YOUR COMMUNITY
YOUR HERITAGE
YOUR COMMITTEE

A Guide to Establishing and Sustaining an Effective Municipal Heritage Committee

Ontario Heritage Tool Kit
This guide is one of several published by the Ministry of Culture as part of the Ontario Heritage Tool Kit. It is designed to help municipal Councils, municipal staff, Municipal Heritage Committees, land use planners, heritage professionals, heritage organizations, property owners, and others understand the heritage conservation process in Ontario.
Every day across Ontario, thousands of volunteers work to conserve and celebrate the stories, places and events of the people that shaped our communities. Many of these volunteers are active at the municipal level as members of Municipal Heritage Committees.

Under the Ontario Heritage Act, municipalities can establish Municipal Heritage Committees to advise council on identifying, protecting and promoting cultural heritage resources that make our communities unique and sustainable places to live. The fact that so much of Ontario’s rich heritage has been conserved is a testament to the good advice and hard work of Municipal Heritage Committees.

Establishing a Municipal Heritage Committee is often described as a municipality’s first and most important step in engaging its community in heritage conservation. Committee members build strong relationships with property owners to encourage good stewardship of heritage resources. They facilitate the exchange of ideas and expertise that contribute to the economic and cultural development of cities, towns, villages, neighbourhoods and landscapes across the province. They also bring unparalleled passion and dedication to finding solutions towards heritage conservation.

Municipal Heritage Committees involve their communities in conserving cultural heritage resources that inspire current and future generations.

The 2005 amendments to the Ontario Heritage Act provide stronger protection for our cultural heritage, and a broader, more important role for Municipal Heritage Committees. Consequently, these committees are now even more crucial to municipal decision-making.

This guide is designed for communities interested in establishing a Municipal Heritage Committee, and for existing committee members who want to gain a better understanding of their roles and responsibilities under the new Ontario Heritage Act.
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Note: The Ministry of Culture has published this Guide as an aid to municipalities. Municipalities are responsible for making local decisions including compliance with applicable statutes and regulations. Before acting on any of the information provided in this Guide, municipalities should refer to the actual wording of the legislation and consult their legal counsel for specific interpretations.
The Municipal Heritage Committee (MHC)’s role is advisory and consultative. MHCs assist municipal council on all matters relating to the legal designation and conservation of property of cultural heritage value or interest. This can involve individual properties, heritage conservation districts or other heritage matters as specified by the terms of reference.

Once a Municipal Heritage Committee is established by council, the council is required under the Ontario Heritage Act to consult with the committee on:

- The designation of individual properties and of Heritage Conservation Districts;
- Applications to alter designated properties;
- Applications to demolish or remove properties of cultural heritage value or interest;

**How does the Ontario Heritage Act define the work of Municipal Heritage Committees?**

Section 28. (1) The council of a municipality may, by bylaw, establish a municipal heritage committee to advise and assist the council on matters relating to this Part IV (the designation of individual properties), matters relating to Part V (the designation of heritage conservation districts) and such other heritage matters as the council may specify by bylaw. [2002, c.18]

In the Town of Caledon, the last remaining octagonal barn is in the Cunnington-Osborne Farm Complex. (Photo Courtesy of Sally Drummond, Town of Caledon)

1. In November 2002, the Government Efficiency Act made changes to the Ontario Heritage Act, including changing the name of “LACACs” (Local Architectural Conservation Advisory Committees) to “Municipal Heritage Committees”.
• Applications to repeal designation bylaws; and,
• Easements or covenants.

In particular, under Part IV of the act, where a MHC exists, council is required to consult with the MHC:

• When updating the municipal register of heritage properties (for more information on the register, please refer to the Heritage Property Evaluation: A Guide to Listing, Researching and Evaluating Cultural Heritage Property in Ontario Communities);
• Before serving notice of intent to designate a property;
• Before amending a bylaw of designated property;
• Before repealing a bylaw, or part thereof, designating a property;
• Before considering an application from an owner of a designated property to repeal the bylaw, or part thereof, designating the property;
• On an application to alter a designated property where the alteration is likely to affect the heritage attributes (listed in the statement of heritage value or interest) as set out in the bylaw designating the property;
• Before delegating power to an employee or official of the municipality to consent to minor alterations of individually designated property;
• On an application to demolish or remove any building or structure on designated property; and,
• Before passing bylaws to establish easements or covenants with owners of real property for conserving properties of cultural value or interest.

In particular, under Part V, council is required to consult with the MHC (where one exists):

• Before passing a bylaw to define a study area for a future heritage conservation district;
• Before a proposed heritage conservation district plan is passed;
• Before council delegates, by bylaw, its power to grant permits for the alteration of property situated in a heritage conservation district; and,
• On an application to demolish or remove any building or structure on property in a heritage conservation district.

Other Municipal Heritage Committee Responsibilities

MHC responsibilities may also include:

• **Identifying Cultural Heritage Properties**

  Many municipalities begin their heritage conservation programs by examining, researching and evaluating all the properties and areas that may deserve protection now and in the future. The results of such a survey or inventory can make individual designation decisions easier and more objective. An inventory is also an effective tool for showcasing a community’s properties of heritage value or interest. For more information, please refer to Heritage Property Evaluation: A Guide to Listing, Researching and Evaluating Cultural Heritage Property in Ontario Communities.
Involving the Community and Developing Partnerships

The MHC enables the community to express its interests in heritage conservation through a municipally recognized body, and to understand heritage conservation opportunities and issues in their jurisdiction.

Cooperation, partnerships and consultation with other heritage and community organizations expand the possibilities for community involvement. For example, the annual Ontario Heritage Trust Doors Open events throughout Ontario aimed at showcasing Ontario’s valued heritage assets are an excellent example of MHCs partnering with tourism marketing agencies to engage residents and visitors in celebrating the province’s heritage. These events also build greater knowledge and stewardship for the role heritage plays in creating a sense of place.

Don Valley Brickworks, Toronto (Photo Courtesy of Sanskriti Singh, Parks Canada)
Educating and Informing the Community

MHCs are active in promoting heritage conservation within communities, as well as advising property owners on appropriate conservation and maintenance practices. MHCs often produce newsletters, descriptive guides, plaques exhibits and other educational material about notable buildings, streets, landscapes and districts to raise awareness of the unique qualities of properties of heritage value or interest.

Ensuring Financial Accountability

A MHC is accountable to council for its financial transactions. To meet this obligation, some municipalities have their treasurer establish separate records on behalf of the committee, and all bookkeeping is centralized in the municipal clerk’s office as per established municipal procedures.

Assessing Other Legislation Affecting Cultural Heritage Properties

While MHCs are established under the Ontario Heritage Act – other legislation (such as the Planning and Building Code Acts) may have implications for heritage conservation. MHCs can ensure that the Ontario Heritage Act is considered within the context of other legislation. This can be achieved by providing data, reviewing heritage studies, advising on mitigation measures, developing heritage conservation policies for the Official Plan, and reviewing zoning bylaws.

Municipal Heritage Committees in Municipal Cultural Planning

Municipal Cultural Planning (MCP) is a new approach to local cultural development. It is asset-based community development that begins with identifying broadly defined local cultural resources (including cultural heritage properties) and then leverages them for economic development and community building.

The City of Peterborough is among those at the forefront of Municipal Cultural Planning in Ontario. The Municipal Heritage Committee participates actively in the Arts, Culture and Heritage Advisory Committee. This broader cultural committee has resulted in increased communication across sectors, a higher degree of coordination and a higher profile for cultural initiatives – all the while building on current heritage initiatives and programs.
The Ontario Heritage Act provides a framework for helping municipalities conserve properties of significant heritage value or interest. It also encourages local citizen participation in heritage conservation through the Municipal Heritage Committee. Made up primarily of citizen volunteers, the function of the Committee is to advise council on local heritage matters and to assist council in carrying out its heritage conservation program.

Step 1: Establishing a Municipal Heritage Committee

The impetus for forming a Municipal Heritage Committee can originate from any number of sources: a property owner, a community group, or a member of council. Ultimately, it is a decision of municipal council to establish the committee. A Municipal Heritage Committee can be established at any time by bylaw. Its members are appointed by municipal council.

In establishing a Municipal Heritage Committee, council recognizes the importance of a proactive approach to heritage conservation.
Step 2: Establishing the Terms of Reference

It is the responsibility of council and community members with an interest in heritage conservation to formulate the terms of reference to establish a Municipal Heritage Committee for approval by council.

A clear, well-defined mandate will go a long way towards maintaining a harmonious and productive relationship. A sample bylaw and terms of reference are provided in Appendix A. Municipalities are best served when there is complete understanding of the roles and responsibilities of the committee and its members, and their duties to the municipal council.

A common practice is to require that specific ‘terms of reference’ for the committee be stated in the bylaw establishing the MHC.

Clear, well-defined terms of reference should include:

1. **A unambiguous statement of purpose for the committee:** the Mission Statement;

2. **The mandate of the committee:** its goals and objectives;

3. **The time frame:** when the committee will start, how frequently it will meet, how much time committee work will take;

4. **The resources required:** staff, expenses, equipment;

5. **The powers of the committee:** its authority and parameters for activities such as the hiring of individuals for specific projects, web design, co-ordinating events and so on;

6. **Accountability of the committee to council:** to whom, reporting lines, in what form – reports, studies, minutes;

7. **Linkages of the committee to important activities:** such as downtown revitalization committees, Municipal Cultural Planning initiatives, Doors Open events, Heritage week celebrations and more;

8. **Size and potential membership of the committee:**

   Each council should carefully consider the size of its Municipal Heritage Committee. Although the Ontario Heritage Act sets a minimum of five members for Municipal Heritage Committees, many communities have found that a larger membership of seven to eleven serves them better since the workload can be more evenly spread out. Based on the size of the municipality, its reporting structure and the extent of its heritage programs, each council must determine the qualifications and the size of membership that best meets the community’s needs;

9. **Recruitment and membership vacancies:**

   Terms of Service: Terms of service for MHC members tend to vary. Appointments to the committee range from one- to three-year terms. The terms of reference for the MHC should state how long a person serves on the committee and for how many terms they may be reappointed. A fixed term is recommended. Many committees limit MHC membership to two consecutive three-year terms to encourage renewal. Each MHC should look at the pattern of terms of appointment in its municipality to determine what is appropriate. Nevertheless, do not underestimate a committee’s wealth of experience. In order not to lose the expertise and experience of former committee members, some MHCs have set up a category of non-voting associate members. These non-voting members are consulted on issues and undertake special projects;
10. **Communication process:** including staff and others who should know about the committee and its work, how should information be communicated;

11. **Evaluation format:** how to measure the effectiveness of your Municipal Heritage Committee; and,

12. **Reporting relationship to council:** should be clearly defined and stated.

Many municipalities also have procedural bylaws for their standing committees governing appointments to the committee, procedures, rules and duties. MHC members should obtain a copy of the municipality’s procedural bylaw from the clerk for reference.

[see Appendix A: Chatham-Kent Terms of Reference, page 26.]

### Step 3: Building a Strong Membership for Your Municipal Heritage Committee

#### A Membership as Diverse as your Heritage

One of the roles of Municipal Heritage Committees is to engage citizens in protecting our heritage. Committees that fail to attract representatives of the cultural and geographic (i.e. urban and rural) groups that have contributed to the development of their community’s heritage miss out on opportunities to recognize, protect and promote important aspects of a community’s heritage. Only by attracting individuals who understand and appreciate all cultures can a community’s diverse heritage be protected.

Successful Municipal Heritage Committees consist of active community members with a demonstrated interest in heritage conservation and an ability to work with council.

Many Municipal Heritage Committees have been successful in using the “stepping stone” approach such as offering new committee members only specific tasks that allow them to “grow” into a role with more responsibilities. For example, a new member’s interest in writing a press release for a specific event could lead to a position as the MHC’s media liaison.

Invite active Municipal Heritage Committee members to recruit other committed volunteers. Current members of your Municipal Heritage Committee are the ones who are best able to explain the requirements – and benefits – of joining your committee. This approach should be used in conjunction with other ones to ensure your circle of new volunteers will reflect the diversity of your community. For example, some committees hold orientation sessions to
inform community members about the role and responsibilities of Municipal Heritage Committee members.

Build on your Community's Expertise

Since heritage conservation issues are complex, look for specific skills, not solely individuals whose names may be recognized locally. Decision and policy-making must be based on reliable technical and professional advice. To provide council with this expertise, a MHC should possess a wide range of skills and knowledge, including:

- an understanding of heritage conservation approaches (e.g., buildings, structures and landscapes);
- a knowledge of historical research (e.g., analysis and interpretations);
- trades-work (e.g., stonemasonry or heritage carpentry);
- expertise in architectural history including local vernacular architecture (e.g., farm buildings);
- knowledge of land-use planning policies and regulations;
- understanding of municipal procedures and legislations;
- effective marketing strategies and approaches;
- knowledge of legal issues; and,
- research and writing.

Municipal Heritage Committee membership could also draw from local institutions and organizations already playing a role in heritage conservation including:

- community museums;
- historical societies and associations;
- archives;
- libraries;
- Doors Open Committees;
- BIAS, Chambers of Commerce;
- cultural tourism; and,
- organizations involved in Municipal Cultural Planning.

Committee members do not need to be experts. The most important qualification is a keen interest in heritage! Creating an MHC with a full range of skills is not always possible. Often municipalities will
support committee members who wish to develop their skills through workshops or other training.

**Declaring Conflicts of Interest**

The Municipal Conflict of Interest Act applies to members of Municipal Heritage Committees. The application of that act is beyond the scope of this guide. Information on what situations are a conflict of interest under the act and what steps a member must take to avoid a conflict of interest are usually available from the municipal clerk or the municipal solicitor.

**Step 4: Establishing a Municipal Heritage Committee Budget**

Municipal council is responsible for providing its heritage advisory committee with a budget. Budgets vary widely across the province reflecting not only the availability of municipal resources, but also the level of municipal concern for heritage conservation.

The Municipal Heritage Committee should submit an operating budget once a year to the finance committee or directly to municipal council outlining its activities, expenses and revenues. The budget process also acts as a strategic planning exercise by encouraging the committee to set its program objectives and goals for the year.

The operating budget should include the following essential budget items (in no particular order):

- Publication costs (e.g., for pamphlets promoting designation, inventories, heritage reports and studies);
- Advertising costs (for upcoming events and for publishing notices of intention to designate in the local papers);
- Program costs (e.g., for inventories, for plaques or markers, or for establishing programs such as ‘Doors Open’);
- Communication costs (e.g., for telephone, fax and Internet expenses);
- Office supplies;
- Mileage for transportation needs (e.g., for inventories, assessing properties for designation and traveling to conferences);
- Training and seminars (e.g., for learning about heritage conservation techniques or writing statements of cultural heritage value or interest);
- Goods & Services Tax (GST); and,
- Miscellaneous expenses.

A special funding budget could include the following items:

- A fund to allow for grants supporting the restoration of designated properties;
- Loans for helping property owners restore designated heritage attributes;
- Consultants’ costs for special studies (e.g., Heritage Conservation District Studies).

In addition to council support for the resources needed by the MHC, the committee may consider seeking support from private or service sectors for special projects. This can take the form of donations of services, supplies and project-specific funding. When seeking financial support outside municipal council, the MHC should follow local municipal guidelines/policies.
Once a Municipal Heritage Committee is established by council, its work can begin. But the question remains: where does a committee begin? Understanding the role of municipal council in heritage conservation is critical for establishing your committee’s priorities.

Step 1: Understanding the Role of Council in Heritage Conservation

To fully understand the relationship between a municipal council and a Municipal Heritage Committee, the role of council in heritage conservation under the Ontario Heritage Act must first be examined.

Council is empowered under the act to:

- Designate individual property and designate districts or areas;
- Issue or refuse permits to alter or demolish a designated property;
- Repeal designation bylaws;
- Purchase or lease individually designated property;
- Expropriate designated property;
- Provide grants and loans to designated property owners; and,
- Enter into easements and covenants.
These statutory powers give rise to the following responsibilities of a municipal council:

- Setting the municipal budget to be used for heritage conservation;
- Carrying out heritage conservation policies in the Official Plan and its amendments; and,
- Receiving recommendations and consulting with the MHC, where one is established, and having due regard for the committee’s advice on designation, alterations to designated property, demolition, repeal of designation bylaws, and other matters relating to heritage conservation in the municipality.

Step 2: Understanding the Municipal Heritage Committee’s Reporting Relationship to Council

A MHC’s reporting relationship to council is important. While some committees may report through standing committees such as planning advisory or community development committees, or even through the municipal chief administrative officer, a direct reporting relationship has proven to be more effective. Examples of successful Municipal Heritage Committees with a direct relationship to council include, Heritage Perth, Heritage Port Hope Advisory Committee and Heritage Kenora.

Most councils and MHCs have found that having one or two municipal council representatives on the advisory committee helps to maintain lines of communication between council and its Municipal Heritage Committee. For instance, the council member can update fellow councillors on the MHC’s activities, introduce bylaws at the appropriate time, and inform the committee of the council’s expectations and requirements.

Council’s role and involvement is critical in the implementation of a successful heritage conservation program in the community. Council should be informed at all times of MHC’s operations and recommendations through the committee’s minutes, reports to council, annual reports and involvement in committee activities.

The board and batten, timber-framed structure is an example of utilitarian rural architecture of the 1870’s and is located at the University of Guelph campus. (Photo Courtesy of Frank Hochstenbach)

The Hillary House in Aurora is one of the finest examples of Gothic revival architecture in Ontario. The property is designated under the Ontario Heritage Act and is also a National Historic Site. (Photo Courtesy of Michael Seaman, Town of Aurora)
UNDERSTANDING THE ROLE OF ADVISORY COMMITTEES

The Municipal Heritage Committee role is advisory and consultative. Like other advisory committees, it assists municipal councils in gathering and communicating community input on local issues. Committees assist municipal councillors and staff in understanding the challenges and needs for meeting community goals. Their role is to advise and make recommendations as defined by the terms of reference approved by municipal council.

The committee members are volunteers drawn from the community and represent a cross-section of interests and perspectives. As a representative of the community, the advisory committee is recognized as a vehicle for conveying community interests.

The role of an advisory committee may be summarized as follows:

- To advise and recommend;
- To provide knowledge and expertise;
- To facilitate community awareness, support and education about the issues at hand;
- To assist in the work of the municipality by ensuring open dialogue on specific issues;
- To create a climate of consensus;
- To enable and share best practices;
- To be sensitive to the range of views in the community which it represents;
- To promote good-will and trust within the community; and
- To act as a liaison between politicians, organizational staff, members of the public, and other stakeholders.

Step 3: Identifying Municipal Staff to Support Your Committee’s Activities

The role and scope of involvement of municipal staff with the Municipal Heritage Committee varies from municipality to municipality since staff roles are often dependent on municipal resources.

MHCs interact and deal with a number of different municipal departments or staff, including the clerk’s office, planning, building, legal, recreation and parks, bylaw enforcement, property standards, and so on.

One staff person is often identified by council as the municipal liaison with the Municipal Heritage Committee. The value in having a staff liaison is consistency in procedure and
in having a guiding hand through municipal procedures. That person may be able to answer routine enquiries and forward literature on behalf of the MHC.

In larger municipalities, the MHC may be assigned to a particular department such as Planning or the Clerk's Office. The department should identify which of its resources the MHC should reasonably expect, e.g., a staff liaison, photocopying, meeting space, translation services, refreshments, letterhead, filling space, typing, etc. Council may also find it useful to assign the clerk, municipal solicitor, building inspector or planner (by virtue of their position) as non-voting members of the committee.

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**Evaluate Your Municipal Heritage Committee’s Decision-Making**

Is your Municipal Heritage Committee having a difficult time arriving at decisions? It is recommended that you periodically examine how your Municipal Heritage Committee makes decisions.

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<td><strong>Step 1: Go to the Roots</strong></td>
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<td>Identify the problem, the issue or the situation by getting all the facts.</td>
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<td><strong>Step 2: Explore Different Solutions</strong></td>
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<td>Generate a list of options with possible solutions and decide how you will make your choice. Groups make better decisions if they are presented with all the options.</td>
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<tr>
<td><strong>Step 3: Choose a Solution</strong></td>
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<td>Discuss and decide what solution is most likely to work in this situation. As you move through a shortlist of options, ask yourselves: What are the presumed consequences? Who will be affected by this decision? How will this affect the work of the Municipal Heritage Committee?</td>
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<td><strong>Step 4: Create a Plan of Action</strong></td>
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<td>Determine what your group needs to do in order to implement the preferred solution and decision.</td>
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<td><strong>Step 5: Evaluate the Decision</strong></td>
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<td>Once the decision is made, the group should review the decision. What worked well and what could be improved upon in the decision-making process?</td>
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<sup>2</sup> Credit: Involving Volunteers Effectively Orientation and Training Fact Sheet No. 9 of 14; Volunteer Canada <www.volunteer.ca>.
Identify or Review your Mission and Vision

Municipal Heritage Committees exist to achieve a purpose. MHCs heritage conservation purpose is commonly embodied in a mission statement. It tells council, members of the public and potential partners why your committee exists. A mission statement is a concise summary of what your MHC intends to do.

A mission statement differs from a vision statement. A vision statement is a larger, articulated declaration of what your municipal heritage committee hopes to achieve.

Example: The Sault Ste. Marie Municipal Heritage Committee Mission Statement:

“The Sault Ste. Marie Municipal Heritage Committee is committed to the identification and preservation of buildings, structures and lands that are of cultural and/or historical value or interest and to initiating and promoting a conservation ethic and a climate of responsible stewardship of the community’s cultural heritage assets.”
That is, a vision is your committee’s desired future and a commitment to create a reality that currently does not exist.

The difference between a mission and a vision is one of intent. While the mission statement tells what your MHC is going to do, a vision statement identifies what the organization hopes to achieve.

**Example: The Thunder Bay Municipal Heritage Committee Vision Statement:**

“Thunder Bay is a city rich in history, buildings, archaeology and cultural heritage… As the city matures, our past shall not be lost to insensitive renovation or demolition, but retained as assets adding unique and irreplaceable value to our future.”

**Achieving Your Mission and Vision**

To achieve your MHC’s mission and vision, you need to think strategically about what is happening in your community – the economic, cultural and land-use planning trends that may impact your heritage conservation goals in the long-term. It means identifying:

- opportunities for continued success;
- risks and mitigation strategies;
- champions that will promote heritage conservation in your community; and,
- specific actions that will help your committee achieve its mission and visions.

**Successful Strategic Thinking:**

- Drives your future activities and is values-based;
- Leads to action and improves results;
- Emphasizes what needs to be different, what needs to change;
- Creates a series of decision tools;
- Solves problems;
- Clarifies roles and builds stronger teams;
- Provides a base against which progress can be measured;
- Drives the budgeting process;
- Facilitates collective ownership by municipal heritage committee members, municipal staff and elected officials for concrete results;
- Accepts accountability to the community;
- Requires an openness to questioning the status quo;
- Leads to strategic management (pursuing the most important decisions and actions) and innovative use of resources;
- Results in an achievable, long-term strategic plan.

(Please refer to Appendix B for the Thunder Bay Heritage Advisory Committee strategy document p. 32)

If strategic planning is new to your Municipal Heritage Committee, find a local facilitator such as a municipal staff member or a regional consultant from the Ministry of Culture. Skilled facilitators can help your Municipal Heritage Committee crystallize your framework for action.
Evaluate Your Effectiveness and Celebrate Your Successes

It is important to take a step back and look at what your committee has been able to accomplish periodically and over the course of its mandate.

Consider your committee’s accomplishments in both quantitative and qualitative terms.

How many properties were designated? How many plaques were erected or heritage awards given? Was an important inventory undertaken or educational program established? How many people attended your Doors Open event? Did the committee work with any new groups or partners that they hadn’t worked with before? Did the media or the general public take a greater interest in heritage? Did the committee manage a particularly difficult heritage controversy? What was the outcome?

Many Municipal Heritage Committees have found that strategic planning helps them maintain a balance between proactive and reactive heritage conservation activities. They undertake as many positive activities (e.g. walking tours, Doors Open events, and owner-led designations) as well as difficult ones (e.g., designating a threatened heritage property). This ensures sustained community support for heritage conservation initiatives.

Shannon Price, Kimberley Balinggao and Christal Knudsen were the winners of the 2004 Annual Heritage Week Colouring Contest organized by the City of Windsor Heritage Committee. The drawings depict the designated Assumption Church, the oldest continuous parish in present-day Ontario. (Photo Courtesy of Nancy Morand, City of Windsor)
Consider establishing performance indicators that will assist you in measuring the effectiveness and efficiency of your MHC. Performance indicators are specific measures that tell stakeholders, committee members and council whether your committee is accomplishing its goals.

Once you’ve accomplished your goals, it’s time to celebrate your successes! Heritage Week, every third week of February, provides a great opportunity to showcase the committee’s accomplishments and promote them to council and the broader public.

You may also want to recognize particular individuals for their contributions. It is thanks to the thousands of volunteer hours put in by committee members, advocates and property owners alike that heritage conservation is achieved.

Recognizing and celebrating these contributions will help committee members stay engaged and excited about the work they are doing, and keep projects moving forward.

First annual Muskoka Heritage Workshop (Photo: Ministry of Culture)
Creating and sustaining a Municipal Heritage Committee is an exciting opportunity for heritage conservation. It signals that your municipality is committed to:

- Identifying and protecting properties of cultural heritage value or interest;
- Celebrating the stories, places and events of the people that have shaped your community;
- Harnessing local talent and expertise for conserving your heritage;
- Making a commitment to its citizens by making heritage conservation a priority;
- Honouring its past in order to move forward;
- Building relationships with, and recognizing the efforts of heritage property owners; and,
- Taking advantage of the powers afforded to them by the Ontario Heritage Act.

Establishing and supporting a Municipal Heritage Committee today is an investment for creating your community’s heritage conservation legacy of tomorrow.
RESOURCES AND
Further Information

For more information on Municipal Heritage Committees, the Ontario Heritage Act and conserving your community heritage, contact:

**Ministry of Culture**
400 University Avenue, 4th Floor
Toronto, ON M7A 2R9
Tel: (416) 314-7136
www.culture.gov.on.ca

To find a Ministry of Culture Regional Consultant in your area, contact:

Regional Services through their toll-free numbers:
Central Region: 1-877-395-4105
Northern Region: 1-800-465-6861
Southeast Region: 1-800-267-9340
Southwest Region: 1-800-265-2189

**Ontario Heritage Trust**
10 Adelaide Street East
Toronto, ON M5C 1J3
Tel: (416) 325-5000
www.heritagefdn.on.ca

Municipal Heritage Committee members have an important role to play in their communities. We hope you find this manual useful in your work. We invite suggestions for its improvement – contact us through www.culture.gov.on.ca
Other key organizations:

**Community Heritage Ontario (CHO)**
24 Conlins Road
Scarborough, ON M1C 1C3
Tel: (416) 282-2710
Fax: (416) 282-9482
E-mail: shs@interlog.com
Website: www.heritageontario.org

**Architectural Conservancy of Ontario (ACO)**
10 Adelaide Street East, Suite 204
Toronto, ON M5C 1J3
Tel: (416) 367-8075
Fax: (416) 367-8630
E-mail: aco@aibn.com
Website: http://www.hips.com/ACO/

**Ontario Historical Society (OHS)**
34 Parkview Avenue
Willowdale, ON M2N 3Y2
Tel: (416) 226-9011
Fax: (416) 226-2740
E-mail: pkn@ontariohistoricalsociety.ca
Website: http://www.ontariohistoricalsociety.ca

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Appendices
Appendix A

HERITAGE CHATHAM-KENT
[Municipal Heritage Committee]

MANDATE STATEMENT & TERMS OF REFERENCE

Statement of Recognition:

Our inheritance of architecture, cultural and natural landscape is an important and irreplaceable asset and resource. The conservation of these resources is fundamental to creating community pride and identity, attracting new residents and tourism, all of which have important economic impacts on our community. As well, the benefits from conservation of our heritage architecture and cultural/natural landscapes occur not only to the present generation but also to generations in the future. The immediacy of such conservation and heritage planning comes from the fact that, unfortunately, what is not saved and preserved today can not be saved and preserved tomorrow.

Overview:

In Ontario, the task of conserving this inheritance of historically and architecturally significant properties is primarily a municipal responsibility. The Ontario Heritage Act provides a framework within which municipalities can act to ensure the conservation of properties of historical and/or architectural significance.

Under Section 28 of the Ontario Heritage Act, a council of a municipality is authorized to establish, through by-law, one Municipal Heritage Committee (MHC) that is made up of five or more people.

Under the Act, Council is also empowered to:

- designate individual property and designate districts or areas.
- issue or refuse permits to alter or demolish a designated property
- repeal designation by-laws
- purchase or lease individually designated property
- expropriate designated property
- provide grants and loans to designated property owners
- enter into easements and covenants with property owners
- institute a prosecution for failure to comply with a designation by-law

The Municipal Heritage Committee, as an advisory committee of council, is representative of the community and, as such, is recognized as the legitimate vehicle for co-ordinating and conveying community concerns. It, therefore, plays an important role by enabling the community to participate more directly in the decision-making process. In general, the role of an MHC is a dual responsibility:

- To the Municipality - to advise council on heritage issues as defined by the statutory requirements of the Ontario Heritage Act as noted above and the requirements set out in the Heritage Section of the Official Plan as well as other assigned duties as defined by Council through this Mandate Statement & Terms Of Reference.
- To the citizens of Chatham-Kent - to help ensure that plans for change and progress are developed in a manner that recognizes the historical continuity of the community.
1. Mandate Of Heritage
Chatham Kent (Municipal Heritage Committee)

1.1 Statutory Role Of MHC:
Chatham-Kent Council is required, under the Ontario Heritage Act, to consult with the MHC during the designation/repeal-of-designation process for individual properties or districts and on applications to demolish/remove structures from, or otherwise alter designated properties. Council must also consult the MHC prior to entering into any easements or covenants pertaining to designated properties.

As such, the statutory role of the MHC is defined as:

1.1.1 Designation: The MHC will advise Council prior to the designation of a property (s.29 (2), OHA).

1.1.2 Repeal of Designation: The MHC will advise Council prior to the repeal of a by-law or part thereof designating property (s. 31 (2), OHA).

1.1.3 Amendment of Designation: The MHC will advise Council prior to the amendment of a by-law or part thereof designating a property.

1.1.4 Alteration of Designated Property: The MHC will advise Council on applications to alter a designated property where such proposed alteration may affect the reasons for designation as set out in the by-law designating the property (s. 33 (1), OHA).

1.1.5 Demolition: The MHC will advise Council on applications to demolish or remove any building or structure on designated property (s. 34 (1), OHA).

1.1.6 Easements/Covenants: The MHC will advise Council before passing by-laws entering into easements or covenants with the owners of real property, or interests therein, for the conservation of buildings of historical or architectural value or interest (s. 37 (1), OHA).

1.1.7 Districts: The MHC will advise Council before passing a by-law to define one or more areas to be examined for designation as a heritage conservation district (s. 40 (2), OHA).

1.2 Non-Statutory Role

1.2.1 Resource Base: In order to effectively serve both Council and the community, the MHC will develop a resource base of heritage properties. This process will involve:

i. conducting a survey of the heritage resources within the Municipality.

ii. researching properties for both architectural and associative (people or events) significance.

iii. developing an evaluation process in order to distinguish properties of heritage significance.

iv. using this evaluation process to develop a ranking of properties of historical significance.

1.2.2 Education and Promotion: The MHC will work to educate individual home owners and the community as a whole on the heritage resources within the community and on the importance and methods of proper conservation/preservation. This important role has several components:

i. Maintenance of an affiliate member mailing list that will include all material and minutes circulated at MHC meetings.
Affiliate members are owners of designated properties or other interested parties who submit their names and mailing addresses to the committee.

ii. Specific presentations to individual property owners/groups on the role of the MHC, the implications and importance of designation and proper architectural preservation techniques.

iii. Maintenance of an architectural heritage preservation resource center that would include reference material, specialist contact names etc. This centre could be operated in conjunction with the local museum/library.

iv. Public Programming that could take the form of lecture series, bus/walking tours of heritage buildings, publications and pamphlets, development of school kits and curriculum based programming (in conjunction with local museums) etc.

v. Development of community recognition for architectural preservation through sponsorship of plaquing initiatives, awards for restorations and best practices renovations etc.

1.2.3 Development of the Official Plan: MHC input will be incorporated into the development of land use plans and covenants.

1.2.4 Advise/Inform Council With Respect To Municipally-owned Heritage Properties: MHC input will be incorporated into proposed renovations/alterations of municipally-owned heritage properties. This input will be in the form of:

i. determining if proposed alterations affect the reasons for designation and, if they do, then

ii. make recommendations on the appropriate course of action.

1.2.5 Advise/Inform Council With Regard To Provincially-owned Heritage Properties: The MHC will advise and inform Council on proposed alterations to, or sale of, heritage properties owned or leased by the Province of Ontario which are located in Chatham-Kent.

1.2.6 Advise/Inform Council With Regard To National Historic Sites: The MHC will advise and inform Council on the heritage properties proposed for designation by the Historic Sites And Monuments Board of Canada, on cost-sharing agreements between Parks Canada and National Historic Sites and on issues relating to railway stations designated under the Railway Stations Protection Act.

1.2.7 Advise/Inform Council of New Heritage Legislation and Funding Initiatives: The MHC will inform and advise Council on new heritage legislation and funding initiatives either directly through reports and minutes or indirectly through noted input in reports developed by Chatham-Kent administration.

1.2.8 Budget: The MHC will develop an annual budget for submission to Council along with well-defined goals and objectives for the upcoming year. An annual report will also be submitted to Council at the beginning of each new year outlining the MHC’s accomplishments in the previous twelve months. Ultimate MHC budget approval rests with Council.
2. Organization Of The Committee:

The MHC should be composed of people who represent the Municipality of Chatham-Kent and who demonstrate a strong commitment to the terms of reference. A cross section of people should attempt to be chosen in order to bring to the committee relevant technical and professional expertise as well as strong advocacy, communication and organizational skills.

2.1 Committee members will be appointed by Chatham-Kent Council.

2.2 The term of a committee member is three years coinciding with the term of the Council that has made the appointment.

2.3 Additional members may be appointed throughout the three years for the duration of the term.

2.4 The Committee will be composed of up to three persons representing panels* from each electoral ward of Chatham-Kent (East Kent, West Kent, South Kent, North Kent, Chatham, Wallaceburg). In the event of certain wards not having three persons desiring appointments, additional appointments may be made from other wards with total representation not to exceed eighteen. The committee must have a minimum of five members as stipulated by the Ontario Heritage Act.

2.5 A Chatham-Kent Councillor will also be appointed to make up a maximum of nineteen committee members.

2.6 A committee member may apply for a re-appointment for any number of consecutive or non-consecutive terms.

2.7 Additional individuals may apply to be included as affiliate members. These individuals may include local panel members, owners of designated properties and interested citizens. Affiliate members will be included on the Heritage Chatham-Kent (MHC) mailing list, will receive agendas, minutes and other circulated material, may submit items of concern/reports for inclusion on the agenda and are welcome to attend MHC meetings. Affiliates, however, are not council appointees and do not have a vote.

2.8 One member will be chosen by vote of the committee at the first meeting of each new year to chair the meetings for that year. The committee will also, at this time, select a vice-chair for the same duration.

2.9 A Municipal staff person will hold the position of recording secretary to the Committee. Members of municipal staff do not have a vote on the committee.

2.10 The regional representative of the appropriate Provincial ministry will be included as an ex-officio committee member but will not have a vote.

3. Meetings:

3.1 The Committee will meet a minimum of eight times per year, usually once a month with the exception of the summer and the Christmas season. Additional meetings may be held as required at the call of the Chair.

* A panel is understood to be a group of non-appointed individuals from each ward that advise and assist the appointed representatives in areas such as designation, inventories etc.
3.2 The date and time of the regular meetings will be established for the following twelve months at the first meeting of the new year. For ease of planning, every attempt will be made to hold meetings on a consistent day and location throughout the year (i.e. 3rd Wednesday of each month at the library).

3.3 Meetings will have a formal agenda however, the Chair is encouraged to create an informal atmosphere to encourage the exchange of ideas from appointed members and affiliates.

3.4. Agendas and information packages, that will include the minutes from the previous meeting, will be sent (via mail, e-mail, fax) to committee members and affiliates two weeks prior to the next meeting.

3.5 A majority of Council appointed Committee members will constitute quorum for the transaction of business.

4. Role Of The Chair:
The Chair is responsible for ensuring the smooth and effective operation of the Committee and its roles. This will include responsibility for:

4.1. Calling the meetings.

4.2. Creating an agenda in consultation with the municipal staff designate(s).

4.3. Chairing the meetings.

4.4. Reviewing reports from other committee members and affiliates in consultation with the municipal staff designate(s) for inclusion on the agenda.

4.5. Acting as official committee spokesperson/media contact or appointing a designate for this purpose.

4.6. Representing Heritage Chatham-Kent on other committees when necessary or ensuring an appropriate designate.

4.7. The Chair does not have a vote unless there is a tie.

4.8. In the absence of the Chair, these responsibilities will be undertaken by a committee member designated as vice-chair.

5. Role of Members:
Membership on the MHC is a position of responsibility and requires a strong commitment to the Mandate & Terms of Reference. MHC members are required to:

5.1. Attend all scheduled meetings. Members who miss four or more meetings in a year without cause will be removed from the committee. Members are required to notify the Chair or the designated municipal staff liaison if they are unable to attend a meeting.

5.2. Read and understand all information supplied to them.

5.3. Present reports on local panel activities and ensure that these reports are included on the agenda.

5.4. Prepare information for use in the development of designation related by-laws.

5.5. Make site visits to properties proposed for designation and to designated properties applying for building/renovation/demolition permits when required.

5.6. Promote the heritage resources, architectural preservation and the role of the MHC within their respective wards.
5.7. Recruit new Committee members and affiliates.

5.8. Contribute input into committee reports to council.

5.9. Undertake research of inventoried properties within their respective communities.

5.10. Undertake training as required to effectively perform their role as a committee member (expenses to be covered through the MHC budget).

5.11. Be familiar with municipal, provincial and federal legislation that applies to architectural preservation.

5.12. Publicly support the recommendations of the MHC.

6. Role of Municipal Staff:

Heritage Chatham-Kent (MHC), by its nature and purpose, affects and is affected by many different Municipal departments (i.e. planning, solicitor, building permits, building maintenance, heritage etc.) Municipal staff support of Heritage Chatham-Kent (MHC) is the responsibility of the Planning Division with assistance from Heritage Programs. Between these two sectors, Municipal staff will be responsible for carrying out the following functions with respect to the Committee:

6.1. Assisting the Chair in the creation of an agenda

6.2. Taking minutes at MHC meetings

6.3. Maintaining an up-to-date record of previous MHC meetings, attachments and reports.

6.4. Distributing minutes of previous meetings and the agenda for the upcoming meeting at least two weeks prior to the next scheduled meeting.

6.5. Acting as a resource for the Committee during meetings that may include presenting background reports, distribution of government information pertaining to the mandate of MHC etc.

6.6. Undertaking an orientation with MHC members at the first meeting after Council’s selection of the Committee.

6.7. Facilitate the recommendations of the MHC to Council through the creation of reports (see Sec. 7.0).

6.8. Maintain a record of all designated properties within the Municipality that will include copies of the relevant by-laws, reasons for designation etc.

6.9. Ensure that other divisions of the municipality, whose responsibilities and actions may impact on designated properties, are aware of designated properties, the implications of designation and of the role of the MHC.

6.10. Submit an annual budget proposal on behalf of the MHC. Ultimate budget approval will rest with Chatham-Kent Council.

6.11. Administer the MHC budget.

6.12. Members of municipal staff do not have a vote on the Committee.
7. Reports To Council:

As a Committee of Council, Heritage Chatham-Kent is responsible for making recommendations to Council based on its mandate. These recommendations are conveyed to Council via four processes.

7.1. The Council representative can represent the MHC’s issues and recommendations to Council.

7.2. Minutes from the MHC meetings are included in Council information packages.

7.3. Draft reports to Council dealing with issues of concern to the MHC will be forwarded to Heritage Chatham-Kent (MHC) for comment. MHC comments on the reports’ recommendations will be noted in the minutes and can either be incorporated into the body of the report or noted in the ‘Others Consulted’ section.

7.4. Reports from Heritage Chatham-Kent (MHC) to Council will be prepared and submitted, with Committee input, through the Municipal Planning Department. Administrative input on MHC recommendations will be sought from all relevant divisions and their input will either be incorporated in the recommendations or noted in the ‘Others Consulted’ section of the Report.

Revised August 28, 2003 (changed LACAC to MHC)
Appendix B

City of Thunder Bay
Heritage Advisory Committee

"Preserving and Promoting Our Past"

The Vision:

Thunder Bay is a city rich in history, buildings, archaeology and cultural heritage. These Heritage Resources add value, quality and diversity to our daily lives and community, and need to be protected for the future. As the city matures, our past shall not be lost to insensitive renovation or demolition, but retained as assets adding unique and irreplaceable value to our future.

Committee Role:

This Committee provides City Council with recommendations for the conservation of heritage buildings, sites and resources, and their integration in development.

Specific tasks required to provide these recommendations include:

Identify heritage resources and evaluate their condition and community value.

Recommend by-laws to establish processes for the conservation of heritage resources.

Monitor, review and take protective actions on a property-by-property or area-wide basis.

Undertake promotion programs to advise City Council and the public of the value of heritage resources, to encourage awareness, appreciation, involvement and participation in heritage conservation activities.

1. Identify Heritage Resources:

Identify and create an inventory of properties of heritage value and heritage resources, to provide City Council and the public with a clear understanding of their heritage significance including – what, when, where, who and why.

Goal A – Inventory. Maintain a list, and develop an inventory through research and documentation, of heritage properties and heritage resources within the City of Thunder Bay, that could be considered for heritage designation.

Goal B – Pro-Forma. Develop and maintain an objective methodology for evaluating the relative significance of heritage properties and heritage resources, taking into account the following key heritage value factors:

- Archaeological significance – Being a site containing significant archeological remains or evidence.
- Historical Personage – Being associated with the life of an outstanding member of community.
- Historical Event – Being associated with a significant historic event.
- Cultural significance – Being associated with a person or group of persons significant to the history of the social development of the community.
- Urban significance – Being a significant contributor to the quality and variety of the city through landscape, streetscape or quality of urban space.
- Architectural significance – Being a good example of a particular architectural style or period.
- Design significance – Being a work of outstanding design quality in its aesthetics, exterior or interior treatment of materials or space.
Designer significance – Being the work of an important architect, designer or builder.
Structural significance – Being an example of a significant engineering accomplishment or method of construction.
Integration potential – Being of such size, quality or condition that extra effort is warranted to attempt to economically re-use the heritage resource.

**Goal C – Evaluations.** Conduct pro-forma evaluations of heritage properties and resources to identify their comparative score and make recommendations to City Council on the type and level of heritage conservation actions that would be most appropriate in each case.

**Goal D – Heritage Resources Master Plan.**
Guide the development and preparation of a Heritage Resources Master Plan for the City of Thunder Bay.

**Objectives 1.** Identify the types of Heritage Resources in the City.
- Identify the geographic distribution pattern of Heritage Resources.
- Review heritage resource protection options.
- Recommend a City Master Plan, including policies and implementation requirements.

**Goal B – Heritage Districts.** Advise City Council to undertake the necessary studies and pass heritage conservation district property designation by-laws, as provided for under Part 5 of the *Ontario Heritage Act*.

**Objectives 1.** Identify and study unique areas for evaluation of their heritage significance, and propose areas for designation as heritage conservation districts, by by-law.

**Objectives 2.** In coordination with owners of heritage properties, and City public works divisions, encourage appropriate improvements and recognition.

**Objectives 3.** Direct owners of lands within designated heritage conservation districts to funds and programs made available for heritage conservation.

**Goal C – Heritage Programs.** Recommend City Council pass by-laws to authorize and adopt heritage conservation policies and programs; that would provide owners with the benefit of tax relief for designated heritage properties; and would allow for heritage easements, heritage development agreements, loan agreements and other similar municipal implementation measures.

**Objectives 1.** Establish a Heritage Tax Relief program.

**Objectives 2.** Establish procedures for Heritage Easements, Heritage Conservation Agreements and other property development measures.
Goal D – New Programs. Promote adoption of incentive programs to broaden the City’s power to encourage the protection, improvement or development of heritage properties and heritage resources.

Objectives 1. Continue to research and make recommendations for the adoption of heritage incentive programs.
Liaise and co-ordinate activities with other levels of government for programs supporting heritage development.
Encourage public and business community participation in the movement for more heritage conservation incentive programs.

3. Monitor Development:

Work with City staff to monitor, review and take effective actions regarding designated heritage properties or districts, and the appropriate development of identified heritage resources.

Goal A – Permit Review. Review applications for building, renovation, plumbing, demolition or other permits, and where necessary, recommend approvals not be issued unless applicants have shown desirable regard for heritage matters.

Objectives 1. Establish and maintain a line of communication with the Building Division regarding permits and applications.
Meet with owners of heritage properties prior to their submission of permit applications and offer direction, access to expertise or practical alternatives.
Forward review recommendations to City Council, make any related representations and provide information and advice to City Divisions.
Provide follow-up related to the implementation of Heritage Advisory Committee recommendations.

Goal B – Public Involvement. Investigate and act on concerns raised by the public about heritage issues, properties or heritage resources.

Objectives 1. Encourage the public, developers and City Council to use this Committee to address heritage issues.
Respond to public inquiries.
Provide follow-up on issues raised.

4. Promote Public Participation:

Be a voice and an ear for heritage matters. Help make heritage conservation programs work in the City. Inform developers, the Public and City Council about the valuable contribution of heritage resources conservation, to quality of life and the development of Thunder Bay. Encourage public involvement in heritage matters.

Goal A – Designation Events. Communicate with those involved in the heritage property designation process to ensure it is understood, supported and works smoothly.

Objectives 1. Communicate with City Council during the designation process to ensure their support of the designation procedure is maintained.
Communicate with owners of historical properties to inform them of the process required and the benefits of heritage designation.
Communicate with special interest groups within the community, i.e. lawyers, architects, real estate persons, to make them aware of the various technical aspects of the designation process that may interface with their particular area of specialty.
Communicate with the public, and work with City staff to place required notices and generally facilitate the designation process.
Goal B – Public Education. Provide the public, City Council, property owners and the development community with clear, timely and effective information, supporting the cause of heritage property and heritage resource conservation.

Objectives 1. Develop a program of seminars, slide shows, talks and information sessions on the historical fabric of Thunder Bay, designed for presentation to schools, community groups and service clubs.

Collect a library of information, materials or sources for use by teachers to foster appreciation of heritage preservation in general and an awareness of Thunder Bay’s heritage properties and resources in particular.

Collect a library of technical material about the repair, restoration and alteration of historical properties for use by the Committee, property owners and the public.

Contribute articles and essays on matters pertaining to historical properties to newspapers and other publications in Thunder Bay.

Goal C – Public Relations. Develop and maintain an ongoing public relation program to bring the issue and cause of heritage preservation to the public’s attention, through the news media.

Objectives 1. Develop and organize programs, events or activities involving the citizens of Thunder Bay at a local level in the cause of heritage preservation, i.e. Heritage Day, Walking Tours of historic areas, etc.

Goal D – Public Participation. Develop a structured, clear Committee model and annual plan process, to provide interested persons and volunteers with a clear set of goals, objectives and tasks and therefore simple opportunities for involvement and achievement.

Objectives 1. Develop and strive to maintain an up-to-date and transparent Committee mandate document.

Prepare and adopt annual strategic plans.

Identify and publicize the annual work plan to the widest extent possible.

Facilitate public involvement.

Reward and celebrate achievements.

Note: STRATEGIC PLAN was adopted by LACAC resolution on April 10, 2003. LACAC Meeting Minutes were reviewed and approved in the Committee of the Whole Agenda on June 16, 2003, and the Committee of the Whole Minutes were ratified by City Council on June 23, 2003.

City Council replaced the former Committee name: LACAC – Local Architectural Conservation Advisory Committee, with the new name: Heritage Advisory Committee, on March 9, 2004, by By-law Number 47-2004, and adopted the slogan Preserving and Promoting our Past.
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