REPORT
PLANNING AND DEVELOPMENT COUNCIL MEETING
MEETING DATE: FEBRUARY 4, 2013

FROM: Planning Services Department

DATE: January 14, 2013

SUBJECT: Downtown Oakville Heritage Conservation District

LOCATION: Downtown

WARD: 3

RECOMMENDATION:

1. That By-law 2013-004 be passed to designate the Downtown Oakville Heritage Conservation District under Section 41 of the Ontario Heritage Act;

2. That By-law 2013-004 also adopt the Downtown Oakville Heritage Conservation District Plan and Guidelines as the District Plan regarding matters set out under Section 42 of the Ontario Heritage Act, attached as Appendix D to report PD-010-13;

3. That the definition of ‘immediate vicinity of the Downtown Oakville Heritage Conservation District’ mean 40m from the district boundary. Further, development applications that are 40m from a portion of the Downtown Oakville Heritage Conservation District that only include the public right-of-way be excluded from the requirement for a cultural heritage impact assessment as part of any future development applications; and,

4. That Council consider appointing representation from business or commercial property owners to the Heritage Oakville Advisory Committee when filling vacancies to the Committee.

KEY FACTS:

The following are key points for consideration with respect to this report:
- The Downtown Oakville Heritage Conservation District Study was approved by Council on June 11, 2012. Council directed staff to proceed with the creation of a Draft District Plan and Guidelines and to continue with community consultation, especially with the business community.
The statutory public meeting for the Draft Plan and Guidelines, as required by Section 41.1(6) of the Ontario Heritage Act, was held on December 10, 2012.

Staff recommend the passing of a Heritage Conservation District By-law for a portion of downtown Oakville and the adoption by by-law of the Downtown Oakville Heritage Conservation District Plan and Guidelines.

The Municipal Implementation document is addressed in this report to describe how staff will respond to each initiative and several Council action items have been recommended.

BACKGROUND:

The Downtown Oakville Heritage Conservation District Study has been ongoing since the fall of 2011. Please see Appendix A for a complete background of the study process up to the statutory public meeting. Appendix B is the map of the original study area and Appendix C is the map of the boundary that is being recommended for approval by Council. This boundary has a minor modification to the boundary that was approved by Council on June 11, 2012, which will be explained later in this report.

On December 10, 2012, the statutory public meeting to consider the Draft Plan and Guidelines was held before Planning and Development Council. At that meeting, two delegations submitted verbal presentations that concerned several of the initiatives that were recommended in Part B of the Downtown Oakville Heritage Conservation District Plan and Guidelines. Several written submissions were also accepted from those unable to attend the statutory public meeting. The verbal and written comments were all considered in the current revision of the Draft Plan and Guidelines.

The statutory public meeting on December 10 satisfied the requirements of Section 41.1(6)(b) of the Ontario Heritage Act, which requires one public meeting before adopting a heritage conservation district plan. Throughout the process followed by the Town of Oakville leading to the preparation of the District Plan and Guidelines, there have been three public meetings, seven focus group meetings and additional meetings with stakeholders, including the Downtown Oakville BIA, the Oakville Chamber of Commerce and the Oakville Lakeside Resident’s Association.

On January 22, 2013, the Heritage Oakville Advisory Committee endorsed staff recommendations to pass the Downtown Oakville Heritage Conservation District By-law and to adopt the District Plan and Guidelines by by-law.
COMMENT/OPTIONS:

The Downtown Oakville Heritage Conservation District Plan and Guidelines has been divided into two separate documents and retitled so that there is no longer a Part A and a Part B to the document. There is the Downtown Oakville Heritage Conservation District Plan and Guidelines (formerly known as Part A) and a separate document titled Municipal Implementation (formerly known as Part B). The District Plan and Guidelines is attached as Appendix D and the Municipal Implementation document is attached as Appendix E to this report. The separation of the two documents allows for staff and Council to discuss and consider the issues of each document appropriately.

Downtown Oakville Heritage Conservation District Plan and Guidelines

The Downtown Oakville Heritage Conservation District Plan and Guidelines is the district plan that is required by Section 41.1 of the Ontario Heritage Act. Section 41.1 (5) describes the required contents for a district plan:

(a) a statement of the objectives to be achieved in designating the area as a heritage conservation district;
(b) a statement explaining the cultural heritage value or interest of the heritage conservation district;
(c) a description of the heritage attributes of the heritage conservation district and of properties in the district;
(d) policy statements, guidelines and procedures for achieving the stated objectives and managing change in the heritage conservation district; and
(e) a description of the alterations or classes of alterations that are minor in nature and that the owner of property in the heritage conservation district may carry out or permit to be carried out on any part of the property, other than the interior of any structure or building on the property, without obtaining a permit under section 42.

The Downtown Oakville Heritage Conservation District Plan and Guidelines satisfies the requirements of the Ontario Heritage Act. Section 1 of the Plan provides the statement of objectives, statement of cultural heritage value and the description of the district’s heritage attributes. Sections 2 and 3 provide additional policy statements regarding the intent of the district and the conservation principles and objectives. Section 4 of the Plan provides the guidelines for managing change and is divided into a number of categories to provide users of the plan with the most clear and concise direction as possible. Section 5 of the Plan describes the alterations that are exempt from heritage permit requirements. Section 6 of the Plan is the rationale for reviewing the District Plan. The review of the District Plan could
take place every 3-5 years and would involve public consultation and a review of how well the District Plan and Guidelines has been utilized.

Section 4 of the Plan and Guidelines will be the most utilized portion of the district plan and has been intensely scrutinized by the consultants, staff and the public. This portion of the plan has been divided into separate categories for commercial and residential uses, based on concerns from stakeholders about the distinct needs of the business community.

The plan has been broken down further into heritage and non-heritage properties, with a listing for each property within the district boundary giving its status. Non-heritage properties are included in the guidelines in order to provide appropriate consideration of proposed changes on the entire district, especially surrounding properties.

The guidelines for alterations in each category are primarily concerned with the protection of existing heritage building fabric, such as historic storefronts. The preferred conservation goal is to repair heritage fabric instead of replacing it. Where replacement material is required, the guidelines may call for similar materials and designs.

Guidelines for additions to residential and commercial buildings within the district provide direction on the most suitable location, proportion, height and composition for new massing. Sympathetic and complementary materials are required, but replication of historic features that never existed is not required. Contemporary design is encouraged, but it needs to be respectful of adjacent historic composition, as seen in the image on the next page.
New additions should clearly differentiate between historical and contemporary design and materials, as shown in these examples. The original building and the addition are set back at different distances, and there is a change of materials as well.

The Draft Plan and Guidelines also provide direction on entirely new structures within the district. This is especially important along the Lakeshore Road East street wall of commercial buildings. New infill needs to respect the height, proportion, width and composition of surrounding heritage buildings. Like new additions, entirely new construction is encouraged to be of contemporary design that is complementary to its surroundings. Replication of historic details is not required.

Buildings should promote an active streetscape, and be located at the street line.

The District Plan and Guidelines states that demolition of buildings identified as ‘heritage’ in Appendix A will not be permitted, except in extenuating circumstances (for example, natural disasters). A process is provided for these exceptional circumstances. Demolition of non-heritage structures may be permitted, with the approval of plans for the new structure. This is to prevent gaps in the streetscape for lengthy periods of time.
a) After a catastrophic event, such as a fire or earthquake, building restoration may be acceptable as infill construction where it is based upon sufficient building remains and remnant architectural features that can guide accurate restorative work.

The streetscape guidelines provided in the District Plan acknowledge that there is little to no heritage fabric remaining in the district streetscape due to changes over the decades. What is important, especially in the public realm, is the focus on providing an environment for pedestrians and protection of viewscapes. Guidance in the District Plan provides general principles that should be considered when changes are made in the future, rather than providing specific materials or designs.

The addition of low, ornamental walls or hedging located on private property (within a planting bed or sod verge) screens parked cars from the pedestrian view and defines the edge of the road allowance.
Public input on the District Plan and Guidelines has been received and carefully considered by staff and the consulting team. Additional clarification was requested during the focus group meetings regarding windows and appropriate materials and the appropriate sections were revised accordingly for the second draft of the Plan and Guidelines, which was released on November 20, 2012. A chart of the comments received since the release of the second draft of the Plan and Guidelines is attached as Appendix F and also includes the staff response. For example, comments received on behalf of Bell Canada for the statutory public meeting have been accommodated by providing a new section on emergency works procedures and re-wording the policies regarding infrastructure and appropriate screening.

In addition to revisions made to the guidelines of the drafts of the District Plan, staff are recommending a minor change to the boundary of the Downtown Oakville Heritage Conservation District, which is attached to this report as Appendix C and also to the Heritage Conservation District By-law 2013-004 as Schedule A. The property owner of 217 Lakeshore Road East, which is the easternmost property in the district boundary, has requested that the boundary be moved to the west of their property to remove it from the Downtown Oakville Heritage Conservation District. As this property has been identified as a ‘non-heritage’ property in the District Plan, due to its heavily modified exterior façade, staff support the removal of this property from the heritage conservation district boundary. The property would also still be subject to the requirement for cultural heritage impact assessments for any future development applications as an adjacent property to the Downtown Oakville Heritage Conservation District.

Many additional comments were received from the public regarding Part B of the Draft Plan and Guidelines, which has now been re-titled as ‘Municipal Implementation’.

Municipal Implementation

Attached as Appendix E, the Municipal Implementation report contains recommendations from the consulting team that are based on responding to issues and concerns raised during the study process at the various public forums (including the public meetings and focus group sessions). There are 14 initiatives proposed to deal with issues related to the heritage process, the public realm and planning tools. Some of these implementation tools are already in process through ongoing major projects under Vision 2057.

There has been substantial discussion and comments received for many of the initiatives proposed in this report. While the recommendations have been updated from the first release of the draft district plan in October, there are no significant
changes to the Municipal Implementation report since the public meeting on December 10, 2012. Staff have broken the recommendations into the three categories: planning tools, public realm and process. Action items have been provided to show how, in staff's opinion, the recommendations should be addressed.

**Planning Tools**
The consultant made several recommendations for municipal initiatives that fall under the category of “Planning tools”. These include:

- Downtown Heritage Character Area: consideration of a cultural heritage landscape for the remainder of the downtown core;
- Site Plan Control: timing for site plan applications and heritage permits;
- Cultural Heritage Impact Assessments: adopting a definition of “immediate vicinity” to assist in determining when a heritage impact assessment is needed for development applications in the vicinity of the Downtown Oakville Heritage Conservation District.
- Height Provision in the Zoning By-Law: changes to the zoning by-law specifically related to building heights

1. Downtown Heritage Character Area
The consultants have recommended that the entire Study Area for the Downtown Oakville Heritage Conservation District Study (see map in Appendix A) be recognized as a significant cultural heritage landscape through a Council resolution or official plan amendment.

A cultural heritage landscape involves determining relevant cultural heritage attributes or values for an area that should be taken into consideration when evaluating a development proposal that requires planning approvals (e.g. requests for an Official Plan and/or Zoning by-law amendment). Policies related to a cultural heritage landscape are typically included in an Official Plan either as standalone policies or included in the policies related to the future development and redevelopment for an area.

While the Downtown Oakville Heritage Conservation District Study Heritage Assessment Report concluded that the entire study area did not have sufficient cultural heritage value to warrant designation as a heritage conservation district, there were several heritage attributes of the recommended boundary that extended beyond the proposed district. These were the historic 19th century street grid, the historic transportation route and commercial corridor of Lakeshore Road and the predominant 2-3 storey height of buildings (historic and non-historic) in the Central Business District. It has been suggested that these more general values should be taken into consideration for development proposals that require planning approvals.
The intention of a cultural heritage landscape designation (i.e. the creation of a Downtown Heritage Character Area) would be to allow the town to require a cultural heritage impact assessment for development applications to determine the proposed development’s impact on the cultural heritage of the downtown area.

Feedback has been received from the public about this recommendation, with some noting that it seems like a way to put heritage control over an area that has been determined to have insufficient value for a heritage conservation district. Others felt that the idea had merit to ensure that the historic character of the area (e.g. historic 19th century street grid) would be considered as part of a development proposal. Questions and concerns have been raised about the implementation of a cultural heritage landscape and what features are being protected through this process.

Heritage planning staff are currently working on a Cultural Heritage Landscape Strategy for the Town of Oakville. This strategy will provide guidance on how and when cultural heritage landscapes should be recognized and protected, as well as identifying a preliminary list of potential cultural heritage landscapes to review. Given that the strategy for the development of cultural heritage landscapes has yet to be developed and policies for the consideration of cultural heritage landscapes are typically included in the Official Plan for a municipality (Livable Oakville), the most appropriate time to consider these policies would be as part of the five-year review of the Livable Oakville Plan, following the completion of the Cultural Heritage Landscape Study. Staff will ensure that the recommendations from the consultants regarding a Downtown Heritage Character Area are considered during these processes.

2. Site Plan Review
The implementation initiative for changes to the site plan control process states that site plan applications for designated heritage properties should only be processed concurrently or after a heritage permit application. Staff are generally supportive of this process, which would enable property owners to receive heritage permit approval (which has no associated permit cost) before going through the site plan process. The ability to process applications concurrently through the site plan and heritage permit procedures would allow staff to flag any major issues in either process before the application proceeds too far. Feedback from the public indicated that any way to speed up planning approvals, including heritage permits, would be beneficial to the business community. Similarly, such a process would avoid uncertainty on site plan applications that would not receive heritage permit approval.

Staff will determine at the Planning Department’s development pre-consultation meetings whether a heritage permit application should be processed first, or concurrently with, site plan applications.
3. Cultural Heritage Impact Assessments
The recommendation for Cultural Heritage Impact Assessments relates to the Livable Oakville Plan’s Policy 5.3.4, which requires a cultural heritage impact assessment for development of properties adjacent to, or in the immediate vicinity of, heritage conservation districts. This policy is also a requirement of the Provincial Policy Statement, 2005. There are two recommendations made by the consulting team in this initiative relating to the Livable Oakville Plan’s requirement for cultural heritage impact assessments for development applications in the immediate vicinity of the Downtown Oakville Heritage Conservation District.

The consulting team recommends providing a definition of what ‘immediate vicinity’ means (as it is not defined in the Livable Oakville Plan or the Provincial Policy Statement). Such a definition would assist staff and the development community in providing certainty on when a cultural heritage impact assessment would be required for development proposals outside of the Heritage District. The consulting team has defined ‘immediate vicinity’ to mean 40m. This number was arrived at by using the 20m road allowance as a base number and then adding 20m, which is the typical lot depth in the area. This would mean that a development proposal for a tall building built on the other side of the road from the Downtown Oakville Heritage Conservation District would be required to complete a cultural heritage impact assessment.

The other recommendation included in this initiative is to waive the requirements for cultural heritage impact assessments along a certain portion of the district boundary. This waiver is intended to recognize that some properties within the 40m boundary are only in the immediate vicinity of the portion of the district that includes the public right-of-way. Development applications are unlikely to have a negative impact on the heritage features of the public right-of-way. Therefore the staff recommendation is that the requirement for cultural heritage impact assessments should be removed for properties that are within 40m of portions of the district that only include the public right-of-way. See Appendix G for a map of the 40m buffer zone.

**Action:** That the definition of ‘immediate vicinity of the Downtown Oakville Heritage Conservation District’ mean 40m from the district boundary. Further, development applications that are 40m from a portion of the Downtown Oakville Heritage Conservation District that only include the public right-of-way be excluded from the requirement for a cultural heritage impact assessment as part of any future development applications.

4. Height Provision in the Zoning By-law
The inZone project is the development of the town’s new Zoning By-law. Recommendations for height provisions in the new Zoning By-law will continue to be addressed through the inZone project. The advice provided by the consulting team
will be considered for the Central Business District (CBD), which is dominated by C3R zoning and to ensure that the new Zoning By-law is in conformity with the Downtown Oakville Heritage Conservation District Plan. It should be noted that the guidelines of the proposed plan state that height along Lakeshore Road East shall be maintained at the currently allowed 13.5m limit. If this limit is raised for the CBD or in the C3R zone, inside the heritage district, the more restrictive height of the district plan will prevail. According to the provisions of the proposed District Plan, height for properties in the District that do not front onto Lakeshore Road East may be set at the same level as the rest of the CBD.

Staff will ensure that the inZone project considers the special building height requirements of the Downtown Oakville Heritage Conservation District.

Public Realm
The consultant has made several recommendations related to initiatives that fall under the category of “public realm” improvements. These include:

- Streetscape Management Plan: need for a cohesive streetscape plan that ties the Heritage District to the rest of the downtown;
- District Wayfinding: the creation of meaningful signage links and a consistent design for new signage;
- District Lighting: undertaking a lighting study for the downtown to improve the quality, consistency, design and safety of public light fixtures;
- District Tree Planting: that future tree planting clusters trees strategically within the District;
- District Viewing Locations: maintaining non-obscured views from the District to the Sixteen Mile Creek;
- A Western District Gateway: holding a design competition to solicit concepts for a western gateway feature at Navy Street and Lakeshore Road East.

5. Various Streetscape Initiatives
All of the implementation recommendations listed above regarding streetscape and the public realm will be addressed through the completion of actions approved in the Downtown Oakville Strategic Action Plan (DOSAP). Much of this work may be part of the Transportation, Accessibility and Mobility initiative of the DOSAP. The intent of this DOSAP initiative is to study existing mobility conditions and develop options for balanced and alternative uses to meet other transportation, urban design and environmental objectives. Considerations will include street furniture, patios, vibrancy, tree habitat, cycling, walking, accessibility, and converting one-way streets to two-way streets. The role of parking and traffic will be considered in a broader context that includes other uses such as bike parking, street patios, and the future of the Church Street municipal lots. This DOSAP initiative informs the anticipated Lakeshore Road resurfacing work and links to the urban design guidelines initiative, Livable by Design.
Any decisions regarding the various proposed streetscape implementation recommendations would be premature until the DOSAP streetscape initiative is complete. Therefore, staff will ensure that all of the recommendations related to the public realm are considered as part of the Transportation, Accessibility and Mobility initiative of the DOSAP.

The Downtown Oakville BIA has also noted their interest in being involved with this project as it moves forward.

**Process**

The consultant has made several recommendations related to initiatives that fall under the category of “process” improvements. These include:

- A Downtown Oakville Heritage Conservation District Grants Program: providing rationale and components for a successful heritage grant program;
- Refinement of Delegated Approvals: allowing all non-controversial heritage permits to be approved by staff;
- Sign By-law Provisions: removing the requirement for a sign permit for properties within the Heritage District;
- A Downtown Oakville Heritage Advisory Committee: creating a separate heritage committee for the Heritage District.

6. Downtown Oakville Heritage Conservation District Grants Program

The consultants have provided a brief analysis of the various financial incentives that can be offered to owners of designated heritage properties. They have recommended a heritage grant program as the most suitable incentive program for Oakville and have also provided an outline of the components of a grant program and a description of the eligible projects.

The recommendation for a Downtown Oakville Heritage Conservation District Grant Program will be addressed through a staff report that provides additional details on how a grant program would work, with comparisons to GTA municipalities that have existing incentive programs. There is already some limited funding for a Heritage Incentive Fund from a previous development application; however, funding for this program will need to be addressed through the 2014 operating budget. A heritage grant program would be considered for all of the town’s designated heritage properties, not just for the Downtown Oakville Heritage Conservation District.

Heritage planning staff will be studying heritage incentives as part of the 2013 work program and will report back on the potential incentive programs, including a heritage grant program.
7. Refinement of Delegated Approvals
The consultants have recommended an expansion of the existing delegated staff authority to approve heritage permits within the District in order to improve customer service and decrease waiting time for applicants.

Staff currently have the delegated authority to approve minor changes to designated heritage properties in Oakville; however, the recommendation from the consulting team suggests that all heritage permits are delegated to staff, except those which are potentially controversial. There was much public support for this initiative, as it was felt that the staff approval system was a faster and therefore more cost-effective for property and business owners. Staff note that under the current system, approximately 60% of heritage permits received in 2012 were delegated to staff for approval and were approved within 2-7 business days of receipt of a complete application.

However, staff will review the current delegation by-law to determine what additional changes could be added to the delegated staff approval. It is recommended that the heritage permit process remain as is for the first year of the Downtown Oakville Heritage Conservation District in order for staff to evaluate the amount of permits being processed, the stream of each permit (delegated or not) and how long each permit approval takes.

Heritage planning staff will monitor the heritage permits received within the Downtown Oakville Heritage Conservation District for the first year of its existence and report back to Council in 2014 regarding the extension of delegated approvals.

The recommendation regarding changes to the sign permitting process suggests that sign permits should be dealt with through a heritage permit alone. The current system requires both a heritage permit and a sign permit for properties designated under the *Ontario Heritage Act*. This recommendation had support from public stakeholders, as it was felt that removing the cost and time for a sign permit in addition to a heritage permit was appropriate.

Should Council wish to exempt properties within the Downtown Oakville Heritage Conservation District from the provisions of the Sign By-law, additional consideration would be required to ensure that any necessary safety and technical provisions are still addressed through the heritage permit process.

The next update or revision to the Town’s Sign By-law should take into consideration the recommended changes to the sign permitting process relating to designated heritage properties.
9. Downtown Oakville Heritage Advisory Committee
The last recommendation by the consulting team describes a separate heritage advisory committee dedicated to receiving permits and resolving issues concerning the Downtown Oakville Heritage Conservation District. This proposal was suggested by several participants in the focus group meetings in January and April and was designed to acknowledge that the requirements and considerations for commercial properties in the District were unique and different than for residential properties.

Several stakeholders also suggested that the Heritage Oakville Advisory Committee is not capable of understanding the issues of commercial property and business owners. Staff would note that there are already 38 commercial properties designated under Part IV of the Ontario Heritage Act and over the past two years 20% of heritage permits have been for commercial and/or institutional properties, which illustrates that the committee members have an understanding of how to deal with non-residential properties.

The consulting team has noted that there may be several issues with having a separate committee for the Downtown District including insufficient staff resources and potential for conflicts of interest. While having an additional committee may require additional staff resources, this would be mostly in the Clerk’s department which is responsible for the organization of meetings. Heritage planning staff may not be as affected, as the required heritage permits and reports will be written no matter which committee they are presented to.

In recognition that commercial properties and business owners do face unique challenges, the guidelines of the District Plan have been specifically divided to ensure that the guidelines for commercial properties are significantly different than for residential properties. In further acknowledgement of the unique challenges of the business community, staff would support greater representation for business and commercial property owners on the existing Heritage Oakville Advisory Committee, as their input would be beneficial in the decision making processes.

Staff therefore suggest that the Terms of Reference for the Heritage Oakville Advisory Committee be revised to encourage Council to appoint representation from the downtown property owners to the Committee. This would be similar to the existing Terms of Reference which encourages representation from the Oakville Lakeside Residents Association and the various historical societies on the committee.

*Action: The next revision to the Terms of Reference for the Heritage Oakville Advisory Committee should encourage representation from business or commercial property owners in Downtown Oakville on the Committee.*
Conclusion
Heritage conservation district designation recognizes a collection of properties, streetscapes and landscape features as an important heritage resource. Designation helps to conserve irreplaceable resources, protects our most visible cultural assets and strengthens our community's identity and distinctiveness. The Downtown Oakville Heritage Conservation District Plan and Guidelines and the Municipal Implementation report are the result of over a year of community consultation meshed with best practices in heritage conservation and applicable heritage legislation. The District Plan and Guidelines meet all the requirements of the Ontario Heritage Act and staff are confident that it is a defendable and reasonable plan for the management of heritage resources in downtown Oakville.

The Municipal Implementation report is based on requirements from the Request for Proposals which identified a number of items that the consulting team should provide feedback on. Throughout the community consultation process, a number of extra issues were identified and have been included in their recommendations on how to successfully implement the new Downtown Oakville Heritage Conservation District.

Staff recommend Council adopt the proposed resolutions which would satisfy the requirements of the Ontario Heritage Act by passing a District by-law and adopting the District Plan and Guidelines in the same by-law.

CONSIDERATIONS:

(A) PUBLIC
The Ontario Heritage Act, Section 41(3) states that a municipality must provide notice of the passing of a Heritage Conservation District by-law to all registered owners of property within the District and to the Ontario Heritage Trust. The notice of the passing of a Heritage Conservation District by-law must also be published in a local newspaper.

(B) FINANCIAL
The passing of the Downtown Oakville Heritage Conservation District By-law should not have a direct cost to the Town of Oakville. However, the recommendation in ‘Municipal Implementation’ regarding an incentive program will have a financial impact. An incentive program for heritage properties will be considered separately as part of the Heritage Planning section work plan for 2013 and may be part of the 2014 budget process.
(C) IMPACT ON OTHER DEPARTMENTS & USERS
Other departments outside of Planning Services that will be affected by the Downtown Oakville Heritage Conservation District Plan and Guidelines may include: Engineering and Construction, Facilities Management, Economic Development and Parks and Open Space.

(D) CORPORATE AND/OR DEPARTMENT STRATEGIC GOALS
This report addresses the corporate strategic goal to:
• enhance our natural environment
• continuously improve our programs and services
• enhance our cultural environment
• be the most livable town in Canada

(E) COMMUNITY SUSTAINABILITY
This report generally complies with the sustainability objectives of the Livable Oakville Plan in regards to preservation of cultural heritage resources.

APPENDICES:
Appendix A – Background of the Downtown Oakville Heritage Conservation District Study
Appendix B – Downtown Oakville Heritage Conservation District Study Area
Appendix C – Downtown Oakville Heritage Conservation District Boundary
Appendix D – Downtown Oakville Heritage Conservation District Plan and Guidelines
Appendix E – Municipal Implementation
Appendix F – Feedback and Response Chart
Appendix G – 40m Buffer Zone

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