



Milton Link

Engagement Summary Report

June 17, 2026

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1.0 Introduction

The Proponent, Tribal Development Management Services Inc. (doing business as "Matthews"), is advancing the development of lands located adjacent to the CN Logistics Hub in the Town of Milton. Official Plan and Zoning By-law Amendments are being pursued to designate the subject lands as Industrial Area to be included within the Sustainable Halton Plan (SHP) Urban Area Boundary. The site will seek the entitlements associated with the Employment Zone, with site-specific provisions to support the intended development.

WW+P Architects and Planners Inc. ("WW+P") has been retained by Matthews to provide public and stakeholder engagement services for Milton Link. The broader engagement program included Indigenous engagement, which is being undertaken by Suslop Inc. ("Suslop"), and is further detailed in this report.

This report is a living document which provides a summary of the various engagement activities that have occurred to date. This report documents the engagement process, summarizes key themes and feedback received during the Public Open House, and identifies community and stakeholder interests, questions, and concerns that will help inform the ongoing planning and design of the project.

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1.1 Project Description

The proposed "Milton Link" development is a multi-phase employment area initiative led by Matthews, adjacent to the under-construction CN Milton Logistics Hub in Milton. The project is intended to support long-term economic growth by introducing approximately 8.7 million square feet (812,000 square metres) of industrial gross floor area across 11 industrial buildings developed in four phases.

The proposal is designed to accommodate a range of employment and industrial uses, including warehousing, logistics, manufacturing, transportation, office, and distribution-related activities, while creating approximately 4,200 to 5,300 permanent jobs and significant construction employment opportunities. The development also proposes new infrastructure, landscaped buffers, trail connections, stormwater management facilities, and environmental enhancements intended to support a high-functioning and sustainable employment node within the Greater Toronto and Hamilton Area.

1.2 Project Location

Milton Link is located within the Town of Milton, and consists of multiple parcels of land located south of Britannia Road, east of Tremaine Road, west of Highway 25, and north of Burnhamthorpe Road West. The lands are situated adjacent to the CN Logistics Hub in the Town of Milton. The site benefits from direct access to major transportation corridors and regional goods movement infrastructure. The lands are currently designated primarily for agricultural and rural uses, while also being identified within the Town's Future Strategic Employment Area Overlay, recognizing their long-term potential for employment-related development.

2.0 Engagement Process & Principles

The engagement strategy is designed to support meaningful and transparent engagement with Indigenous communities, municipal and agency staff, elected officials, stakeholders, local organizations, residents, and the broader public during the planning approvals process.

The engagement strategy is guided by the following three principles that also informed the approach to the first Public Open House:

1. Crafting a Project Narrative

The engagement process aimed to communicate the Milton Link proposal within the broader context of regional economic growth, goods movement demand, community benefit, environmental responsibility, and long-term investment in the Canadian economy.

2. Defining Stakeholder Impact on Decision-Making

The engagement process was designed to promote transparency by clearly identifying the purpose of consultation, the types of feedback being sought, and how public and stakeholder input would inform the ongoing planning process.

3. Outlining Project Benefits and Trade-Offs

The engagement program sought to provide balanced information regarding the potential economic, environmental, infrastructure, and community benefits of the proposal, while also acknowledging potential impacts and proposed mitigation measures associated with the development.

2.1 Goals and Objectives

The high-level objectives for all engagement activities are as follows:

- Introduce Milton Link and narrate its relationship to the CN Milton Logistics Hub;
- Clarify that this is a separate and distinct engagement process to support effective participation and reduce confusion between Milton Link and the CN Milton Logistics Hub;
- Engage First Nations, including Treaty Rights-holders and those whose traditional territories the project is situated in, to co-create an engagement approach and understand how to best keep them involved;
- Ensure that municipalities and regional partners, local stakeholders, advocacy organizations, and members of the public have the opportunity to participate in the development of Milton Link;
- Understand key values, priorities, and areas of concern from the local community and stakeholders, as they relate to community vision and services, environmental protection, and traffic management; and
- Engage early with municipal staff and elected officials to identify areas of mutual benefit and foster a collaborative, solutions-oriented relationship in support of community, economic, and environmental benefits.

2.2 Events Planned

Several events are planned during the planning and approvals process. Planned engagement events included:

- Public Open House #1
- Public Open House #2
- Public Open House #3
- Meetings with municipal and regional staff
- Meetings with and outreach to First Nations and Indigenous communities
- Meetings with local stakeholders
- Project website: <https://miltonlink.ca/>
- Online Public Feedback Survey published on our project website

2.3 Events Completed

At the time of writing this report, the following engagement events have been completed, and the outcomes are summarized in this report

- Public Open House #1
- Meetings with municipal and regional staff
- 1 meeting with the Mississaugas of the Credit First Nation, and outreach to other Indigenous communities
- Meetings with local stakeholders

Public Open House #1

Public Open House #1 served as the first major public-facing engagement event for the project, and was designed to introduce the proposed development, communicate its relationship to (and distinguish it from) the adjacent CN Milton Logistics Hub, identify community priorities and concerns, and gather initial public feedback to help inform the ongoing refinement of the proposal pre-submission.

The event was held on May 6, 2026 at Elsie MacGill Secondary School in Milton, approximately 600 metres from the project site. In preparation for this event, postcard invites were sent to 20,253 business and home addresses in the geography show in Figure 1. Online ads were also posted, resulting in 90,000 impressions, or displays, of the ads. 154 clicks were made on the ads, leading users to the project website. A total of 120 people attended the Public Open House.

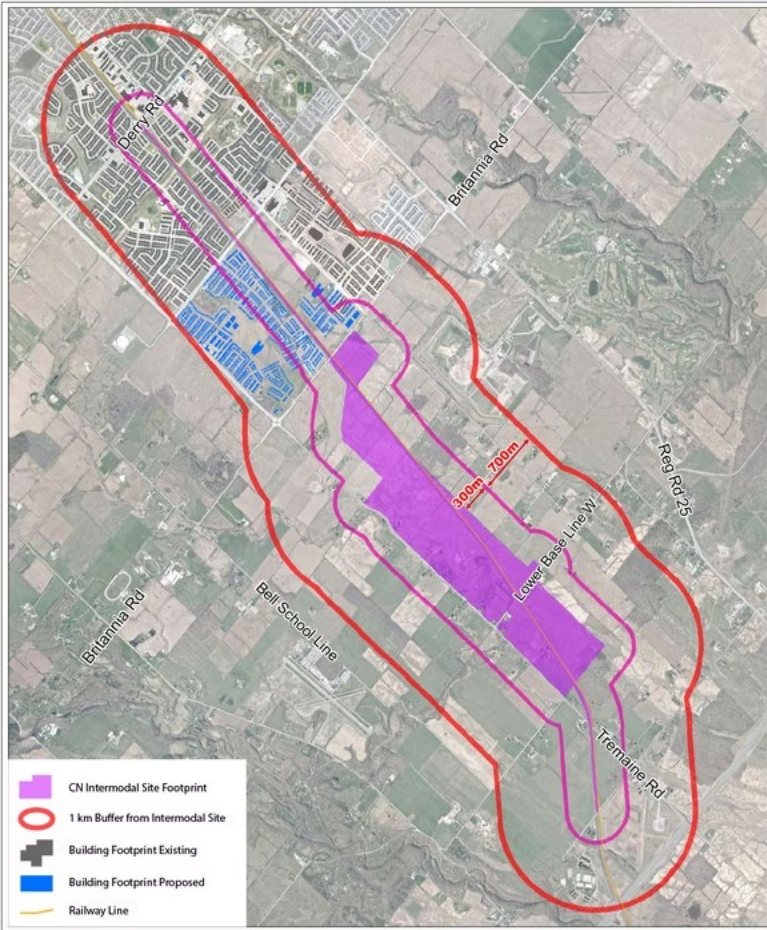


Figure 1. Postcard mailers catchment area (all business and home addresses within the pink and red boundaries)

The event featured 28 large-format panel boards presenting information related to the proposed development concept, planning context, anticipated benefits, technical studies, and preliminary mitigation measures. Representatives from the project team listed in Table 1 attended the event and were stationed throughout the venue alongside panel boards relevant to their respective areas of expertise. This format provided attendees with opportunities to review project materials, speak directly with members of the project team, ask questions, and provide feedback regarding various aspects of the proposal.

Some panel boards were interactive and invited the public to answer questions such as:

- Where do you live, what do you like the most about your community?
- What's missing from your community?
- How can the proposal be designed to align with the community's goals and objectives?

- What aspects of the proposal are you most supportive of?
- What aspects of the proposal are you most concerned about?
- What do you want to learn more about next time?

In addition, project team members were provided with input sheets to document comments, questions, and feedback received through one-on-one conversations with attendees throughout the event. Feedback collected through the Public Open House will help inform future phases of engagement and the continued refinement of the Milton Link proposal.

Table 1. Project Team Representatives at Public Open House #1

Organization	Role
Matthews	Developer
WW+P Architects & Planners	Architecture, Engagement, Urban Design
Armstrong Planning	Planning
LEA	Transportation
SLR	Acoustic
UrbanMetrics	Economics
Envision	Civil Engineering
WSP	Natural Heritage



Figure 2. Panel Boards at Public Open House #1

3.0 Input Gathered from Consultation

3.1 Key Themes

A range of feedback, questions, and concerns were shared by attendees throughout Public Open House #1. While opinions on the proposal varied, several recurring themes emerged across the various 1:1 conversations with project team representatives and from the written comments on the interactive panel boards:

- **Traffic and Road Safety:** Traffic, truck volumes, and road safety were among the most frequently discussed topics, with many attendees expressing concerns regarding increased congestion, truck routing, intersection capacity, and potential impacts on nearby neighbourhoods, schools, pedestrians, and cyclists.
- **Noise and Lighting Impacts:** Many participants identified concerns related to noise, vibration, and lighting impacts associated with truck traffic and industrial operations, including requests for mitigation measures such as acoustic barriers, landscaped berms, operational restrictions, and dark-sky compliant lighting.
- **Environmental Protection and Stormwater Management:** Environmental protection and stormwater management were consistently raised as key priorities, particularly with respect to flooding risks, impacts on Sixteen Mile Creek, protection of natural heritage features and wildlife habitats, and broader ecological impacts associated with the development.
- **Employment and Economic Opportunities:** Participants expressed mixed perspectives regarding the economic and employment benefits of the proposal. While some attendees acknowledged the importance of job creation and economic investment, others questioned the long-term viability and quality of warehouse and logistics-related jobs.
- **Architecture and Urban Design:** The visual appearance and architectural quality of the proposed buildings and site design were important considerations for many attendees, including interest in enhanced building design, landscaping, public art, and more visually engaging architectural treatments.
- **Cumulative Impacts:** Many attendees raised questions regarding the potential cumulative impacts of the Milton Link proposal together with the adjacent CN Milton Logistics Hub, particularly with respect to traffic, air quality, noise, and overall community impacts.

- **Sustainability and Green Infrastructure:** Sustainability and environmental performance were identified as important priorities, with participants expressing support for renewable energy initiatives, increased green space, trail connections, naturalized landscapes, and sustainable design measures throughout the site.
- **Infrastructure and Municipal Services:** Questions were raised regarding infrastructure requirements and funding responsibilities, including concerns related to road improvements, municipal servicing capacity, healthcare and emergency services, and the potential financial implications for taxpayers.
- **Community Character, Quality of Life, and Land Use Compatibility:** Several attendees discussed concerns regarding the long-term character of the Milton community, including perceived impacts on quality of life, neighbourhood identity, property values, and the town's existing rural and family-oriented character. Some participants expressed a desire that this project not proceed to development, and consider it incompatible with the surrounding community.
- **Alternative Land Uses:** Some participants expressed interest in alternative land uses for the site, including commercial, office, institutional, or community-oriented development rather than large-format industrial uses.
- **Engagement Format and Consultation Process:** Feedback was also received regarding the format of the Public Open House itself, with some attendees indicating a preference for additional presentation-based components or facilitated group question-and-answer sessions as part of future engagement events. Some attendees also commented on the CN Milton Logistics Hub and that they were not satisfied with that project's engagement process.

3.2 Summary of Input from 1-to-1 Discussions

3.2.1 Transportation

Questions

Attendees asked whether First Line and surrounding roads would be upgraded or widened as part of the project, how truck access would function, and whether intersection and roundabout improvements were planned.

Comments

Participants noted existing traffic pressures within the surrounding road network and concerns regarding compatibility with nearby residential areas and schools.

Concerns

Transportation was one of the most frequently discussed topics, with concerns focused on increased truck traffic, congestion, road safety, road maintenance, and potential health impacts associated with vehicle emissions.

3.2.2 Land Use

Questions

Questions were raised regarding land use compatibility, nearby employment areas, and the timing of future development phases.

Comments

While some attendees recognized the need for employment and industrial development, others questioned the demand for additional warehouse space within Milton.

Concerns

Some participants expressed concern regarding the conversion of agricultural land and the long-term impact on community character.

3.2.3 Environmental (Air Quality, Noise)

Questions

Attendees requested additional information regarding air quality impacts, noise mitigation measures, and lighting controls.

Comments

Many participants emphasized the importance of strong environmental mitigation and ongoing monitoring.

Concerns

Key concerns included truck noise, rooftop equipment, nighttime operations, air pollution, and light spillage from the site, particularly near residential areas.

3.2.4 New Buildings

Questions

Residents asked whether hazardous materials or chemicals would be stored within the proposed buildings.

Comments

Many attendees expressed interest in higher-quality architecture and more visually appealing building design.

Concerns

Some participants raised concerns regarding the visual impact and scale of large-format warehouse buildings.

3.2.5 Open Space

Questions

Participants asked how trails and open spaces would be protected and maintained over time.

Comments

Attendees generally responded positively to the inclusion of trails, buffers, and landscaped open spaces.

Concerns

Some participants questioned whether proposed open spaces would remain protected through future phases of development.

3.2.6 Natural Heritage

Questions

Questions focused on how natural heritage features and wildlife habitats would be protected over the long term.

Comments

Some attendees supported the proposed environmental enhancements, while others questioned the extent of protection and enhancement of existing environmental features (including creeks, woodlands, and wetlands).

Concerns

Concerns were raised regarding impacts on wildlife, vegetation, and surrounding natural systems, from changes to habitat

3.2.7 Servicing and Civil Infrastructure

Questions

Attendees asked how the development would support infrastructure upgrades and contribute toward public services such as roads, hospitals, and emergency services.

Comments

Several participants referenced existing drainage and flooding issues within the surrounding area.

Concerns

Flooding, stormwater management, groundwater impacts, and potential effects on private wells and water supply were identified as significant concerns.

3.3 Summary of Input from Public Engagement Boards

As previously mentioned, interactive panel boards were provided throughout Public Open House #1 to encourage attendees to share comments, concerns, and feedback related to the proposed development. Participants responded to a series of questions regarding community character, project benefits and concerns, future priorities, and opportunities for improvement. The following summarizes the feedback received through the interactive boards. Figure 3 includes photos of these panel boards and the input provided by attendees.

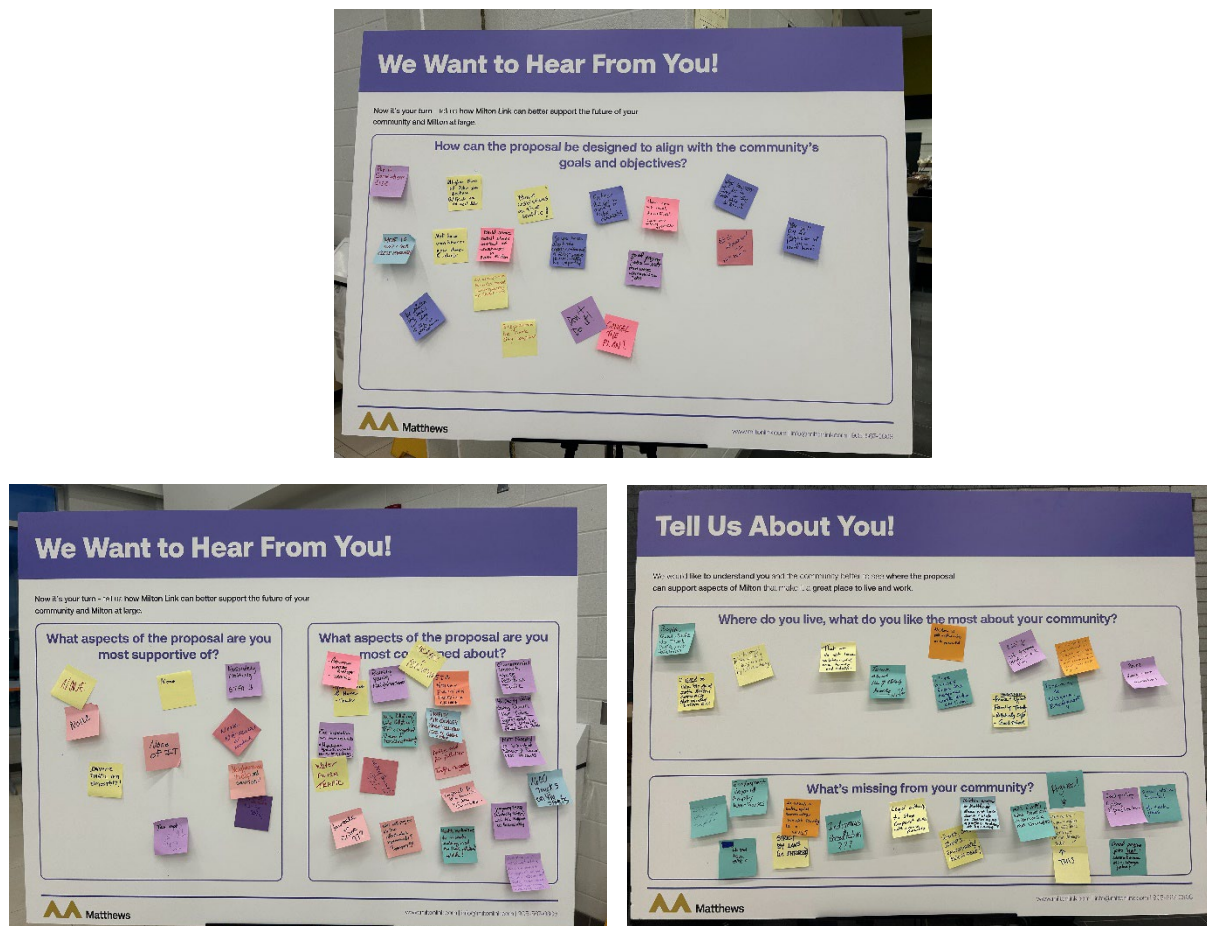


Figure 3. Responses from attendees on interactive panel boards

3.3.1 Community Character and Local Priorities

Many participants described Milton as a quiet, family-oriented, and safe community. Commonly valued qualities included peace and quiet, neighbourhood character, schools, and access to natural areas. Participants also identified a need for improved public transit, cycling infrastructure, and a mix of labour and professional jobs, with a range of incomes.

3.3.2 Key Concerns

Most comments focused on concerns related to truck traffic, congestion, air quality, noise, pollution, and impacts on nearby residential neighbourhoods and schools. Participants also raised questions regarding cumulative impacts associated with both the Milton Link

proposal and the adjacent CN Milton Logistics Hub, as well as potential impacts on property values, infrastructure capacity, flooding, wildlife, and community character.

3.3.3 Supportive Feedback

Some attendees provided supportive feedback regarding the proposal overall. They also acknowledged the importance of employment growth, economic investment, improved infrastructure, and sustainability initiatives such as rooftop solar panels and environmental restoration.

3.3.4 Suggestions and Recommendations

Participants suggested stronger environmental protection and traffic mitigation measures, expanded green space and trail connections, improved public transit and cycling infrastructure, and dark-sky compliant lighting. Some attendees also recommended alternative land uses, including retail, office, and technology-based employment uses, and requested additional environmental studies, and information regarding the potential impacts of Milton Link and the CN Milton Logistics Hub.

3.3.5 Topics for Future Engagement

Attendees expressed interest in learning more about cumulative impact assessments, traffic and infrastructure planning, environmental studies, air quality and noise mitigation, and long-term impacts on surrounding communities and natural systems.

3.4 Summary of Input from Public Survey

As of May 21, 2026, there has been a total of four survey participants. Their concerns and suggestions for improving the proposal are detailed below. The survey responses reflected many of the themes that were raised during Public Open House #1, particularly related to transportation, land use compatibility, environmental impacts, and community character. The respondents also raised questions about the potential cumulative impacts of continued industrial growth in Milton.

3.4.1 Transportation

Concerns

Survey respondents raised concerns regarding increased traffic congestion, truck volumes, road safety, and potential impacts on surrounding road networks, including Britannia Road, Tremaine Road, and Highway 401. Concerns were also expressed regarding noise, air pollution, transit pressures, and broader quality-of-life impacts associated with truck and rail activity.

Suggestions

Some respondents emphasized the need for transportation infrastructure improvements to support future growth and increased traffic demand. Suggestions also included directing truck traffic to designated routes and minimizing the impact of truck movement on surrounding areas.

3.4.2 Land Use

Concerns

Respondents expressed concerns regarding the continued expansion of industrial development within Milton and its potential impacts on community character, nearby residential areas, and agricultural lands.

Participants also raised concerns regarding negative impacts to property values, the loss of rural and agricultural character, and the long-term economic value and quality of warehouse and logistics-related jobs, including concerns regarding automation.

Suggestions

Some respondents expressed support for alternative employment uses, including professional, technology, office, and skilled trades opportunities, as well as greater emphasis on local hiring and education investment.

3.4.3 Environmental (Air Quality, Noise)

Concerns

Survey participants raised concerns regarding potential increases in air pollution, noise, and congestion associated with truck traffic and industrial activity, and the resulting impacts on nearby neighbourhoods and overall quality of life.

3.4.4 New Buildings

Concerns

Respondents expressed opposition to additional large-format warehouse development within Milton. Concerns were raised regarding the scale and visual impact of new industrial buildings, as well as broader impacts associated with continued growth and intensification within the community.

3.4.5 Open Space

Concerns

Participants identified concerns regarding the availability of parks, green space, and natural areas within the community.

Suggestions

Some respondents suggested that additional open space, recreational amenities, and naturalized areas should be prioritized as part of future growth and development in the area. One of the survey respondents noted that they support the inclusion of green spaces in the proposed development.

3.4.6 Natural Heritage

Concerns

Concerns were raised regarding the potential loss of natural heritage features, agricultural lands, and rural character within Milton. Respondents emphasized the importance of protecting the community's remaining natural landscapes and environmental features.

3.4.7 Servicing and Civil Infrastructure

Concerns

Some respondents expressed concerns regarding the capacity of existing community infrastructure and public services to accommodate continued growth.

Suggestions

Feedback identified a desire for additional investment in community amenities and recreational facilities, including community centres and public pools.

4.0 Indigenous Engagement

The Project Area is located on the Treaty Lands and traditional territory of the Mississaugas of the Credit First Nation (MCFN), and the traditional territory of the Huron-Wendat and Haudenosaunee people. Much of the Project Area is situated within the Bronte Creek and Sixteen Mile Creek Watersheds which both drain into the Sixteen Mile Creek - Credit River Watershed. These areas are highly significant to Rights-holders and Indigenous people.

4.1 Guiding Principles

Engagement activities with Indigenous communities are being guided and supported by Suslop, with an effort to prioritize relationship-building between Matthews and the Nations' consultation teams. The approach to engaging Indigenous communities is based on following key principles:

1. Respecting and understanding the diversity of the various Indigenous Nations' histories, presence, and Treaty and/or Aboriginal Rights;
2. Transparency and accuracy in the project team's approach to information sharing;
3. Co-creating engagement processes that reflect a genuine desire to build good relationships (between Matthews and the various Nations) and working together to identify and address opportunities and/or concerns; and
4. Acknowledging and learning about previous Indigenous engagement activities undertaken by CN on the nearby CN Milton Logistics Hub.

4.2 Engagement with the Mississaugas of the Credit First Nation

The project site falls within two treaty lands; the Brant Tract (Treaty No. 3 ³/₄) and the Head of the Lake Treaty (Treaty No. 14), both signed by the Crown and the MCFN. Applying a Treaty-forward approach, Matthews (with support from Suslop) initiated Indigenous engagement activities with an introductory email and meeting request to the MCFN's Department of Consultation and Accommodation on April 10, 2026. During the requested meeting on May 12, the Matthews Team (with representation from both Matthews and Suslop) introduced themselves, the project, and asked the MCFN representatives several questions to understand their interests, priorities and preferences in the next steps.

The team will continue to engage with the MCFN, sharing project information and meeting as needed to address their comments and questions. Specifically, Matthews is committed to providing all the relevant environmental and archaeological information to the MCFN's

Department of Consultation and Accommodation to support their review and assessment of the project's impacts on the MCFN's Aboriginal and Treaty Rights and Interests. Future discussions may also include economic reconciliation and/or partnership opportunities.

4.2 Outreach to the Six Nations of the Grand River and the Huron-Wendat Nation

The site also falls within the traditional territory of both the Six Nations of the Grand River (SNGR) and the Huron-Wendat Nation (HWN). Outreach to both of these Nations started in late-May, following the meeting with the MCFN. Through web-submission and emails, the team introduced themselves and the project, and provided the Nations with an opportunity to be involved in archaeological and/or environmental field work and/or study reviews. Finally, Matthews has offered to meet with these Nations to more specifically hear their thoughts and answer any questions related to the project.

4.3 The Métis Nation of Ontario

The Matthews Team is committed to providing information to, and to hear and record the views of the Métis Nation of Ontario (MNO). No outreach has been conducted to the MNO as of yet, but is expected shortly following the first submission of the Official Plan Amendment and Zoning By-law Amendment application.

5.0 Conclusion and Next Steps

The engagement activities completed to date have provided valuable early input regarding the Milton Link proposal and helped identify key community and stakeholder priorities to inform the ongoing planning process. Feedback received through Public Open House #1, meetings with stakeholders and municipal staff, Indigenous engagement activities, and the public survey highlighted recurring themes related to transportation, environmental impacts, cumulative effects with the adjacent CN Milton Logistics Hub, infrastructure capacity, community character, and the design and operation of the proposed development. The engagement process also identified opportunities to further communicate technical findings, mitigation measures, and the broader economic and community objectives of the project.

Engagement will continue throughout the planning approvals process as the project evolves. Feedback collected to date will help inform ongoing refinement of the proposal and future consultation materials, as well as discussions with Indigenous communities, municipal and regional staff, stakeholders, and the public. The development application is anticipated to be submitted to the Town of Milton in June 2026. Future engagement activities are expected to include additional public open houses, continued Indigenous and stakeholder engagement, coordination with municipal and regional staff, updates to application materials, and ongoing communication through the project website.