

## ACTION ITEMS MATRIX

Area of Focus/Action/Task	Comments/ Purpose / Rationale	Resource	Timeline
<b>Knowing:</b>			
<b>1. Undertake a thematic history of the City of Barrie.</b> <b>For example, the Parks Canada Thematic Framework may be used:</b> <ul style="list-style-type: none"> <li>• Peopling the Land</li> <li>• Developing Economies</li> <li>• Building Social and Community Life</li> <li>• Governing</li> <li>• Expressing Intellectual and Cultural Life</li> </ul>	This will provide a framework for determining value and assist in identifying, contextualizing, and interpreting heritage resources within the City	Co-ordinated by heritage/historical expert(s)  Cost: To be determined  Input from: <ul style="list-style-type: none"> <li>• Georgian College</li> <li>• Barrie Historical Archive</li> <li>• Barrie Historical Association</li> <li>• First Nations and Métis sources</li> </ul>	Within next two years  2017-2018
<b>2. Consolidate all reports, background research, and inventories done to date by previous heritage committees, staff, and consultants to create an informational database</b>	This will provide a comprehensive database of research and identify where additional heritage resources are needed. This will increase understanding and knowledge of heritage information available.	In-house Planning and Building Services and Records Management staff  Possible summer student project	Within next three years  2017-2019
<b>3. Consider adding the following properties to the municipal heritage area:</b> <ol style="list-style-type: none"> <li>a. <b>Three properties in the Secondary Plans previously listed on the Innisfil Heritage Register</b></li> <li>b. <b>Places of worship</b></li> <li>c. <b>Prioritizing historic neighbourhoods in the urban growth centre</b></li> <li>d. <b>Properties included on the Heritage Walking tours</b></li> <li>e. <b>Other properties identified by Heritage Barrie</b></li> <li>f. <b>Individual owner requests</b></li> <li>g. <b>Other properties and ECR for the Secondary Plan</b></li> </ol>	This will increase the number of listed buildings on the municipal heritage list; with a focus on properties that may be vulnerable to market forces and key development areas	Heritage Barrie	Within next two years  2017-2018

## ACTION ITEMS MATRIX

areas that may merit listing			
4.	<b>Identify additional potential Heritage Resources to add to the Municipal Heritage Register after the compilation of existing research is completed</b>	Identification and understanding of potential heritage resources	Heritage Barrie  Ongoing after information is compiled  Estimate start in 2018
5.	<b>Maintain a database of archaeological reports submitted with secondary plans and development applications</b>	Greater understanding of invisible heritage and can provide background for future planning decision making	In house data - Planning and Building Services Department and GIS  Within next three to five years  2017-2022
6.	<b>Retain an in-house Heritage Planner</b>	The need for heritage planning advice and expertise will become increasingly important as the City grows and intensifies	Municipal Staffing and Budgetary Decision  Within the next three to ten years  2019-2029

## ACTION ITEMS MATRIX

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<b>Protecting : Heritage Act Tools</b>				
1.	<b>Update designation by-laws for 16 properties to reflect the current prescribed format</b>	This will enhance protection by clarifying the protected features and attributes	Heritage Barrie, with review by a Heritage Professional  Target four per year  Prioritize City owned properties	Within next four years  Target four per year  2017-2021
2.	<b>Pass procedural bylaws that will allow notices of designation or other decisions regarding protected properties to be advertised on the City's website rather than notification in locally circulated newspapers</b>	This will reduce costs and expedite the process as publication timelines will not have to be taken into account	Planning and Building Services Staff with City Clerk's office  Subject to other priorities in Planning and Building Services Department Work Plan	Within next two years year  2017-2018
3.	<b>Develop a heritage permit application form and process for applications to alter designated building:</b> <ul style="list-style-type: none"> <li>• <b>Include information needed for a complete application</b></li> <li>• <b>Map the process; including a pre-consultation process with a Heritage Planner, if the position is developed</b></li> </ul>	Provides clarity for applicants, Heritage Barrie, and Council on the information required to submit a complete application. It also allows for more transparency on the processes for requesting alterations, additions or demolitions of designated properties  This clarifies when the time-lines start (90 days for a decision)	Planning and Building Services Department, with a possible Summer Student project	Within the next year; subject to resources  2017
4.	<b>Develop an application form and process for demolition of listed non-designated buildings</b>	Provides information to applicants, Heritage Barrie, and Council to assist in decision making when considering demolishing listed buildings	Planning and Building Services Department, with a possible Summer Student project	Within the next year; subject to resources

## ACTION ITEMS MATRIX

	It provides clarity as to when the timelines start (60 days for a decision)		2017
5. <b>Pass a Heritage Property Standards By-law applicable to all Designated Buildings</b>	Enforcement of a Heritage Property Standards by-law is intended to prevent demolition by neglect	Planning and Building Services Department and By-law enforcement staff	Within the next five years  By 2022
6. <b>Develop Protocols for First Nations' engagement</b>	Establish a process to communicate decisions	Part of and after the Official Plan Amendment or OP Update Process	Within the next two to five years

## ACTION ITEMS MATRIX

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<b>Protecting: Planning Policy</b>				
1.	<p><b>Amend section 3.4 of the Official Plan to include more comprehensive cultural heritage policy framework and planning strategy; which should include the following additional items:</b></p> <ul style="list-style-type: none"> <li>• <b>Update the policies for Archaeological Sites using the City of Vaughan's policies as an example</b></li> <li>• <b>Consider adding an archaeological mapping layer in the Official Plan; including publically known sites</b></li> <li>• <b>Include policies for heritage places of worship and institutional buildings and sites using the City of Toronto policies as an example</b></li> <li>• <b>Update policies for Heritage Conservation Districts, including criteria for designation, based on a review of other municipalities</b></li> <li>• <b>Establish policies for Heritage Conservation Easements and Heritage Management Plans</b></li> <li>• <b>Include policies for Heritage Character Areas based on examples of other municipalities</b></li> <li>• <b>Include policies for protection of landmarks, view sheds, and cultural heritage landscapes</b></li> <li>• <b>Provide policies for development of Heritage Urban Design Guidelines</b></li> <li>• <b>Include heritage principles for adaptive re-use, additions or alteration to heritage</b></li> </ul>	<p>The policies should be aligned with changes to the provincial policy and proposed 2016 growth plan</p> <p>Amendments are intended to address input received from the First Nations, Métis, Williams Treaty, Aboriginal engagement through background work done for the Planning for Hewitt's and Salem Secondary Plans</p> <p>Changes to reflect provincial guidelines on heritage planning for places of worship</p> <p>There is a need for more robust policies in light of growth and intensification planned in areas rich in cultural heritage resources</p> <p>There is a need to set out more detailed policies for designation of heritage conservation districts and historic character areas</p> <p>The official plan policies should reference tools available under the Heritage Act, including Heritage Property Standards, Heritage Tax relief, Stewardship agreements, heritage management plans and</p>	<p>Planning Staff – This may be dealt with as an Official Plan Amendment or through the Official Plan Review update project</p> <p>The latter may be preferable as it enables the policies to be developed through the lens of the entire plan</p>	<p>Within the next two years</p> <p>2017-2018</p>

## ACTION ITEMS MATRIX

<p>properties</p> <ul style="list-style-type: none"> <li>• Define adjacency to significant heritage buildings for purposes of requiring a heritage impact assessment</li> <li>• Consider adding a heritage mapping layer in the Official Plan</li> </ul>	<p>heritage conservation easements</p> <p>The PPS provides that municipal official plans can define “adjacent lands” for purposes of determining impact of development on significant heritage resources</p>		
<p>2. Develop up-to-date terms of reference for Heritage Impact Assessments</p>	<p>Clarify expectations</p>	<p>Planning Staff or possible summer student project to review terms of reference of other municipalities</p>	<p>Within the next three years</p> <p>2017-2020</p>
<p>3. Clarify the timing and information needs for Heritage Barrie review of planning applications impacting properties on the municipal heritage register</p>	<p>Part of preparing Heritage Permit application process</p>	<p>Planning Staff, possible summer student project</p>	<p>2017-2018</p>

## ACTION ITEMS MATRIX

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<b>Managing:</b>			
1. <b>Develop a template for heritage conservation agreements and stewardship agreements</b>	<p>Conservation and stewardship agreements may be conditions of development, voluntary measures or condition of tax relief</p> <p>A template can facilitate understanding of the basic requirements and starting point for discussions</p>	Planning and Legal Services staff to research examples from other municipalities	Within five to ten years
2. <b>Develop and adopt a manual for best practices and principles</b>	This information can assist in implementing development conditions, review of renovation, and evaluation of impact of development on heritage resources	Planning and heritage specialist advice	Within five to ten years
3. <b>Develop guidelines for interpretive installations of heritage resources</b>	This should occur once a thematic history of the city is undertaken	Parks Planning and Planning staff, in consultation with Heritage or archaeological expertise and First Nation and Métis engagement where applicable	Within five to ten years
4. <b>Prepare heritage management plans for select City owned properties; prioritizing the Historic Allandale Station</b>	Leading by example demonstrates the City's commitment and willingness to invest in heritage resources	Planning with Facilities management staff. Adding a heritage component to City facilities management of designated buildings may require heritage expertise	When Allandale Train Station programming and use is confirmed
5. <b>Implement a property tax relief for owners of designated properties with heritage conservation</b>	This is an incentive to maintain and restore heritage buildings.	Planning and Building Services Staff in	Within five to ten

## ACTION ITEMS MATRIX

agreements in place	This program should not be implemented until best practices and template conservation easement/heritage easement agreements are developed	consultation with Financial Services Department and the Province for Education Tax Relief	years
6. <b>Monitor incentives for renovating listed properties and develop more detailed guidelines to help evaluate these renovations</b>	There are no consolidated design guidelines for heritage improvements and renovations. Some information exists within façade guidelines and the intensification area guidelines, however more specific heritage guidelines would assist decision making	Planning Staff to co-ordinate  Heritage Urban design specialist recommended	Within five to ten years as funds permit
7. <b>Hold informational workshops on maintaining and renovating heritage properties</b>	Information and advice is a proactive measure to facilitate best practices and principles	Heritage Barrie or other stakeholders can hold the events	Annual themes  2017-2021
8. <b>Continue with annual heritage awards and consider adding heritage design to urban design awards when implemented</b>	This provided recognition to efforts and excellence	Heritage Barrie and Planning and Building Services Department when Urban Design Awards are implemented	Continue  2017-2021
9. <b>Develop an Archaeological master plan and protocol for First Nations' engagement</b>	Recognition that plans be implemented in a manner that is consistent with the recognition and affirmation of existing Aboriginal and treaty rights under section 35 of the Constitution Act, 1982	Archaeological expertise and Provincial guidance as to appropriate protocols	Following Official Plan Update and consultation  2019
10. <b>Develop a protocol to coordinate actions in the event properties on the Municipal Heritage Register are under from fire, flood, willful damage or other unanticipated emergency or disaster</b>	This is to prevent loss or damage of heritage resources; especially protected properties	Heritage Barrie and other City departments and agencies. May require specialized advice	Within the next two to five years  2018-2022



## ACTION ITEMS MATRIX

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<b>Communicating:</b>			
1. <b>Continue to hold annual heritage stakeholders meetings</b>	Heritage Barrie with stakeholders	Heritage Barrie, committee secretary, and staff liaison	Annual
2. <b>Continue to sponsor Town Crier annual walking tours</b>	Heritage Barrie	Heritage Barrie budget and Town Crier	Annual
3. <b>Work with Culture Department to promote re-enactment of events</b>	Heritage Barrie and events, such as Celebrate Barrie	Heritage Barrie and Culture Department	
4. <b>Support reinstating Doors Open Barrie</b>	Work with Culture and interest groups	Heritage Barrie, Culture and Former Doors open committee members	Within next five years and to be determined based on interest from stakeholders
5. <b>Promotion of annual Heritage Barrie Annual Awards</b>	Heritage Barrie with nominations from the public	Communications staff with Heritage Barrie	2017, review regularly
6. <b>Participate in cultural celebrations including Heritage week, Black History week and other events</b>	Heritage Barrie and Culture Department	Culture Department	Ongoing  Starting 2017
7. <b>Utilize existing and proposed heritage resources and infrastructure for interpretive signage to tell the story of the diverse cultures of Barrie</b>	The proposed Military Heritage Park, Waterfront Heritage Trail, Allandale pedestrian underpass, and Historical Allandale Train Station are examples	City of Barrie Parks Planning and Facilities Departments	Ongoing
8. <b>Create a page on the city website dedicated to Heritage</b>	The current information is dispersed amongst the Planning, Culture, and Parks Planning pages	Heritage Barrie, Communications, Planning and Building Services Staff, and IT staff	2017
9. <b>Update walking tours to a more modern format that can also be easily accessed electronically</b>	Heritage Barrie has discussed the need to update and modernize walking tour booklets	Heritage Barrie, Communications, and GIS staff	Ongoing  2017-2018
10. <b>Web page to include information the following information:</b> <ul style="list-style-type: none"> <li><b>Frequently asked questions</b></li> </ul>	Having a centralized location with all heritage matters will make the information more accessible and	Heritage Barrie, Communications, and GIS staff. Additional input from	Ongoing  Starting in

## ACTION ITEMS MATRIX

<ul style="list-style-type: none"> <li>• Information about listing</li> <li>• Information and copies of Heritage Permit Application Permits</li> <li>• Information about Heritage Barrie and its meetings, workshops, and programs</li> </ul>	show interconnection of various programs	other departments including Planning and Building Services Department, Parks Planning Department, and Records management department	2017
<p>11. Provide information flyers to print and include on the web page as they are developed, for example:</p> <ul style="list-style-type: none"> <li>• Contact information</li> <li>• The implications, benefits, and process for listing</li> <li>• Award programs and past awards</li> <li>• Financial Incentives and tax benefits</li> <li>• Links to GIS walking tours</li> <li>• Advice and information on restoration</li> <li>• Information for (new) owners of designated properties</li> <li>• Link to the heritage register</li> <li>• Links to all designation by-laws and Heritage Reports prepared for designation</li> <li>• Terms of Reference for Heritage Impact Assessments</li> <li>• Heritage Urban Design Guidelines</li> <li>• Best Practices and Principles for Management of Heritage Buildings (when available)</li> <li>• Monthly feature article on an aspect of the City's Heritage</li> </ul>	Builds awareness will make the information more accessible and show interconnection of various programs	Heritage Barrie, Communications, and GIS staff with additional input from other departments, including Planning and Building Services Department and Parks Planning Department	Ongoing  Starting in 2017
12. Prepare informational flyers and web based resources for new owners of designated properties outlining responsibilities, processes, support and assistance available	This is a pro-active approach to build understanding of new owners	Heritage Barrie with Communications Staff	2017-2018