

PACAC 2007 Strategic Plan

One – Planning Process and Summary

The first exercise at the strategic planning session was for the individuals in the group to envision how they would like the city to look in 25 years. Each person was told to imagine 5 things that they would like Peterborough to be a generation from now and record each idea on a post-it note. The moderator then asked each person in turn to read an idea and others who felt they had a similar thought added their note to the group. From each collection of similar thoughts a theme was articulated and recorded on a large sheet of paper on the wall. A number of themes emerged over the course of the exercise- 15 in all plus two others which were recorded at the end of the process.

Once all the ideas had been read, grouped and recorded, each person was given five red, sticky backed dots. These were to be placed next to the five ideas recorded on the sheet that they felt were the most important. The five votes had to be used on five different ideas- on one could load all five votes on one idea.

Not surprisingly the theme: *Heritage as a catalyst for a dynamic, thriving, mixed use downtown* received the most votes and the ideas surrounding it were pretty consistent in their message. The group wants to see the core as a dynamic place with a rich mixture of commercial and residential using existing, revitalized buildings. Upper floors would be filled with creative tenants and residences. Gone are any vestiges of suburban shopping centres like back lit signs. The downtown is a place that celebrates the history of the city through a complete restoration of the heritage buildings, period signage, sensitive infill, a high level of maintenance and even a face-lift for Peterborough Square to make it a more visually sympathetic development.

Interestingly the next five high scoring themes are not specifically about heritage. Rather they are about making Peterborough a healthy, sustainable community using heritage as a major driving force.

The concept of Peterborough operating on a *Triple bottom line* model was considered very important. Under this model the City tests every undertaking against three standards: economic sustainability, social responsibility and environmental soundness. If the proposal cannot meet any one of the tests it does not go ahead.

Planning and the design of the city was a theme that occurred often. The group sees Peterborough as a model of 'smart growth' and progressive planning a generation from now. Density is key and sprawling greenfield development is a thing of the past. Development is environmentally responsible. It is well planned and subject to close municipal control.

Heritage buildings are a key resource in meeting the need for a more compact urban form and the city has created a *Municipal Heritage Business Plan* to maximize the value of historic property.

The city is also a more humane place. It has a stable, broad economic base and is culturally, economically, ethnically and age diverse. The neighbourhood is the basic building block of development. These are distinctive places characterized by amenities like fountains, public art and friendly community areas such as small civic squares and myriad parks and playgrounds. A crucial component of the success of these neighbourhoods is the viable and efficient transit system that has become the primary means of movement around the city. Coupled with this is a fast rail link to Toronto and an intercity bus system that services smaller communities using Peterborough as a regional commercial centre.

Finally, the arts have become a major driving force in the city. Peterborough is renowned provincially and nationally for its music, performing and visual arts. These are showcased in highly successful festivals and arts centres that generate significant tourism dollars and make the arts a cornerstone of the local economy. In essence, arts and culture have become fully integrated into the city's sense of self and heritage preservation forms a vital backdrop for, and component of, that awareness.

Beyond city building the group sees a community that is educated in and engaged by its history and heritage. There is a focus on knowing the histories of the many cultural and ethnic groups in the city. Citizens are surrounded with opportunities to explore and know their city's history through well-produced tours, plaques, web-based presentations and copious educational materials in schools. There has been a strong commitment made to make heritage a part of the curriculum of the school system and the post secondary institutions have been made less isolated from the centre of the city- both physically and culturally. Overall people are engaged with the physical city and the importance of knowing and protecting the architectural heritage of Peterborough is a given in the minds of all the people.

A number of themes looked closely at what the many discreet areas and neighbourhoods would look like. There would be a fully implemented heritage district plan including but not limited to: the downtown core, Old East City, the Avenues, wartime and post-war neighbourhoods and Dixon Mills. Within these would be smaller recognition areas that celebrated the individuality of neighbourhoods. Specifically, a fully built out commercial corridor along Hunter Street would define East City. It would be a bustling place of well-designed and properly scaled buildings and would capitalize on the long views of Armour Hill and the fully restored Hunter Street Bridge. The city would also be pedestrian friendly with an emphasis in getting people out of their cars in the

downtown. Heritage districts would focus on being walking friendly with integrated transportation plans which complemented the heritage of the place.

The heritage buildings themselves would be well cared for and properly preserved and all the districts would have comprehensive histories available to the public through walking tours and electronic means. There would also be a complete inventory of the city's heritage resources to help prioritize and direct redevelopment. As part of this, it has become the expected norm that industrial and institutional buildings are renovated or restored for new uses and they complement the natural amenities of the city. Finally, the children of the city attend school in the restored schools of their ancestors where they experience the heritage of the city first hand and learn to value and appreciate their historic architectural surroundings.

A generation from now the City bureaucracy will play a major role in the preservation process. There will be clear restrictions on additions and renovations to heritage buildings. Technological changes must be unobtrusive and not detract from the built environment. It will be standard policy that new development will complement the old and incompatible development like teardowns for monster homes in more modest neighbourhoods will be prohibited. Even in new developments the scale of streets and buildings will respect and reflect the scale of the historic city. A large measure of the city's capacity to exercise best practices will come from a commitment and dedication to studying and emulating the successes of other communities.

There will also be a complete awareness of the natural heritage in the city 25 years from now characterized by a fully developed park and trail system. The trails will capitalize on the natural beauty of the waterfront, canal and river that will form green corridors through the city. The entrances to the city will be marked by the preservation of woodlands and wetlands and will act as gateways announcing the citizen's pride in our natural heritage. As part of the catalogue of heritage resources, trees and natural areas will be designated under the Heritage Act.

There were three sticky notes that were put up on the wall but defied categorization. In effect, they sum up the desire of the group's vision of Peterborough's future: A generation from now this city will be defined by its commitment to Diversity, Vibrancy and Civic Pride.

Two - Priority Roles and Responsibilities

1. Advise Council on heritage matters pursuant to the Act.

1. increase opportunities and “face time” to interact with Council and relevant staff
2. Be actively involved with the Official Plan and the Downtown Action Plan when they come up for review in the next few months, e.g. Heritage districts, urban design, natural heritage
3. Continue to designate individual properties
4. Initiate a heritage district study
5. Complete Ontario Heritage Act Part 5 and Part 4 designations

2. Encourage, recognize and reward excellence in heritage conservation.

1. celebrate Heritage Day/ Week, Doors Open, either solo or in partnerships with others in the community
2. Create awareness of benefits
 - a. create awareness economic benefits and other benefits of heritage improvements – residential and commercial
 - b. work with downtown BIA to encourage improvements to buildings

3. Strive to increase awareness in Peterborough about heritage conservation.

1. Promote and celebrate heritage by
 - a. creating more marketing and awareness building opportunities (PACAC webpage, newsletter, emails lists and forums);
 - b. increasing media presence (CHEX news articles),
 - c. organizing walking tours (guided, audio or GPS),
 - d. increasing ties between on Trent-Severn Waterway and downtown heritage districts,
2. Proactively and strategically recruit new members, engage larger, energetic, volunteer base and collaborative partners for completing awareness building/outreach activities
3. Increase public awareness of role and effectiveness of PACAC thru media, distribution of newsletter
4. Hold annual public policy forum at city hall for heritage properties

4. Act as an advocate on heritage conservation matters.

1. Become more proactive with redevelopment of properties, for example encourage yearly contact with developers and projects
2. go to council and public as soon as become aware of an issue to advocate

5. Review and approve proposed changes to properties designated under the Ontario Heritage Act.

1. As needed

6. Guide the development, implementation and evaluation of plans, policies and programs concerning heritage matters in Peterborough.

1. Be actively involved with the Official Plan and the Downtown Action Plan (see #1b)
2. Improve PACAC's structure within the advisory committee structure
3. Integrate heritage into a community sustainability plan, when one is developed.
4. Promote a heritage tree policy for the City

7. Advise and support the City's Heritage Preservation Officer on heritage matters.

1. Actively advocate for an increase in the current staff compliment
2. Assist in the definition of Heritage districts and designate through:
 - a. Recommending a study for the designation of Heritage districts
 - b. Advocate/secure funding to undertake the study
 - c. Assist the HPO in undertaking the study
 - d. Designate heritage districts
3. Assist in setting priorities for designations by
 - a. Setting priorities
 - b. Reviewing the status of designations
 - c. Completing designations

8. Undertake other projects and/or activities pursuant to the Act, as Council may direct.

9. Formulate and recommend policies to council concerning heritage conservation.

1. Formulate needed policies and procedures – heritage districts, etc.

10. Establish criteria concerning the evaluation of properties of cultural heritage value or interest.

Section Three - Long term Goals (The City in 25 years)

Votes	Recommendations
9	<p>1. <i>Heritage as a catalyst for a dynamic, thriving, mixed use downtown:</i></p> <ul style="list-style-type: none"> ○ All the upper floors of commercial buildings being used for artistic and residential purposes ○ George Street from Parkhill to Charlotte- old signs and restored buildings ○ Downtown buildings restored and maintained ○ Dynamic downtown core with a rich mixture of commercial residential using existing revitalized buildings ○ The downtown is preserved as it is today, gut all signage on storefronts have period look (no backlit neon) Peterborough square is renovated to an appearance that is sympathetic to older heritage buildings.
7	<p>2. <i>Triple bottom line</i></p> <ul style="list-style-type: none"> ○ City insists that all undertakings meet the triple bottom line test- economically sustainable, socially responsible and environmentally sound. ○ City has a diverse economic base and demographic ○ Develop a municipal heritage business plan to exploit heritage assets
6	<p>3. <i>Smart Growth and Planning</i></p> <ul style="list-style-type: none"> ○ Density- no more sprawl ○ Responsible expansion/development of city properties: environmental, retaining heritage buildings, planned development and controls
5	<p>4. <i>Arts and culture as a major force in the city</i></p> <ul style="list-style-type: none"> ○ Peterborough's strong arts community appreciated outside of the city. ○ Arts and culture fully integrated into the city's sense of self.
5	<p>5. <i>Fully engaged and aware community – well educated about its diverse heritage</i></p> <ul style="list-style-type: none"> ○ Published walking tours- downtown, Rotary Trail, TSW ○ Promotion of the lesser known cultural histories of Peterborough minorities ○ Educational materials, histories of buildings/ areas to help define and increase value of historical sites. ○ Websites on heritage of city. ○ Strong community awareness of importance of architectural heritage ○ University and college communities less isolated from the city core- both geographically and culturally. ○ People engaged with their landscape. ○ TSW- historical plaques and kiosks along the City's part of waterway and

Votes	Recommendations
	liftlock. <ul style="list-style-type: none"> Investment in education of younger generations re. Cultural/historical uniqueness of Peterborough Heritage tours of TSW and downtown with plaques, info for walking and boating tours.
5	6. Distinctive, <i>humanely designed</i> neighbourhoods: <ul style="list-style-type: none"> Public water fountains and friendly areas Community areas in every district- small squares, parks, etc.
4	7. Diverse, <i>distinctive</i> heritage districts: <ul style="list-style-type: none"> Districts to be created: <ul style="list-style-type: none"> § Downtown core § Old East City § Avenues § Wartime and post-war neighbourhoods (Wolseley/Park/Brookdale) § Dixon Mills Smaller districts within districts that recognize individual flavours of neighbourhoods A consistent heritage 'look' to the city.
3	8. Pedestrian friendly city: <ul style="list-style-type: none"> Emphasis on making use of pedestrian traffic in downtown. Walking friendly districts
3	9. Living buildings: <ul style="list-style-type: none"> Heritage properties maintained, retained and identified with walking tours and audio visual presentations Former light industrial and sport areas being renovated and restored for new uses, river views respected. Heritage building catalogue- develop a list of critical built and natural heritage assets. PCVS and other schools saved. Children experiencing and valuing old attractive buildings.
2	10. Blending old and new <ul style="list-style-type: none"> Restrictions for additions and renovating and changing buildings. Architectural design laws and standards. Modern technology i.e. solar panels fit in. City policy that new buildings must compliment old buildings. Save heritage districts- stop modern mega-houses in old areas that don't blend well with surrounding architecture Tree lined streets and new districts respect scale of homes in old west end (recognizable 'new' Suburbs).
2	11. Natural heritage:

Votes	Recommendations
	<ul style="list-style-type: none"> ○ The entrance to the city on the parkway still has a huge wetland with trails and borders. The wooded areas at the northern entrance on hwy. 28 are preserved
2	12. <i>Green walking- natural spaces:</i> <ul style="list-style-type: none"> ○ Maintaining green space and walkways along canal and river ○ Well-developed park/trail waterfront system ○ TSW- Develop historically by connecting with Canoe Museum, have daily liftlock heritage enactments, exploit/protect natural environment of TSW assets.
1	13. <i>Responsible transportation within city and beyond</i> <ul style="list-style-type: none"> ○ Rail service to GTA utilizing existing CPR station as downtown transit hub ○ Transit system not predicated on the car. ○ Fast transit link to Toronto- But not becoming Toronto.
1	14. <i>Ashburnham/ Hunter St. Streetscape</i> <ul style="list-style-type: none"> ○ A vibrant Hunter Street East with good scale and vistas leading the eye from the bridge up to the new museum on the hill and the liftlock.
0	15. <i>Natural Gateways:</i> <ul style="list-style-type: none"> ○ Heritage trees and natural areas are preserved (where feasible)
	16. <i>Best practices:</i> <ul style="list-style-type: none"> ○ Studying and emulating the best practices and successes of other groups and communities.
	17. <i>Commitment to being a diverse, vibrant and proud community.</i>

Four- Short Term Goals (The City in Five Years)

Points	Recommendations
16	1. Relationship and role issues <ol style="list-style-type: none"> increase opportunities to interact with Council and relevant staff; "face time" more clearly defined role / relations with council and staff redefine importance and effectiveness of PACAC with city council make city staff and council aware of mandated responsibilities of PACAC seek greater access to council meet with council annually to advocate/educate/communicate increase proactive activities / presentations to council both formally and workshops, correspondence, etc
16	2. Official Plan, Downtown action plan <ol style="list-style-type: none"> Demand front row seat in Official Plan / Downtown Action Plan process Be actively involved with the OP which comes up for review in the next few months, e.g. Heritage districts, urban design, natural heritage Infill and development policies should be developed for Schedule J (height guidelines, etc) Improve action planning between city and downtown BIA
15	3. Increase staff complement <ol style="list-style-type: none"> Additional professional resources justified in budget and business plans Advocate for increased staff time and personnel in the HPO
12	4. Create awareness of benefits <ol style="list-style-type: none"> create awareness of benefits economic benefits of downtown heritage improvements downtown BIA in cooperation with PACAC, communicate with property owners to encourage improvements to their buildings
11	5. Formulate needed policies and procedures <ol style="list-style-type: none"> Formulate policies and procedures By-laws and policies for council to approve Actively advocate for specific policy improvements i.e. official plan, changes to properties and take a strong stand
11	6. Define districts and designate <ol style="list-style-type: none"> Recommend 2 heritage districts Designate properties and districts Do a heritage conservation district study and recommend at least one district to council for designation Demand city-funded district studies
6	7. Networking and Engaging <ol style="list-style-type: none"> Engage larger, energetic, volunteer base for completing outreach activities Establish a network or idea exchange with other groups and develop synergy e.g. PACO, PHS, ?? Recruit new members and collaborative partners proactively and strategically, leverage relationships
6	8. Improve PACAC's structures and processes <ol style="list-style-type: none"> More clear distinction between voting members and associates / representatives Restructure committee for improved focus on tasks Improve committee processes and member preparation to streamline meetings and make them more effective, may require structural changes and more staff

Points	Recommendations
	support d. Edit / review by-law
5	9. Sustainable community plan a. Integrate heritage into overall community sustainability planning b. Promote and advocate for a sustainable community plan that includes heritage as a key component
4	10. Become proactive a. more proactive, less reactive to redevelopment of properties, for example b. encourage yearly contact with developers and projects c. be proactive - as soon as become aware of issue go to council and public to advocate
4	11. Natural Areas a. Resurrect natural areas advisory committee and create a working relationship with it.
4	12. Public Awareness of PACAC itself a. Increase public awareness of role and effectiveness of PACAC thru media, distribution of newsletter b. Annual public policy forum at city hall for heritage properties
3	13. Promote and celebrate heritage a. create more marketing opportunities for heritage; more media presence, walking tours, ties between on TSW and downtown heritage districts, celebrate Heritage Day/ Week b. \tours, guides, audio or GPS awareness of downtown and other areas, with others e.g. Ptbo County c. educate, promote, through webpage, newsletter, XHEX news, press etc, emails lists and forums
3	14. Prioritize and complete designations a. Complete pending designation! b. Set priorities, what to designate, and what not to designate c. Review status and utility of heritage inventory
	15. Heritage Tree Policy a. Ensure heritage tree designation is part of urban tree policy currently being developed