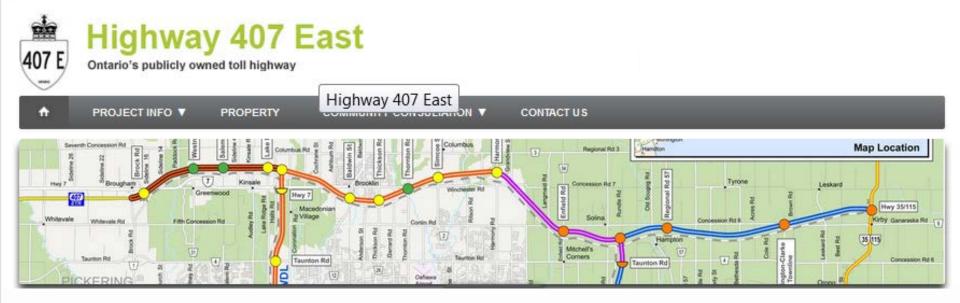


Collaborative and Innovative Heritage Impact Assessment for Highway 407 East: Archaeology, Built Heritage, Cultural Landscapes



Ontario Association for Impact Assessment 2014 Annual Conference: Collaboration and Innovation in Impact Assessment

Session Title: Collaborative and Innovative Heritage Impact Assessment for Highway 407 East: Archaeology, Built Heritage, Cultural Landscapes

Session Organizers: Dr. Robert MacDonald & Dr. Joel Konrad, Archaeological Services Inc.

Session Participants: Mr. Winston Wong and Dr. Jeff Seibert (Ontario Ministry of Transportation); Ms. Emily Kszan (Heritage Research and Design)

Session Abstract:

The easterly extension of Highway 407 from Brock Road to Highway 35/115 in south-central Ontario, including two ten-kilometre links to Highway 401, represents a potential impact footprint of roughly 33 square kilometres. From the beginning of the environmental assessment process in 2005 through two post-EA assignments, the ASI team of heritage professionals has grappled with the entire range of heritage resources—both above and below ground—spread across 70 kilometres of right-of-way and involving many hundreds of land parcels. This has required innovation in all aspects of the project, from GIS tracking of thousands of archaeological survey units to the salvage of architectural materials. It has also required collaboration with an array of interested parties and stakeholders, including our MTO client, lead and other consulting team participants, municipal officials, representatives from other provincial ministries and agencies, First Nations, and interested members of the general public. With the assistance of some of these collaborators, this session will highlight some of the key areas where collaboration and innovation were crucial to the successful mitigation of impacts to heritage resources along the Highway 407 East corridor.

Presentation #2: Archaeological Heritage Management **Presenter:** Robert MacDonald (ASI) **Abstract:**

For the last decade, ASI has been involved in the impact assessment of Highway 407 East with respect to archaeological heritage. It is arguably the largest and most complex archaeological assessment and mitigation project ever undertaken in the Province of Ontario. From our perspective, the primary factor responsible for the on-going success of this fundamentally collaborative enterprise has been the high level of professionalism, competence, and collegiality of the people involved, including the MTO project team, officials at the Ministry of Tourism, Culture and Sport, First Nations representatives, the lead consultants and our fellow sub-consultants, our project service providers, and of course the members of our own team. This has fostered a focussed work environment where innovative technological and methodological solutions could be successfully implemented and where challenges could be met with confidence. Examples of successful collaboration and innovation are highlighted in this presentation, including the implementation of GIS-based parcel assessment tracking, harmonization with on-going farming activities, engagement with First Nations, coordination with Species at Risk protocols, accommodation of public interests and concerns, organization of the processing, analysis, and curation of vast quantities of artifacts, and management of administration and work flow capacity and efficiency.

SLIDE 1: TITLE

SLIDE 2: OVERVIEW MAP

Since 2005, Archaeological Services Inc. has been involved in the impact assessment of Highway 407 East with respect to archaeological heritage resources, and since 2010 we have been working as sub-consultants to Parsons, formerly Delcan, in conjunction with LGL completing commitments made by the Ministry of Transportation (MTO) during the Individual Environmental Assessment (IEA) phase of the project.

SLIDE 3: ARCHAEOLOGICAL POTENTIAL MAP

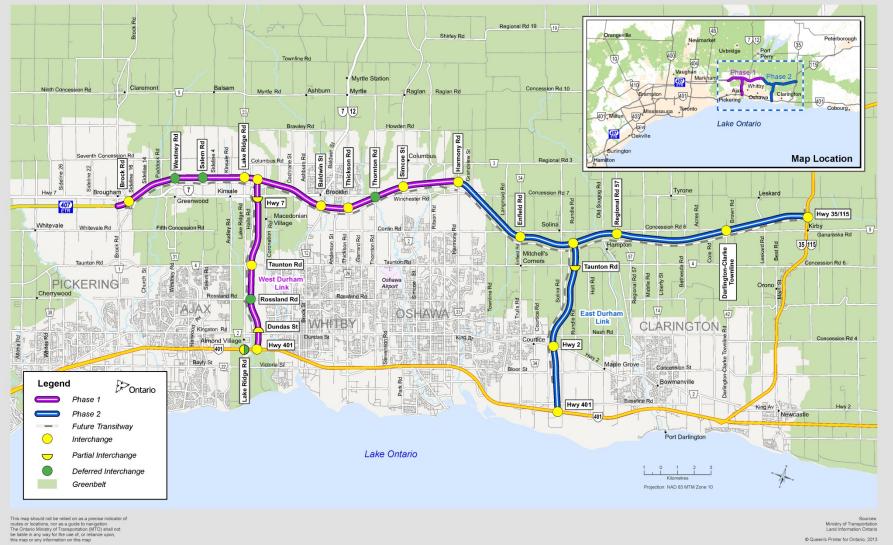
Modeling of archaeological potential, carried out during the initial stages of the IEA, suggested high probability for encountering as-yet undocumented archaeological sites throughout the EA study area. While some sites had been previously registered, both by avocational archaeologists and by professional archaeologists in the course of other impact assessment projects, the majority of the study area had not been systematically surveyed in the past.

SLIDE 4: 407 TPR/ DEB PIHL

By 2008, a Technically Preferred Route had been adopted and Stage 2 archaeological assessment began. Given the vast scope of the project, the corridor was initially subdivided into a western, central, and eastern mainline as well as eastern and western links to Highway 401. Responsibility for assessments of the western mainline and West Durham Link was awarded to URS Canada. The remainder, as well as responsibility for technical oversight, was awarded to ASI. Thus began one of the many collaborative exercises which have characterized this project.

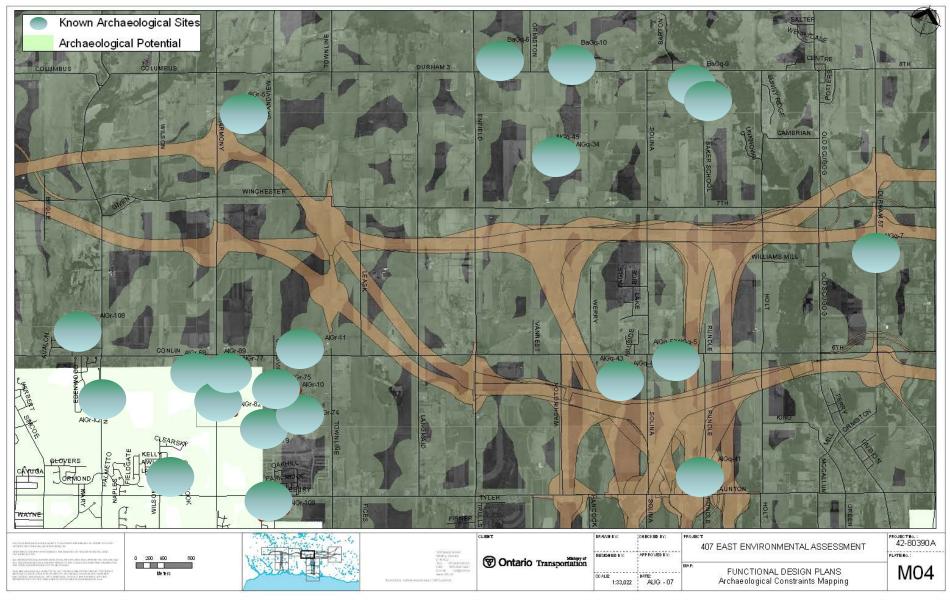


Highway 407 East



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In the interest of efficiency, it was decided that ASI would compile a joint Stage 2 assessment report and that URS would provide the necessary input from their portion of the study area in a mutually agreed upon standardized format. This work was supervised by Deborah Pihl, who has been our Stage 2 Project Manager and principle Stage 2 technical writer since 2005. As the Ministry of Tourism, Culture and Sport would be reviewing the reports, both for purposes of archaeological licensing review and to provide the Ministries of Transportation and Environment with the necessary technical oversight, a preliminary meeting with all involved parties served to lay the groundwork for procedures and expectations. During the EA phase, the volume of work being reported upon, and the need for rapid review by MTO and MTCS, led to the innovation of a monthly reporting process, the products of which were later compiled into an annual report.

In 2010, after approval of the EA and the transition to the post-EA follow-up phase of the project, ASI assumed responsibility for all MTO-led archaeological work as sub-consultants to Parsons. This work focussed initially on the western portion, designated as Phase One and now under construction, and after 2012 on the eastern portion designated Phase Two. During this interval, and especially after the implementation of new reporting standards and guidelines for consultant archaeologists by MTCS in 2011, single annual Stage 2 reports became the norm.

SLIDE 5: STAGE 2 FOOTPRINT – NEWMARKET

The unprecedented scope and complexity of the Stage 2 archaeological assessment presented many other logistical challenges as well. The Project Area, which includes both the highway corridor as well as adjacent lands required for other purposes,





407 Study Area

- >3300 ha
- >33 sq. km.

Stage 2 report for 2012 ~350 pages

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traverses over 6,000 individual land parcels. The footprint of the impact zone is roughly 33 square kilometres, nearly the size of a small city such as Newmarket, Cambridge, or Peterborough.

SLIDE 6: SURVEY UNITS

For purposes of Stage 2 archaeological assessment, this area had to be subdivided into over 3,000 individual survey units based on physical criteria of the landscape.

SLIDE 7: STAGE 2 PEDESTRIAN SURVEY

One category was agricultural lands which could be cultivated for purposes of pedestrian survey of ploughed fields.

SLIDE 8: STAGE 2 STP SURVEY

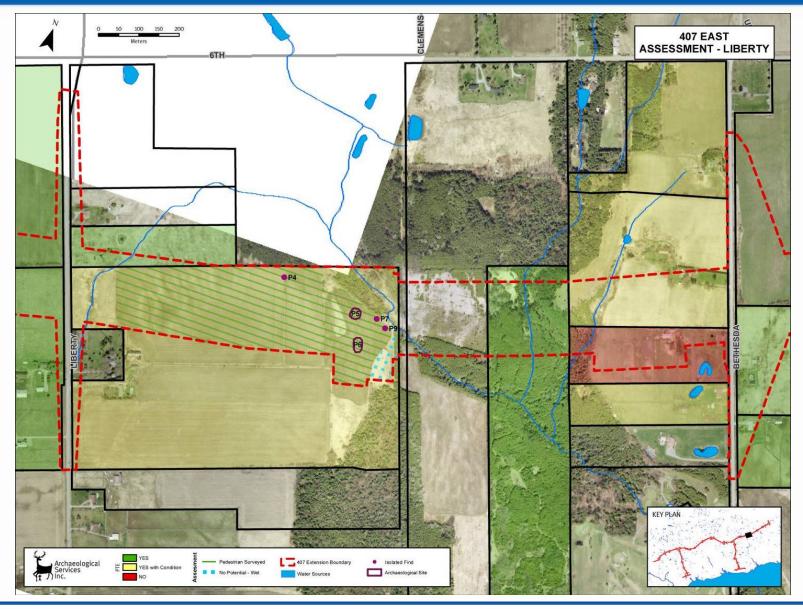
Another category was woodlots and other non-agricultural land which required survey by manual shovel test-pitting and screening. A third category was land which lacked archaeological integrity due to previous land development activities, such as aggregate pits.

SLIDE 9: GIS

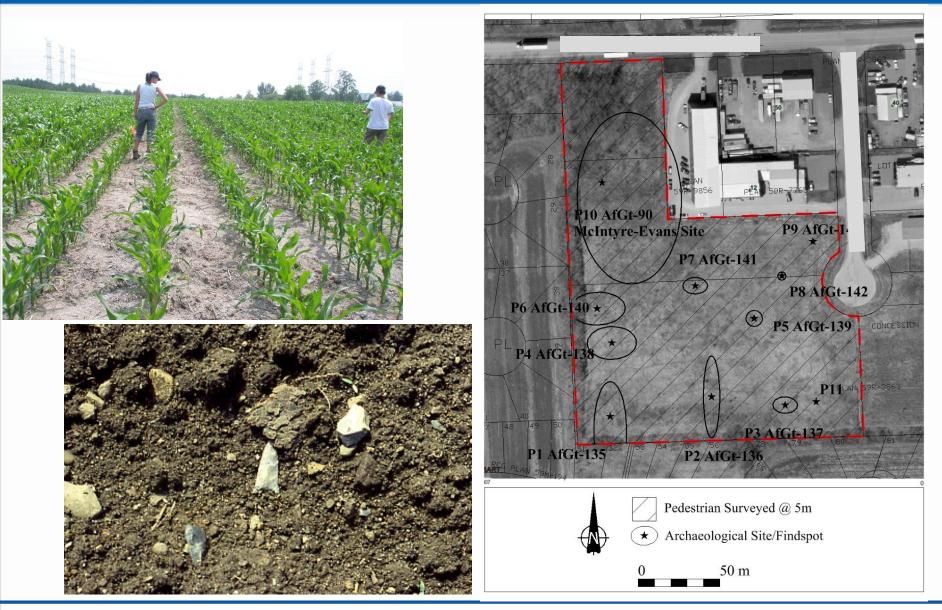
Not only were we required to identify and track the assessment status of several thousand survey units, and provide MTO with fortnightly updates, but we also had to track permission to enter status for each, schedule and track a survey docket for multiple field crews, coordinate our on-site activities with owners, tenant farmers and our own ploughing contractor, cross reference archaeological and built heritage resources, and map all archaeological resources found.

SLIDE 10: OTHER FIELDWORK ACTIVITIES









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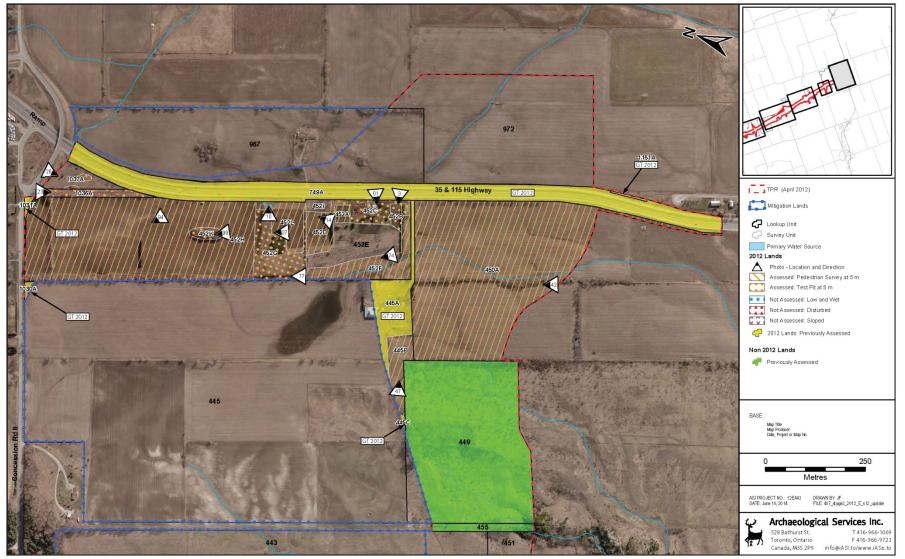


Figure 19: 407 East, Phase Two, 2012 Stage 2 - E30 east (Best) and E31 (Hwy 115/35)



Other Fieldwork Activities

Environmental investigations are continuing to provide a better understanding of the sensitivities and significance of environmental features as well as fulfill Environmental Assessment commitments.

It will also provide specific input during the design process.

On-going Fieldwork						
Archaeology	Stream monitoring					
Built heritage	Pilot projects for Stormwater management plan					
Test pitting and borehole drilling	Well water surveys					
Natural sciences (vegetation, fisheries and wildlife)	Waste and contamination					
Species at Risk applications	Air quality, noise and vibration					



We also had to coordinate our survey activities with the needs of other consultants and agencies, such as geotechnical consultants wanting to place boreholes, ecological consultants needing us to accommodate species at risk, or Hydro One Networks Inc. needing us to assess new tower sites. Undoubtedly, the tool which allowed all of this to happen quickly and efficiently was the collaborative project geographical information system. Each member of the consultant team maintained their own components on an ESRI ArcGIS platform and shared data with each other and MTO through the umbrella GIS maintained by the prime consultant.

SLIDE 11: GEOMATICS DEPARTMENT

From the outset, ASI has had a dedicated GIS technician, Jonas Fernandez, assigned to the 407 project, with backup from the other members of our Geomatics Department. He has been responsible for acquiring and maintaining up-dated base information received from MTO through the prime consultant, coordinating the regular sharing of GIS data through the prime consultant with all members of the consultant team, compiling field data in order to up-date and maintaining our own GIS data, regularly exporting data summaries and field maps to ASI project managers,...

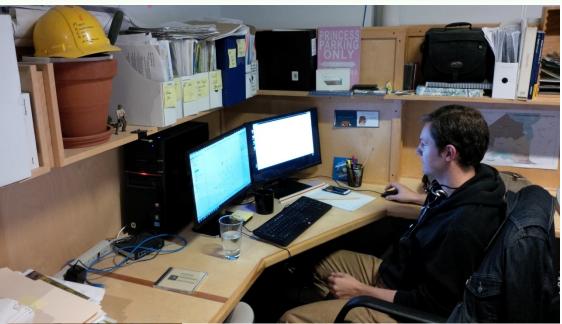
SLIDE 12: EH14 ORTHO-MAP

providing detailed and summary mapping for all reports, and submitting up-dates of GIS data to MTO. Much of this is done on a fortnightly cycle synchronized in order to meet our on-going obligation to MTO for regularly up-dated deliverables, including status reports and GIS data.

SLIDE 13: EXCEL STATUS REPORT

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Figure 16: 407 East, 2012 Phase 2 Results - Site Location of Site East H14 (BaGp-40)



	407 OE2 - Stage 2 Archaeological A	ssessment Statu	JS		19-Jun-14	
	2014 Field Season - WO 9/9B					
	Section	Hectares	Estimated Crew Days	Study Area Complete (%)	Study Area Pending (%)	407 Stage 2 Archaeological Assessment: Progress Summary
	Total OE2 Survey Area	1202				
	Pedestrian Survey - Complete	342		28.4%		Test-Pit Survey - Pending
Ř	Pedestrian Survey - Pending	6	1		0.5%	800 Pedestrian Survey - Pending
TPR	Test-Pit Survey - Complete	60		5.0%		600 Testing Testing
h	Test-Pit Survey - Pending	0	0		0.0%	- Bedestrian Survey - Complete
	Assessed - No Potential	132		11.0%		400
		540		44.4%	0.5%	200 Previously Assessed (EA, IO,
Ř	Pedestrian Survey - Complete	387		32.2%		etc.)
TPR	Pedestrian Survey - Pending	1	0		0.1%	0 Pedestrian Phase 2 Lands: All
ide	Test-Pit Survey - Complete	166		13.8%		
Outside	Test-Pit Survey - Pending	1	1		0.1%	
0	Assessed - No Potential	108		8.9%		407 Stage 2 Archaeological Assessment: Progress Summary
		663		54.9%	0.2%	700.0
	Total OE2 Survey Area	1202	2	99.3%	0.7%	600.0
	Previously Assessed (EA, IO, etc.)	550				500.0
	Total Phase 2 Lands	1752		99.5%	0.5%	Sector 400.0 Because a sector and a sector a
						S 400.0 STP Pending S 300.0 Pending Ped. Complete
	Ploughing - PTA Available	8				■STP Complete
	Ploughing - PTA Not Available	0				
	Total Ploughing	8				100.0
						0.0 Phase 2 Lands - In TPR Phase 2 Lands - Out TPR
	Test-Pit Survey - PTA Available	1				Phase 2 Lands: OE 2 Docket
	Test-Pit Survey - PTA Not Available	0				
		1				

The interoperability of the GIS has also facilitated the routine generation of very detailed status reports from Microsoft Excel, providing ASI, Parsons, MTO, and Infrastructure Ontario project managers with precise snapshots of Stage 2 archaeological assessment progress every two weeks. This has helped to quickly flag issues creating bottlenecks, such as lack of permissions to enter, scheduling conflicts with on-going farming, delays in contract ploughing and weathering of agricultural fields, and seasonal weather and field condition constraints.

SLIDE 14: STAGE 2 CREW PHOTOS

One of the most complex aspects of the project has been the scoping and scaling of field crew capacity. Each crew of four to six field technicians is led by a licensed Field Director. With often over thirty people engaged in archaeological fieldwork at any one time, the logistical challenges have been considerable. The assignment of a senior Field Director to the position of Fieldwork Coordinator provided the middle management solution. This person not only made and tracked crew assignments on a daily basis, but also served as a liaison between Field Directors and various key project staff, including Project Managers, the Geomatics Department, and the Laboratory Services Department. Through regular reconnaissance of the project area, they kept tabs on areas ready for survey, field conditions, and the activities of our ploughing contractor. They also provided technical and logistical support to Field Directors, and served as a senior ASI representative on the ground, available to meet with other members of the consultant team, MTO staff, personnel from other agencies, and the general public.

SLIDE 15: STAGE 4 CREW PHOTOS

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In addition to Stage 2 archaeological assessment of the vast project area, Stage 3 assessment of known and newly discovered archaeological sites was another major component of the project, as was Stage 4 salvage excavation of many sites. Under the leadership of Stages 3 & 4 Project Manager, Sara Cherubin, the concurrent execution of Stages 2, 3, and 4 work afforded us the opportunity of allocating crews strategically in order to best meet MTO priorities and mitigate various logistical constraints. So, for example, when parcels ready for Stage 2 assessment were in short supply, one or more crews were assigned to archaeological sites where Stage 3 assessment was required. This would give them a base of operations from which they could deploy occasionally as needed to do a Stage 2 assessment of a newly available parcel, often only requiring a few hours of their time. Similarly, for larger shovel test-pit surveys, sometimes requiring many days, crews were often merged in order to expedite the process and help maintain crew morale. This constant ebb and flow of personnel was constantly monitored by the Fieldwork Coordinator in consultation with the project management team.

SLIDE 16: PHASE 1 MINDMAP

More than two hundred archaeological sites and find spots have been documented, with over 80 historic Euro-Canadian sites and 25 pre-contact Aboriginal sites recommended for Stage 3 archaeological assessment. Of these, roughly half have subsequently proceeded to Stage 4 salvage excavation on the basis of Stage 3 assessment results, which determined that the site exhibited cultural heritage value or interest.

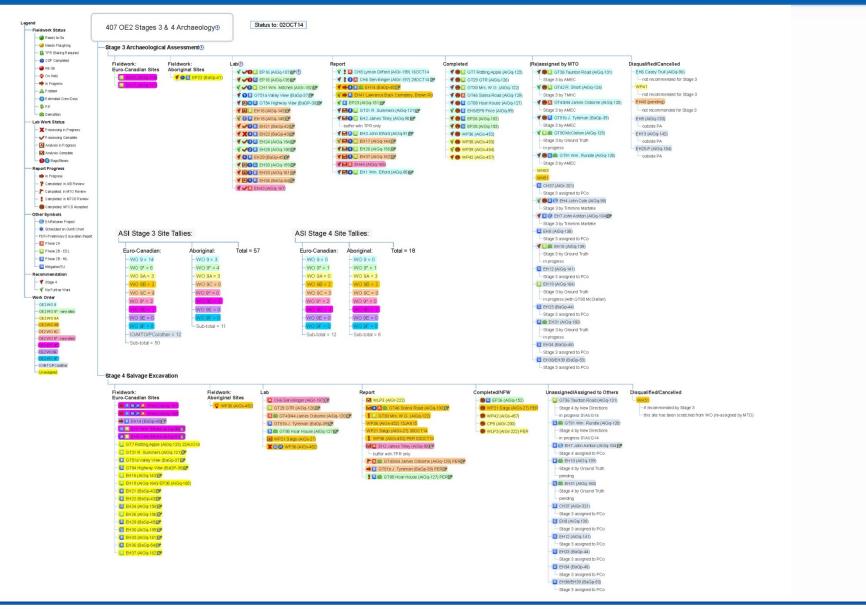
SLIDE 17: PHASE 2 MINDMAP

6



gend Fieldwork Status	407 OE1 Stages 3 & 4 Arc	shaeology Status to	020CT14		
Ready to Go	5				
- Needs Ploughing					
- O CSP Completed	Stage 3 Archaeological Assessme	ent			
- O Go					
- 🍄 On Hold	Completed - Stage 4 Recommended	Completed - No Further Wo	ork Recommended Sta	age 3 Site Tallies:	
- In Progress	- 🃢 🛑 CP5 (AlGr-200)	— 🏹 🥮 AMA TP1 (Algr-306)		-Euro-Canadian:	
- A Problem	- 📢 🛑 WLP3 (AlGr-222)	- 📢 📵 AMA TP2 (Algr-307)		-WO 2 = 13	
S Estimated Crew Days	- 📢 🥮 WP11 Joseph Picard (AIGs-376)	— 📢 🛞 CP9 (AlGr-196)		-WO 2B = 14	
Lab Work Status	📢 🛑 🕑 CH7 Daniel Holliday (AlGr-198) — 📢 🛞 CP18 (AlGr-300)		-WO 2C = 2	
Y Processing in Progress	- 📢 📵 CH9 Beall (AlGr-209)	- 📢 🥮 WP3 (AlGr-187)			
- Processing Complete	- 📢 😑 CH10 DeLong I (AlGr-139)	- 📢 📵 WP4 (AIGs-373)		- EA (AECOM) = 3	
- Analysis in Progress	- 📢 📵 CH12 Wilcockson Tavern (AlGr-2	10) - 📢 📵 WP5 (AIGs-374)		└─ Sub-total = 32	
- Analysis Complete	🗧 🍕 🔴 CH13 Thomas Moore (AlGr-208)	🚽 📢 WP6 (AIGs-436)		Aboriginal:	
Boxes/Bags	Test CH14 Elisha Doolittle (AlGr-271)	- 🌾 😁 WP10 (AlGr-204)		-WO 2 = 8	
-Report Progress	📢 📵 WH1 Wing Rogers (AIGs-377)	- 🔨 🛞 WP13 (AlGs-430)		WO 2B = 2	
In Progress	VH4 Turkingham (AlGr-193)	- (AIGs-428)		-WO 2C = 2	
- ? Completed: in ASI Review	📢 🥮 WH5 Noble Stevenson I (AIGs-44	0) – 🔨 🛞 WLP1 (AlGr-221)		-WO 2E = 2	
Completed: in MTO Review	- 📢 🥮 WH6 James Young (AIGr-191)	- 💎 📵 WLH3 George McGilliv	vray (AIGs-407)	Sub-total = 14	
Completed: in MTCS Review	VH11 Wilson Tenant (AlGr-194)	– ᄣ 🛞 CH11 John Miller (AlGi	r-211)	-Total=44	
Completed: MTCS Accepted	– 📢 🍔 WH17 John Campbell (AlGr-188)	– 📢 🛞 😢 WH3 Wm. Graham	(AIGs-386)	-10tal-44	
Other Symbols	📢 🛑 WH22 Robert Winspear (AlGr-220	0) – 📢 🥮 WH8 James Wilson (A	(Gr-192)		
- Caller Symbols	VH24 Thomas Stevenson I (AIGs	- 🔨 🛞 WH13 Isaac Orvis (Ald	Gr-190)		
PER=Preliminary Excavation Report	📢 🛞 WH34 Stephenson (west) (AlGs-3	336) - VH23 Thomas Steven	nson II (AIGs-388)		
Recommendation	📢 🛞 WH37 William Graham (AIGs-427	7)			
- V Stage 4	VH39 Daniel Griffin (AlGr-264)	- VH28 Noble Stevenso	on II (AIGs-433)		
No Further Work	Test WH40 Mrs. Mackie (AlGs-375)	– 🔨 🥮 WH30 Conkell (AlGs-4	(26)		
	VH41 David Reed (AlGr-265)	🔨 🏈 WH38 (AlGr-263)			
EAWO	VH43 Redman Family (AlGr-266)) Village Cernet	ery		
- OE1 WO 2/2A	📢 📵 WH44 Thomas Redman Cabin (A	IGr-267)			
- OE1 WO 2B	VH45 Robert Spears (AlGr-268)				
-OE1WO 2C	Stage 4 Salvage Excavation				
OE1 WO 2D					
- OE1 WO 2E - Project Co/407 EDG	Fieldwork:	Fieldwork:	Lab	Report	Completed - NFW Recommended
see OE2	407 EDG (West)	407 EDG (Central)	WP11 Joseph Picard (AlGs-376)	VP11 Joseph Picard (AIGs-376) 31DEC14	✓ ● CP5 (AlGr-200)
	VH1 Wing Rogers (AIGs-377)	The second secon		VH34 Stephenson (AIGs-336)	✓ ● Peter Webb I (AIGs-78)
	VWH4 Turkingham (AlGr-193)	 CH9 Beall (AlGr-209) 			Ver
	VH5 Noble Stevenson I (AIGs-440)	 CH10 DeLong I (AlGr-139) 			VH34 Stephenson (AIGs-336) (PER
	VWH6 James Young (AlGr-191)	CH12 Wilcockson Tavern (AlGr-210)			
	VH11 Wilson Tenant (AlGr-194)	 CH12 Wilcockson Taveni (AlGI-210) CH13 Thomas Moore (AlGr-208) 			
		 CH14 Elisha Doolittle (AlGr-271) 			AMA TP12 (AIGI-154)
	 WH17 John Campbell (AlGr-188) 				
	 WH17 John Campbell (AlGr-188) WH22 Robert Winspear (AlGr-220) 				
	VH22 Robert Winspear (AlGr-220)				
	 WH22 Robert Winspear (AIGr-220) WH24 Thomas Stevenson I (AIGs-36 				
	 WH22 Robert Winspear (AIGr-220) WH24 Thomas Stevenson I (AIGs-38 WH37 William Graham (AIGs-427) 				
	 WH22 Robert Winspear (AIGr-220) WH24 Thomas Stevenson I (AIGs-38 WH37 William Graham (AIGs-427) WH39 Daniel Griffin (AIGr-284) 				
	 WH22 Robert Winspear (AIGr-220) WH24 Thomas Stevenson I (AIGs-38 WH37 William Graham (AIGs-427) WH39 Daniel Griffin (AIGr-264) WH40 Mrs. Mackie (AIGs-375) 				
	 WH22 Robert Winspear (AlGr-220) WH24 Thomas Stevenson I (AlGs-38 WH37 William Graham (AlGs-427) WH39 Daniel Griffin (AlGr-264) WH40 Mrs. Mackie (AlGs-375) WH41 David Reed (AlGr-265) 				
	 WH22 Robert Winspear (AIGr-220) WH24 Thomas Stevenson I (AIGs-38 WH37 William Graham (AIGs-427) WH39 Daniel Griffin (AIGr-264) WH40 Mrs. Mackie (AIGs-375) 	37)			





While more than half of the historic Euro-Canadian sites have been assigned to other archaeological consultants for Stage 4 mitigation, MTO has assigned responsibility for all Stage 3 assessment and Stage 4 mitigation of Aboriginal sites to ASI.

SLIDE 18: WLP3 SITE W/ MANDY MCGONIGLE

In accordance with MTCS licensing provisions under the 2011 Standards and Guidelines for Consultant Archaeologists, ASI has undertaken a program of engagement with First Nations for all pre-contact Aboriginal sites recommended for archaeological investigation beyond Stage 2. This program has been conducted in concert with MTO's on-going program of First Nations consultation, and has involved participation in a series of meetings and events with representatives of various involved First Nations as well as the engagement of First Nations archaeological liaisons who work as adjunct members of our field crews.

SLIDE 19: EP22 SITE

The 407 East archaeological impact assessment has encountered the entire spectrum of archaeological sites in what amounts to a 70 kilometre transect of south-central Ontario. In size they range from isolated arrowheads and spear points lost by Aboriginal hunters . . .

SLIDE 20: PICARD SITE

to entire longhouse villages over a hectare in area.

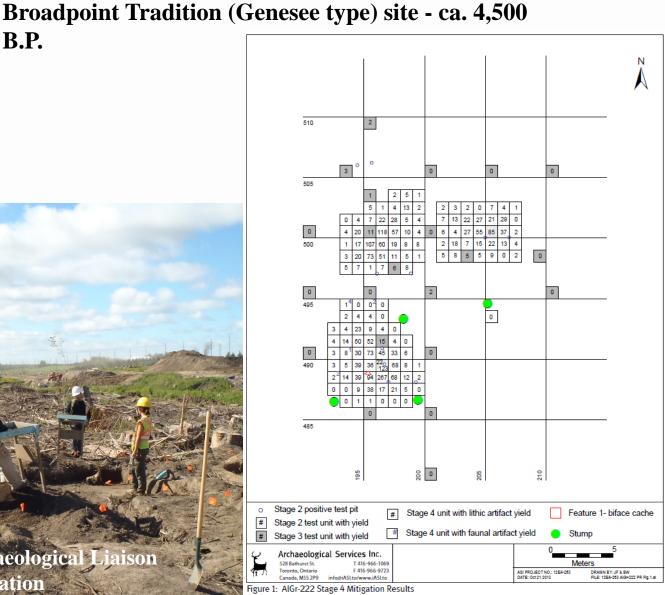
SLIDE 21: EH42 SITE

In age they range from hunter-gatherer campsites more than 9,000 years old, . . . SLIDE 22: MRS. W.G. SITE

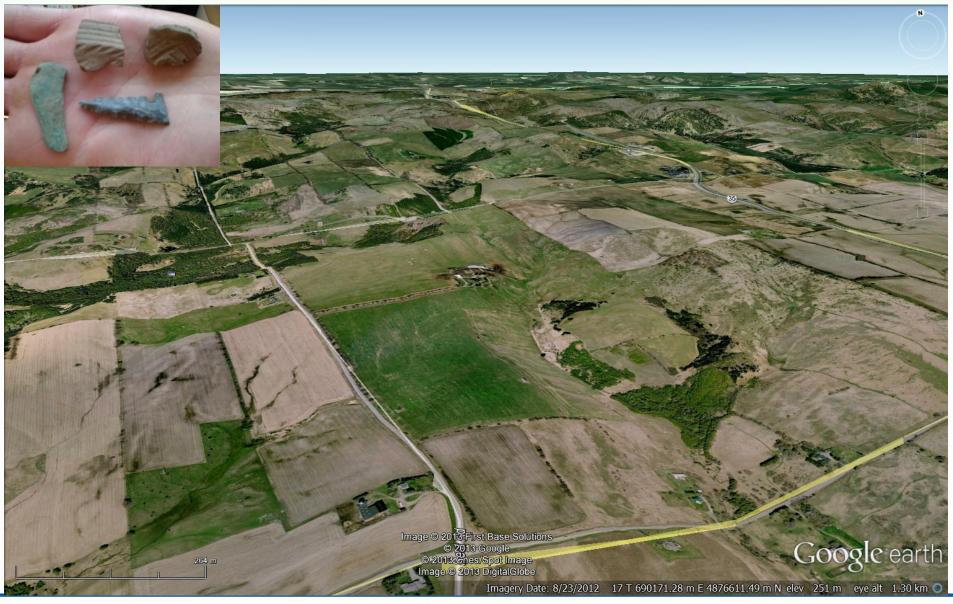




Ms. Mandy McGonigle, Archaeological Liaison Hiawatha First Nation

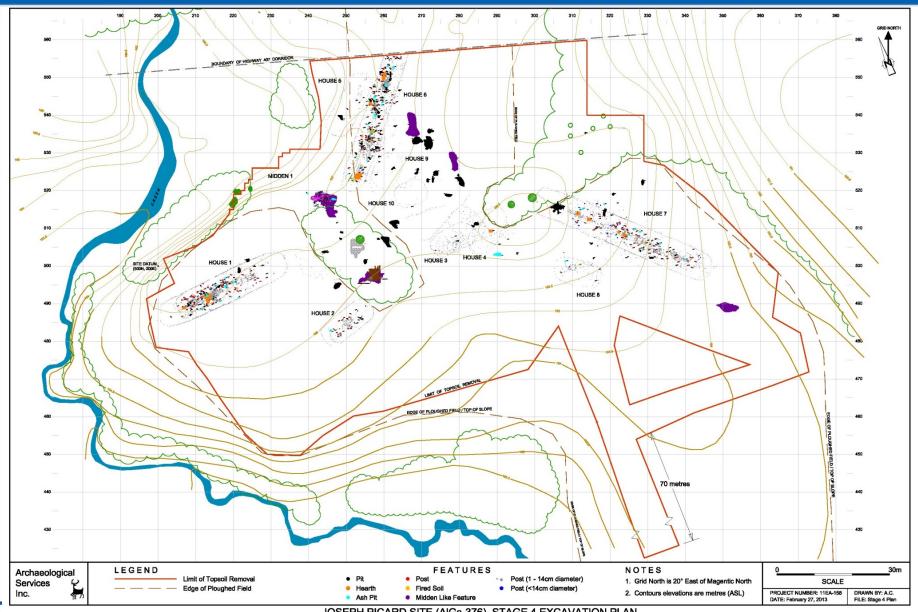






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JOSEPH PICARD SITE (AIGs-376) STAGE 4 EXCAVATION PLAN





WP42 – Early Archaic Period – Corner-notched Tradition (Nettling type) site – ca. 9,500 B.P.



Plate 1: Field conditions during CSP, facing south.



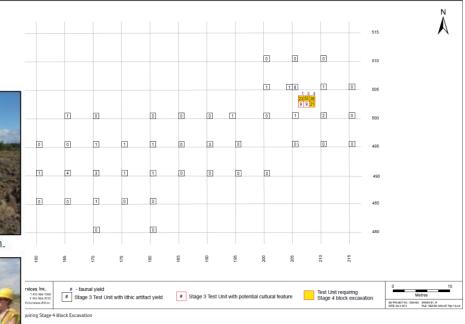
Plate 3: Field conditions in August during excavation of test unit 480-170, facing southeast.



Plate 2: Field conditions during CSP, facing north.

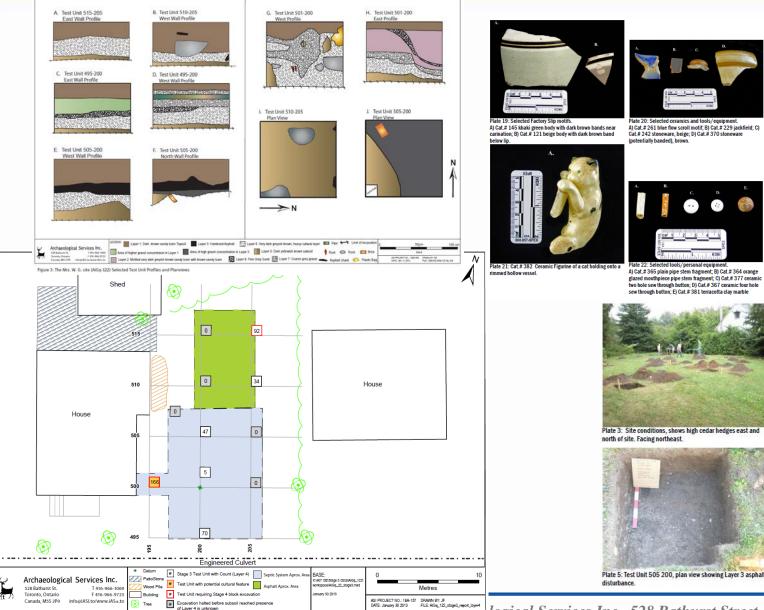


Plate 4: Excavation of test unit 490-200, facing northwest.



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Mrs. W.G. Site ca. 1830-1860



A) Cat.# 365 plain pipe stem fragment; B) Cat.# 364 orange glazed mouthpiece pipe stem fragment; C) Cat.# 377 ceramic two hole sew through button; D) Cat.# 367 ceramic four hole



Plate 2: Shot of site facing south, shows current modern







Plate 4: Site conditions, test unit excavation in progress. Facing northeast.



Plate 6: Test Unit 510-205, plan view showing partial Layer 3 asphalt disturbance of subsoil.

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Figure 2: The Mrs. W. G. Site (AlGq-122) Stage 3 Assessment Results - Master Layer 4

to Euro-Canadian pioneer farmsteads occupied for a few decades during the nineteenth century.

SLIDE 23: LAB STAFF

Even as the fieldwork is being completed, staff in ASI's Laboratory Services Department begin washing and sorting the artifacts prior to handing them off to our team of analysts. These specialists in one or more categories of material culture further sort, catalogue, and describe the artifact assemblage, thereby providing a major contribution to the final site report. Each site may yield an artifact assemblage ranging in size from a small ziplock bag to over one hundred bankers boxes, with most yielding multiple boxes worth.

SLIDE 24: MINDMAP/GANTT CHART

Larger collections can take many months to process and analyse, so careful planning and progress tracking is required to avoid bottlenecks that can spill over into the report writing queue. We have developed systems using MindMapper[™] software to organize, Gantt chart, and track individual projects through the fieldwork, laboratory, and report preparation phases. Updates to the mind map are made on a daily basis. Mind map charts, which offer an information-rich, synoptic view of the status of each project, are provided to MTO and the project team as part of the fortnightly update package. On receipt of notification from MTCS that a report has been accepted, MTO is notified and finalized copies are provided. Finally, all artifact collections are transferred to MTO for curation.

SLIDE 25: DOORS OPEN WHITBY

8





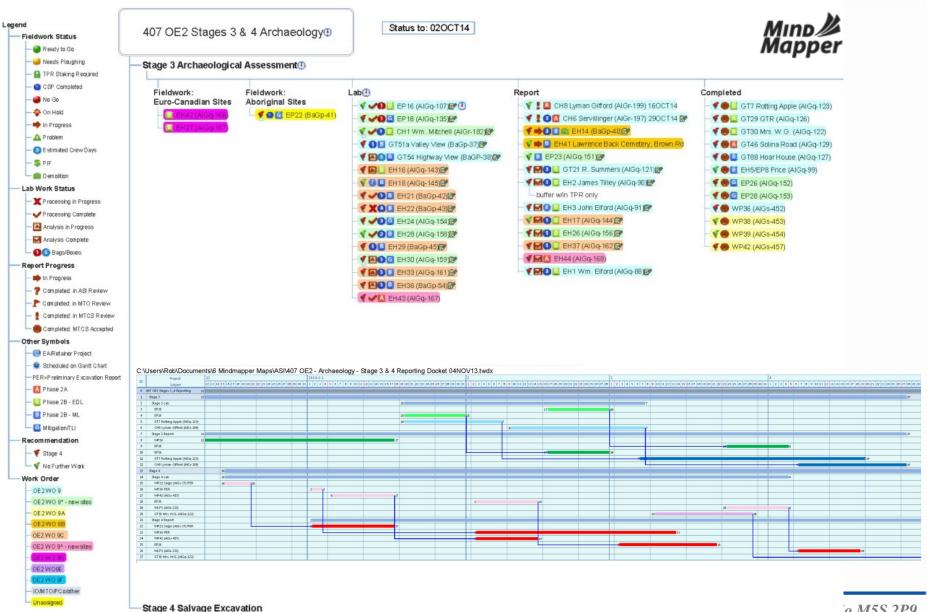






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An important component of the business of archaeological impact assessment and mitigation is sharing the results of our efforts with interested citizens and stakeholders, and public outreach is one of the core values of our company. Beyond participation in the public consultation process that is a routine part of an infrastructure project such as Highway 407 East, we maintain an active engagement with local communities eager to learn about their past as revealed through archaeology. A recent example from earlier this year was Doors Open Whitby, where members of our staff had an opportunity to share our work with interested visitors.

SLIDE 26: AERIAL VIEW OF 407 CONSTRUCTION

At the scale of an individual property or archaeological site, the impact assessment and mitigation being carried out for Highway 407 East is essentially no different from any other such project triggered under the Planning Act or the Environmental Assessment Act in Ontario. It is when this work is scaled up, both in time and space, to the scope of this project that two things happen. First, existing small organizational and logistical challenges become large, and second, an entirely new set of challenges appears. Without question, the themes of this conference—innovation and collaboration—have been fundamental to the successful assessment and mitigation of archaeological heritage resources for Highway 407 East.

SLIDE 27: ACKNOWLEDGEMENTS

The credit for this goes to all the knowledgeable, dedicated, and highly professional people who make up the project groups at MTO, MTCS, ASI, and the rest of the Parsons team of consultants. We extend our deepest thanks and appreciation to them all.

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