

### **Mission Statement**

Pursuant to the *Ontario Heritage Act*, the PACAC advises Council on heritage matters. It encourages an appreciation of local heritage and celebrates participation in its preservation. The PACAC promotes a climate of responsible stewardship of the community's cultural heritage assets and aims to enhance the quality of life of all members of the community.

## **PACAC Strategic Plan Preamble**

**Cultural heritage resources contribute to our city's identity and sense of history, as well as to the city's economic potential and the quality of life of its inhabitants.**

**Heritage is threefold: built, cultural, and natural.**

**Properties of cultural heritage value or interest include buildings or structures, historical sites, landscapes and archaeological sites. These sites provide physical and cultural links to the original settlement of the area, by connecting the present to specific periods or events in history.**

**The Peterborough Architectural Conservation Advisory Council (PACAC) was established by City Council as a Municipal Heritage Committee pursuant to the *Ontario Heritage Act, R.S.O.1990, C.O. 18* and appoints applicants from the city to multi-year terms of office.**

**The members of PACAC have a mandate to promote heritage matters and to advise City Council, pursuant to the *Act*. They aim to support the framework outlined in the Official Plan for the protection and enhancement of the city's heritage resources.**

## **PACAC Strategic Plan Executive Summary**

This document, which serves as both the guiding and working paper for the PACAC, is comprised of three main parts:

1. The concise long range objectives or mandate of the PACAC, reflecting both the *Ontario Heritage Act* and By-Law Number 15-003 of the Corporation of the City of Peterborough *Being a By-law to establish a Municipal Heritage Committee*
  - this mandate will be the point of reference for establishing what the PACAC wishes to accomplish in the foreseeable future
  - this mandate of the PACAC will serve as a checkpoint for the PACAC to determine if they are exceeding their bounds in some situations or failing to fulfill their mandate in others
  - this mandate will be subject to annual review and change
  - this mandate may be modified if the terms of the *Ontario Heritage Act* or By-law Number 15-003 change
2. The action plans for the coming year or, in some cases several years, reflecting the long range objectives and serving as concrete plans to be implemented by the PACAC
  - these plans will be created by all of the PACAC members
  - the Chair will determine if the PACAC's suggestions are viable, given the length of time for implementation
  - these action plans will be subject to evaluation before new plans are developed
3. The evaluation of the outcomes of the action plans
  - the tools used for evaluation may be quantitative and/or qualitative
  - used to determine if the action plans were effective or not
  - leads to discussion about extending the same action plans or curtailing them
  - leads to discussion about the creation of new action plans
  - leads to discussion about the appropriateness of the PACAC approach

In addition, the document includes the mission statement of the PACAC, a preamble, the executive summary and definitions of terminology used in the document.

**Long range timeline**

- long range objectives will be subject to review at any time
- evaluation of the outcomes of the calendar year will take place at the November or December meeting of the year and action plans for the next calendar year will be developed and finalized by the end of the calendar year

**Timeline for the initial year**

- members of the PACAC will discuss and vote on the long range objectives or mandate of the PACAC at the November meeting 2015
- at the final meeting of 2015 (November or December) the members of the PACAC will develop actions plans for 2016
- in January 2016 new members to the PACAC will receive the agreed upon long range objectives and action plans to guide them through their first year as members of the PACAC

## **PACAC Strategic Plan Definitions**

**Act** – means the *Ontario Heritage Act, R.S.O. 1990, C.O. 18*;

**Council** – means the duly elected municipal council for the Corporation of the City of Peterborough;

**Heritage Preservation Office or HPO** – The branch of the Arts, Culture and Heritage Division mandated to encourage and enhance the protection of the City’s heritage and archaeological resources;

**PACAC** – means the Peterborough Architectural Conservation Advisory Committee, being a municipal heritage committee under the Act;

**DBIA** – means the Downtown Business Improvement Association;

**Village BIA** - means the Business Improvement Association in the Village of Ashburnham;

**Stewardship** – means responsible management of something entrusted to one’s care.

**PACAC Strategic Plan  
Mandate or Long Term Objectives**

**1. Advise Council on heritage matters pursuant to the *Ontario Heritage Act***

- **recommend to Council the designation of built, natural, and cultural properties as heritage sites**
- **recommend to Council the study of potential heritage districts, as staffing and funds permit**
- **advise Council on potential heritage issues arising from zoning requests, building permit applications, development applications, demolition permit requests and the Official Plan**

**2. Increase awareness of heritage conservation**

- **encourage members of the PACAC to be involved in the planning and execution of activities such as Doors Open, walking tours, the annual Heritage Hunt, thematic tours (e.g. stone houses) and other activities associated with heritage conservation**
- **increase public awareness of the rôle, the effectiveness, and the activities of the PACAC**

**3. Advise and support the Heritage Preservation Office staff**

- **advise the Heritage Preservation Officer and assistant on all heritage matters brought to its attention**
- **attend symposia, conferences, seminars, webinars, and other activities that provide professional development**
- **serve on sub-committees of the PACAC**
- **represent the PACAC on other committees of Council**
- **represent the Heritage Preservation Office staff, upon request, at other meetings and functions**
- **promote the need for a full-time research assistant when assessing the accomplishments of the PACAC on a yearly basis**



**PACAC Strategic Plan  
Action Plans or Initiatives**

The action plans or initiatives undertaken by the PACAC must be in harmony with the long term objectives or mandate and must be evaluated on at least a yearly basis.

**Objective 1 Advise Council on heritage matters pursuant to the *Ontario Heritage Act***

**Action Plans**

**1. offer advice on the following heritage matters**

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[past examples include PCVS, the Family Y, heritage designation of the Avenues, requests from owners of heritage properties, Mount St. Joseph, the County Gaol, etc.]

**2. explore ways to improve the level of communication with Council**

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[past examples – invitation to walkabout of the downtown or the village, an open Q and A session with councillors, PACAC presentation to initiate new councillors, etc.]

**PACAC**

**Action Plans or Initiatives**

The action plans or initiatives undertaken by the PACAC must be in harmony with the long term objectives or mandate and must be evaluated on at least a yearly basis.

**Objective 2 Increase awareness of heritage conservation**

**Action Plans**

**1. explore ways to improve the level of communication with the DBIA and the Village BIA**

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[past examples – a small heritage hunt for the members of the DBIA and the Village BIA, an explanation of the possible tax reductions from designation, the details of the façade improvement program, etc.]

**2. improve communication with the community**

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[past examples – seek a larger profile in the social media, more press releases, etc.]

**3. improve communication with the tourism sector**

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**[past examples – provide heritage walking tour information, provide heritage maps, etc.]**

**4. improve communication with local developers**

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**[past example – recognize developers for good work]**

**PACAC**

**Action Plans or Initiatives**

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**Objective 3 Advise and support the Heritage Preservation Office staff**

**Action Plans**

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[past examples – advise on the designation of properties as being of heritage value, promote and support the need for the completion of a heritage tree policy, advise on Jackson Park, the Parkway, the St. Louis Street Urban Development, etc.]

**PACAC Strategic Plan  
Evaluation of the Outcomes of the Action Plans or Initiatives**

The following quotation offers examples of various means of evaluating the outcome of the action plans.

**“It is important to take a step back and look at what your committee has been able to accomplish periodically and over the course of its mandate. Consider your committee’s accomplishments in both quantitative and qualitative terms. How many properties were designated? How many plaques were erected or heritage awards given? Was an important inventory undertaken or educational program established? How many people attended your Doors Open event? Did the committee work with any new groups or partners that they hadn’t worked with before? Did the media or the general public take a greater interest in heritage? Did the committee manage a particularly difficult heritage controversy? What was the outcome?”**

*Your Community, Your Heritage, Your Committee  
A Guide to Establishing and Sustaining an Effective Municipal Heritage Committee  
Page 20, Ontario Heritage Tool Kit  
Queen’s Printer for Ontario, 2006*