PARTNERS THINK
SOCIAL MEDIA IS
IMPORTANT



“ There are so very few practical options that are customized to our industry. It is clear that the Halton team understands their audience and our needs. ”

- Weekend Workshop Participant, 2017

Recommendations

C. Online Learning Management System

An online Learning Management System (LMS) should be adopted to support HHS in the delivery of advisory services, education, and training (both internally and externally) in an efficient, ongoing, convenient and easily accessible way.

A Learning Management System is a software application that provides a framework to handle all aspects of the learning process – it's where an organization houses, delivers, and tracks their training content. In addition to delivering advisory services and training content, an online LMS can also handle services such as staff onboarding, compliance, and skills gap analysis.

Possible applications and other benefits include:

- Can be used to supply advisory services to heritage partners, with training modules readily available as and when partner members are in need.
- Can be used to provide school programming for educators.
- Can offer 'certificates of completion' on select learning or training modules, creating a system of accreditation and fulfilling the desire expressed by heritage partners to have a level of official recognition from Halton Region.
- Can be used to efficiently inform new or potential partners about HHS, their four pillars of service and their specific service offerings, and how to access services.

At present, all the training offered by HHS with Halton Heritage Network partners is facilitated live, typically by staff, via scheduled workshops and programs, through the annual conference, and in 1:1 meetings and sessions with individual partner organizations. Developing, promoting and sharing training opportunities with their heritage partners and the broader Halton community takes considerable staff time and resources.

Using an LMS would allow staff to develop recorded learning modules on foundational topics that are frequently requested, and share them with partners, or other community members, as requested and on demand.

Other benefits include:

- Free up capacity to focus on creating and sharing other unique workshops and other professional development opportunities.
- Allow heritage partners and other community members to access training in a convenient manner according to their own availability.
- The reach of training opportunities would be expanded, as interested parties would not need to travel to a location to participate and get the benefits.
- Provide a tangible benefit to Halton Heritage Network partners, incentivizing membership.



Collections Priority

Be a **leader in heritage stewardship**, demonstrating and adhering to best practices in the care of Halton Region's Historical Collections.

This infographic summarizes the objectives and outcomes of successfully actioning the collections priority and associated objectives expanded on in the next pages.





To be leaders in the stewardship of its Historical Collections, Halton Heritage Services must ensure that those collections are housed, conserved, documented and publicly accessible in accordance with the highest current professional and ethical standards.

Current Situation

Halton Heritage Services has collections storage facilities at its principal site, in the Alexander Barn at Kelso Conservation Area, and two off-site locations at Steeles Avenue and Industrial Drive in Milton. All locations lack necessary environmental controls and appropriate storage conditions, which together pose risk of irreversible damage to the collections they house.



Exterior view of Steeles Avenue storage space.

Leased Spaces

The off-site storage locations are in high-traffic, industrial areas of the region. The potential for dust and emissions from nearby manufacturing plants and heavy road traffic represent considerable risk to the collections, which have already seen damage due to vibration, minor flooding, pollution and pest infiltration.

These locations are also rented facilities, with leases set to expire in the next three to five years. It is likely that the leases at Steeles Avenue and Industrial Drive will need to be extended for a period consistent with the timeline for transition to the new HHS permanent facility.

Due to historically low vacancy rates, industrial lease costs in Milton have risen substantially, and any revisions to these leases will likely result in increased rental fees which will need to be built into Heritage Services' operational budget. When extending these leases, it is also important that responsibilities for care of the building envelopes and regular maintenance are explicitly outlined to prevent confusion or disagreement.

Currently, the storage location at Steeles Avenue holds deaccessioned artifacts to be disposed of once an updated collections policy is in place. Once HHS staff can move forward with disposal this storage location could be vacated, eliminating the need for lease renewal.



Current Situation

Storage Environmental Conditions

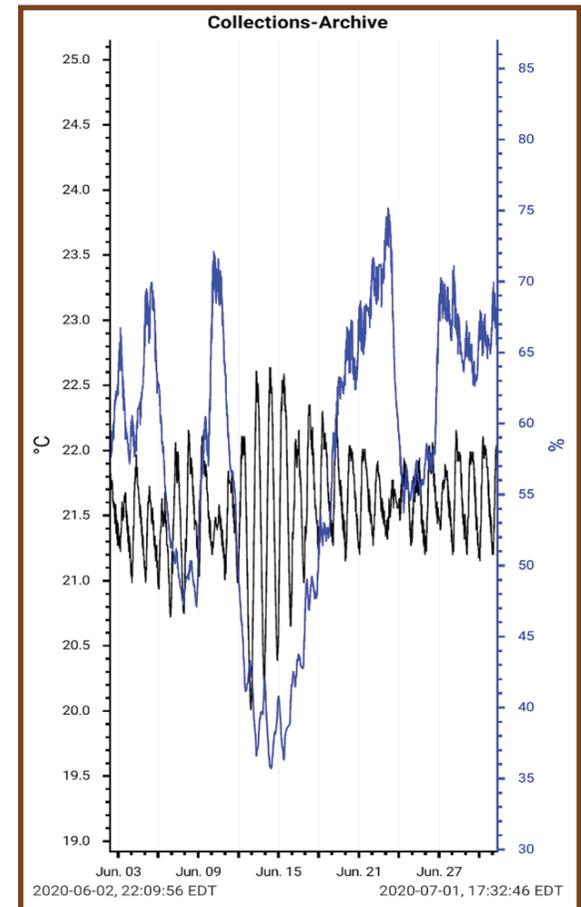
The control of temperature and relative humidity are necessary in collections care, since humidity fluctuation can damage artifacts.

Lacking proper environmental controls, the temperature and humidity at each of the HHS storage locations, including the Alexander Barn, fluctuates significantly throughout the day and year. Rapid and continued fluctuations in temperature and humidity has resulted in considerable and irreversible damage to objects and archival collections. For example, in June 2020, humidity in HHS' collections storage ranged from 20% to over 75% in less than five days.

All three storage facilities lack appropriate environmental controls, which means that temperature and humidity fluctuate considerably on a day-to-day basis, regularly reaching levels where mould growth is possible. While the storage areas are secure, the conditions at these facilities only reflect Class 'C' standards, with many of the agents of deterioration present.* Class 'A' storage is recommended for historical collections to ensure appropriate environmental control.

*Link for more information about agents of deterioration: <https://www.canada.ca/en/conservation-institute/services/agents-deterioration.html>

CLASSES OF CONTROL FOR COLLECTIONS STORAGE	
Current: Class 'C' Storage	Recommended: Class 'A' Storage
Within range 25–75% RH year-round. Rarely over 30°C, usually below 25°C.	Short-term fluctuations of $\pm 5\%$ RH and $\pm 2^\circ\text{C}$, with a seasonal temperature change of up 5°C and down 10°C , and a seasonal humidity change of up 10% RH and down 10% RH or short-term fluctuations of $\pm 10\%$ RH and $\pm 2^\circ\text{C}$, with a seasonal temperature change of up 5°C and down 10°C .
High risk of mechanical damage to high-vulnerability artifacts; moderate risk to most paintings and photographs, some artifacts and books; and tiny risk to many artifacts and most books.	The letter "A" was assigned to this specification because it was felt to be the most cost-effective degree of control for most collections, given the ability and mandate to provide a climate-controlled building.



Temperature and humidity readings from HHS' collection storage in the third floor of the Alexander Barn.



Halton Region’s Heritage Services is tasked with storing and caring for the Halton Region Historical Collections, which contains materials of heritage significance to the history of Halton, for the benefit of the public.

Collections Management

The past seven years has seen HHS staff gaining physical and intellectual control of Halton Region’s Historical Collections. Once under control, staff conducted a large-scale deaccessioning program, focused on identifying objects lacking relevance to Halton and provenance, in poor condition, or duplicates of other collection materials, and which are thus, appropriate for disposal.

Deaccessioning

Deaccessioning is never “done” – consistent review and deaccessioning is part of managing a healthy collection. In practice, deaccessioning occurs in project cycles, which are closed out when the disposal step is complete. HHS have completed all steps in the current deaccessioning cycle, outlined in Report LPS83-20, except for disposal.

Disposal – the means employed by Halton Region to permanently and physically divest itself of a deaccessioned artifact – is the next step that must be taken to complete this process. The methods of disposal will be outlined in the Disposal Procedure, which will indicate that HHS will do its utmost to ensure that deaccessioned artifacts remain in the public domain before considering sale or destruction.

Upon the conclusion of this deaccessioning project, Halton Region’s Historical Collections will be more focused, with remaining artifacts having direct connections to the history of Halton.

Archaeological Collections

When artifacts are discovered at archaeological sites within Halton Region, the Master Plan of Archaeological Resources of the Regional Municipality of Halton (2008), and Provincial guidelines dictate those materials should be deposited into a public repository in the same community to ensure that they remain accessible to researchers and the public.

Presently, artifacts and materials discovered at Halton Region archaeological sites, are remaining in the care of the engineering firms and consultants who conduct the excavations or are being deposited at the Museum of Archaeology in London, Ontario.

There is an opportunity for Halton Heritage Services to be a repository for these archaeological collections and others excavated by cultural resource management firms in Halton, to ensure their long-term care and access for researchers and residents.

Conservator Services

Report No. LPS62-14 identified the provision of Conservator Services as a mid-to-long term strategic direction in the Master Plan. The consultations with heritage partners however did not indicate a high-demand for Halton Region to offer treatment conservation services at this time. Links to professional conservators and preventative conservation seminars will be offered to partner organizations.



Considerations from Analysis

- Fundamental to the mission of Halton Heritage Services is the acquisition and preservation of a permanent collection for the public benefit.
 - » As stewards of Halton Region's artifact collections, Halton Heritage Services are well positioned to become the repository for archaeological materials discovered in the region.
- Halton Region's Historical Collections are representative of white, European settler and pioneer history. Halton, however, has a diverse history and demographics, which should be reflected in the collection.
 - » A shift in collecting priorities to build a more representative collection will help HHS achieve its mission to enrich the lives of Halton residents.
- Halton Region's Historical Collections should provide an umbrella or broad view of Halton's history, and fill the gaps in the existing heritage domain to capture, preserve and share under-represented collections and collections at risk.
 - » The development of Interpretation and Collections Plans and Policy will help clarify and guide acquisitions, exhibitions and programming to be more equitable and representative of Halton's past, present and future demographics.
- Halton Region's Historical Collections should be more accessible to heritage partners and the general public.
 - » Heritage partners would prefer and benefit from being able to research and explore Halton Region's Historical Collections online.
- The provision of conservator services by Heritage Services was not identified as a need of heritage partners through the consultations and it is recommended that this be removed from the Master Plan.

The number of immigrants destined to Halton is most likely to increase given the past trends and future projections...

Most immigrants will continue to come from non-European countries with non-English/French mother tongues, different cultures and backgrounds...

- Our Halton 2018 - Newcomers Report



Recommendations

To ensure the sustainability and health of its collections, Halton Heritage Services should have a consolidated, stable and suitable storage environment for the entirety of its collections and staff.

Storage Conditions

In the short-term, Halton Region should undertake necessary repairs to the Alexander Barn, in order to help to stabilize the collections storage environment, limiting any further damage to the collections resulting from pests, pollution, as well as temperature and humidity changes.

As the leases for both off-site storage locations are set to expire in the next three to five years, a plan must be outlined and decision made about next steps for these facilities.

In the long-term, Halton Heritage Services should strive to provide Class 'A' storage for their collections.* As a design brief or building renovation plan is put in place for a new HHS facility, consideration and plans for storage and environmental control systems should be consistent with this goal.

Class 'A' storage facilities would not only ensure long-term preservation of the existing collections, but it would position Halton Region to acquire higher-value collections and artifacts with greater heritage significance, making them leaders in collections stewardship and setting an example to which heritage partners in Halton can strive.

Relocating to a new HHS facility comprising Class 'A' collections storage and staff space (i.e. the Halton Heritage Centre) is a key mid- to long-term strategic direction in the final implementation of the Heritage Services Master Plan.

*Link for more information about storage standards:
<https://www.canada.ca/en/conservation-institute/services/preventive-conservation/environmental-guidelines-museums/classes-control.html>

Collections Management

HHS should continue with ongoing collections management tasks including but not limited to:

- Development and approval of the Historical Collections Policy;
- Disposing of deaccessioned materials (see **Report No. LPS83-20**);
- Inventory, rehousing and reorganization of collections to increase access and preservation of collections materials.

A more representative collection that speaks to the diversity of the region, and is relevant to all Halton residents can be realized through the following actions:

- Conduct historical research, working with external researchers and historians with specific subject matter expertise, for example, archaeologists, Black and Indigenous scholars, and immigration historians.
- Develop a Collections Plan, in which the historical research and staff understanding of the Historical Collections, strengths and gaps will be highlighted.
- Guided in part by this research – as well as opportunities that arise from connections through the Halton Heritage Network and internal research and programs – engage in a programme of active collecting, with a focus on building relationships and conducting outreach to encourage donations from organizations, groups and communities that are underrepresented in Halton Region's Historical Collections.
- Work within Halton Region's framework guiding engagement and relationship building with local Indigenous communities to determine and produce guidelines clearly outlining Halton Region's role in the management of artifacts with connection to Indigenous history, including archaeological artifacts excavated by cultural resource management companies.



Online Collections Access

Halton Region's Historical Collections should be made available to the public through an online digital collection platform. Making collections available online will:

- Improve overall collections access;
- Build awareness of Halton Region's Historical Collections;
- Build awareness of Halton's heritage;
- Facilitate research and scholarship;
- Showcase for researchers, heritage partners, Halton residents, and the broader heritage community outlining the richness of Halton's heritage resources.

Possible considerations:

- Currently, HHS uses PastPerfect 5 as their collections management system. In the next few years, the creators of PastPerfect will be phasing out this version of the software and transitioning to a cloud-based model.
- While HHS will be able to continue using PastPerfect 5 to manage their collections on the back-end, it is unlikely that they will be able to use the same system for online collections management. As HHS plans to introduce a means of sharing their collections online, and in advance of the impending phase out of PastPerfect 5, HHS should investigate options for an alternative integrated system.

“ Lack of access to research at local archives has hampered some of our projects. ”

- Survey Respondent

COVID-19 and the extended period of provincial lockdown has further demonstrated the value in sharing collections through digital means. Responses gathered through the survey and consultations revealed that with in-person collections access cut off for many since 2020, work efforts have been hindered in the absence of digital access.

In addition to desire for digital access to Halton Region's Historical Collections, consultations highlighted that many heritage partners are looking to digitize their own collections and would like HHS' support to assist them in their efforts. HHS can provide support to their partner organizations by offering training and access to equipment.

**ONLY 3%
RESPONDENTS
PREFERRED
IN-PERSON
TO ONLINE
ACCESS**

Objectives

The objectives support the overarching **collections and interpretive priorities**. These objectives highlight where HHS staff should focus their efforts and address areas of additional support and project needs that came out of partner and staff consultations.



Each objective presented on the following pages is accompanied by a series of suggested actions that define possible steps, tasks, projects and initiatives that staff can pursue to meet the objectives. Suggested actions are not intended to be prescriptive; in working to achieve the outlined objectives over the next five years, staff should review, amend, add, or cut actions according to shifting capacity, Regional priorities, and new opportunities or challenges that arise.

The objectives are also each accompanied by a series of outcomes and key performance indicators which reflect the benefits or positive changes that successful achievement of the objectives will bring. Key performance indicators may need to adjust to suit unexpected internal and external changes as they occur.

Objectives



Share

1. Continue to offer traveling exhibit offerings, as well as provide exhibit development services for heritage partners.
2. Raise greater awareness of Halton Heritage Services service offers among heritage partners.
3. Address gaps in current cultural heritage interpretation within Halton.



Network

4. Build structure and increase visibility of the Halton heritage network.
5. Expand the Halton heritage network to be more inclusive and reflective of Halton's diverse communities.



Advise

6. Increase targeted training and workshops offerings.
7. Support heritage partners to build connections with Indigenous communities.



Preserve

8. Improve access to Halton Region's Historical Collections.
9. Develop Regional Historical Collections that are representative of Halton.



Share Objectives

Objective 1

Continue to offer traveling exhibit offerings, as well as provide exhibit development services for heritage partners.

Suggested Actions

1. Expand the production and delivery of high-quality HHS exhibits and programs in partnership with heritage partners to connect and encourage expanded participation and interest of residents in heritage.
2. Identify themes to guide exhibits by developing the Collections and Interpretive Plans.
3. Continue to develop exhibits on topics of Regional heritage and in conjunction with heritage partners aligned with Interpretive plan themes.
 - » Identify display opportunities at local municipal and Regional locations (i.e. in Oakville Culture department, Burlington Public Library, Halton Regional headquarters) and connect heritage partners via an online forum like a closed Facebook group for heritage partners, or through the HHS webpage where opportunities could be promoted for interested partners.
 - » Develop a three to five-year Exhibition Plan outlining exhibit projects to be developed and produced by HHS aligned with the mission and vision.
 - » Develop a strategy for the development, production and sharing of virtual/online exhibits by HHS.
 - » Monitor the number of exhibition projects completed annually and develop tools to help increase over time.
4. Continue the successful Partners in Time program and expand opportunities to collaborate with educators and youth in exhibits and programs.
5. Develop and/or offer heritage partners training, workshops and professional development including, information about virtual/online exhibits.
6. Address facility requirements to ensure adequate space and necessary equipment is available to ensure delivery of exhibit services.

Outcomes

- » Increased partner capacity and skills.
- » Increased awareness of programming, workshops and conferences.
- » Greater awareness of Halton's heritage and history among residents.
- » Take on and complete a greater number of projects with heritage partners each year.
- » New and greater opportunities for Halton residents to engage with heritage.

Key Performance Indicators

20% increase in number of exhibits and partner projects over five years.



Share Objectives

Objective 2

Raise greater awareness of Halton Heritage Services service offers among heritage partners.

Suggested Actions

1. Conduct needs review based on heritage partners starting with information collated in *Stakeholder Consultations* section.
2. Partner with heritage organizations, like libraries, to inform Halton residents, potential heritage partners, businesses, researchers and other community members how they can connect and work with HHS.
3. Clarify the 'request for assistance' process among heritage partners seeking help from, looking to partner with, or wanting to develop a project with HHS. Any process should align with the Regional interpretive themes as a factor for selection.
4. Continue the successful Partners in Time program and expand opportunities to collaborate with educators and youth in exhibitions and programs.
5. Develop an online learning management system (LMS).
 - » Use to provide easy and ongoing access to training models (i.e. "Archives 101" and "Museums 101") for heritage partners.
 - » Offer educational programs for educators to access (i.e. Partners in Time)
 - » Provide in-house staff training on topics specific to service offerings.

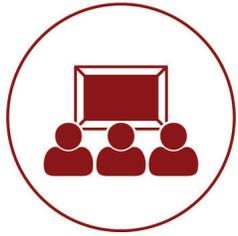
Outcomes

- » Strengthened and higher-quality relationships between HHS and heritage partners.
- » Expanded and broader network of heritage partners.
- » Increased attendance at workshops, conferences and programming events.
- » Through use of services, increased capacity and skills of partners.
- » Take on and complete more projects in support of the HHS vision/interpretive goals.
- » Efficiencies for staff to provide partner education.

Key Performance Indicators

Reach out to a minimum of one heritage organization quarterly, notifying them of HHS services offered.

Increase HHS webpage traffic by 20%.



Share Objectives

Objective 3

Address gaps in current cultural heritage interpretation within Halton.

Suggested Actions

1. Develop Regional Collections and Interpretive Plans and share with heritage partners and make publicly accessible online. Plans should incorporate themes and messaging related to Halton's heritage landscapes and natural heritage.
2. Develop interpretive products (i.e.: exhibits, programs, training, presentations, etc) related to Halton's heritage landscapes (inclusive of natural heritage).
3. Prioritize original research focused on discovering stories of historically under-served communities and peoples.
4. Continue to build relationships with local Indigenous communities guided by the Region's Indigenous Relationship Building Initiative.
5. Continue to build community partnerships, focusing on non-traditional heritage partners, collaborate to produce and share high-quality exhibits and programs.
6. Author and disseminate an annual Heritage Services report, leveraging regional data to share information about sectoral impacts, major projects, demographic trends, and contemporary cultural heritage issues in the region.

Outcomes

- » Tell more stories that better reflect the diversity of Halton's past and present.
- » Expanded scope of heritage to become more inviting, open and inclusive.
- » Expanded heritage community that includes non-traditional heritage and cultural organizations.
- » Tell more stories that are of interest to newcomers and reflect the region's changing demographics.
- » Projects and efforts are aligned with the interests of Halton residents.
- » Greater relevance in storytelling/collecting within the region.
- » Heightened resident engagement with heritage.

Key Performance Indicators

- 100% of exhibit projects are aligned with the themes from the Interpretive Plan annually.
- 30% of exhibit projects focus on historically under-served communities and peoples annually.



Network Objectives

Objective 4

Build structure and increase visibility of the Halton heritage network.

Suggested Actions

1. Build a structured Heritage Network Framework around the operation of the network by creating differentiated learning/organization types, tiered service offerings tied to capacity and level of need and a strategy for recognition (i.e. designation certificate or sticker).
2. Create and facilitate online discussion forum for partners to resolve or develop ideas/solutions around heritage matters with guidance from HHS.
3. Create an annual recognition program, such as an awards ceremony, to highlight and celebrate exceptional heritage work and projects led by heritage partners in Halton and Halton residents.

Outcomes

- » Increased partner participation in the Heritage Exchange Conference and workshops (including online).
- » Increased opportunities for partners to connect, network and support each other on a regular basis.
- » Heritage community is strengthened through increased collaboration and cooperation.
- » Online hub for heritage partners to aggregate knowledge, resources, information, share contacts, and discussions around new acquisitions, deaccessions and loans.
- » Better understanding of what the Network is and who qualifies as a member among new and existing heritage partners.

Key Performance Indicators

Provision of quarterly networking opportunities in addition to Heritage Exchange.

Increased partner satisfaction (as indicated on workshop evaluations).



Network Objectives

Objective 5

Expand the Halton heritage network to be more inclusive and reflective of Halton's diverse communities.

Suggested Actions

1. Conduct a regional review of the heritage sector in Halton to identify potential partnerships in the region.
 - » Share Heritage Services annual report.
2. Harness connections with libraries and local municipal cultural departments to reach new groups/communities and develop service offerings suitable to their needs.
3. Raise awareness of heritage internally, look for opportunities to integrate with Halton Regional departments (i.e. guest presentations at meetings, events).
4. Connect and collaborate with community-led groups (i.e. Halton Newcomers strategy, Halton Equity and Diversity Roundtable, or Halton Black History Awareness Society (HBHAS)) to meet organizations where they are.
5. Expand opportunities to collaborate with schools, educators and youth.

Outcomes

- » Lasting and mutually beneficial relationships with communities in Halton.
- » Heightened awareness of HHS among heritage and community organizations, and within the broader Halton community.
- » A strengthened and more sustainable heritage community.
- » Tell more stories that are of interest to newcomers and reflect the region's changing demographics.
- » Projects and efforts are aligned with the interests of Halton residents.
- » Greater relevance in storytelling/collecting within the region.
- » Heightened resident engagement with heritage.

Key Performance Indicators

One partnership project in each of Halton's four municipalities, annually.

100% of projects completed by HHS in partnership with a community group.



Advise Objectives

Objective 6

Increase targeted training and workshops offerings.

Suggested Actions

1. Continue delivering high-quality advisory services to partners and residents on a range of topics.
2. Include “delivering advisory services” as a staff requirement for all role descriptions when hiring.
3. Review areas of expertise and advice against expressed needs of Network (i.e. around organizational sustainability and relating to the care, management and digitization of collections) starting with information collated in *Stakeholder Consultations* section.
 - » Develop a tiered approach to advisory services based on partner need (including 1:1 training, technical workshops, learning modules/courses).
4. Develop lists of resources, tip sheets and FAQ for heritage partners and share via the HHS webpage.
5. Provide a hybrid of in-person and virtual programming to expand reach.
6. Develop an online learning management system (LMS) to share learning and training modules to provide on-demand recorded advisory services.

Outcomes

- » Increased capacity and skill sustainability of existing and new heritage partners.
- » Improvement in preventative conservation by heritage partners.
- » Ongoing availability of learning modules/services creating efficiencies and allowing staff to redirect time and resources to other initiatives.
- » Increased awareness about programming, workshops and conferences.
- » Increased communication and collaboration opportunities among members of the Halton Heritage Network.

Key Performance Indicators

20% increase in number of workshops and advisory services over five years.



Advise Objectives

Objective 7

Support heritage partners to build connections with Indigenous communities.

Suggested Actions

1. Work with Halton's Indigenous Advisor and the Indigenous Advisory group to assist in facilitating discussions and building relationships with Indigenous community members, TRC, and heritage and culture.
2. Work with partners to offer programming, and workshops around building relationships with Indigenous community members, TRC, and heritage and culture.

Outcomes

- » Improved understanding among heritage partners of Indigenous culture and heritage.
- » Improved understanding among heritage partners of best practices around Indigenous relationship building.
- » Increased inclusion, visibility and representation of Indigenous cultural heritage, and Indigenous communities in heritage interpretation in Halton.

Key Performance Indicators



Preserve Objectives

Objective 8

Improve access to Halton Region's Historical Collections.

Suggested Actions

1. Continue to manage the Historical Collections, including continued review and improvements to collections storage (i.e. rehousing projects and collections consolidation).
2. Continue to showcase the Historical Collections in exhibits, displays and programs.
 - » Utilize artifacts and stories contained in Halton Region's Historical Collections to develop exhibits on Regional heritage topics and themes aligned with the mission and vision and drawn from the Collections and Interpretive Plans.
3. Highlight and promote key items in the Historical Collections (i.e. on the webpage or through the newsletter).
4. Improve collection record quality; harness subject matter experts where appropriate.
5. Expand opportunities to collaborate with educators and youth.
6. Determine route to online collections access and virtual exhibitions/programs.
 - » Undertake a digitization project to update and improve existing records, with a focus on taking high-quality photographs of artifacts for eventual use online.
 - » Investigate options for an alternative integrated system to PastPerfect for online collections access.

Outcomes

- » Increased awareness of collections and research material available among heritage partners.
- » Increased awareness of Halton's heritage resources among residents.
- » Greater and improved display opportunities for heritage partners.

Key Performance Indicators

30% increase in the number of inquiries regarding HHS' historical collection, partnerships or access as a resident.

Inventories of entire collection completed within 5 years.

20% increase in number of Historical Collections on display through exhibitions and displays and/or through digital access.



Preserve Objectives

Objective 9

Develop Regional Historical Collections that are representative of Halton.

Suggested Actions

1. Complete the Historical Collections Policy and Collections Plan.
2. Complete the disposal of artifacts approved for deaccession by Regional Council (pursuant to **Report LPS83-20**) in accordance with an updated Historical Collections Policy.
3. Begin actively collecting, reaching out to communities to fill gaps in the collection identified through the Collections Plan.
 - » Build relationships and conduct outreach to encourage donations from organizations, groups and communities that are under-represented in Halton Region's Historical Collections.
4. Improve collections records and research library holdings, to ensure current collections are well-researched and artifact provenance is clear.
5. Produce a feasibility plan outlining the potential for HHS to become a central repository for regional archaeological collections which is inclusive of a survey of archaeological inventory to confirm repository capacity needs.

Outcomes

- » Protection for at-risk heritage in Halton.
- » Regional collection of heritage material and associated records is relevant to and inclusive of Halton's residents today.
- » Improved collections holdings.
- » Improved management of and access to archaeological collections.

Key Performance Indicators

Over next five years prioritize research projects on under-served communities, share with residents and add to database.

Implementation Considerations

Implementation Considerations

Based on partner consultation, discussions with staff, and sector research, a series of objectives and action items have been suggested for Halton Region’s provision of heritage services. By approving this 5-year Operational Plan, the Region is not bound to implementing every action or following directly the order or timing indicated. Rather, this Plan delineates strategic objectives and sets a general way forward to address needs as they are presently defined. It is expected that Halton Heritage Services will make decisions on individual projects through its annual business planning process.

Many of the identified objectives will require a number of years to plan and action, with completion dependent on several factors. While undertaking these actions, HHS must remain willing and able to respond to needs and opportunities as they arise.

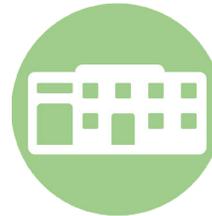
It is also anticipated that HHS will continue to deliver services as usual and as aligned with the Pillars of Service Objectives and Suggested Actions – HHS annual work plans may adjust the suggested actions as the HHS staff complement determines the best way to provide services and fulfill the objectives.

The overarching Collections and Interpretive Priorities should be considered high-priority areas that are required for successful implementation of the 5-year Operational Plan and the fulfillment of the overall Master Plan objectives. The collections and interpretive priorities, and their associated objectives and suggested actions, connected to the four Pillars of Service also address the mid- to long-term directions outlined in the Master Plan.

The implementation of the outlined objectives should be undertaken in parallel with ongoing action on the facilities and staffing recommendations identified in the 2014 Master Plan – and aligned around current service delivery needs – as these are foundational to all activities of HHS:



Ensure **internal capacity is maintained and developed** in order to continue to successfully deliver on pillars of service and realize their vision.



Relocate Halton Heritage Services to a new or re-purposed facility inclusive of office space and consolidated Class ‘A’ collections storage.

Suggested implementation considerations for these ongoing efforts have also been outlined on the following pages.

Implementation Considerations



Ensure Internal Capacity

To ensure the Halton Heritage Services team can continue to successfully deliver on their pillars of service and move forward on the objectives identified in this *Heritage Services Five-year Operational Plan*, internal capacity should be maintained and developed. Continued internal capacity will ensure the following outcomes:

- Ongoing capacity to live up to mission and work towards vision.
- Backing to deliver each of the pillars of service according to best practices and to a high Regional standard.
- Uphold positive working relationships with heritage partners, and more broadly within the heritage field.

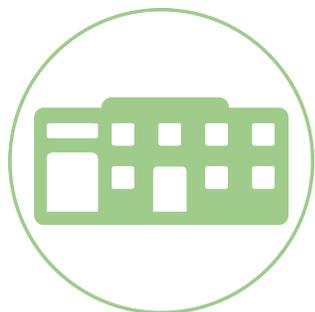
Immediate (1-6 months):

- Upon the approval of this *Heritage Services Five-year Operational Plan* by Regional Council, immediately commence filling vacancies in Heritage Services.
- During the period of staff hiring and on-boarding, Halton Heritage Services should continue with legacy projects, and deliver on the Objectives outlined in this Plan by crafting annual work plans pulling from the associated suggested actions under their four pillars of service.

Short-Term (1-3 Years):

- HHS Staff to begin to increase delivery of their four pillars of service and build connections and involvement with heritage boards and committees and community-led groups.
- Work with Halton Region Human Resources to identify and address changing needs and capacity gaps of HHS (for example, Digital Media Specialist) over time as objectives are actioned.

Implementation Considerations



Relocate to New Facility

Moving to a new facility is a key mid- to long-term strategic direction in the 2014 Master Plan and fundamental to the overall realization of the Master Plan. It is essential to ensure that HHS can continue to support their heritage partners, and their future growth by ensuring the following outcomes:

- A building that is built for purpose with Class A storage facilities.
- Long-term safety and preservation of Halton Region's Historical Collections.
- A stable and consolidated base from which to provide services and foster relationships.
- A base of operations that is safe, secure, accessible and positions the Region as a leader in heritage stewardship.

Immediate (1-6 months):

- Commit to a 5-year plan to fully vacate the premises at Kelso and relocate to a new, permanent base of operations as set out and approved in **Report No. LPS62-14**.
- Work with Conservation Halton for the transition, including updating the lease to reflect the agreed transition period, and determine maintenance needs in the interim.

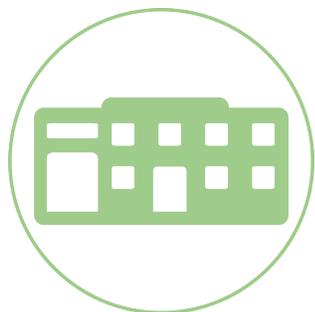
Short-Term (1-3 Years):

- The Halton Heritage Services team should resume liaising with internal Regional departments to confirm functional needs plan and assess real estate market situation.
- A design brief and feasibility study for the new building (especially addressing storage needs) to be developed including, summarizing critical information about the project to agree to a way forward and commit to a new facility/location.
- Capital budget to be applied to action procurement for a new facility.

Medium-Term (3-5 Years):

- Working in conjunction with the Region's capital asset team and specialist consultants (such as an architect), Halton Region to manage plan development, building design and construction (or renovation).
- Relocate to new facility.

Implementation Considerations



New Facility Storage Considerations

As a design brief or building renovation plan are put in place for a new HHS facility, consideration and plans for the overall building and specific collections storage area should aim to resolve the current storage issues at HHS.

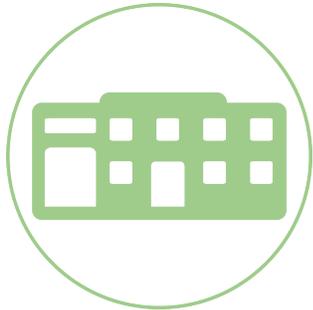
The provision of a consolidated, safe and high-density storage area, that is easily and safely accessible to staff and other users, is critical to support the efforts of HHS to realizing their mission and vision.

A new facility with appropriate collections storage designed to industry standards will allow the Region to demonstrate leadership in the care and stewardship of its heritage.

When planning a collections storage solution there are several considerations:

- Accessibility of location for staff, visitors and delivery vehicles.
- Degree of protection provided by the building envelope (including the roof, walls, windows and doors) against the prevailing weather conditions.
- Fire detection and suppression systems, and flood detectors and alarms.
- Security, such as electronic surveillance, detection and alarm systems, and managing access to the storage area.
- Door widths to accommodate the largest objects, and identification of elevators or stairways that may impede artifact transportation.
- Incorporation of 'fail-safe' measures, such as arranging routes of water supply and heating pipes away from storage areas and ensuring gutters to overflow beyond the exterior face of the building.
- How staff will retrieve objects and whether there is adequate space for handling equipment (for example, the use of pallets for heavy objects to enable staff to handle them with lifting equipment).
- The placement of storage systems should not overload floors or obstruct fire exits, fire detectors and fire-fighting equipment.
- Storage systems need to be strong enough for the material they are intended to support.
- Dedicated space outside of storage for research, photography and cataloguing.
- Quarantine area, to reduce likelihood of pests entering storage from new acquisitions or loans.

Implementation Considerations

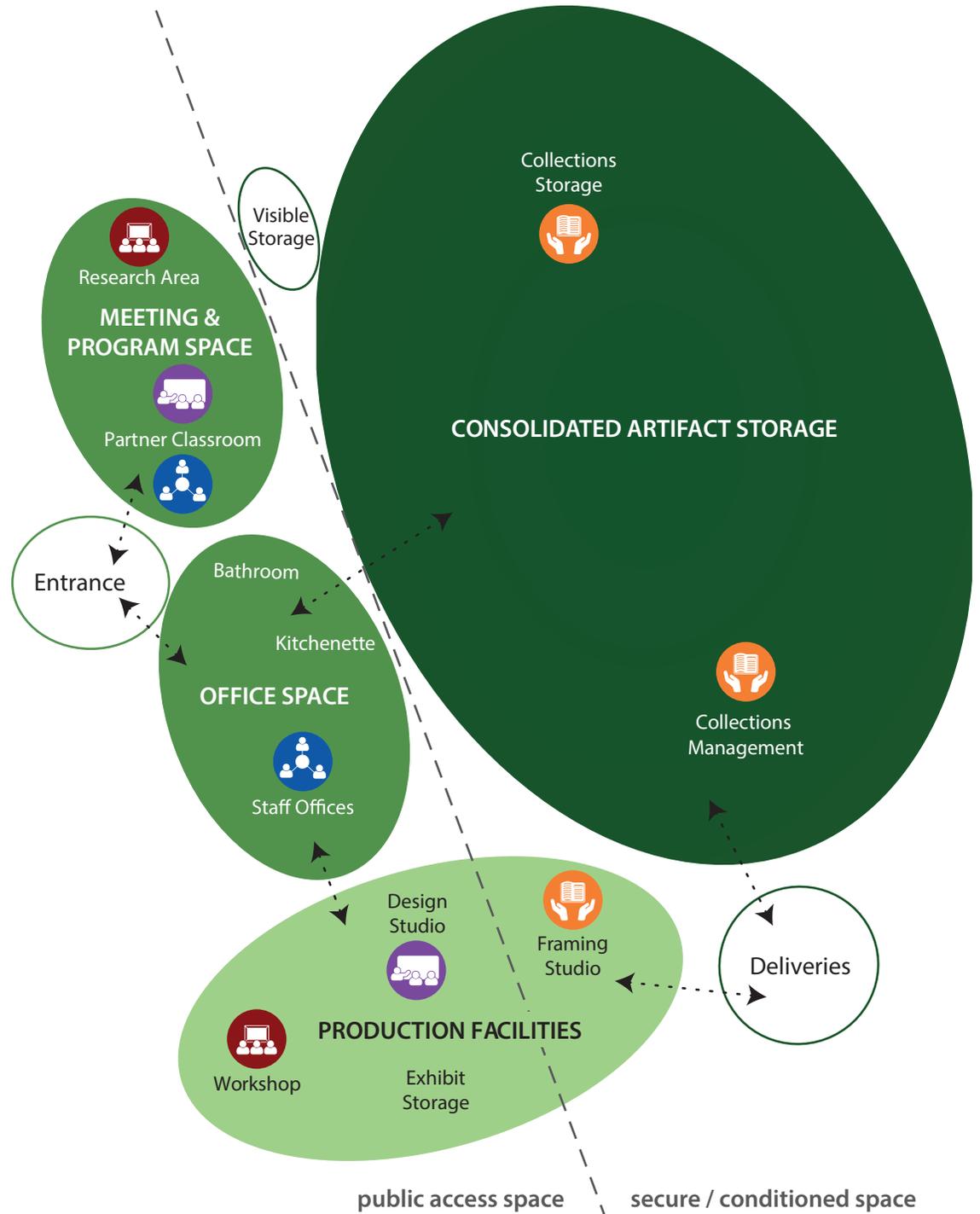


New Facility Functionality

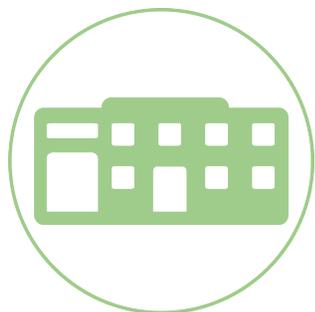
As part of the 2014 Master Plan, significant study and analysis was conducted to support the recommendation for a new Halton Heritage Services building.

The functional program set out for the facility and the site selection criteria outlined in that plan and in **Report No. LPS102-15** continue to be valid and will set the basis for the building brief. The following diagram shows suggested adjacencies for each of the functional areas to ensure an optimal partner experience while maintaining the necessary division between accessible and conditioned and secured spaces. These spaces include classroom and research space, and operational spaces, including offices, storage rooms, workshops for exhibit fabrication, and delivery access.

More detailed information about the type of facilities required was determined through targeted discussions with HHS staff, as well as the review of internal plans including estimates of required storage space using an optimized collections storage solution.



Implementation Considerations



New Facility Spaces

The information set out here will need to be confirmed through development of a facility plan. Finishes, environmental standards, fixtures and fittings, layout, financial and durability performance also need to be defined. This work could be completed concurrently while the search for appropriate sites takes place.

Due diligence will require the commission of an architect, working in conjunction with the Region's capital asset team and Halton Heritage Services, to finalize the facility plan for development.

Area Function and Components		Notes	Size Estimate
Collections Storage	<ul style="list-style-type: none"> » Compressed shelving and industrial rack shelving » Fire suppression and loading bay door » Artifacts, objects, archival & archaeological materials » Visible storage into the meeting and program spaces to increase visibility of the collections and new acquisitions 	Reduced suggested storage space from 2014 Master Plan assumes use of optimized storage solution. Should be reviewed for post-COVID space requirements.	About 7,500 - 10,000 ft ² (requires minimum of 12' height from floor to ceiling)
Collections Management	<ul style="list-style-type: none"> » Photography studio area » Office tables with computers & scanner » Storage area for packing supplies & materials » Table for artifact storage preparation » Quarantine space for new donations 		
Design Studio	<ul style="list-style-type: none"> » Large format printer, trimmer and rolling laminator » Cutting and layout tables » Clean materials storage 	To continue and build on pillars of service, space for design and production has been added from the 2014 Master Plan.	About 2,000 - 2,400 ft ²
Wood, Paint & Metal Workshop	<ul style="list-style-type: none"> » Rack and bin storage for sheet goods, offcuts of wood, metal, composites & small tools, tool cabinets » Cutting & fabrication table and assembly table » Ventilation 		
Framing Studio	<ul style="list-style-type: none"> » Mat cutter and table for matting & assembly » Rack and bin storage for mat board, foamcore, paper conservation supplies, glazing storage 		
Exhibit Storage	<ul style="list-style-type: none"> » Painting and finishing of exhibit furniture and interactives 		
Community Research Area	<ul style="list-style-type: none"> » Two computers with scanner, photocopier access » Research and local history library » One large table to also be used for meetings 	Staff and support areas have been rationalized from 2014 Master Plan. Should be reviewed for post-COVID space requirements.	About 2,000 - 2,200 ft ²
Heritage Partner Classroom	<ul style="list-style-type: none"> » Projector & screen or smartboard » Table and seating for 30-40 people » Storage for program supplies & equipment 		
Staff Office Space	<ul style="list-style-type: none"> » Office cubicles for about eight staff members 		
Kitchenette & Washroom	<ul style="list-style-type: none"> » All gender accessible washroom » Small kitchenette 		
sub-total			11,700 - 14,600 ft ²
+ 30% gross-up			3,510 - 4,380 ft ²
Estimated total size			15,210 - 18,980 ft²

Implementation Considerations

Interpretive Priority



Communications Development

To be relevant, make Halton Region's Historical Collections accessible, and to effectively support their heritage partners and Halton residents, HHS needs to be present and active digitally.

Immediate (1-12 months):

- Update the HHS webpage on the Regional website to convey important information about HHS and better representation of the Halton Heritage Partner Network, including:
 - » Updated Vision and Mission
 - » Link to Update to the Master Plan report
 - » Mapping and listing of heritage sites throughout the region
 - » Formal 'About Us' section with this history of the organization listed, links, research reports and information about the Historical Collections.

Short-Term (1-3 Years):

- Work with Communications and Customer Service to leverage the Region's existing social media and communication channels to amplify the presence of heritage in Halton.
- Explore the establishment of a Halton Heritage Services Facebook account (or similar platform) to create a closed group for heritage partners and facilitate discussion to develop ideas and solutions around heritage matters and to further expand awareness of heritage partners and events.
 - » Key aspects to be reviewed include implementation, governance and resource considerations, and what additional program area and heritage partner needs would be met by an HHS Facebook or similar platform presence.
- Start investigating platforms for online collections and begin a structured digitization project to prepare for launch of online collections.

Medium-Term (3-5 Years):

- Develop an online Learning Management System (LMS) to provide easy and ongoing access to training models for heritage partners.
- Create communication platform (through the Halton Region website framework) to increase visibility of heritage events, host the online LMS, and provide links to virtual programming and online collections.
- Launch online collections.

Implementation Considerations

Collections Priorities



Leadership in Heritage Stewardship

Halton Heritage Services must ensure that Halton Region's Historical Collections are housed, conserved, documented and publicly accessible in accordance with the highest current professional standards.

Immediate (1-6 months):

- Address issues (i.e. roof, foundation HVAC) with current storage sites (Alexander Barn).
- Use available means to share collections (exhibitions, programs, presentations, newsletter, etc.).
- Identify collections/artifacts at risk in Historical Collections and mitigate with custom storage.
- Complete Historical Collections Policy.
- Facilitate access to collections for researchers by available means.
- Prepare for disposal process of deaccessioned artifacts.

Short-Term (1-3 Years):

- Dispose of collections approved for deaccession by Council to complete the current deaccessioning cycle.
- Conduct survey of archaeological inventory to confirm capacity needs in preparation for feasibility plan.
- Conduct or commission research to identify gaps in current collections to inform Collections Plan development.
- Input on design brief and feasibility study for new facility.
- Produce a feasibility plan outlining the potential for HHS to become a central repository for regional archaeological collections.
- Develop a Collections Plan and proceed with active collecting.
- Begin to reach out to new communities.
- Identify and address collections at risk, including archaeological collections.
- Continue to update/improve existing records.

Medium-Term (3-5 Years):

- Continue active collecting, preserving and increasing access to the Historical Collections.
- Continue to update/improve existing records.
- Share collections online.
- Move collections to new consolidated Class 'A' storage.



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Consultation Engagement Report

Stakeholder consultations involved guided discussion in a 1:1 or focus group setting (via teleconference), followed by a period for Q&A and open discussion. At least one representative of Halton Region Heritage Services and two representatives from **hsd** were present and participate in each session. In accordance with current public health guidelines and Halton Region Requirements, all stakeholder consultation were conducted virtually (video conference, or electronic survey), or by phone.

To assist **hsd** with capturing all the information and data in each stakeholder consultation, all stakeholder sessions conducted by video conference were recorded. Participants were notified that we would like to record the meeting and request their consent to proceed and recordings were deleted once analysis was complete. Each session was scheduled for 1.5 hours, with the following agenda:

Introductions

Representative of Halton Heritage Services introduced the project and **hsd**, and participants were be given the opportunity to introduce themselves.

hsd talked through the project goals, how information gathered will be used, and how we will follow-up with partners and keep them aware of progress.

hsd offered details about how the session would run.

hsd let participants know that we would like to record the session and will request each participant's consent to proceed.

Guided Discussion

hsd led discussions using a series of pre-determined questions.

A period of time was set aside for Q&A and open discussion after the focused discussion.

Following the consultation session, **hsd** sent a contact report outlining key takeaways to the stakeholder representative as a record of the meeting. At this point, representatives had the opportunity to clarify anything that might have been misheard or misunderstood.

Respondent Info

A list of stakeholders to consult was prepared by Halton Heritage Services with input from **hsd**. In initial discussions, **hsd** identified 30 stakeholders as the minimum number needed to ensure a good sample and diversity of perspectives. The final stakeholder list identified 54 stakeholders and stakeholder groups to be contact. Stakeholders were ordered into priority levels by Halton Region Heritage Services staff. While **hsd** made efforts to connect with each stakeholder group identified, scheduling difficulties and lack of responsiveness reduced the number of stakeholders consulted. The list below indicates the stakeholders that participated in the 1:1 consultation sessions. Additional conversations with and among Regional staff from HHS and Strategic Policy and Government Relations were undertaken to frame the findings of the consultation.

Respondent 1:	Oakville Historical Society	Town of Oakville
Respondent 2:	Oakville Museum at Erchless Estate	Town of Oakville
Respondent 3:	Bronte Creek Provincial Park	Town of Oakville
Respondent 4:	Joshua Creek Heritage Arts Centre	Town of Oakville
Respondent 5:	Royal Botanical Gardens	City of Burlington
Respondent 6:	Friends of Freeman Station (Burlington Junction Railway Station)	City of Burlington
Respondent 7:	Halton Hills Public Library	Town of Halton Hills
Respondent 8:	Esquesing Historical Society	Town of Halton Hills
Respondent 9:	Heritage Burlington	City of Burlington
Respondent 10:	Burlington Historical Society	City of Burlington
Respondent 11:	John McDonald, author of Halton's Heritage, Halton Sketches and Halton's Sketches Revisited	Private citizen (local historian)
Respondent 12:	Museums of Burlington (Ireland House & Joseph Brant Museum)	City of Burlington
Respondent 13:	Halton Hills Sports Museum & Resource Centre	Town of Halton Hills
Respondent 14:	Lucy Maud Montgomery Heritage Society	Town of Halton Hills
Respondent 15:	Kilbride History Group	City of Burlington
Respondent 16:	Country Heritage Park	Town of Milton
Respondent 17:	Nasagewiya Historical Society	Town of Milton
Respondent 18:	Royal Canadian Legion, Branch #136	Town of Milton
Respondent 19:	Trafalgar Township Historical Society	Town of Oakville
Respondent 20:	Halton Black History Awareness Society	City of Burlington
Respondent 21:	Oakville Public Library	Town of Oakville
Respondent 22:	City of Burlington, representatives from Cultural Services and Heritage Planning departments	City of Burlington
Respondent 23:	Conservation Halton (Operations)	Town of Milton
Respondent 24:	Devereaux House	Town of Halton Hills
Respondent 25:	Town of Milton, representatives from Heritage Planning and Cultural Services departments	Town of Milton
Respondent 26:	Halton County Radial Railway	Town of Milton
Respondent 27:	Town of Oakville, Recreation and Culture department	Town of Oakville
Respondent 28:	Bronte Historical Society – Sovereign House	Town of Oakville
Respondent 29:	Town of Halton Hills, representatives from Heritage Planning and Economic Development, Innovation and Culture departments	Town of Halton Hills
Respondent 30:	Milton Historical Society	Town of Milton
Respondent 31:	Ontario Ancestors – Halton-Peel branch	Town of Oakville
Respondent 32:	Conservation Halton (Programming)	Town of Milton
Respondent 33:	Heritage Acton/Acton Townhall	Town of Halton Hills
Respondent 34:	Burlington Public Library	City of Burlington

A complete list of all partners **hsd** attempted contact with, as well as information about scheduling can be found in the document: **Partner Contacts**

Consultation Questions

Q1	Have you worked with Halton Heritage Services before? If yes, how would you characterize this experience?
Q2	What are the major priorities and projects for your organization in the next 3-5 years? If possible, identify possible areas where Heritage Services can aid your organization in these efforts (What capacities or services would it be helpful for HHS to offer?)
Q3	Who are your core audiences? Please note that this question was added mid-way through the consultation period. Respondent 1 through 17 were not asked this question.
Q4	Is there anything else you would like to do to make your community better, within the scope of your organization? Is there anything that HHS can do to help support you to better meet the needs of residents?
Q5	What features would an ideal "heritage network" for Halton Region include?
Q6	Do you think an Advisory Council for HHS would be useful/beneficial to the operation of the Heritage Network? Would you or someone from your organization be interested in serving for a term?
Q7	What, in your view, is the Region's role in preserving, promoting and sharing cultural heritage in the community?
Q8	What three words come to mind when you think of heritage services?
Q9	Have you visited the Halton Heritage webpage on the Region's website?
Q10	What kind of information would be helpful for you to be able to see/access through the Halton Heritage Services webpages?
Q11	What kind of digital communication platforms would be helpful to hear from HHS through?
Q12	Have you participated in HHS programming or professional development? If yes, which ones?
Q13	Since the start of the pandemic, Halton Heritage Services has made the shift to digital programming. Have you participated in any of the HHS digital programs in the last year?
Q14	As we return to a new normal (in the next 1-2 years), would you still like to see digital programming from HHS?
Q15	Has your organization undertaken any IDEA initiatives?
Q16	Are there any services or training that you think Halton Heritage Services could provide to help with these new or future initiatives?
Q17	Has your organization made any changes to its collecting policy and/or mandate to develop a more representative and inclusive collection?
Q18	Are your collections online?
Q19	Where can you see the region assisting or aligning with your digital collections and exhibitions?
Q20	Have you accessed the regional collection?
Q21	How would you prefer to access the collections?
Q22	How can Halton Heritage Services support or facilitate sharing collections between regional partners? In the region as a whole?
Q23	What is the Region's (optimal) role in collecting and preserving Halton's history?
Q24	What areas of local history research would benefit your organization? Are there any themes or time periods that HHS could help you develop?



Town of Milton
150 Mary Street
Milton, Ontario
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905-878-7252 x 2109

November 16, 2021

Honourable Steve Clark
Ministry of Municipal Affairs and Housing
17th Floor
777 Bay St.
Toronto, ON M5G 2E5

Dear Sir:

RE: Municipal and School Board Election Day 2022

Please be advised that Milton Council, at its meeting held on November 15, 2021, considered the aforementioned topic and subsequent to discussion, the following was **UNANIMOUSLY** resolved:

WHEREAS Monday, October 24 2022 is Municipal and School Board Election Day, and Municipal Clerks who administer Municipal and School Board elections are in the middle of planning for this important democratic event.

AND WHEREAS municipalities have statutory authority to use schools as polling places under section 45 of the Municipal Elections Act, 1996.

AND WHEREAS schools are often the largest, most centrally located and accessible facility in communities which make them ideal locations to host polling stations.

AND WHEREAS many school boards across the Province already work with municipalities to schedule a Professional Development Days (PD Days) on Municipal Election Day every four years.

AND WHEREAS the Town of Milton Municipal Clerk runs the elections for Halton District School Board and Halton Catholic District School Board.

AND WHEREAS in 2018, approximately 25% of school boards agreed to make Municipal and School Board Election Day a PD Day. Approximately another 60% had PD days in October already. Almost 30% of had days within a week of municipal Election Day, and there are a number of school boards that schedule PD Days on Mondays already. And therefore, it is possible to make arrangements for a PD Day to fall on Municipal and School Board Election Day.

AND WHEREAS school boards and municipalities can work together, to increase these rates and make it easier for local voters to cast their ballots while ensuring student safety.



AND WHEREAS partnering with municipalities once every four years to ensure that municipal and school board elections fall on a PD Day has a number of benefits to school boards, schools and the broader community including:

- Easing the facilitation of Election Day so that Clerks can ensure a smooth democratic process which elects school board trustees as well as local council members.
- Ensuring public health promotion and protection through more adequate physical distancing in these larger venues.
- Enhancing the principles of safe schools for both students and teachers by reducing the number of people in the school.
- Providing voters with a large, accessible location to cast their votes for their school board and municipal representatives.

AND WHEREAS school boards are entering into deliberations about the 2022-2023 School year calendar in order to submit their proposed calendars to the Ministry of Education by May 2022.

BE IT RESOLVED the Town of Milton requests that the Halton District School Board and Halton Catholic District School Board schedule a Professional Development Day on Municipal and School Board Election Day, October 24th 2022.

AND FURTHER THAT a copy of this resolution be forwarded to the Honourable Steve Clark, Minister of Municipal Affairs and Housing; the Honourable Stephen Lecce, Minister of Education AMCTO; AMCTO; the Association of Municipalities of Ontario; Region of Halton; City of Burlington; Town of Halton Hills and Town of Oakville.

As per the above resolution, please accept a copy of this report for your information and consideration.

Yours very truly

Brett Stein
Election Administrator
The Town Clerk's Division
Corporate Services

/bs

Pat Daly, Director of Education
Halton Catholic District School Board
director@hcdsb.org

November 15, 2021

SUBJECT: 2022 municipal election planning and advocacy (CL-32-21)

Please be advised that at its meeting held Wednesday, November 10, 2021, the Council of the City of Burlington approved the following resolution:

Request the Halton District School Board and Halton Catholic District School Board schedule a Professional Development Day on Municipal and School Board Election Day, October 24, 2022; and

Forward a copy of this resolution to the Honourable Steve Clark, Minister of Municipal Affairs and Housing; the Honourable Stephen Lecce, Minister of Education; the Association of Municipal Clerks and Treasurers of Ontario; the Association of Municipalities of Ontario; Region of Halton; Town of Halton Hills; Town of Milton and Town of Oakville.

If you have any questions, please contact me at extension 7702 or the e-mail address above.

Sincerely,



Kevin Arjoon
City Clerk

CC
Hon. Steve Clark, Minister of Municipal Affairs and Housing
Hon. Stephen Lecce, Minister of Education
The Association of Municipal Clerks and Treasurers of Ontario
The Association of Municipalities of Ontario
Region of Halton
Town of Halton Hills
Town of Milton
Town of Oakville

December 1, 2021

The Honourable Doug Ford, M.P.P.
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

Sent via email: premier@ontario.ca

**Re: National Childcare Program
Our Files:**

Dear Premier Ford,

At its meeting held on November 15, 2021, St. Catharines City Council approved the following motion:

“WHEREAS the province of Ontario has the most expensive childcare in the country, presenting a financial hardship for many families and a barrier for women’s full economic participation; and

WHEREAS the \$34 billion early learning and childcare spending commitment announced this year by the federal government will bring transformative change to childcare by lowering parent fees and expanding the supply of regulated not-for-profit and public childcare in this country; and

WHEREAS the federal government has already reached childcare agreements with BC, Nova Scotia, Manitoba, Saskatchewan, Yukon Territory, PEI, Newfoundland and Labrador and Quebec; and

WHEREAS the provisions of each agreement vary to some degree, but the majority of the jurisdictions have agreed to use the federal funds to:

- (a) lower parent fees by 50 per cent by the end of 2022 and to \$10 a day by 2025-26 or sooner;
- (b) improve the wages and working conditions of early childhood educators, and
- (c) publicly fund the expansion of not-profit and public childcare;

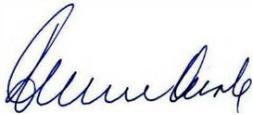
THEREFORE BE IT RESOLVED that the City of St. Catharines request that the provincial government take the necessary steps to work with the federal government on

a bilateral agreement to ensure the new national child care program be made available to Ontarians, and that it focuses on increased access, affordability, quality and responsiveness, all of which are essential to the COVID-19 pandemic response; and

BE IT FURTHER RESOLVED that staff actively monitor federal developments and engage in provincial and regional discussions; and

BE IT FURTHER RESOLVED that City Council request the City Clerk circulate Council's decision to other municipalities in Ontario, the Ontario Municipal Social Services Association and the Association of Municipalities of Ontario.”

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Bonnie Nistico-Dunk, City Clerk
Legal and Clerks Services, Office of the City Clerk
.mb

cc: Niagara Area MPPs
Ontario Municipal Social Services Association
Ontario Municipalities
Association of Municipalities of Ontario, amo@amo.on.ca