



# *Cultural Heritage* STRATEGY

SEPTEMBER 2018

**Barrie**

Barrie waterfront c1890 Grand Trunk Railway Station is central.  
'Courtesy of the Simcoe County Archives'

Prepared by Planning and Building Services with input from  
Heritage Barrie



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## STRATEGY

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## EXECUTIVE SUMMARY

The City of Barrie is a community rich in cultural heritage resources as well as potential archaeological resources stemming from being the home of many Indigenous groups.

As the City continues to evolve, there is an opportunity to protect and share these heritage assets in a way that celebrates the past while embracing a rich urban experience.

The Cultural Heritage Strategy is intended to be an initial step towards:

- Continued understanding of the history of the City and surrounding area;
- Protecting resources;
- Supporting and encouraging stewardship and conservation of heritage resources; and
- Building public awareness.

The Strategy has 4 goals:

**Knowing** – What constitutes heritage resources and why they are valued.

**Protecting** – The value of protecting heritage resources can be found in a strong sense of community identity and sense of place.

**Managing** – Conservation and stewardship are important and there are various ways to achieve these goals.

**Communicating** – Awareness and understanding helps bring heritage into the lives of the community.

Each goal has a series of actions outlining how to implement this Strategy over time.



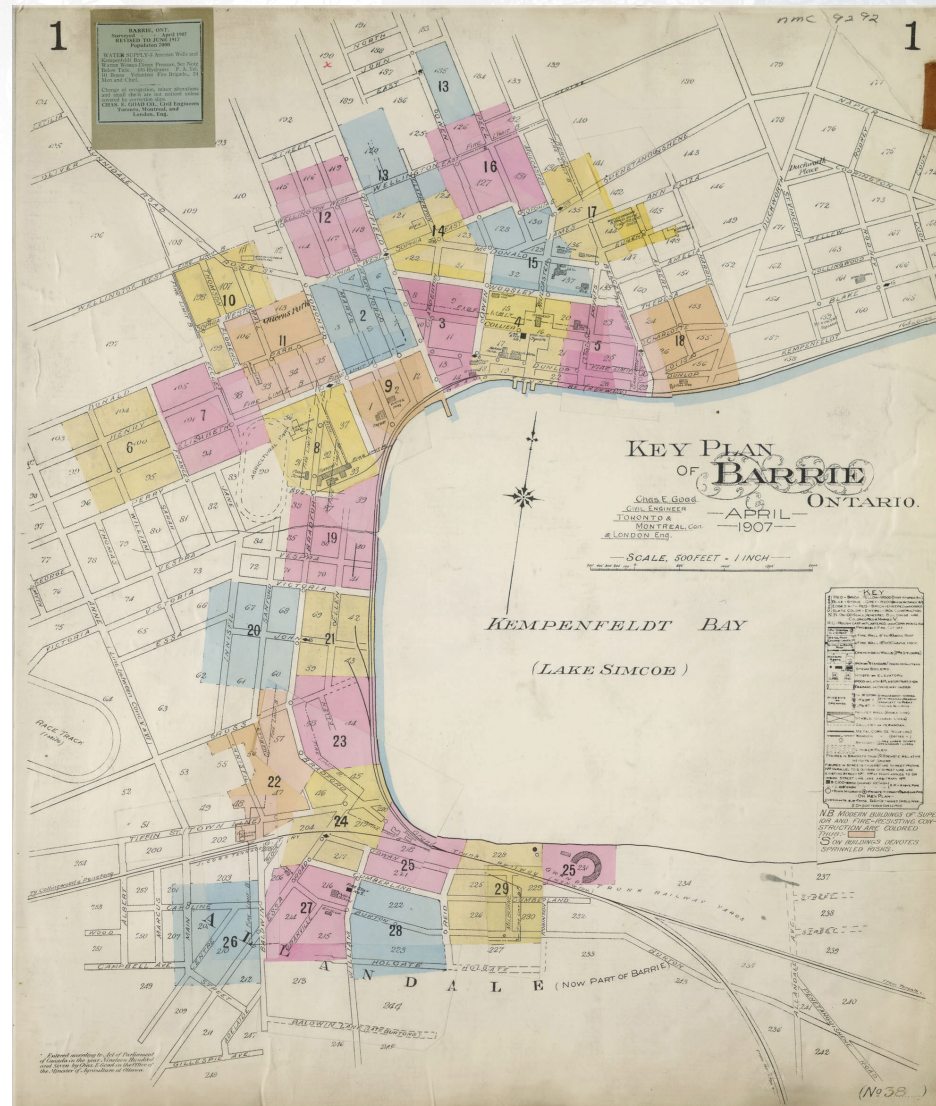




# INTRODUCTION

As the City continues to grow, and evolve, its buildings and places are being re-developed and altered. In this ever changing context, the Cultural Heritage Strategy sets out a plan to protect and enhance the City of Barrie's cultural heritage resources. Growth places increased pressure on irreplaceable cultural heritage resources, however, it also presents an opportunity to harness change to protect the valued elements which contribute to a rich urban experience. Growth also has the ability to add diversity to the City of Barrie and allows all current and future residents to build on the cultural heritage as it exists today.

Substantial growth is planned for the City's built up area which is rich in cultural heritage resources. In addition, there is a high potential for archaeological resources in the secondary plan areas and other greenfield areas within the City. These factors, will make it increasingly important to plan Barrie in a way that protects and maximizes the benefits of these heritage resources to continue to make the City a unique, attractive, and livable urban centre within the region.





Steamer "Geneva" leaving Barrie, Ont.



Steamer Geneva Leaving Barrie 1908 – City of Barrie Archives



## A HISTORY OF HURONIA

The City of Barrie and the surrounding area has a long cultural history beginning approximately 13,000 years ago. The area was first inhabited by large game hunters, followed by hunter-gatherer-fishers in an environment more like today, and then by agriculturalists some 1,500 years ago. By 500 years ago, Huron-Wendat agricultural settlements had reached eight acres in size and had populations of 1500-2000 people.

Simcoe County and the area known as “Huronia” has been the home of many Indigenous groups and is the treaty territory of the Williams Treaties First Nations, the traditional territory of the Huron-Wendat Nation, the Saugeen Ojibway Nation (west of the Nottawasaga River watershed) and the home of the historic Métis community in Penetanguishene. The shores of Kempenfelt Bay served as an early

Huron-Wendat settlement centre in the 13th and 14th centuries and also featured a portage between Lake Simcoe and the Nottawasaga River to Georgian Bay. This portage route, which later became known as the Nine Mile Portage, was a historic gateway for trappers and fur traders.

French travellers came across large Huron-Wendat settlements with as many as one hundred cabins. These longhouses, sometimes in palisaded compounds were surrounded by hundreds of acres of fields of corn, beans and squash. The participation of the Huron-Wendat in the French fur trade led to the settlement of French missionaries in Huronia and the southern Georgian Bay area in the early to mid-1600s.



View of the Barrie shoreline from the railway tracks west of the Grand Trunk Station ca1875. Courtesy of the Simcoe County Archives.



The Northwest Company employed many Métis individuals and competed with The Hudson Bay Company until 1821 when the two companies were forced to merge. The Hudson Bay Company established a storehouse on the shores of what is now Kempenfelt Bay in the early 1800's. Evidence of a significant population of Métis in the Georgian Bay region dates back to 1828 when families migrated from Drummond Island to Penetanguishene. The majority of these families remained in the area during the 19th Century. The 1901 Census data identifies a Métis community in the Honey Harbour area, Port McNicoll, Midland and Penetanguishene.

During the War of 1812, the Nine Mile Portage was integral in allowing the British troops to send artillery and supplies to the British outposts and their Indigenous allies. As Penetanguishene Road had not yet been completed, the use of the Nine Mile Portage gave the British an advantage over their American counterparts when defending the northern reaches of Ontario. British settlers arrived after the war and this settlement established the groundwork for development within the City of Barrie. The British military presence included Sir Robert Barrie, the Admiral in command of the British fleet stationed at Kingston, from whom the City got its name.

During the 1800's, Barrie's economy revolved around the lumber industry and developing the County's agriculture. In 1853, Barrie was officially incorporated as a Town. The extension of the Northern Railway of Canada north from Bradford to Allandale in 1853, followed by the extension to Barrie in 1865, created numerous economic opportunities for Barrie.

The First World War and the opening of Camp Borden in 1916 played an important part in Barrie's growth and by the early twentieth century, industrialization came to Barrie. Industrial expansion was led by the opening of Canadian General Electric after the Second World War; which set the stage for more rapid industrial and commercial growth, increased employment, and prosperity to the Town.

In 1950, Highway 400 was constructed; which connected Barrie to Toronto and Southern Ontario. The rapid growth during that time was due, in part, to this increased accessibility to Toronto. On January 1, 1959, Barrie was officially incorporated as a City. A series of annexations occurred between 1959 and 2010 to accommodate the ever-growing population. While the City has historically tended to spread out in low density sprawl, the next iteration of growth will see more intensified mixed use development in the older areas of the City and the recently annexed lands will also grow with more intensive mixed use development. Much of what makes the City of Barrie unique and distinctive relates to its natural beauty, landforms, and geography. The focus of early settlement around Kempenfelt Bay, the waterfront, the layouts of early blocks and plans and first neighbourhoods are unique to Barrie. The main streets into the now downtown, the rail access, the shaping influence of Highway 400 and the subsequent development of suburbs, are all part of our City's cultural heritage.







Ron Baird, Spirit Catcher, 1986, Collection of the MacLaren Art Centre.

## WHAT IS CULTURAL HERITAGE 3.0 AND WHY IT IS IMPORTANT



## WHAT IS CULTURAL HERITAGE?

The term Heritage is broadly understood as the natural and cultural inheritance of a community that is considered important and to have associations that support its sense of identity. There are two types of heritage: cultural, and natural. Cultural heritage are products of humankind. In comparison, natural heritage, represents the environment, and humankind's relationship with the environment. While natural heritage is considered part of our heritage, this subject is addressed in the Official Plan and other strategies and therefore are not addressed as part of this Cultural Heritage Strategy.

"Heritage is our legacy from the past, what we live with today, and what we pass on to future generations. Our cultural and natural heritages are both irreplaceable sources of life and inspiration.<sup>1</sup>" The term Cultural Heritage is broadly understood as the cultural inheritance of a community and includes our inherited traditions, monuments and objects. Cultural Heritage can include tangible (physical objects) or intangible (beliefs, languages, attitudes, celebrations, etc.) attributes. Physical heritage resources include buildings and structures that are of cultural heritage value because of their design, cultural associations, locations and contributions to a broader context. The cultural heritage of the City of Barrie is expressed in archaeological sites, natural landscapes, public spaces, parks, gardens, infrastructure, lot patterns, neighbourhoods, buildings, monuments, public art, and natural heritage throughout the City. These heritage places tell stories of past people, events and forces that shaped the City as we experience it today. Cultural Heritage is also captured in objects and artifacts, photographs, maps and drawings in public and private collections. Some heritage is harder to see such as the archaeology of the City and evidence of past peoples and their cultures. Other, sometimes intangible aspects of heritage include traditions, stories, events, and memories.

This Cultural Heritage Strategy, herein referred to as the Strategy, is primarily focused on protecting cultural heritage resources, including the built heritage, cultural heritage landscapes, and archaeological

sites. Other places, such as monuments, public parks, public artwork, natural heritage, and interpretive signage, are also considered part of the heritage and incorporated into this Strategy.



City Hall pre 1985



Sunnidale Park  
Arboretum



The Market 1880



Heritage Park-Sea Serpent by Ron Baird

<sup>1</sup> [www.whc.unesco.org/en/about/](http://www.whc.unesco.org/en/about/)



## WHY IS CULTURAL HERITAGE IMPORTANT?

Heritage is the glue of a community's identity. The traditions, memories, knowledge, stories, events, and creative expressions inform and sustain communities and help to create a sense of belonging for people of diverse backgrounds and pasts. When heritage resources are protected and integrated into the ever-changing urban fabric, they provide an opportunity to appreciate and understand the diversity of our communities. The protection and wise management of significant, irreplaceable cultural heritage resources support an understanding of the forces that shaped the City to its present day role as an urban center within the region. Protecting the City's heritage can support other social, cultural, and economic objectives and can be an important consideration in sustainable development and place-making.

The conservation and enhancement of both natural and cultural heritage is essential to defining the City's livability and unique character. It enriches the daily experience of the City at both a conscious and subconscious level.



25 Valley Drive – Heritage Property. PHOTO: Merwan Kalyaniwalla



144 Maple Avenue (Heritage Property)





**THE CITY OF BARRIE'S 4.0  
ROLE IN CULTURAL HERITAGE**



## THE CITY OF BARRIE'S ROLE

The City of Barrie and Heritage Barrie, an advisory committee to Council, play a pivotal role in leading, coordinating, and partnering with stakeholders to preserve Barrie's rich cultural heritage. The Heritage Strategy Background Study (Background Study 2015) - provides an overview of the existing measures and context of Heritage Conservation and Heritage Planning within the City of Barrie. Much has and is being done by the City to protect, promote, and enhance an understanding and appreciation of the City's heritage. This should be continued, reinforced and updated where necessary. This Strategy addresses gaps, identifies areas for improvement, and points to tasks or actions that can be taken in the short and long term to build a robust and coordinated framework for planning and heritage preservation decision making.

An Action Item Matrix accompanying this Strategy serves as an implementation guide identifying who should have a role in the actions and which actions should be completed first as foundational tasks.



View of the Bay from west Allandale. Courtesy of the Simcoe County Archives.





MacLaren Art Centre. PHOTO: Patrick Casey

# PURPOSE AND SCOPE OF THE 5.0 CULTURAL HERITAGE STRATEGY



## PURPOSE AND SCOPE OF THE CULTURAL HERITAGE STRATEGY

This Strategy is primarily focused on protecting cultural heritage resources, including archaeological sites, cultural heritage landscapes, and the built heritage. This Strategy is also intended to assist the City of Barrie and Council in its decision making to meet Provincial heritage responsibilities set out under the legislative framework of the Ontario *Heritage Act*, the *Planning Act*, and various Provincial policies and plans. In addition, this Strategy proposes a supportive framework for continued collaboration and co-ordination among heritage interest groups and other stakeholders to retain, enhance, and adapt important buildings and places for the celebration, appreciation, and enjoyment of existing and future generations.

This Cultural Heritage Strategy is a living document that will be reviewed and updated to remain relevant. This strategy will help to guide, interpret, and direct the City as to how best to honour, share, and incorporate heritage and values from a broad spectrum of communities, and perspectives. While there are some overlaps with the 2006 Plan for Culture, this Strategy does not provide recommendations for managing this City's Art and Heritage collection. At most, this Strategy will seek to identify public art as heritage resources, to encourage work with the City of Barrie Creative Economy Department to engage the community through arts projects to share stories, and provide guidance to convert or adaptively re-use heritage buildings for creative spaces, studios, and performance centres.



Princess Anne visit in October 2013 for the dedication of our Military Heritage Park

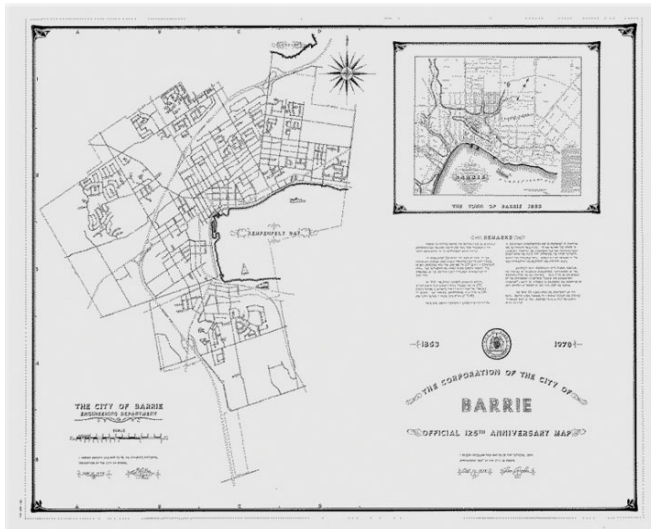


This Strategy proposes the first steps necessary in the short term to lay a strong foundation on which to build future strategic actions.

This first iteration of this Strategy is focused on:

- Compiling existing research and information available on potential and existing Heritage resources.
- Refining, updating, and expanding on planning policy and processes, specifically the Official Plan and other planning documents, to clarify informational needs and terms of reference for Heritage Impact Assessments, site alterations and developments affecting heritage resources, and sites with archeological potential.

- Refining and updating of instruments, processes and tools available under the *Ontario Heritage Act*, including improving requirements or guidance for Heritage Permits, Heritage Conservation Easement Agreements, and Heritage Management Plans.
- Communicating, promoting and sharing of information, and processes and events through a variety of media.



Map of Old Barrie



Steve Travers – Town Crier at the Heritage Barrie Awards



310 Coderington Street. PHOTO: Merwan Kalyaniwalla







## CULTURAL HERITAGE STRATEGY VISION

The City recognizes the long history of human habitation in Barrie and surrounding area and values the importance of conservation, promotion, and protection of built heritage resources, cultural heritage landscapes, and archaeological resources for the social, cultural, and economic well-being of all communities.

The protection of heritage resources and their integration into daily lives is a matter of public interest, and the City of Barrie is committed to the conservation, protection, enhancement, and celebration of the City's cultural heritage resources through:

This first iteration of this Strategy is focused on:

- Continual growth in understanding of the history of the City of Barrie and surrounding area, and of heritage values to support identification and documentation of potential and significant heritage resources, including buildings, cultural heritage landscapes, and archaeological sites to be protected.

- Protecting resources through available legislative tools of the *Ontario Heritage Act* and *Planning Act*; which includes the wise management of heritage resources through land use and growth management policies, heritage planning and application of heritage conservation tools.
- Supporting and encouraging stewardship and conservation practices through financial incentives, guidelines, and toolkits.
- Communicating to build increased public awareness of local history and cultural heritage, through promotion and providing information through all media, creation of opportunities for celebration and enjoyment of heritage resources.



Continuous view of the Barrie waterfront from the west end of Kempenfelt Bay c1875 Credit Courtesy of the Simcoe County Archives.



Parkside Drive – Heritage property.





General view of Barrie looking southwest from atop Fire Hall ca1875 Credit  
Courtesy of the Simcoe County Archives.

## STRATEGY GOALS AND ACTIONS 7.0



## STRATEGY GOALS AND ACTIONS

This Strategy's goals and actions are built around four pillars. The pillars are Knowing, Protecting, Managing, and Communicating. These pillars cover aspects for which the City of Barrie has direct responsibility or where the City has influence. It is complementary to other strategies and Provincial and Federal Policy such as those with a special focus on cultural and Indigenous heritage values.

### 7.1 KNOWING

Understanding what constitutes significant and potential heritage resources and why they are valued is the starting point for protection.

#### 7.1.1 GOALS

- That there is continual growth in the understanding and appreciation of the history of the City of Barrie including different perspectives and heritage values, through ongoing research, identification and documentation of potential and significant heritage resources.
- That significant and potential heritage resources are identified, their value is understood, and this information is publically accessible.

#### 7.1.2 ACTIONS AND TASKS TO SUPPORT KNOWING

- a) Consolidate and compile all reports and background research, inventories and maintain a database of archaeological reports submitted with secondary plans and development applications done to date by previous heritage committees, staff, and consultants as an information resource and place in a public location.
- b) Undertake a thematic history of the City of Barrie to provide a framework for contextualizing and determining value of heritage resources within the City. For example, the Parks Canada Thematic

Framework may be used, which includes:

- Peopling the Land
  - Developing Economies
  - Building Social and Community Life
  - Governing
  - Expressing Intellectual and Cultural Life
- c) Support opportunities for increased understanding of Indigenous heritage and experience and encourage the development of protocols for Indigenous engagement.
  - d) Utilize existing built heritage resources, public facilities and public parks or spaces for interpretive signage tell the story of the diverse cultures of Barrie.





## 7.2 PROTECTING

When heritage resources are protected and integrated into the daily experience of the City they create a strong sense of community identity, sense of place, and belonging.

The protection and wise management of significant, irreplaceable cultural heritage resources supports an understanding of the forces that shaped the City to its present day role as an urban center within the region.

### 7.2.1 GOALS

- To protect heritage resources including archaeological resources, cultural heritage landscapes, and built heritage.
- To develop policies to support decision making around cultural heritage conservation, stewardship, and cultural heritage management.
- To protect, enhance, and improve cultural heritage resources as part of a strategic response to ongoing growth and development.

### 7.2.2 ACTIONS AND TASKS TO SUPPORT PROTECTING

#### *Heritage Act Tools*

- a) Update designation by-laws for 16 designated properties on the municipal heritage register so that the heritage values, features and attributes are included in the by-law per the requirements.
- b) Continue to refine and develop application forms and processes for Heritage Permits.
- c) Increase the number of listed buildings on the municipal Heritage Register with focus on specific types of heritage buildings or areas, for example:

- Institutional buildings and places of worship within the City, including Provincial properties such as the Barrie jail.
- Within and around the Urban Growth Centre and historic neighbourhoods.
- Properties identified on the Heritage Walking Tour booklet.
- Properties identified by Heritage Barrie committee members using the checklist prepared by Heritage Barrie.
- Continuous review and consideration of individual owner requests for listing.
- Consideration of adding properties identified in the Existing Conditions Report, Cultural Heritage Landscapes and Built Heritage Resources for the Salem and Hewitt's Secondary Plan areas if recommended for listing through the development review process.

#### *Planning Act Tools*

- a) Update the Cultural Heritage policies of the Official Plan(OP) through the OP review process taking into consideration the following policy matters identified as needing review in the Background Study:
  - An updated policy framework and protocols for archaeological resources;
  - the County of Simcoe Archaeological Management Plan;
  - the most up to date guidelines and legislative requirements;
  - OP policies cited as exemplary, such as the City of Vaughan's OP policies. (refer to Appendix D - Background Study); and



- adding a heritage mapping layer or Schedule to the OP.
  - Include policies for heritage places of worship and institutional buildings and sites based on other examples such as the City of Toronto OP policies and guidelines.
  - Update policies for Heritage Conservation Districts including criteria for designation based on a review of other municipalities.
  - Establish policies for Heritage Conservation Easement Agreements and Heritage Management Plans.
  - Include new policies for Heritage Character Areas to address the interface between new, intensified growth and maintaining the unique neighbourhood character of older neighbourhoods.
  - Include policies for protection of landmarks, view-sheds, and cultural heritage landscapes.
  - Provide policies for development of Heritage Urban Design Guidelines.
  - Include heritage principles for adaptive re-use, additions or alteration to heritage properties.
  - Define adjacency to significant heritage buildings for the purposes of requiring a heritage impact assessment (per the Provincial Policy Statement).
- b)** Co-ordinate with the County of Simcoe to implement a screening tool to determine archaeological potential and co-ordinate in the development of First Nations and Métis engagement and consultation protocols through the County of Simcoe Archaeological Management Plan project.

- c)** Develop up-to-date Terms of Reference for Heritage Impact Assessments and Heritage Management Plans.
- d)** Retain a Heritage Planner, either contracted when necessary or as an addition to City staff at some future date as capacity and needs arise.

## 7.3 MANAGING

Managing heritage conservation resources and stewardship is important. The needs of heritage resources will vary and the effective management of them can complement regulation.

### 7.3.1 GOALS

- To develop policies for heritage conservation, stewardship, and management of heritage resources within the City.
- To support individuals and owners to understand heritage values and encourage them to care for and manage these resources.
- Support good heritage practices through information, financial assistance, advice, and public recognition.

### 7.3.2 ACTIONS AND TASKS TO SUPPORT MANAGING

- a)** Develop a template for Heritage Conservation Easements and Stewardship Agreements.
- b)** Develop and adopt Best Practices and Principles for Management of Heritage Buildings
- c)** Lead by example. Prepare Heritage Management Plans for select City owned properties.
- d)** Implement a property tax relief for owners of designated properties with heritage conservation agreements in place.





- e) Monitor renovation incentives for listed and designated buildings and develop more detailed guidelines to assist in evaluating improvements and renovations of listed properties.
- f) Continue with annual heritage awards to encourage stewardship of local heritage resources by recognizing stakeholder efforts.
- g) Co-ordinate with the County of Simcoe to include recommendations for the Archaeological Management Plan and to apply recommended protocols for working with Indigenous Communities.

## 7.4 COMMUNICATING

Heritage awareness and evidence of the heritage of diverse communities supports understanding, creates a sense of identity and belonging, and adds to the livability of the City.

### 7.4.1 GOALS

- To recognize, honour, and celebrate the culture and heritage of the City's diverse communities.
- To build awareness and appreciation of heritage values in the daily experience of the City for all.

### 7.4.2 ACTIONS AND TASKS TO SUPPORT COMMUNICATING

- a) Continue to sponsor guided walking tours such as the annual Town Crier walking tours, and update walking tours to a more modern format that can also be easily accessed electronically.
- b) Work with the Creative Economy Department and dramatic arts stakeholders to promote re-enactment of events.
- c) Support reinstating Doors Open Barrie.
- d) Continuous improvement, updating and promotion of the City website page dedicated to heritage, which should include:

- The most up to date version of this Strategy, and the monitoring of progress on implementation.
  - Frequently asked questions.
  - Information about adding properties to the Municipal Heritage Register.
  - Information and copies of Heritage Permit Application forms and permits.
  - Information about Heritage Barrie, its meetings, workshops, and programs.
  - Information on available grants and incentives from Community Improvement Plans.
  - Information on cultural celebrations such as Heritage Week, and Black History Week.
  - Up to date, online and printed materials about various actions and processes.
  - The implications, benefits, and process for listing on the Municipal Heritage Register.
  - Award programs and past award winners.
  - Financial Incentives.
  - Links to GIS walking tours.
  - Advice and information on restoration.
  - Information for new owners of designated properties.
  - All designation by-laws, and Heritage Reports prepared for designation of properties.
  - Terms of Reference for Heritage Impact Assessments.
  - Heritage Urban Design Guidelines.
  - Best Practices and Principles for Management of Heritage Buildings (when available).
  - Quarterly feature article on an aspect of the City's Heritage.
- e) Hold informational workshops on maintaining and renovating heritage properties.





**Barrie**

Well played

**IMPLEMENTATION MONITORING 8.0  
AND REVIEW**



## 8.0 IMPLEMENTATION MONITORING AND REVIEW

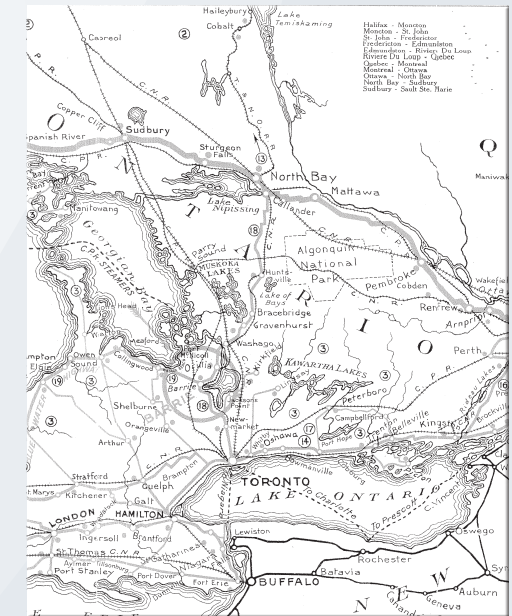
Our collective understanding of the City’s cultural heritage resources—both of their importance and value to the community—will evolve over time as we continue to hear from community members and as new information comes to light. This Strategy will respond to this evolution, and thus reviewing the Strategy and implementing its action items should be an ongoing, iterative process. This Strategy should be regularly reviewed, re-assessed, and reset as necessary. It is recommended that this take place on a four-year cycle, toward the end of each term of Council, in order to monitor progress and maintain the Strategy’s relevance and currency.

Engagement and consultation with Indigenous communities will be an important part of this regular and continuing process of updating, improving, and implementing the Cultural Heritage Strategy. Interaction with the Indigenous community is desirable and necessary. It is important that the City, as it moves forward with implementing this Cultural Heritage Strategy, maintain an “open-door” attitude and continue to seek out opportunities to engage Indigenous communities and listen to their values and concerns. This would not only help the City fulfill the spirit and intent of its legislative responsibilities to consult and accommodate Indigenous communities, but also foster positive relationships between the City and the Indigenous community.

This relationship will help this Strategy represent a better understanding and more accurate reflection of the history, values, and lived experiences of Indigenous peoples in Barrie and the surrounding area.

An Action Item Matrix accompanying this Strategy provides an outline of the Actions needed to meet the goals of this Strategy. The Action Matrix identifies actions associated with each the pillars of Knowing, Protecting, Managing and Communicating outlining who will take the lead and identifying which actions are foundational tasks on which to build and implement subsequent strategies.

This Strategy and the Action Items Matrix are intended to be tools for the City of Barrie, Heritage Barrie and the community to plan and co-ordinate their annual activities, monitor progress, and make adjustments where necessary, with the idea that this be a living document that will change over time as needs resources and capacity changes within the City.





# ACTION ITEM MATRIX

	Area of Focus/Action/Task	Lead and Resources	Timeline
<b>KNOWING</b>	<p>1. Inventory and classify all reports, consolidate information, background research, photographs, and guidelines done to date by previous heritage committees, staff and heritage consultants and maintain a database of archaeological reports submitted with secondary plans and development applications.</p> <p><b>Rationale and Comments:</b> This is foundational work to support the implementation and ongoing updating of the Cultural Heritage Strategy. For example this can be in preparation for undertaking a thematic history of Barrie and surrounding area. This will identify work that has been done and assist in identifying gaps in information.</p>	<p>Heritage Barrie to work with Planning and Building Services and Records Management staff.</p> <p><b>Resources:</b> Heritage Barrie to explore opportunities to work with Georgian College and apply for government funding to retain a student to do this work. Alternatively this may be assigned to a summer student, in the Planning and Building Services Department.</p> <p><b>Funding /Cost:</b> <b>Option 1:</b> Heritage Barrie to look into grant opportunities to hire a Georgian College student. <b>Option 2:</b> Planning &amp; Building Services Department to work with Records Management to seek opportunities to assign this to a summer student.</p>	<p><b>Timeline:</b> Recommend that this be done within two years after approval of this Strategy as it is a foundational action for developing a thematic history and for heritage planning in the future.</p>
	<p>2. <b>Undertake a thematic history of the City of Barrie.</b></p> <p>For example, the Parks Canada Thematic Framework may be used to include:</p> <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> <p><b>Rationale and Comments:</b> This will provide an understanding of the history of Barrie and surrounding area, and will provide the context for determining heritage values by identifying and interpreting heritage resources throughout the City.</p>	<p>Heritage Barrie to work with stakeholders to prepare Terms of Reference and come up with themes to co-ordinate a community based project with guidance or oversight by local historians. Community consultation may include:</p> <ul style="list-style-type: none"> <li>• Simcoe County &amp; Barrie Historical Association</li> <li>• Simcoe County Museum &amp; Simcoe County Archives</li> <li>• Georgian College</li> <li>• Barrie Historical Archive</li> <li>• Indigenous communities</li> </ul> <p><b>Resources:</b> Heritage Barrie and heritage stakeholders to draft Terms of Reference and themes through stakeholders meetings.</p> <p><b>Funding /Cost:</b> To be determined based on Terms of Reference &amp; Heritage Barrie annual budget. This project may require phased research to cover different themes over several years.</p>	<p><b>Timeline:</b> Terms of Reference should be prepared after all reports and background materials have been inventoried, classified and compiled.</p> <p>Recommended to commence after Terms of Reference and after the completion of consolidating reports and background within the Planning Department.</p>



# ACTION ITEM MATRIX

	Area of Focus/Action/Task	Lead and Resources	Timeline
KNOWING	<p><b>3. Support opportunities for increased understanding of Indigenous heritage and experience and encourage the development of protocols for Indigenous engagement.</b></p> <p><b>Rationale and Comments:</b> The ongoing review and updating of the Cultural Heritage Strategy and implementation provide the opportunity to include Indigenous perspectives on history and cultural heritage values.</p>	<p>Heritage Barrie, Planning and Building Services Department, in conjunction with Stakeholder and Special Projects coordinator, and Planning Consultants preparing the New/ Updated Official Plan.</p> <p><b>Funding / Costs:</b> No additional associated costs.</p>	<p>Ongoing if the opportunity arises through Indigenous community input into this Strategy or through implementation of actions identified in this Strategy.</p>
	<p><b>4. Continue to utilize existing built heritage resources, public facilities and public parks or spaces for interpretive signage to tell the story of the diverse cultures of Barrie.</b></p> <p><b>Rationale and Comments:</b> This supports building knowledge and understanding of heritage values. For example the informational plaques located at the Military Heritage Park, Waterfront Heritage Trail, and Sunnisdale Park.</p>	<p>City of Barrie Parks Planning and Facilities Departments, in consultation with the applicable community groups, historical associations and historians.</p> <p><b>Funding / Cost:</b> To be incorporated into applicable building facility or park project costs.</p>	<p>Ongoing.</p>





# ACTION ITEM MATRIX

	Area of Focus/Action/Task	Lead and Resources	Timeline
<b>PROTECTING – HERITAGE ACT TOOLS</b>	<p><b>1. Update designation by-laws for 16 properties for designation by-laws passed before 2005, to reflect the current prescribed format.</b></p> <p><b>Rationale and Comments:</b> This will clarify the features and attributes to be protected, and will facilitate decisions regarding alteration of designated properties.</p> <p>It will also address those designation by-laws which designate multiple properties by preparing a single designation by-law for each property.</p>	<p>Heritage Barrie, with assistance from a Heritage Professional.</p> <p>Heritage Barrie to include an amount in the annual budget to cover up to four per year.</p> <p>City owned properties should be prioritized. Privately owned designated properties may follow, in consultation with property owners.</p> <p><b>Funding /Cost:</b> \$1000.00 plus HST per by-law based on a 2017 Estimate from a Historical Consultant.</p> <p>Subject to Heritage Barrie Budget funds: Suggest sufficient funds to cover four by-laws per year.</p>	<p>Within the next four years from approval of this Strategy, targeting four by-laws per year.</p>
	<p><b>2. Continue to refine application forms and processes for Heritage Permits, timelines and information including:</b></p> <ul style="list-style-type: none"> <li>• <b>Notice of Intent to demolish listed non-designated buildings on the Municipal Heritage Register.</b></li> <li>• <b>Application to demolish, alter, or add to designated buildings.</b></li> <li>• <b>Informational needs for Heritage Barrie to review, and timing when a complete application is submitted.</b></li> </ul> <p><b>Rationale and Comments:</b> This provides clarity on expectations to applicants, Heritage Barrie, Council and the public regarding:</p> <ul style="list-style-type: none"> <li>• Process.</li> <li>• Timelines.</li> <li>• Informational needs.</li> </ul>	<p>Planning and Building Services Department to monitor and review existing forms and processes developed.</p> <p>Planning and Building Services to make adjustments as online building permits and planning application processes are developed.</p> <p><b>Funding / Cost:</b> No additional associated costs.</p>	<p>Forms and processes completed. Further refinement may come to light through implementation and as the electronic Building Permit and Planning Application processes are developed and improved.</p>



# ACTION ITEM MATRIX

PROTECTING – HERITAGE ACT TOOLS	Area of Focus/Action/Task	Lead and Resources	Timeline
	<p><b>3. Identify additional potential Heritage Resources to add to the Municipal Heritage Register supported by informational workshops with stakeholders.</b></p> <p><b>Rationale and Comments:</b> Identification and understanding of potential heritage resources is the first step to building awareness and protecting and conserving potential built heritage resources and landscapes.</p>	<p>Heritage Barrie with support from Historic Neighbourhood Committee; Neighbourhood Associations; Business Improvement Association; and education, religious and other public institutions as applicable to seek to identify in the following categories:</p> <ul style="list-style-type: none"> <li>a. Institutional properties such as the jail, places of worship, libraries and schools.</li> <li>b. Properties in historic neighbourhoods within and around the Urban Growth Centre, and properties included on the Heritage Walking tours.</li> <li>c. Properties identified by Heritage Barrie</li> <li>d. Individual owner requests.</li> </ul> <p><b>Funding /Cost:</b> No additional associated costs.</p>	<p>Ongoing, continuous outreach to property owners through the various stakeholders. Recommend focus on one of the targeted property types per year with ongoing consideration of individual owner requests.</p>





# ACTION ITEM MATRIX

PROTECTING – PLANNING POLICY	Area of Focus/Action/Task	Lead and Resources	Timeline
	<p><b>1. Amend the Cultural Heritage Policies and mapping in the Official Plan to address gaps identified in the Cultural Heritage Background</b></p> <p><b>Study, including:</b></p> <ul style="list-style-type: none"> <li>• The most recent changes to the Provincial Policy Statement and Places to Grow Growth Plan (2017).</li> <li>• Policies for Archaeological Sites and requirements for archaeological assessments.</li> <li>• Heritage places of worship.</li> <li>• Use of Heritage Act tools such as designation of heritage buildings, landscapes and heritage conservation districts, application of heritage conservation easements and heritage management plans.</li> <li>• Policies for historic neighbourhoods/heritage character areas.</li> <li>• Protection of landmarks, view sheds, and cultural heritage landscapes.</li> <li>• Heritage Urban Design Guidelines.</li> <li>• Heritage principles for adaptive re-use, additions or alteration to heritage properties.</li> </ul> <p><b>Rationale and Comments:</b></p> <p>The background study identified gaps in the current OP policy framework including:</p> <ul style="list-style-type: none"> <li>• The need to align with changes to the provincial policy and Growth Plan.</li> <li>• The need to address recommendations for the “parent OP” from Indigenous Communities, Métis, Williams Treaty, and Indigenous engagement undertaken for the Planning of Hewitt’s and Salem Secondary Plans.</li> </ul>	<p>Planning Staff – This should be dealt with through the Official Plan Review update project.</p> <p><b>Funding /Cost:</b> No additional associated costs.</p>	<p>Within two years of approval of this Strategy.</p> <p>The new Official Plan is under review as of August 2018 for approximately 18 to 24 months.</p>





# ACTION ITEM MATRIX

	Area of Focus/Action/Task	Lead and Resources	Timeline
<b>PROTECTING – PLANNING POLICY</b>	<ul style="list-style-type: none"> <li>• Changes to reflect most recent guidelines on heritage planning for places of worship.</li> <li>• The need for robust policies in the Delineated Built Boundary in light of proposed growth and intensification planned in areas rich in cultural heritage resources.</li> <li>• The need for more detailed policies to address all tools available under the Heritage Act, including Heritage Property Standards, Heritage Tax relief, Stewardship agreements, heritage management plans and heritage conservation easements.</li> </ul>		
	<p><b>2. Co-ordinate with the County of Simcoe to implement a screening tool to determine archaeological potential through the County of Simcoe Archaeological Management Plan project.</b></p> <p><b>Rationale and Comments:</b> Protection and an understanding of archaeological heritage is important for future planning decision making and consultation.</p>	<p>Planning and Building Services staff to work with the County of Simcoe to use a GIS Screening tool being developed through the County of Simcoe Archaeological Management Plan project.</p> <p><b>Funding / Cost:</b> No additional associated costs.</p>	<p>Ongoing.</p> <p>Continue to work with County staff through the Archaeological Management Plan project to co-ordinate data sharing and the screening tool.</p>
	<p><b>3. Develop up-to-date terms of reference for Heritage Impact Assessments and Heritage Management Plans.</b></p> <p><b>Rationale and Comments:</b> This will clarify expectations for the public, Council staff and the applicants.</p>	<p>Planning staff including input from a Senior Urban Designer to review and update current Heritage Impact Assessment and Management Plans Terms of Reference. Possible summer student project.</p> <p><b>Funding /Cost:</b> No additional associated costs.</p>	<p>After or concurrent with the New /Updated Official Plan unless the need arises sooner.</p>
	<p><b>4. Retain in-house Heritage Planner Expertise.</b></p> <p><b>Rationale and Comments:</b> The need for Heritage planning advice and expertise will become increasingly important as the City grows and intensifies.</p>	<p>Subject to City municipal staffing and budgetary decisions, consider retaining a consultant or add an additional staff member.</p> <p><b>Funding /Cost:</b> To be determined through corporate staffing decision making if and when considered necessary.</p>	<p>After the organization of base information and policy work is completed, and after building internal capacity through the Official Plan review process.</p>



# ACTION ITEM MATRIX

MANAGING	Area of Focus/Action/Task	Lead and Resources	Timeline
	<p><b>1. Develop a template for Heritage Conservation Easements and Stewardship Agreements.</b></p> <p><b>Rationale and Comments:</b> Conservation and stewardship agreements may be conditions of development, voluntary measures or a condition of tax relief.</p> <p>A standard template can facilitate understanding of the basic requirements and help to make the process easier.</p>	<p>Planning Services staff to research examples from other municipalities, and work with Legal Services to develop a template.</p> <p><b>Funding /Cost:</b> No additional associated costs.</p>	<p>To be developed after approval of this Strategy to be used as needed for development applications that may trigger this, for example: a Tax grant for designated properties that need a heritage conservation easement agreement to be in place.</p>
	<p><b>2. Develop and adopt a manual for best practices and principles for listed and designated properties, for example:</b></p> <ul style="list-style-type: none"> <li>• Information and resources pertaining to contractors specializing in heritage restoration.</li> <li>• Disaster protocols to coordinate actions in the event properties on the Municipal Heritage Register are subject to fire, flood, willful damage or other unanticipated emergency or disaster.</li> </ul> <p><b>Rationale and Comments:</b> This information can assist in implementing a variety of goals of the Strategy.</p>	<p>Planning staff and heritage specialists to advise as appropriate.</p> <p><b>Funding /Cost:</b> No additional associated costs. Included in applicable department function.</p>	<p>To begin after approval of this Strategy. Disaster protocols and information pertaining to heritage contractors should be in place before disaster occurs.</p>
	<p><b>3. Prepare Heritage Management Plans for select City owned properties.</b></p> <p><b>Rationale and Comments:</b> Leading by example demonstrates the City's commitment and willingness to invest in heritage resources.</p>	<p>Planning staff with Facilities management staff.</p> <p><b>Funding/Cost:</b> To be determined, a Heritage Management Plan may require heritage expertise.</p>	<p>Identifying and prioritizing City owned properties as budget/funds allow.</p>



# ACTION ITEM MATRIX

	Area of Focus/Action/Task	Lead and Resources	Timeline
<b>MANAGING</b>	<p><b>4. Implement a property tax relief for owners of designated properties with heritage conservation agreements in place.</b></p> <p><b>Rationale and Comments:</b> This is an incentive to maintain and restore heritage buildings. This program will require best practices and templates for heritage conservation easement agreements to be in place.</p>	<p>Planning and Building Services Staff in consultation with the Financial Services Department and the Province for Education Tax Relief. This may best be implemented under the guidance of a Heritage Planner.</p> <p><b>Funding/Cost:</b> Taken from the property taxes of the applicable property.</p>	<p>Within four years or more of approval of the Cultural Heritage Strategy.</p>
	<p><b>5. Monitor current incentives for renovating listed properties and develop more detailed guidelines to help evaluate these renovations.</b></p> <p><b>Rationale and Comments:</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.</p>	<p>Planning Staff through annual CIP reporting and CIP amendments.</p> <p><b>Funding /Cost:</b> No additional associated costs. Built into CIP annual reporting, which can be forwarded to Heritage Barrie.</p>	<p>Continue to evaluate the effectiveness of incentives through CIP updates. A CIP review/update is being contemplated for the 2018-2019 year.</p>
	<p><b>6. Recognize and reward stewardship of Heritage properties through Urban Design Awards.</b></p> <p><b>Rationale and Comments:</b> This provides recognition to efforts and excellence in stewardship.</p>	<p>Heritage Barrie and Planning and Building Services Department.</p> <p><b>Funding /Cost:</b> Heritage Barrie awards funded through Heritage Barrie annual budget. Urban Design Awards cost to be determined when implemented.</p>	<p>Ongoing, and to be determined subject to Urban Design Awards program being implemented.</p>
	<p><b>7. Co-ordinate with the County of Simcoe to include recommendations for the Archaeological Management Plan project and to apply recommended protocols for working with Indigenous Communities.</b></p> <p><b>Rationale and Comments:</b> Archaeological Management Plans and protocols shall be consistent with the recognition and affirmation of existing Aboriginal and treaty rights under section 35 of the Constitution Act, 1982, and other relevant legislative responsibilities.</p>	<p>Archaeological expertise and Provincial guidance as to appropriate protocols.</p> <p><b>Funding /Cost:</b> No additional associated costs.</p>	<p>In conjunction with the County of Simcoe through the Archaeological Management Plan project process. Once completed, apply recommendations into protocols or Official Plan updates.</p>



# ACTION ITEM MATRIX

	Area of Focus/Action/Task	Lead and Resources	Timeline
<b>COMMUNICATING</b>	<p><b>1. Walking Tours:</b></p> <ul style="list-style-type: none"> <li>• Continue to sponsor regular guided walking tours.</li> <li>• Regular review and update of Heritage Walking tours booklet to maintain a modern format and to enable electronic walking tours to be used.</li> </ul> <p><b>Rationale and Comments:</b> This is an engaging way to build awareness and appreciation of the built heritage in the City.</p>	<p>Heritage Barrie Committee.</p> <p><b>Funding /Cost:</b> Included in Heritage Barrie Annual budget.</p>	<p>At least one annual guided tour. Continue to update Walking tour booklets as the need arises. The Walking tour booklet was recently updated by Heritage Barrie for the 2017/2018 year.</p>
	<p><b>2. Continue to participate in cultural celebrations such as Heritage Week, Celebrate Barrie, Culture Days and other events.</b></p> <p><b>Rationale and Comments:</b> Celebratory events, such as Celebrate Barrie build awareness and appreciation of heritage.</p>	<p>Heritage Barrie and Creative Economy Department to participate in Celebrate Barrie and work with the Performing Arts community, and Historical Associations to encourage theatrical re-enactments and offer guided walking tours.</p> <p>Ongoing part of Heritage Barrie and the Creative Economy Department functions.</p> <p><b>Funding/Cost:</b> No additional associated costs,</p> <p>Part of celebratory events, volunteer re-enactments, and Heritage Barrie budget as determined by Heritage Barrie.</p>	<p>Ongoing and continued participation.</p>
	<p><b>3. Support reinstating Doors Open Barrie.</b></p> <p><b>Rationale and Comments:</b> This program of the Ontario Heritage Trust works with communities to allow for the public to see the interior of heritage buildings.</p>	<p>Subject to community interest with support from Heritage Barrie and Department of Culture.</p> <p><b>Funding/Cost:</b> This should be a community initiative. City to provide support in kind, such as assist in coordinating meetings, and promotion.</p>	<p>To be determined based on interest from stakeholders, potential to discuss this at Stakeholders meetings.</p>



# ACTION ITEM MATRIX

	Area of Focus/Action/Task	Lead and Resources	Timeline
<b>COMMUNICATING</b>	<p><b>4. Promotion of Heritage Barrie, Heritage Barrie Programs, Events and Heritage Barrie activities and achievements through web page, informational flyers; annual reporting, feature newspaper articles and attendance at events such as:</b></p> <ul style="list-style-type: none"> <li>• The Cultural Heritage Strategy and progress in this regard.</li> <li>• Information on walking tours.</li> <li>• Information on Heritage processes.</li> <li>• Promotion and information on stakeholders meetings.</li> <li>• Promotion and call for annual awards.</li> <li>• Frequently asked questions about programs, processes and forms.</li> <li>• Information flyers to print and include on the web page as they are developed, for example; Heritage Urban Design Guidelines, Best Practices and Principles for Management of Heritage Buildings (when available), Quarterly feature article on an aspect of the City's Heritage, Contact information.</li> </ul> <p><b>Rationale and Comments:</b> Up to date relevant and informative information supports community engagement and builds an understanding of what can and is being done for heritage preservation.</p>	<p>Heritage Barrie to continue to maintain and recommend improvements to the web-site with assistance from communications staff.</p> <p><b>Funding/Cost:</b> Website – included in corporate function.</p> <p>Publications such as walking tours, to be funded from Heritage Barrie annual budget.</p>	<p>Year one and every year thereafter, and regular review by Heritage Barrie to assess the relevance and ensure the most up to date information is available on the website and other printed materials.</p>
	<p><b>5. Hold informational workshops on maintaining and renovating heritage properties.</b></p> <p><b>Rationale and Comments:</b> This is an educational and awareness activity to facilitate best practices and principles and to encourage stewardship of heritage resources.</p>	<p>Heritage Barrie or other stakeholders such as Historic Neighbourhood Committee or Neighbourhood Associations that can hold the events.</p> <p><b>Funding/Cost:</b> Heritage Barrie annual budget for stakeholders meeting, or individual groups to resource through their own funds.</p>	<p>At least annual stakeholders meetings and Heritage Barrie can plan informational workshops or meetings annually through the annual work plan process.</p>



## **ACKNOWLEDGEMENTS**

This Strategy was prepared by Planning and Building Services with the help of Heritage Barrie. Consultation with the Indigenous Community including the Huron-Wendat Nation and the Métis Nation of Ontario continues.

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