

Your Community, Your Heritage, Your Committee



Figure 1. A heritage streetscape in the Downtown Port Perry Heritage Conservation District contributes to a vibrant downtown (Image courtesy of the Ontario Business Improvement Association).

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.

This guide is designed for municipalities 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 *Ontario Heritage Act*.

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This guide is one of several published by the Ministry of Heritage, Sport, Tourism and Culture Industries as part of the Ontario Heritage Tool Kit. The Ministry has published these guidance materials as an aid to municipalities and others working with the Ontario Heritage Act. The information in this guidance is not intended to take the place of legal advice. In the event of any conflict between this guidance and any applicable legislation or regulations, including the Ontario Heritage Act and its regulations, the legislation or regulations prevails.



Figure 2. The Regent Theatre, in Prince Edward County is a notable example of an Edwardian opera house. A non-profit community group has restored its original 1920s façade and adapted the interior of the building to support cinema, live performances, and artists' and community gathering space (Image courtesy of Image Ontario).

1 An Overview of the Role of Municipal Heritage Committees

The *Ontario Heritage Act* gives municipal councils the power to identify, protect and support the ongoing conservation of cultural heritage resources within their municipalities. Most of council's powers under the *Ontario Heritage Act* are implemented through municipal bylaws.

The act gives council the ability to appoint a municipal heritage committee (MHC) to advise and assist it on all matters relating to the conservation of property of cultural heritage value or interest. This includes adding properties to the municipal register of heritage properties, designation of individual properties, creation of heritage conservation districts and other heritage matters as specified by the terms of reference that council sets for the committee.

1.1 The MHC's role is advisory and consultative.

Once council has established a municipal heritage committee then council is required under the *Ontario Heritage Act* to consult with the MHC 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;
- Applications to repeal designation bylaws; and,
- Easements or covenants.

Under Part IV of the *Ontario Heritage Act*, 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 *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 cultural 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 heritage value or interest.

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.

SIDEBAR: How does the Ontario Heritage Act enable 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 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.

SIDEBAR: What's in a Name?

From 1975 until 2002, municipal heritage committees were known under the Ontario Heritage Act as Local Architectural Conservation Advisory Committees (LACACs).

In November 2002, the Government Efficiency Act made changes to the Ontario Heritage Act, including changing the name of LACACs to municipal heritage committees (MHCs). This change supported the change in emphasis of the act away from “architectural conservation” toward the more inclusive concept of conservation of properties of cultural heritage value or interest.

1.2 Other MHC Responsibilities

In addition to its advisory and consultative roles to council, other responsibilities of an MHC may include:

1.2.1 Identifying Properties of Cultural Heritage Value or Interest

Many municipalities begin their heritage conservation programs by examining, researching and evaluating 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 cultural 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.

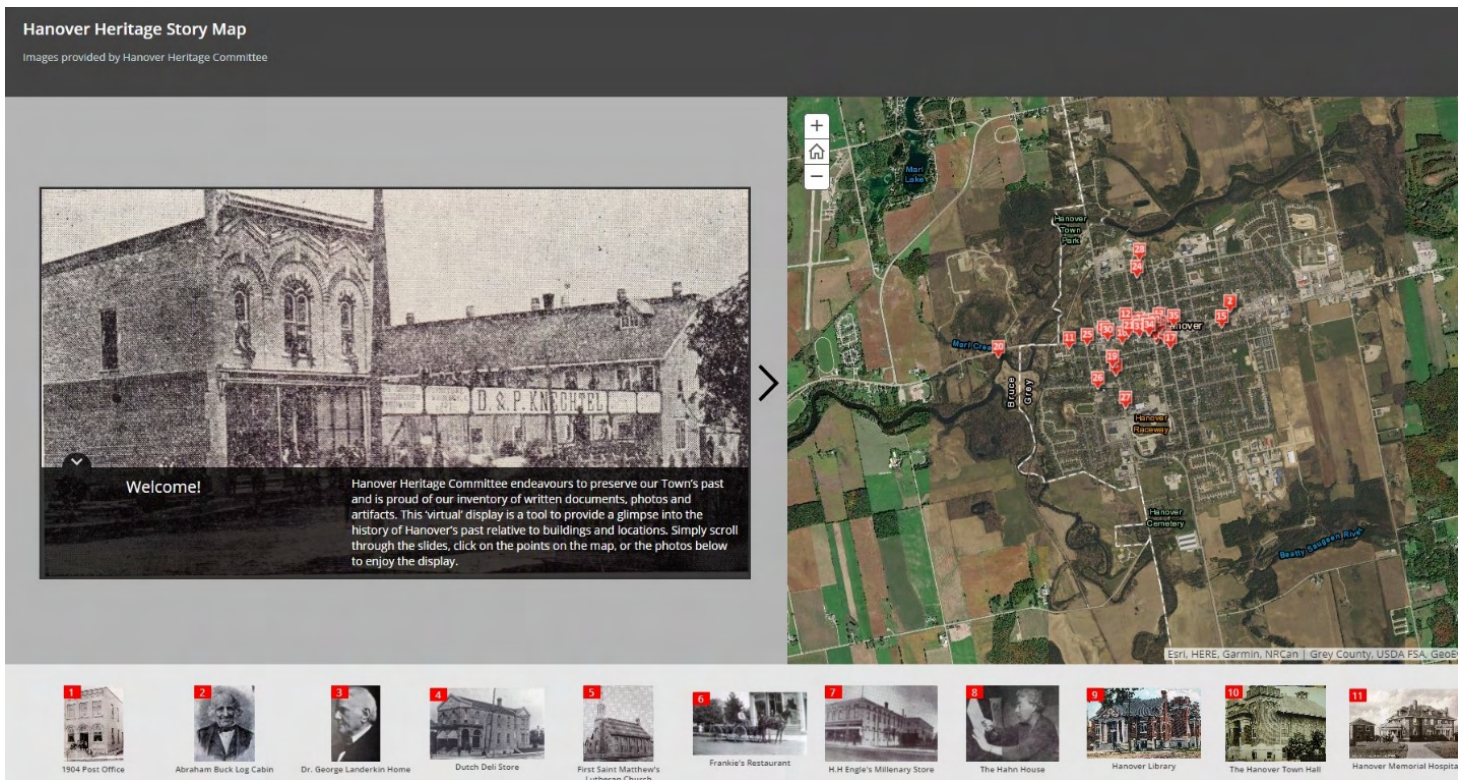


Figure 3. Hanover Heritage Committee worked in partnership with Grey County to create the [Hanover Heritage Story Map](#). This web-based tool provides a glimpse into Hanover's past by telling the stories of its older physical properties with archival photos of the building's past (Image courtesy of The Town of Hanover).

1.2.2 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. 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.



Figure 4. The Canadian International Dry Stone Wall Festival, Amherst Island. A member of the Loyalist Township Heritage Committee started a project to document historic walls on the island and helped to create the bylaw that would protect those walls. The popular festival followed in 2015 (Image courtesy of MHSTCI).

1.2.3 Educating and Informing the Community

In addition to its advisory role, an MHC can play an active role in promoting heritage conservation within communities. This may include advising heritage property owners on appropriate conservation and maintenance practices. MHCs often produce newsletters, descriptive guides, maps, plaques, exhibits and other educational material about notable buildings, streets, landscapes and districts to raise awareness of the municipality's properties of cultural heritage value or interest and other cultural heritage resources.

February 18, 2017 | 1 pm - 4 pm
Niagara Falls Library, LaMarsh Room
4848 Victoria Avenue

FEATURING
Sherman Zavitz | Historian
Ruth-Ann Nieuwesteeg | Patterson Funeral Home
Phil Ritchie | Kefer Developments

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A TEST OF TIME
Stamford, Elgin
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WARREN SPENCE CARRIAGE WORKS,
NIAGARA FALLS, ONTARIO

OLD ST. JOHN'S CHURCH, NIAGARA FALLS, ONTARIO

POST OFFICE/CUSTOMS HOUSE, NIAGARA FALLS, ONTARIO

You are invited to join the Municipal Heritage Committee for an interesting afternoon of heritage. The built heritage of Stamford, Drummondville and Elgin will be discussed. Listen to how the buildings and open spaces shaped the communities and the potential they hold for the future. Our guest speakers will share their wealth of knowledge about these areas and how they developed. This afternoon event will also feature the Third Annual **Heritage Recognition Awards** recognizing properties in Niagara Falls that have done an outstanding job of preserving a portion of the history of the City.

Please Join Us!

Niagara Falls

Figure 5. Heritage awards help raise awareness of outstanding heritage conservation (Image courtesy of Marilynne Eastland).

1.2.4 Working with Other Legislation Affecting Cultural Heritage Resources

While MHCs have a formal role to give advice for matters falling under the *Ontario Heritage Act*, other legislation governing the powers of municipalities, such as the *Planning Act* and

Building Code Act, may have implications for heritage conservation. MHCs can ensure that the *Ontario Heritage Act* is considered within the context of other legislation. The committee can achieve this by providing or supporting the provision of cultural heritage data, reviewing and commenting on heritage studies, advising on mitigation measures, developing heritage conservation policies for the municipal Official Plan and reviewing zoning bylaws, among other activities. In some cases, the role of the MHC is already defined in legislation or related processes. For those situations, Council should specify in the terms of reference whether or not an MHC is expected to play a role in giving advice relating to heritage matters affected by other legislation, and what the scope of this advice should be.



Figure 6. This building has been retrofitted to be compliant with the [Accessibility for Ontarians with Disabilities Act, 2005 \(AODA\)](#), while minimizing impact on its heritage attributes (Image courtesy of ERA Architects).

SIDEBAR: Municipal Heritage Committee Support for Broader Municipal Planning Activities

Many Ontario municipalities choose to adopt a variety of planning documents to guide long-term decision making. These are not empowered under specific legislation but are tools to establish municipal goals and identify the steps needed to achieve these goals.

These long-term plans are typically developed by staff and/or consultants hired by the municipality. The development process should include extensive public consultation. An MHC

may provide valuable contributions to these and other long-term plans, by drawing on its expertise and local knowledge relating to the cultural heritage resources and activities that fall within its mandate.

These high-level plans may include:

- *Strategic Plans*
 - *provide a roadmap for all municipal decision-making and action over a long period of time (often ten or twenty years)*
- *Cultural Plans*
 - *give direction to municipal decision-making and action specifically relating to the broad array of cultural resources, industries and activities in the municipality, including action that leverages all of the above to support community development and long-term economic prosperity*
- *Cultural Heritage Management Plans*
 - *give direction to municipal decision making and action to support the conservation and management of cultural heritage resources in the municipality, including built heritage resources, cultural heritage landscapes, movable heritage property (e.g., museum collections and artifacts) and intangible heritage (e.g., community stories, traditions, heritage skills and activities)*

2 Setting Up an Effective Municipal Heritage Committee

The *Ontario Heritage Act* provides a framework for helping municipalities conserve properties of significant cultural heritage value or interest.

2.1 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 heritage conservation.

2.2 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. **An 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. **Connections 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. A municipal heritage committee will often include roles such as chair, co-chair, treasurer, and secretary.
9. **Recruitment and membership vacancies:**
 - a. **Terms of Service:** Terms of service for MHC members tend to vary. 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.

- b. 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.
- c. 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; and

11. **Evaluation format:** how to measure the effectiveness of your municipal heritage committee.

Many municipalities also have procedure 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 the following links for examples of municipal heritage committee Terms of Reference:

- [*Municipality of Chatham-Kent;*](#)
- [*City of London;*](#)
- [*Town of Gravenhurst;*](#)
- [*Town of Ajax;*](#)
- [*City of Kawartha Lakes; and*](#)
- [*Town of Oakville.*](#)

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



Figure 7. The Canfield Black Settlement Marker

Heritage Haldimand MHC spearheaded the placement of a marker to commemorate the community of Black settlers who arrived in Canfield beginning in 1837 after fleeing slavery along the Underground Railroad (Image courtesy of the Municipality of Haldimand).

2.3.1 A Membership as Diverse as your Heritage

One of the roles of municipal heritage committees is to engage citizens in protecting our heritage. Committees should endeavour to attract representatives with diverse demographics – age, culture, geography (i.e., urban and rural), to help recognize, protect and promote all aspects of a community’s heritage.

2.3.2 Developing Your Committee’s Capacities

Successful municipal heritage committees consist of active community members with a demonstrated interest in heritage conservation and an ability to work together to advise and support council on matters relating to heritage conservation.



Figure 8: Poster for an orientation event for MHC members (Image courtesy of the City of Ajax)

2.3.3 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, an 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;
- Business Improvement Associations (BIA), 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.

2.3.3.1 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 *Municipal Conflict of Interest 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.

2.3.4 Step 4: Establishing a Municipal Heritage Committee Budget

Municipal council is responsible for providing its municipal heritage 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);
- Harmonized Sales Tax (HST); 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.

2.3.4.1 Zero Base Budgets

Municipalities may also consider Zero Base Budget (ZBB) for their municipal heritage committee. ZBB is not related the spending of the prior year and requires the MHC to begin with a budget of zero and to justify the need for each service as the year progresses.

3 Fulfilling your Municipal Heritage Committee Mandate

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.



Figure 9. Members of the Niagara Falls MHC conduct a site visit at a heritage property (Courtesy of the City of Niagara Falls).

3.1 Step 1: Understanding the Role of Council in Heritage Conservation

To 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.

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

To properly fulfill its role, an MHC should have a direct reporting relationship to council. While some committees may be organized to report administratively through standing committees such as planning advisory or community development committees, or even through the municipal chief administrative officer, when a municipal heritage committee provides its advice in a direct reporting relationship to Council it has proven to be more effective.

Most councils and MHCs have found that having one or two municipal council representatives on the municipal heritage committee helps to maintain consistent 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.

3.2.1 Understanding the Role of Advisory Committees

Municipal advisory committees assist municipal councils in gathering and communicating community input on local issues. Committees can help municipal councillors and staff understand 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.

Similarly, the municipal heritage committee has an advisory and consultative role. However, in addition to the terms of reference the council sets out, the committee also has a mandate defined in the *Ontario Heritage Act*. Where a council has established a municipal heritage committee, it is required to consult with the committee before making decisions on matters affecting cultural heritage resources.

3.3 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.

Often, councils appoint one or more municipal staff persons to support the municipal heritage committee. The value in having a staff person involved is consistency in guiding the municipal heritage committee through municipal procedures. The appointed staff may also be able to answer routine enquiries from the public and forward literature on behalf of the MHC when the volunteer committee members are not available.

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, records management, 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.



Figure 10. A heritage planner for the City of Kingston provides training to heritage committee members (Image courtesy of Community Heritage Ontario).

4 Tools for Building and Sustaining your Municipal Heritage Committee

4.1 Identify or Review your Mission and Vision

MHC's 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.

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.

4.2 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.

4.2.1 Checklist for Evaluating your Committee's Mission and Vision

- Drives your future activities;
- Leads to action and improves results;
- Emphasizes what needs to be different, what needs to change;
- Provides a benchmark against which future decisions can be assessed;
- 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.

If strategic planning is new to your municipal heritage committee, find a local facilitator such as a municipal staff member or contact the [regional development advisor of the Ministry of Heritage, Sport, Tourism and Culture Industries](#) for your area for support. Skilled facilitators can help your municipal heritage committee crystallize your framework for action.



Figure 11. Image courtesy of the City of Timmins

4.2.2 Growing Community Support

Many municipal heritage committees have found that strategic planning helps them maintain a balance between proactive and reactive heritage conservation activities. In addition to advising on the use of heritage legislation to protect local properties, they undertake activities that build appreciation for heritage conservation (e.g., walking tours, Doors Open events, and owner-led designations). This ensures sustained community support for heritage conservation initiatives.

4.2.2.1 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 establishing performance indicators that will assist you in measuring the effectiveness and efficiency of your MHC. Measure 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?

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.

Figure 14. Chesley's Inn Bed & Breakfast, Cornwall's oldest inn, receives a new heritage plaque after extensive renovations by new owner Robert Prowse. Committee members presenting (left to right) are Carole Libbey, Ginette Guy, owner Robert Prowse and Marjorie Vallée (Image Courtesy of Community Heritage Ontario).



5 The Benefits of Establishing and Sustaining a Municipal Heritage Committee

Creating and sustaining a municipal heritage committee is an opportunity for heritage conservation, as 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;

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- Making heritage conservation a priority;
- Honouring its past in order to assure the community's long-term prosperity, sustainability and social well-being;
- 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 is an investment for building your community's heritage conservation legacy.

6 Resources and Further Information

For more information on municipal heritage committees, the *Ontario Heritage Act* and conserving your community heritage, contact:

Ministry of Heritage, Sport, Tourism and Culture Industries

www.ontario.ca/page/ministry-heritage-sport-tourism-culture-industries

Ontario Heritage Trust

www.heritagetrust.on.ca

6.1 Other key organizations:

Community Heritage Ontario (CHO)

CHO/PCO is a non-profit organization dedicated to Ontario municipal heritage committees. It represents more than 110 municipal heritage committees containing more than 1,000 volunteer members, providing them with services including workshops, training webinars and an annual conference. They produce a quarterly newsletter, CHO News.

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Website: www.ontariohistoricalsociety.ca

Canadian Association of Heritage Professionals (CAHP)

190 Bronson Ave.

Ottawa, ON K1R 6H4

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Website: www.cahp-acecp.ca/

Centre franco-ontarien de folklore (CFOF)

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