

Cultural Heritage Action Plan

October 2020



PLAN
of the Town of
GUELPH
UPPER CANA
Founded by the Canada
1827.

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PART A – INTRODUCTION AND BACKGROUND

1.0 Introduction

The City of Guelph has embarked on the development of a Cultural Heritage Action Plan (CHAP) to identify cultural heritage landscapes (CHLs) within the city and to prioritize actions related to conservation, cultural heritage promotion and incentives to help ensure that cultural heritage resources are conserved. The CHAP will provide valuable advice to help direct staff efforts and contain information relevant to assist Guelph City Council as they make decisions that relate to cultural heritage.

The CHAP is being prepared to implement policies contained within the City of Guelph Official Plan, which provide direction for developing strategies that would assist with the conservation of cultural heritage resources. Cultural heritage resources are defined in the City of Guelph Official Plan as including built heritage resources, cultural heritage landscapes, and archaeological resources.

The scope of the Cultural Heritage Action Plan does not involve the evaluation of the cultural heritage value of individual built heritage resources. The City of Guelph already maintains a municipal register of individually designated and listed heritage properties in accordance with section 27 of the Ontario Heritage Act. Research and recommendations relating to potential designations of individual properties under the Act is ongoing for heritage planning staff in consultation with Heritage Guelph.

One of key functions of the CHAP is to assist the City in identifying cultural heritage landscapes and to provide guidance on how to establish priorities to ensure their conservation in the future. The City of Guelph is also required by the Provincial Policy Statement (PPS) to ensure that significant cultural heritage landscapes are conserved, and that the interests of Indigenous communities are considered in conserving cultural heritage and archaeological resources. The scope of the CHAP has not included the research or evaluation of archaeological sites. The City of Guelph would undertake such work in the context of an Archaeological Management Plan.

Staff acknowledge that the history outlined in the Cultural Action Plan is limited to post-1827 settlement and does not include the history of Indigenous people in this area. Staff are committed to learning more about local Indigenous history and associated cultural heritage landscapes, and to continue to build partnerships with local communities to collaboratively identify significant cultural heritage landscapes.

The City of Guelph consults with First Nations at a corporate level. Discussion and collaboration with Guelph area Indigenous communities is being coordinated by the office of the General Manager of Culture, Tourism and Community Investment, Public Services. It will be through this future interaction that City staff would learn about known or potential cultural heritage resources that are of value to Indigenous communities.

MHBC Planning, in association with George Robb Architect, Wendy Shearer Landscape Architect and urbanMetrics have been retained by the City to lead the preparation of the CHAP and assist in the completion of this exciting project.

The first phase of work on the project was the completion of the Background Report, which was finalized in July 2018. The Background Report contains information about the CHAP project scope and work being undertaken, a summary of Guelph's historical development and themes, an overview of the community consultation process, and direction for the preparation of this report.

2.0 Components of a Cultural Heritage Action Plan

As the Province has created and strengthened policies related to the conservation of cultural heritage resources, and cultural heritage landscapes in particular, there has been a need for municipalities to further develop their policy guidance related to the conservation of CHLs. The purpose of the following section is to outline what the City of Guelph's Cultural Heritage Action Plan is and to summarize its key components.

2.1 What is a Cultural Heritage Action Plan?

Some municipalities across Ontario have undertaken the preparation of studies to provide guidance specific to the conservation of cultural heritage resources. The Background Report reviewed recent similar studies that were applicable to the preparation of the Guelph CHAP. It found that while many studies use different titles, such as Cultural Heritage Action Plan (CHAP), a Cultural Heritage Landscape Study (CHLS), or a Cultural Heritage Master Plan (CHMP), the goal is to create a community-wide implementation framework for the conservation of cultural heritage resources including recommendations and strategies. A component of each of these studies was also the identification of cultural heritage landscapes.

A Cultural Heritage Action Plan or similar study was found to contain an overview of the existing known heritage resources, an overview of the existing management approaches to heritage resources, an overview of applicable policies, an overall vision

for cultural heritage conservation, development of criteria for CHL identification, a survey of candidate CHLs, and a number of strategic initiatives and directions for implementation consideration. Implementation items are often categorized and prioritized.

2.2 Components of Guelph’s Cultural Heritage Action Plan

The City of Guelph CHAP is an important guidance document to assist with the management of cultural heritage resources, and in particular CHLs within the city. Key components of the CHAP project include:

- Review of related background work and comparable action plans undertaken in other municipalities (Background Report);
- Identification of key themes in Guelph’s development (Background Report);
- Development of an inventory of candidate CHLs;
- Review of recommended financial and non-financial incentives;
- Review of cultural heritage promotion; and
- Prioritization and advice related to key conservation actions and incentive options.

The CHAP has been divided into three phases as follows:

Phase 1: Project Initiation and Background Report

This phase includes the project initiation and review of background materials and relevant policies and guidelines. This also includes existing information related to cultural heritage resources within the City of Guelph. Community engagement was an important early component of the project in order to assist with defining resources and priorities. The results of the Background Report helped to guide efforts through the development of the draft CHAP.

Phase 2: Development of Draft Cultural Heritage Action Plan

This phase has involved the development of a draft cultural heritage action plan that incorporates information obtained through the first phase of work on the project. Phase 2 work began with the inventory and mapping of candidate CHLs in the City and the identification of priority areas for staff to focus conservation efforts. An examination of potential financial and non-financial incentives, as well as options for cultural heritage promotion within the City was further developed in Phase 2.

Phase 3: Finalize Cultural Heritage Action Plan

The last phase of the project has involved finalization of the Cultural Heritage Action Plan, incorporating input received through previous stages of the project. The March 2019 draft CHAP was made available on the City's website and also brought forward to City Council in April 2019. Community engagement, in person and online, and consultation with Heritage Guelph informed the development of the CHAP.

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PART B – CULTURAL HERITAGE LANDSCAPE IDENTIFICATION

3.0 Introduction

Identification of cultural heritage landscapes (CHLs) within the City of Guelph is a major component of the Cultural Heritage Action Plan (CHAP). The twenty-nine CHLs identified by the CHAP are those considered to have cultural heritage value based on preliminary review, based on a selection of key criteria. These CHLs are now considered as candidates for listing on the Municipal Register of Cultural Heritage Properties and possible designation under the Ontario Heritage Act.

Cultural heritage landscapes can be within a single property or consist of a number of properties within a defined geographical area. The type of CHL made up of a group of properties is usually referred to as a heritage conservation district or HCD being protected under the Ontario Heritage Act.

There are five cultural heritage landscapes within the city that have already been protected by designation under the Ontario Heritage Act. The Brooklyn and College Hill Heritage Conservation District designation by-law was approved by Council in 2014 and finally by the Ontario Municipal Board in 2015. Council has also approved an individual designation by-law for the Marcolongo Farm CHL at 2162 Gordon Street and for three CHLs that make up the Homewood property at 147, 148 and 150 Delhi Street. These five protected CHLs are presented with all identified CHLs in Guelph in Section 5.3.

The project team has conducted local fieldwork and research in order to identify and map CHLs and prioritize areas to focus conservation efforts. A more detailed evaluation of heritage value will be required if a CHL is to be listed on the Municipal Register of Cultural Heritage Properties or taken through the heritage designation process.

Work completed through the Cultural Heritage Action Plan Background Report (July 2018) reviewed existing provincial policy, as well as the City's existing cultural heritage resource management regime and other examples of CHL studies conducted by municipalities across Ontario. The purpose of this initial step was to provide direction for the development of the CHAP and identification of candidate CHLs. One of the primary outcomes of the Background Report is a high level overview of the history of Guelph since its founding as a town and the establishment of key themes. Key themes related to the evolution and development of Guelph have assisted in the identification of CHLs

by providing a context within which the various CHLs fit and also to assist in grouping CHLs within the different themes.

In order to assist in the identification of areas of interest for potential CHLs, a meeting and workshop was held in early 2018 with various stakeholders who had an interest in cultural heritage matters. Input was also sought from Heritage Guelph and City staff on many aspects of the project and in particular the identification of cultural heritage landscapes. A detailed summary of the initial input was provided in the Background Report, and further information is included in this report. It is important to note that the CHLs identified through this study are not meant to be an exhaustive list, and that further work may be undertaken in the future to identify additional CHLs as new information becomes available or additional important sites are identified.

3.1 Methodology

The CHAP Background Report outlines the methodology used to identify candidate CHLs within the City of Guelph. The methodology was developed to ensure a consistent, comprehensive and defensible process for the identification of CHLs. It is intended that this methodology can also be used for the consideration of future CHLs in the City. The methodology guided the fieldwork, evaluation of areas, and overall development of the CHAP. The methodology used consists of three stages. The first two stages were carried out primarily by the study team, with direction provided for the third stage. It is anticipated that the third stage will be completed by City staff at their discretion, with input from Heritage Guelph. The stages of work are as follows:

Stage 1 – Establish an inventory

- Review previous work completed by City staff and Heritage Guelph to identify CHLs (could include mapping, reports, fieldwork results, or other studies)
- Review City of Guelph Municipal Register of Cultural Heritage Properties:
 - Designated properties or districts under the OHA (both Part IV & V)
 - Listed properties or landscapes on the municipal registry
 - Properties of interest that aren't currently listed or designated but are part of a known inventory (e.g. Couling Architectural Inventory)
- Review the evolution of Guelph's development through registered plans
- Undertake a general survey to identify CHLs:
 - Resident and / or stakeholder input (e.g. through workshops, community meetings)

- City of Guelph staff input
- Consultant team research and input (guided by established historical themes)
- Prepare preliminary inventory of CHLs. The process consists of:
 - Establish worksheets for fieldwork and reporting (see **Appendix 2**)
 - Establish a GIS mapping format that can be used to produce publically accessible maps of identified CHLs

Stage 2 – Evaluation of identified CHLs

- Review and evaluate heritage character-defining features, site context and possible preliminary boundaries of the identified CHLs
- Undertake preliminary evaluation to confirm identified CHLs, using guidance provided by the Ontario Heritage Tool Kit and the criteria for determining cultural heritage significance / value in Ontario Regulation 9/06 under the Ontario Heritage Act
- Organize an inventory of candidate CHLs based on type of resource and link to historic themes
- Initial presentation of draft CHAP to Council notifies property owners / interested parties of a site's potential as a CHL and flags properties for internal review by City staff prior to any future development

Stage 3 – Strategic guidance for implementation and future designation

- Undertake individual detailed studies beginning with candidate CHLs identified as having high priority to confirm cultural heritage value (as either having design / physical value, historical / associative value, or contextual value), boundaries and appropriate method of conservation and designation
- List candidate CHLs on the Municipal Register of Cultural Heritage Properties if deemed to have cultural heritage value or interest based on O. Reg. 9/06 of the Ontario Heritage Act
- Provide recommendations and / or measures for conservation of each identified candidate CHL
- Develop a priorities list for conservation actions
- Develop incentives to assist with resource conservation
- Create recommendations related to promotion, awareness, and implementation to assist with overall cultural heritage resource conservation

3.2 What is a cultural heritage landscape?

As part of the work on the Background Report, various sources of information were reviewed to provide an overview of guiding policy and legislation related to cultural heritage landscapes (CHLs). This included guidance documents available from the province and other jurisdictions (e.g. UNESCO, Parks Canada’s Standards and Guidelines and the Ontario Heritage Toolkit), as well as municipal planning documents.

A CHL is commonly defined as a geographic area that has heritage significance, has been modified by human activity and is valued by a community. CHLs can include a range of features, such as buildings, structures, natural features or landforms, where the whole is greater than individual features. CHLs are valued for the important contribution they make to our understanding of the history of a place, an event, an individual and/or a community.

The Provincial Policy Statement, 2020 (PPS) defines CHLs as:

“A defined geographical area that may have been modified by human activity and is identified as having cultural heritage value or interest by a community, including an Indigenous community. The area may involve features such as buildings, structures, spaces, views, archaeological sites or natural elements that are valued together for their interrelationship, meaning or association. Cultural heritage landscapes may be properties that have been determined to have cultural heritage value or interest under the Ontario Heritage Act, or have been included on federal and/or international registers, and/or protected through official plan, zoning by-law, or other land use planning mechanisms.”

There are generally three types of CHLs as identified by the Ministry of Culture in the Ontario Heritage Tool Kit (Infosheet #2) including designed, evolved and associative landscapes. CHLs are not always exclusively one type, but can have elements of one or more types. The three types of CHLs are defined as:

Designed landscapes, which are those that have been intentionally designed (e.g. a planned garden or downtown square). Examples from Guelph include Catholic Hill, Royal City Park and the Guelph Correctional Centre.

Evolved landscapes, which are those that have evolved through use by people, and whose activities have directly shaped the landscape or area. This can include ‘continuing’ landscapes where human activities are still ongoing (such as a residential neighbourhood or main street) or a ‘relict’ landscape where the landscape remains historically significant even though the evolutionary process may have come to an end (such as an abandoned mine shaft or settlement area). Examples from Guelph

include Homewood Campus, the Brooklyn and College Hill HCD, and the Goldie Mill Ruins.

Associative landscapes, which are those with powerful religious, artistic or cultural associations to the natural element, as well as with material cultural evidence (such as a sacred site within a natural environment or a historic battlefield). Examples from Guelph include the John McCrae House and Memorial Garden, and the Speed and Eramosa riverscapes.

Candidate CHLs identified through the CHAP were categorized based on these three types of landscapes through the inventory work conducted.

3.2.1 Defining significance

Guidance regarding defining the significance of CHLs can be found in the 2020 PPS and in the Ontario Heritage Toolkit. With respect to cultural heritage resources, significant is defined as a resource that has been "... determined to have cultural heritage value or interest". The Ontario Heritage Toolkit takes this notion further and indicates that the significance of a cultural heritage landscape is identified by evaluation criteria that define the characteristics of the CHL that have cultural heritage value or interest, and suggests that the Ontario Heritage Act regulations can be used to further assist in evaluating cultural heritage resources.

Ontario Regulation 9/06 provides a useful context within which to examine and evaluate significance, and has been used in developing the inventory forms used by the project team to provide a record of the fieldwork and evaluation of the various candidate CHLs. As such, the significance of a candidate CHL can be assessed based on the combination of which historic themes the CHL relates to, what the cultural value is, and how the CHL is valued by the community.

3.2.2 Defining boundaries

Appropriate consideration should be given when defining CHL boundaries. The Ontario Heritage Tool Kit contains the following useful information with respect to boundary identification:

"Within a cultural heritage landscape, there are often heritage buildings, structures, ruins, trees, plantings, archaeological resources and other features or attributes that collectively illustrate a historical theme or activity. There is usually evidence of change over time, through site evolution and/or natural regeneration. There are also

historic and/or visual qualities that can include viewsheds or site lines from within the landscape area, as well as specific observation points from outside its boundaries. Defining the cultural heritage landscape boundaries can involve a range of considerations, including but not limited to the use of: roadways; rights-of-way; river corridors; fences; edges of tree lines and hedge rows; property lines; landforms; and lakeshores. It is therefore important for boundaries of a cultural heritage landscape to be clearly defined for conservation purposes within a land use planning context.”

Where possible, boundaries of candidate CHLs should follow easily-identifiable features as outlined above. The intent of the CHAP process is to identify candidate CHLs and preliminary boundaries. It is intended that refinements will be made to boundaries through further study (such as the listing and designation process) of a specific candidate CHL in the future.

3.2.3 Future management and adjacent lands

Future management of heritage resources within a CHL can occur through several means, including land use designation under the Planning Act or cultural heritage designation under Ontario Heritage Act, identification in planning documents, implementation of a management plan (which may include the use of zones to guide development), and consideration of impacts from nearby development.

The policies contained within the Provincial Policy Statement (PPS) require the City to consider and assess impacts caused by development occurring adjacent to protected heritage property. In the case of cultural heritage resources, the City of Guelph Official Plan identifies adjacent properties as: immediately abutting; separated by a right-of-way; or within 30 metres for properties larger than 2.5 ha or resources within a road right-of-way. For any development adjacent to a protected heritage property¹ (including CHLs), recommendations as to how negative impacts could be avoided or mitigated would be required to be provided through applicable study and assessment (i.e. a scoped Cultural Heritage Resource Impact Assessment).

¹ The City of Guelph Official Plan defines protected heritage property to mean real property designated under Parts IV, V, or VI of the Ontario Heritage Act; heritage conservation easement property under Parts II or IV of the Ontario Heritage Act; and property that is the subject of a covenant or agreement between the owner of the property and a conservation body or level of government, registered on title and executed with primary purpose of preserving, conserving and maintaining a cultural heritage feature or resource, or preventing its destruction, demolition or loss.

4.0 Key themes in Guelph's development

The work undertaken through the Background Report provided an overview of Guelph's history and how the city has developed since Galt's original town plan in 1827. Key themes in Guelph's history were developed to identify and evaluate candidate CHLs during the inventory phase. The following themes were developed:

- Residential
 - Various periods of residential settlement and their architectural styles (Early registered plans; 19th century; 20th century; Veteran/Wartime housing).
- Commercial
 - Farmer's market;
 - Downtown retail/commercial/economy.
- Transportation
 - Early trails, roads and waterways connecting Guelph to other towns and important areas (supporting commerce);
 - Roads providing access to rural lots to encourage settlement;
 - Construction of railroads, which 'sliced through' the Market Grounds and impacted the heart of 'Galt's radial plan';
 - Guelph streetcar lines;
 - Guelph Junction Railway;
 - Bridges (over rivers, roads and railways)
- Industry
 - Periods of boom and bust which influenced construction/growth and hardship;
 - Early industry (mills, foundries, tanneries);
 - e.g. Sleeman's breweries, Bell Organ and Piano Company, Raymond Sewing Machine Company, Armstrong, McCrae and Co.
 - Quarries, mining, dams, aggregate extraction.
- Waterways and landforms
 - Influence of the Speed and Eramosa Rivers (and their tributaries) as well as other natural landforms on settlement.
- Agriculture

- Presence of farms and agriculture in rural areas throughout the 19th and 20th centuries.
- Institutional
 - Churches and places of worship;
 - Education and schools (historically and today);
 - e.g. neighbourhood schools, University of Guelph, Ontario Agricultural College, Ontario Veterinary College
 - Government;
 - Public works and infrastructure;
 - Healthcare;
 - Memorials.
- Recreational
 - Parks;
 - Golf courses.
- Planning
 - Unique and strategic settlement pattern of early Guelph (planned, rather than organic);
 - Cultural historic settlements;
 - Early roads, patterns of settlement, institutions, buildings, sites, remnants of the planning of the Canada Company and John Galt (i.e. Galt's fan-like radial plan);
 - Early planning which set aside prominent sites for schools, open spaces and places of worship;
 - Use of the natural landscape (topography) to create vistas and settings for key buildings (i.e. churches).

5.0 Cultural heritage landscape inventory

The following section outlines the results of the work undertaken to identify candidate CHLs within the City of Guelph. An inventory has been compiled to establish an initial record of candidate CHLs and to identify priority for the City to focus conservation efforts, based on the CHL's exposure to risk. The inventory of candidate CHLs will help

shape future policy and guideline development, and the potential conservation of CHLs under the Planning Act and/or Ontario Heritage Act, as further explored in Part E.

5.1 Preliminary candidate CHL identification

An initial stakeholder meeting and workshop was held at City Hall on January 25th, 2018 to introduce the project to key stakeholders and gather feedback to inform the CHAP process. One of four main topics of the workshop was the identification of CHLs. A mapping exercise was incorporated into the workshop in order to gather input from the attendees regarding possible CHLs. Preliminary mapping that included potential CHLs was generated by the project team prior to the workshop to provide context and examples to help generate discussion, and a number of preliminary areas were identified for further consideration and evaluation.

In addition to information gathered during stakeholder engagement, previous work conducted by City staff with input from Heritage Guelph for the Downtown Streetscape Manual and Built Form Standards was incorporated into the CHAP and helped to inform the project. Heritage character areas (**Figure 1**) were previously identified as part of a broader study which examined the core of Guelph and future policy direction. The areas identified were taken into consideration when identifying candidate CHLs, and helped to refine the Downtown Character Areas near the City's core as presented in the Downtown Streetscape Manual and Built Form Standards (**Figure 2**).

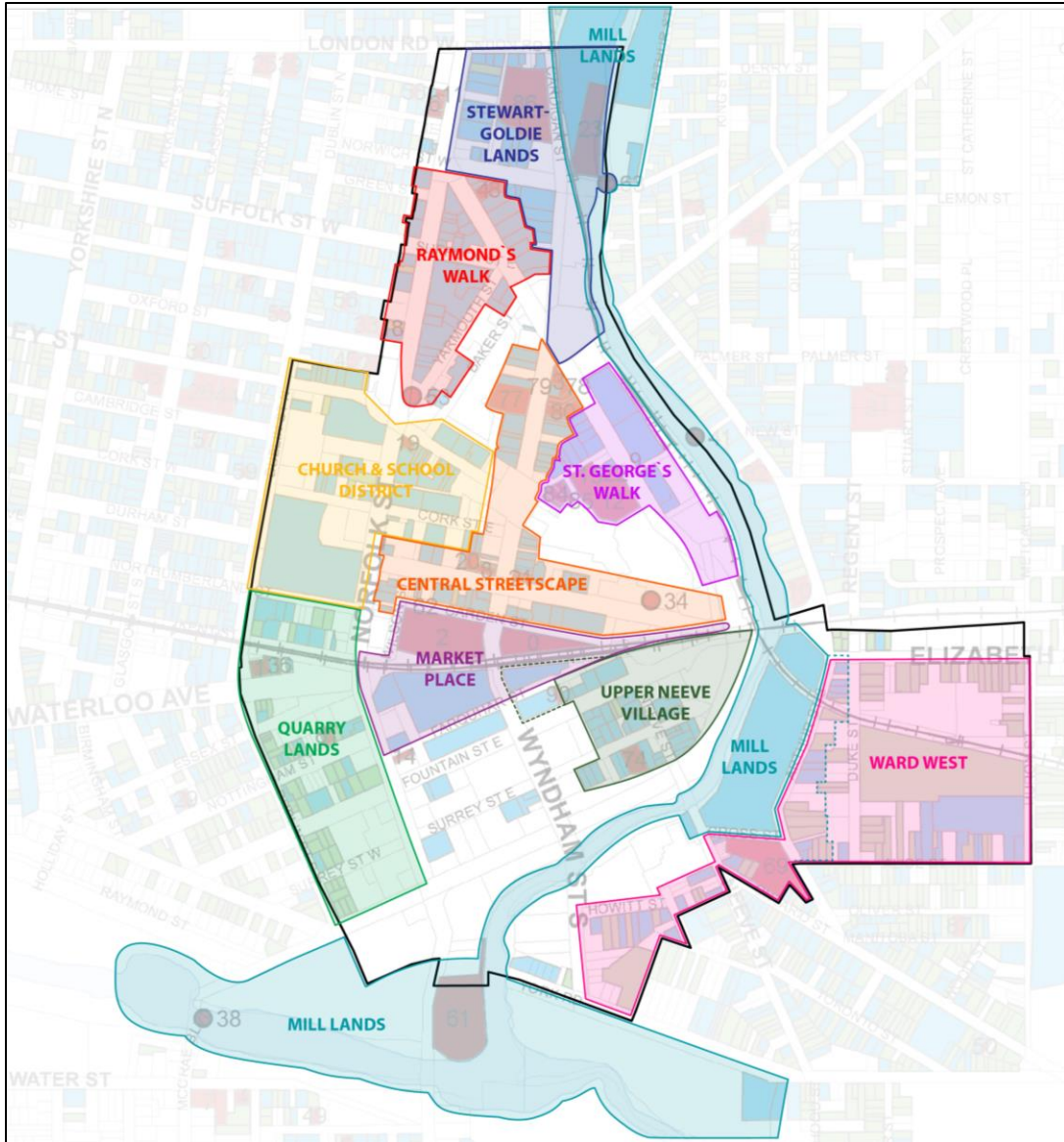


Figure 1: Downtown character areas identified by Heritage Guelph

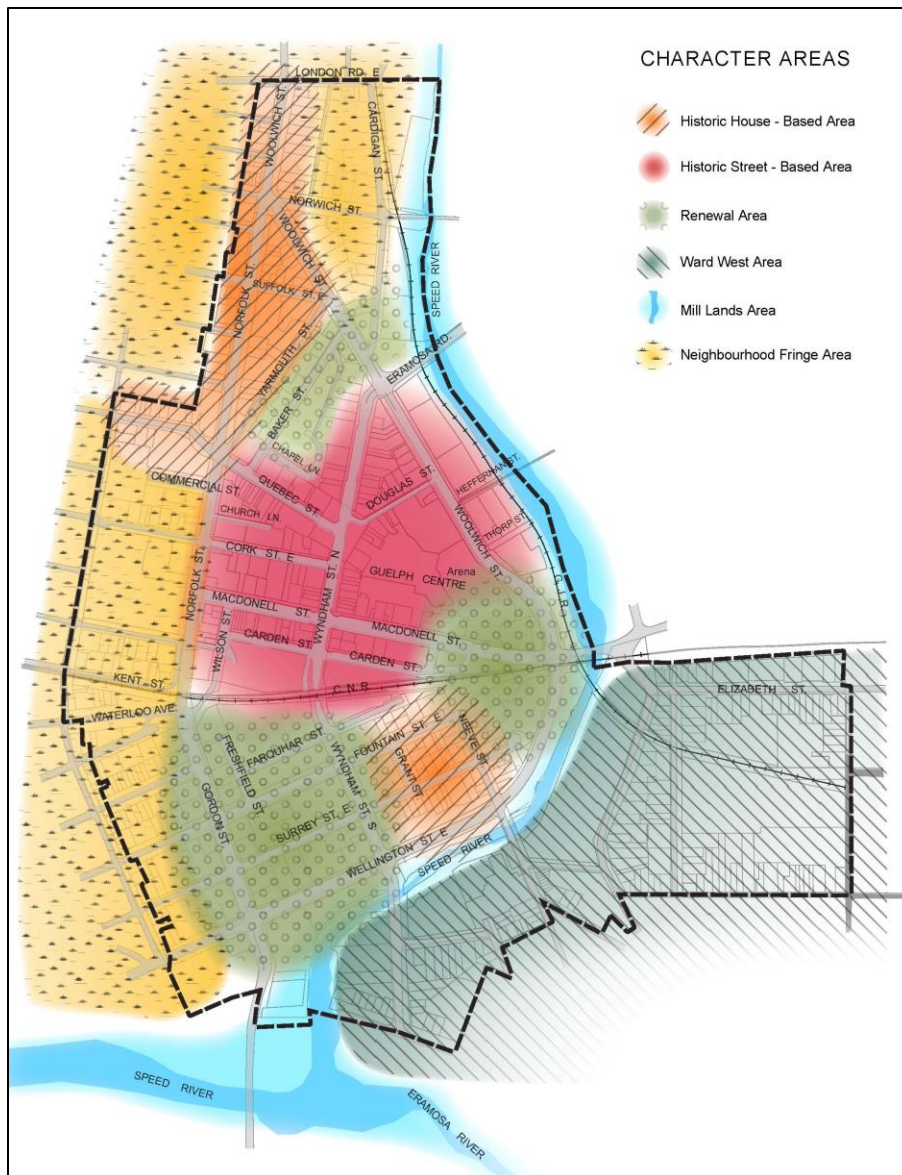


Figure 2: Downtown character areas (source: Downtown Streetscape Manual & Built Form Standards)

Based on the input received from Heritage Guelph, stakeholders, City staff and the project team, the following key areas were identified for further consideration during the development of candidate CHLs:

- Riverscapes: Speed and Eramosa Rivers and their confluence;
- First Nations / Métis history throughout Guelph;
- Galt’s 1827 Plan (an early fan-like plan of Downtown Guelph);
- Original town limits and plot laid out by John Galt (roughly square bounded to the north by London Road, to the east and south by the Speed River, to the west by Edinburgh Road);

- Plan 8, registered in 1856;
- Downtown's built form and character;
- Market Square Grounds area;
- Heritage Character Areas, as identified by Heritage Guelph through the Downtown Secondary Plan process;
- Arthur Street North, Drumlin and Mill Area (topography);
- Early settlement patterns reflective of the visions of John Galt and the Canada Company;
- Strategic placement of church sites and parks on early plans of Guelph;
- Remnant buildings and landscape features of the Canada Company;
- 'Paisley Block' – part of the area in the third concession, Division B of Guelph Twp. (now within City of Guelph);
- Speedvale Avenue;
- Sir John A. Macdonald's land - 50 acres of land in St. Patrick's Ward (1854);
- Essex Street (and areas associated with black settlement history);
- Veterans housing neighbourhoods;
- Development east of the Speed River bounded by Eramosa Road, Metcalfe Street, and Budd Street (first significant extension of Guelph since 1827);
- Importance of early main roads and others, connecting Guelph to surrounding towns, villages (e.g. Eramosa, Waterloo, and Dundas Roads);
- Woolwich Street;
- Delhi Street and hospital areas;
- Various sub-categories of buildings (religious/institutional, residential, commercial, bridges, streetscapes, industrial);
- Ontario's first free public library;
- University of Guelph (began as the Ontario School of Agriculture and Experimental Farm in 1874) and Ontario Veterinary College;
- The Arboretum at the University of Guelph;
- Public spaces and parks, places of gathering;
- Riverside Park (Carousel Hill);
- Jubilee Park (now Guelph Railway Station land);
- Remnant farmscapes, including buildings and layout of the farm complex;
- Guelph Correctional Centre lands.

All information gathered during the earlier stages of the CHAP project has been considered in the identification of candidate CHLs and development of draft recommendations.

5.2 Fieldwork approach

The approach to the fieldwork component of the CHL identification was based on the detailed methodology developed through the Background Report. The study team compiled potential CHLs developed through consultation with City staff, and stakeholders, as well as research conducted through a mapping exercise. The study team conducted a visual inventory of the various areas of Guelph in order to gain a better understanding of the CHLs flagged during initial consultations. Site visits were undertaken and notes prepared in order to assist in documentation and preparation of inventory forms for each candidate CHL. In many cases, candidate CHLs and draft boundaries were refined based on the results of the fieldwork and historical review. Additional candidate CHLs were also added based on site review and further research.

Once the fieldwork component was completed by the study team, a revised map of CHLs was prepared taking into account fieldwork results. Meetings were held with City staff and Heritage Guelph to discuss results and obtain feedback.

5.3 Candidate CHLs in Guelph

The inventory of candidate CHLs includes a total of 29 areas across the City of Guelph, exemplifying a range of heritage resources that characterize the city's history. The candidate CHLs contain a mixture of built heritage resources, landscape features, and environmental features and all contribute to an understanding of Guelph's history. Particular importance is placed on Plan 8, as a very formative planned element that shaped the physical evolution of the city. Nearly all of the Plan 8 area is captured as part of smaller recommended candidate CHLs.

The five cultural heritage landscapes already protected by designation under the Ontario Heritage Act are indicated with a solid red boundary: The Brooklyn and College Hill Heritage Conservation District; the Marcolongo Farm CHL on Gordon Street; and three CHLs that make up the Homewood Healthcare Centre on Delhi Street.

It is important to note that the boundaries of the candidate CHLs are intentionally shown as conceptual, with the understanding that they will be confirmed and possibly refined through future detailed study. The current inventory of candidate CHL resources is depicted on **Figure 3** on the following page. Some additional areas were initially flagged

by the project team as being of interest (e.g. south Guelph agricultural area, Guelph Turfgrass Institute, southern tributaries), but have not been carried forward to the candidate CHL stage because the important components have been or are being addressed through other studies by the City of Guelph.

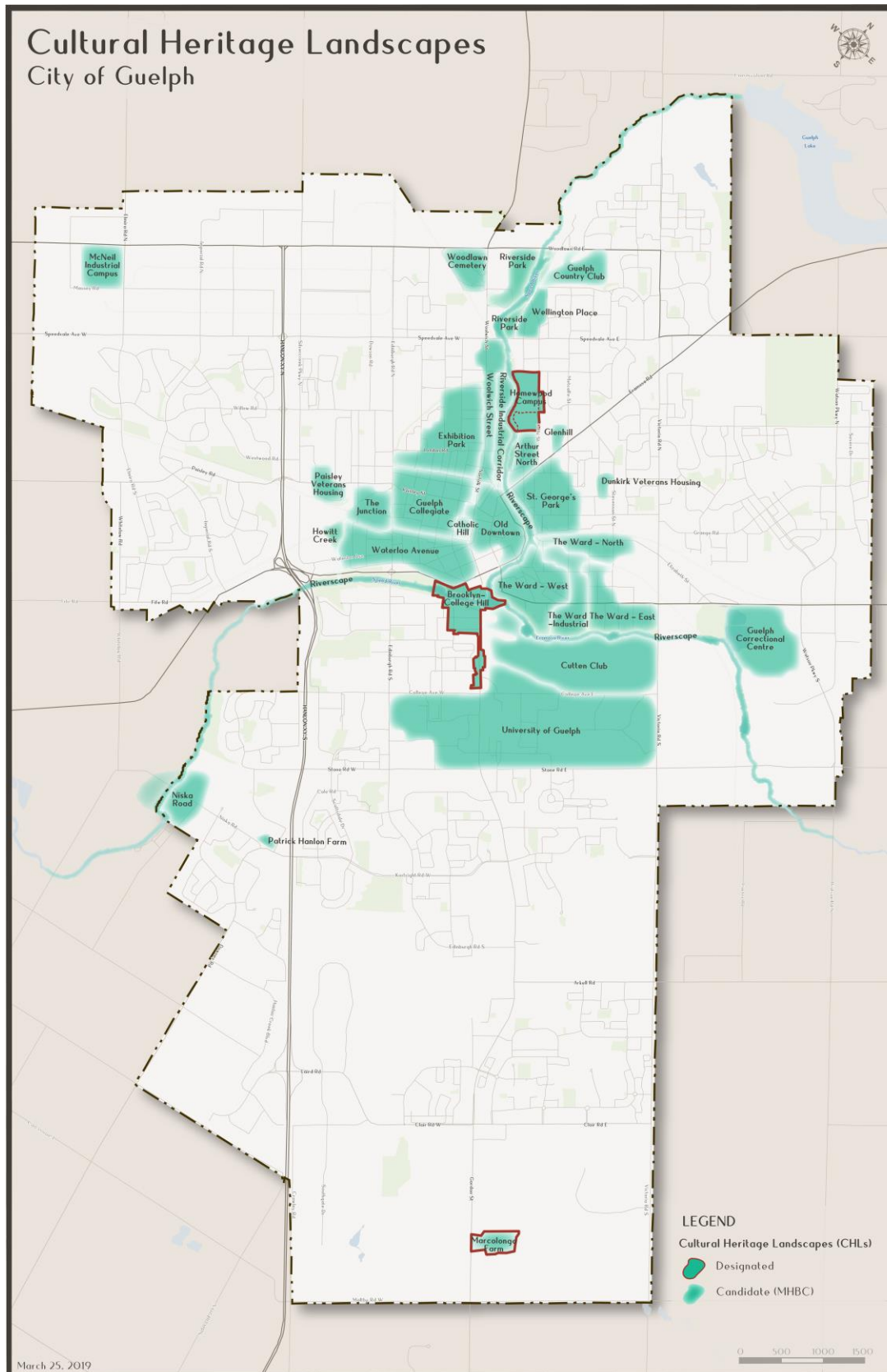


Figure 3: Candidate CHLs within Guelph

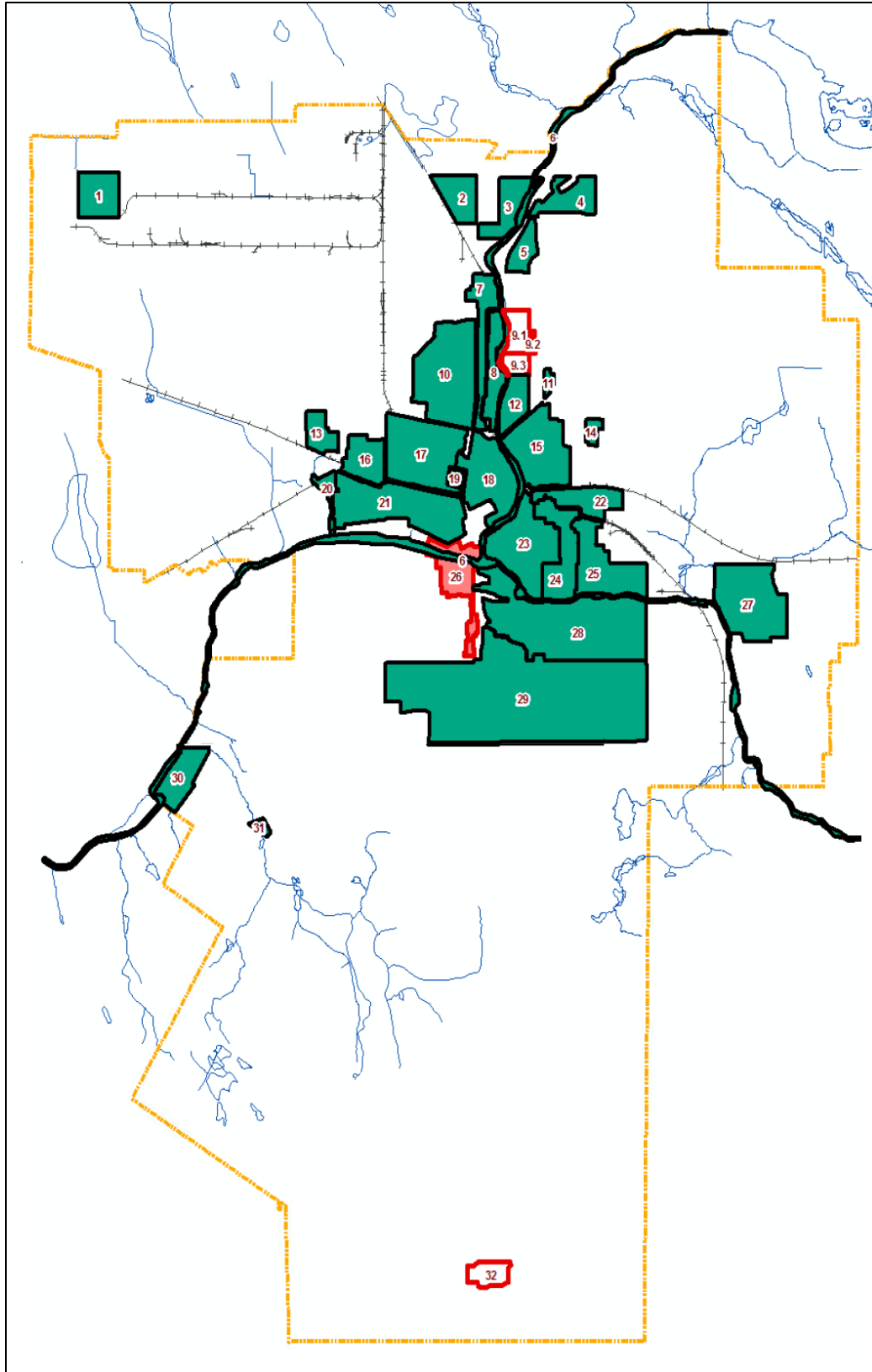


Figure 4: Candidate and designated CHLs within Guelph (numbered as in Table 1)

Table 1 (below) provides a list of the candidate CHLs, the five designated CHLs and a very brief summary of the components of each. These CHLs are presented in the order that they were assessed – from the northwest corner of the city to south. A detailed inventory form for each of the candidate CHLs, including photos, site visit notes, and an assessment of significance is included in **Appendix 2**.

Table 1: List of Candidate CHLs and Designated CHLs (in grey) in Guelph

ID	Name	Type of landscape
CCHL-1	McNeil Industrial Campus	- Mid-20 th century designed industrial office campus.
CCHL-2	Woodlawn Cemetery	- Cemetery / park setting.
CCHL-3	Riverside Park	- Park and recreational area along river.
CCHL-4	Guelph Country Club	- Golf course and clubhouse.
CCHL-5	Wellington Place	- Residential neighbourhood adjacent to riverscape and park area.
CCHL-6	Speed and Eramosa Riverscape	- River landscape (banks, channel, historic crossings and structures).
CCHL-7	Woolwich Street	- Early transportation route in Guelph; residential neighbourhood.
CCHL-8	Riverside Industrial Corridor	- Mix of industrial uses adjacent to river. - Contains Goldie Mill Ruins and the Norwich Street Bridge.
CHL-9	Homewood Campus	- Institutional landscape with three parts (Therapeutic Landscape; Ancillary Landscape; Riverslea Estate Landscape) now protected under three separate Part IV heritage designation by-laws.
CCHL-10	Exhibition Park	- Residential neighbourhood and early designed park.
CCHL-11	Glenhill	- Residential enclave.
CCHL-12	Arthur Street North	- Primarily residential neighbourhood near river and early industrial lands.
CCHL-13	Paisley Veterans Housing	- Post-WWII residential neighbourhood.

ID	Name	Type of landscape
CCHL-14	Dunkirk Veterans Housing	- Post-WWII residential neighbourhood.
CCHL-15	St. George's Park	- Residential neighbourhood near river, early industrial lands and park.
CCHL-16	Junction	- Mixed residential and industrial area characterized by intersecting rail lines.
CCHL-17	Guelph Collegiate	- Residential neighbourhood developed near important early institutional use.
CCHL-18	Old Downtown	- Core area of Guelph with mix of uses.
CCHL-19	Catholic Hill	- Early church building complex developed on a rise of land.
CCHL-20	Howitt Creek	- Natural area with early milling history.
CCHL-21	Waterloo Avenue	- Residential neighbourhood located adjacent to early transportation corridor.
CCHL-22	Ward - North	- Mixed residential area developed between two rail lines.
CCHL-23	Ward - West	- Mixed residential and industrial area adjacent to and linked to Downtown.
CCHL-24	Ward - Industrial	- Primarily industrial area centred on rail.
CCHL-25	Ward - East	- Residential area adjacent to river and near early industry in east Guelph.
CHL-26	Brooklyn and College Hill	- Mixed residential area, park, and early transportation route now protected under a Part V heritage designation by-law as a heritage conservation district
CCHL-27	Guelph Correctional Centre (GCC)	- Remains of former self-contained correctional facility located east of Guelph. - Identified by Province as a CHL of Provincial Significance under O.Reg. 10/06.
CCHL-28	Cutten Club	- Golf course and clubhouse.
CCHL-29	University of Guelph Campus and the Arboretum	- Educational campus containing resources spanning 19 th and 20 th centuries.
CCHL-30	Niska Road	- Early road and historic crossing.

ID	Name	Type of landscape
CCHL-31	Patrick Hanlon Farm	- Remnant agricultural farmstead complex.
CHL-32	Marcolongo Farm	- Remnant early agricultural farmstead complex now protected under a Part IV heritage designation by-law.

6.0 Recommendations

The province has provided some direction related to implementation and conservation as part of the Ontario Heritage Tool Kit, and notes that there are a variety of potential methods by which a municipality can conserve a significant CHL. Options include: heritage conservation district policies, guidelines and studies; area design guidelines; height and setback restrictions / site plan control; landscape impact assessments; secondary plan policies for special areas; special zoning by-laws with heritage criteria overlay; subdivision development agreements; community improvement plans; stewardship financial incentives; landscape conservation plans; and park area / corridor area management plans. It is noted that the municipal Official Plan or other planning policy tools can further identify, manage and conserve significant CHLs.

In addition to the above, a review of actions taken by other municipalities across Ontario who have recently undertaken an inventory of CHLs was conducted through the Background Report work.

The following actions have been identified as potentially being pursued for the conservation of candidate CHLs and are appropriate for the City of Guelph:

- Listing on the Municipal Heritage Register of Cultural Heritage Properties
- Designation in a municipal Official Plan, with associated policies to guide conservation of the applicable cultural heritage resources
- Zoning By-law regulations to conserve important features
- Preparation of guidelines or a management plan that addresses cultural heritage landscape conservation
- Designation under either section 29, Part IV (for individual properties) or section 41, Part V (for groups of properties) of the Ontario Heritage Act
- Entering into a heritage conservation agreement to guide conservation and management of a specific cultural heritage landscape
- Requirement for the preparation of a Cultural Heritage Resource Impact Assessment and possibly a conservation plan when contemplating redevelopment within a listed or designated CHL.

For the candidate CHLs, Part E of the CHAP outlines specific priorities for each of the CHLs identified so that City of Guelph staff and Council have some advice on how future work related to CHL conservation should occur, as well as a recommended timeline to focus conservation efforts.

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PART C – INCENTIVES REVIEW

7.0 Introduction

The legal authority for municipalities to provide financial incentives to privately-owned heritage resources is established under both the Ontario Heritage Act and the Municipal Act. Sections 39 and 45 of the Ontario Heritage Act provide that municipalities may establish by-laws to make grants or loans to owners of designated heritage properties, and Section 365.2 of the Municipal Act makes provisions for enabling municipal tax rebates to such properties. The delivery of direct financial incentives for the purposes of heritage preservation may also be supported and implemented through the creation of area-specific or municipal-wide Community Improvement Plans as provided under Section 28 of the Ontario Planning Act.

Over the years, the City of Guelph has delivered various targeted grants programs designed to facilitate the uptake of private, third-party efforts to rehabilitate, restore, preserve and beautify properties that convey special historic and/or cultural meaning. Municipal incentive programs in Guelph have included: tax increment-based programs (i.e. a financial program where the value is determined by the difference in pre and post property tax levels); downtown activation grants (i.e. municipal funds geared directly to mid-sized buildings requiring major investment to help protect) and façade improvement and feasibility study grants that have supported the revitalization of key local heritage resources.

Direction from Council resulting from discussion of the Brooklyn and College Hill Heritage Conservation District in 2014 included an expectation that recommendations regarding financial incentives for designated heritage properties would be provided to Council at a future date, and were therefore contained in the scope of work outlined in the CHAP Project Charter endorsed by Council on September 6th, 2016.

As part of the CHAP consultation process, community stakeholders expressed a strong desire for the City of Guelph to implement heritage conservation policies that include a suite of financial incentives for owners of designated cultural heritage resources. Stakeholders also reaffirmed the importance of encouraging a broad cross-section of heritage property owners to take proactive steps in preserving the enduring legacy of their assets. It was determined that financial incentives must also be accompanied by non-financial incentives that should be implemented by the City of Guelph.

This section of the CHAP reviews the topic of financial and non-financial incentives as they relate to cultural heritage resource conservation, and provides recommendations for the City to pursue.

8.0 Types of financial and non-financial incentives

The following section outlines the various types of incentives that a municipality in Ontario can consider, and discusses the options as they relate to the City of Guelph.

8.1 Financial incentives

In Ontario, there are three basic types of financial incentives (sometimes referred to as “financial tools”) available to support and advance heritage-based investments by private property owners - grants, loans and municipal tax-relief incentives. The allocation of financial incentives to private interests are generally restricted to owners of cultural heritage resources that are designated under Part IV or V of the Ontario Heritage Act. These programs are used widely by Ontario municipalities, in many cases in combination with one another in order to encourage heritage building conservation.

In addition to the ‘traditional’ financial incentives programs available to municipalities, there are some additional programs that are available and have been used in some cases across Ontario. These include matters such as façade improvement programs, development charges rebates, and permit fee reductions.

8.1.1 Grant programs

In the experience of the study team, municipal grants are generally recognized as the most effective and most transparent means of achieving heritage conservation goals. Grant programs are established by an upfront commitment by Council to deliver funds (normally allocated through the annual capital planning process) to individuals and community organizations that meet the specific eligibility criteria to participate.

Grant programs, particularly those supported by taxpayers, are normally operated over a fixed period (i.e. four to five years), and are accompanied by an annual application process. Eligible owners are invited to apply to the program, with funding decisions ultimately determined by an internal committee of heritage experts or a senior staff heritage lead.

The following are some examples of heritage grant programs from across Ontario:

Municipality	Amount	Total annual budget
City of Kingston	\$5,000 / application	\$50,000
Town of Port Hope	\$25,000 / application	\$36,000
City of Cambridge	\$5,000 / application	not specified
City of Kitchener	\$3,000 / application	not specified
Town of Oakville	\$15,000 / application	\$90,000

Some municipalities rely on municipal parking revenues to fund their heritage grant programs. Municipalities with downtown heritage districts, may, for example, earmark a certain share of metered-parking revenues – usually collected within the district itself - to help fund the municipal grant program on an annual basis. Depending on the market attractiveness or appeal of the heritage district, parking revenues have the potential to provide a stable, year-over-year funding for municipal heritage grant programs.

Funds are distributed to eligible/qualified heritage property owners to undertake specific work that leads to a defined set of outcomes which would ultimately benefit both the property owner and public interest. Grants are typically offered on a dollar-to-dollar matching basis, up to a maximum threshold (i.e. \$20,000). In order to encourage participation, grant programs are typically offered on a limited-time basis or until the funding package agreed to by Council is fully exhausted.

8.1.2 Loan programs

Loans are used by many municipalities to support and encourage private investment in heritage conservation by property owners. Loans – typically offered by the municipality at below-market interest rates - are intended to be used specifically for projects that preserve or restore the integrity of the resource. By nature, loan programs can be significantly more cumbersome to administer because of the legal and financial accountability issues that are involved in its oversight. Loan programs are typically more prescriptive in nature and apply to a narrow range of building improvements. In certain programs, applicants may encourage to partner with specific trades people or architects to ensure that municipal heritage guidelines and standards are fully safeguarded.

8.1.3 Municipal tax relief programs

Tax relief programs are offered by some municipalities in Ontario as a means to encourage heritage property owners to restore and/or rehabilitate their structures in exchange for reductions or refunds to their municipal property tax bill. Municipalities that choose to offer heritage property tax relief programs are required to establish their programs within a prescribed range of 10 to 40 percent. The Province is also a key participant in this process, extending heritage property owners relief from the education portion of their tax bill.

Heritage Tax Relief programs, while popular with heritage property owners, can be difficult and costly to administer due to the legal obligations that need to be fulfilled and monitored on a property-by-property basis, and require individual easement agreements with the City. Moreover, Heritage Tax Relief programs also require greater internal (interdepartmental) and external (MPAC) co-ordination efforts, and also require routine inspection and monitoring efforts to ensure that properties receiving rebates or refunds have appropriately allocated those monies to heritage-specific improvements rather than routine repairs and general property maintenance.

8.1.4 Façade improvement programs

Some municipalities across Ontario (e.g. Cobourg, Peterborough, Kitchener and Meaford) have used façade improvement programs in order to assist with the conservation of heritage buildings. Guelph has also used this program in the past within the Downtown Community Improvement Plan (CIP) area. In order to be eligible, buildings need to be located within a CIP in order to have funding available, but do not necessarily have to be designated under the Ontario Heritage Act.

Façade programs are typically used in downtown commercial areas in order to spur investment and target specific types of repairs. Guidelines are prepared to provide building owners with the information necessary to help with repair efforts, and programs tend to be run similar to a typical heritage grant program. Funding amounts provided are often 50% of the cost of the repair work.

8.1.5 Development charge and permit fee rebates

In order to encourage development within certain areas, municipalities are able to use development charge or permit fee rebates to assist applicants. Development charge rebates can be applicable to certain areas, and can be targeted to certain types of development such as those involving heritage buildings. For example, the Town of

Cobourg offers a program whereby building and planning fees are waived for interior and exterior work within the downtown area, and offers a discount of 50% for other properties designated under the Ontario Heritage Act (either Part IV or V). By offering these types of rebates, municipalities can offer assistance to property owners within targeted areas of the municipality.

8.2 Non-financial incentives

In addition to providing financial incentives, most successful municipally-led heritage programs in Ontario are supported by strong corporate communications, coordinated interdepartmental response and a commitment to recognize the efforts of committed groups and individuals. Together, these non-financial incentives should help increase local awareness and focus public attention around the importance of preserving local cultural heritage resources.

8.2.1 Corporate communications

Efforts to preserve and protect cultural heritage resources must include a clear municipal strategy that emphasizes the role and value that heritage plays in the day-to-day lives of residents. Heritage conservation efforts require leadership and collaboration between elected officials, municipal staff, engaged citizen groups, preservation experts, architects, building trades and private property owners.

Programs aimed at conserving cultural heritage must be able to convey why specific resources are important to the community, and at the same time clearly explain how individuals and groups – whether they own these heritage resources or not – can play a direct role in protecting, preserving or enhancing them.

Clear corporate communication is essential for helping interested heritage parties navigate municipal programs, including the financial avenues and support programs described above. The City's website, for example should maintain up-to-date information and links to best practices in Ontario. Financial programs should be supported by calculators and worksheets that allow eligible properties to evaluate the benefits of participating in specific heritage programs.

8.2.2 Streamlining municipal approvals for heritage resource conservation

Programs introduced to support cultural heritage preservation must be accompanied by a commitment to make the approvals process as streamlined and efficient as possible. While cultural heritage preservation measures may take time, there is clear benefit for a co-ordinated team response to cultural heritage conservation efforts that involve large and diverse resource groupings such as: streets, blocks, neighbourhoods, campuses, greenspaces, and important natural landscapes.

8.2.3 Consultation services

Municipal heritage planning staff play an important role in helping bridge the knowledge gap that exists between various parties interested in cultural heritage preservation. Heritage staff play a role in helping property owners make informed decisions on appropriate restoration techniques and service providers (skilled trades) that have the expertise to deliver high-quality outcomes. Some municipalities offer a 'one-stop' contact venue and resource that people can tap into for advice. By offering this expertise to applicants, the knowledge that City staff have can be shared with members of the public in order to assist them in the decision-making and application process.

9.0 Recommendations

Based on the review undertaken to date, the following recommendations are provided related to incentives within the City of Guelph:

Financial incentives

The City of Guelph should implement a suite of financial tools to assist designated cultural heritage resource owners in making critical investments toward the conservation, restoration, or stabilization of buildings and landscapes that preserve the legacy of human settlement activity in Guelph.

- A grants program should be established, which includes a schedule (preferably multi-year so expectations are clear), level of funding, and clear eligibility criteria to be determined by Council. Uptake of the program should be monitored, and consideration be given to increasing funding should eligible projects go unfunded.
- A façade improvement program should be further investigated for key areas of the city (e.g. Downtown CIP), should it be determined that additional funding beyond the grant program for designated buildings is desired by City staff. This could build on the success of previous similar programs offered by the City.
- A program to waive / reduce fees should be investigated as a way to assist designated heritage property owners with conservation efforts.
- The City should implement a legal framework and annual budget process for heritage funding that is available to owners of designated cultural heritage resources identified within priority areas of Guelph.
- The City should establish a monitoring program to ensure that the costs of delivering heritage-based financial incentives are achieving the stated goals and desired outcomes.

Non-Financial incentives:

- The City of Guelph should support and encourage cultural heritage initiatives through a robust program that communicates the impacts that residents, property owners, community leaders and other partners can play in the conservation of the city's enduring legacy of cultural heritage value.

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PART D – CULTURAL HERITAGE PROMOTION

10.0 Introduction

The promotion of cultural heritage conservation helps to spread greater awareness about the resources that exist within a municipality, and is also a means to signal to the community that cultural heritage is valued by the municipality. Promotion of cultural heritage may also help to increase pride in heritage buildings and fuel investment in heritage properties, as property and business owners become interested in increased conservation and the desire to be in a heritage building.

Some promotion efforts are best coordinated by the municipality itself, while other efforts may be best coordinated by other groups in partnership with the municipality. As part of the CHAP consultation process, community stakeholders discussed potential options for cultural heritage promotion within the City of Guelph. A number of ideas were discussed and generated by the groups, which have helped to inform the discussion and review contained within this section of the CHAP.

11.0 Approaches to promotion

The following reviews the various types of cultural heritage promotion activities that are currently in use by the City of Guelph, as well as those that were either raised through stakeholder consultation or were identified as potential options to pursue.

11.1 Current City of Guelph actions

The City of Guelph presently undertakes a number of initiatives related to the promotion and conservation of cultural heritage resources. These range from general promotion, to sharing of information about heritage events and happenings around the city, providing useful information to heritage property owners and interested parties, and participating in cultural heritage related events.

11.1.1 Website and information sharing

The City of Guelph website contains information about cultural heritage resources and various heritage-related initiatives undertaken by the City of Guelph. The City is developing online interactive mapping providing detailed information related to cultural heritage resources listed and designated under the Ontario Heritage Act, and will allow users to click on a location to learn more about what heritage resources are present.

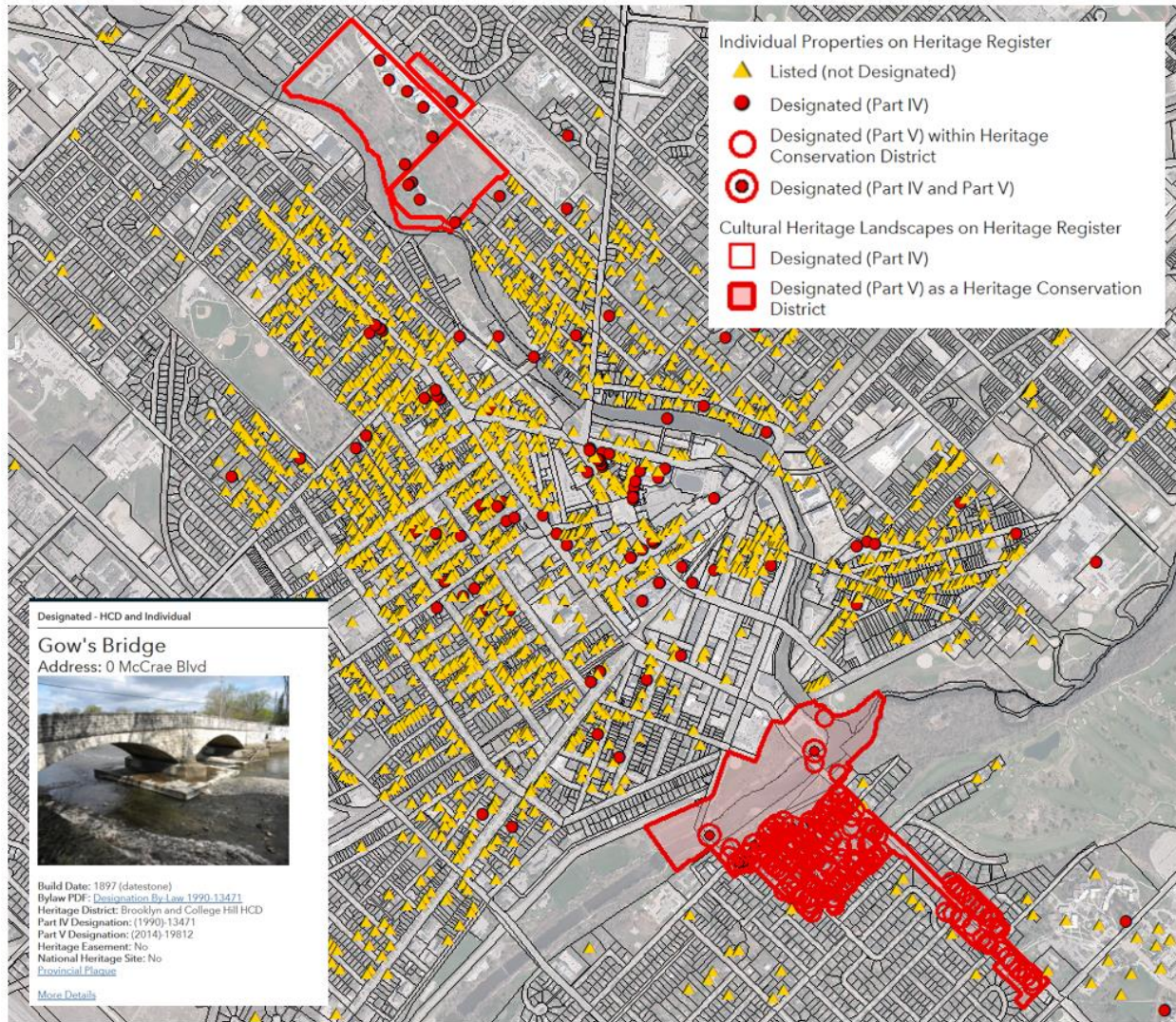


Figure 5: Mapping of listed and designated heritage resources (source: City of Guelph GeoDataHub).

Detailed information is available for each resource, including photos, designation bylaw and reasons for the property being important to the City of Guelph.

In addition to the mapping of heritage resources, the City website also promotes the Brooklyn and College Hill Heritage Conservation District through a section of the website.

Information about the project is listed, including staff contacts should website viewers have questions about the District. Resources are available on the website as well for those who own property within or adjacent to the District. Finally, there is a Frequently Asked Questions section and information on heritage terms.11.1.2 Doors Open

Municipalities across Ontario participate in the Doors Open program, which is organized under the umbrella of the Ontario Heritage Trust. Events occur throughout Ontario and occur throughout the year, generally from April through October. The events are way to showcase unique and interesting places within communities, which often include heritage buildings.

Within Guelph, the event is organized by the Guelph Arts Council, which is partly funded by the City of Guelph. The event features buildings across the city, containing a mix of heritage buildings and those not typically made available to the public for access.

THIS YEAR'S EVENT - SATURDAY, APRIL 27, 2019, 10AM - 4PM*





*The last tour departs at 3:40pm or earlier if required by lineup, in order to allow sites to close at 4pm.

Doors Open is a free community event and no tickets or registration are required. The hours are 10 – 4, and you can begin at any featured site and visit as many as you like over the course of the day. There may be line-ups at some sites.

This year Doors Open Guelph will be enhanced by *Telling Guelph's Stories*, an event-within-an-event that will increase the role the arts play in Doors Open. Visitors can experience dramatic storytelling at the Gow Bridge with artist Jay Wilson, guided public art and downtown gallery walks, and arts activations at Doors Open sites.

What buildings will be open for Doors Open Guelph?

2019 site information will be published on Doors Open Ontario's website <http://www.doorsopenontario.on.ca/> and below.

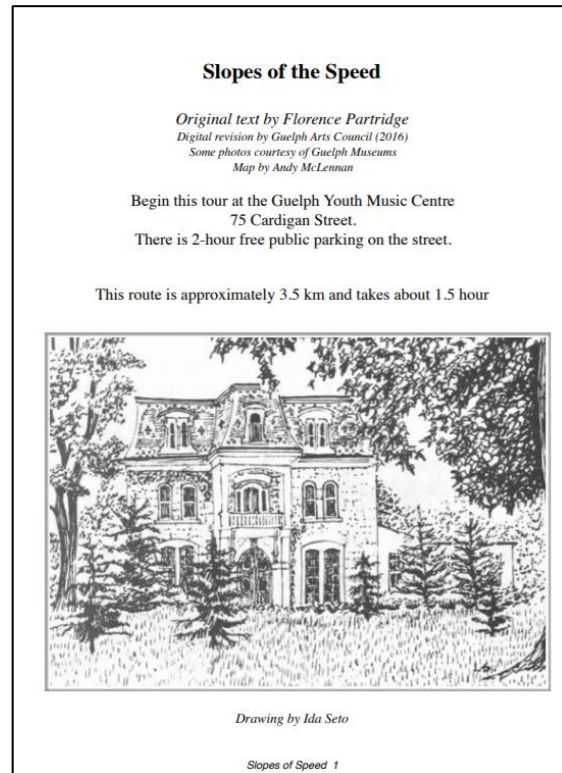
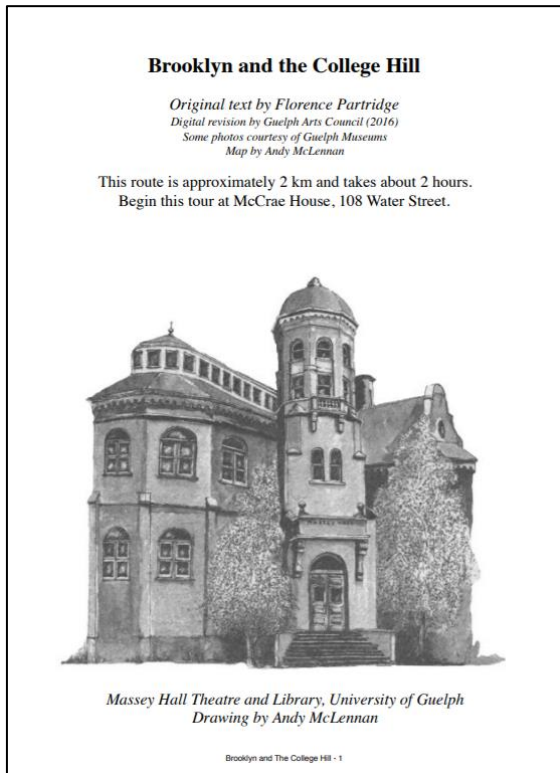
<p>The Victory School 135 Exhibition Street</p>  <p>Built due to a population spike, the school was named after the Allied victory that ended the First World War. It opened in 1919, with an addition in 1953. Its original brass rails and wooden floors enhance the gracious image presented by its red brick exterior and park setting.</p>	<p>92 Speedvale Avenue Greenbriar</p>  <p>Built circa 1865 - 67, this Neo-Classical Vernacular house set on its lot of heritage trees is a treasure trove of antiques and art. The house features original woodwork and glass. Art by local artists as well as many unique collections are displayed through the house.</p>	<p>125 Norfolk Street Lornewood Mansion</p>  <p>Lornewood was built by Charles Raymond in 1867 and enlarged later with the Tuscan bays and tower. It was named after an 1879 visit from the Marquis of Lorne and his wife Princess Louise. The house has been restored with its original ornate black walnut trim, ceilings, lead-glass windows, carpets and elaborate furniture.</p>	<p>2162 Gordon Street Marcolongo Heritage Farm</p>  <p>Settled in 1833, this was one of the first farms in Puslinch. In 1878, James Blair built the granite fieldstone house. The original timber-framed small barn and the large bank barn built in the 1880s or 90s have been restored. The farm property has been designated as a Cultural Heritage Landscape.</p>
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2019 Doors Open information for Guelph (source: Guelph Arts Council).

11.1.3 Walking tours

Heritage walking tours are offered in some municipalities across the province in order to promote certain areas as important for cultural heritage reasons. Often, maps are provided that feature suggested walking routes and stops with information about certain properties.

Within Guelph, the Guelph Arts Council offers six different walking tours that include: Where Guelph Began; Ward One; Slopes of the Speed; Downtown Walkabout; Altar and Hearth - Exhibition Park; Altar and Hearth - Catholic Hill; and Brooklyn & the College Hill.



(source: Guelph Arts Council)

Walking tours are available to download for self-guided purposes, and the Guelph Arts Council also offers guided tours on weekends through the spring and summer months.

11.1.4 Heritage Guelph

Heritage Guelph plays an important role in the conservation of built heritage resources and cultural heritage landscapes within Guelph. The Committee provides advice to City Council and heritage property owners regarding heritage conservation best practices and the potential to list or designate properties of cultural heritage value or interest within the city.

Co-operation between City Council, City staff, Heritage Guelph and heritage property owners has resulted in over 265 sites being designated under the Ontario Heritage Act.

11.2 Other approaches to promotion

Through the work completed as part of the project, additional means of cultural heritage promotion were investigated by the project team and also noted by the stakeholders and Heritage Guelph through the consultation efforts.

11.2.1 Signage and wayfinding

Signage and wayfinding are important features that help people to navigate an area, and well-designed features are also welcoming for visitors and residents alike. Successful wayfinding is especially important to be able to guide tourists, visitors and local residents along safe and interesting pathways that showcase important places, heritage buildings, cultural features, streetscapes and parks. Successful wayfinding not only provides for pedestrian traffic, but also vehicular traffic (e.g. directions to parking).

Programs specific to cultural heritage resources can help to direct people's attention to particular aspects of an area and also promote and create awareness of cultural heritage. Many municipalities across the Province have signage programs related to designated heritage buildings / properties, which helps to identify noteworthy properties. Some municipalities also offer sign programs to note where heritage conservation districts are located, supplementing existing street signs.



Examples of heritage signage from the City of Mississauga (left) and Wilmot Township (right)

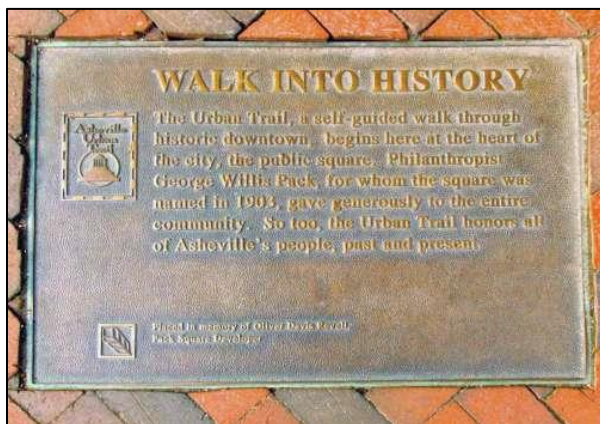
In addition, signage programs have also been developed in order to tie to noteworthy events, such as Canada's 150th anniversary. For this occasion, the City of Kitchener developed a program identifying buildings that existing before 1867. The program

consisted of lawn signs that identify the link to Canada 150, combined with mapping on the City of Kitchener website about the program (see below).



Photo of lawn sign and website excerpt regarding Canada 150 program ([source](#): City of Kitchener)

Other jurisdictions have also taken the approach of linking history and art into wayfinding endeavours. As an example the project team is familiar with, the City of Asheville, North Carolina has developed an [Urban Trail](#), which is marketed as a walk through the city's history. The trail features various stops which are linked to a historical moment or achievement, and combines historic plaques, art installations and notable places. The City's website has information about each station online, as well as an audio tour of each station, printable map, and educational resources so that the information can be linked to school curriculums.



Photos of walking tour stations noting the start of the trail, as well as celebrating an iron used by a local business as well as [flat iron architecture](#).

11.2.2 Heritage awards

Recognition of efforts to conserve cultural heritage resources is a way to help promote cultural heritage resources within an area as well. Some municipalities and heritage organizations offer a regular heritage awards program to recognize notable projects or individuals for their contribution to heritage conservation. Municipal examples include programs from the City of Kitchener (Mike Wagner Heritage Awards), Wilmot Township (Heritage Day Awards), City of Toronto (Heritage Toronto Heritage Awards), City of London (London Heritage Awards), and Thunder Bay (Arts and Heritage Awards). Provincial examples include organizations such as the Architectural Conservancy of Ontario (ACO) and Ontario Heritage Trust. In addition, national organizations such as the Canadian Association of Heritage Professionals (CAHP), and National Trust for Canada (Prince of Wales Prize, Ecclesiastical Insurance Cornerstone Awards) offer heritage awards programs that are tied to conference events. A benefit to heritage awards is that they may spur investment in heritage properties, as interested parties may 'compete' to do a great job and potentially win an award.

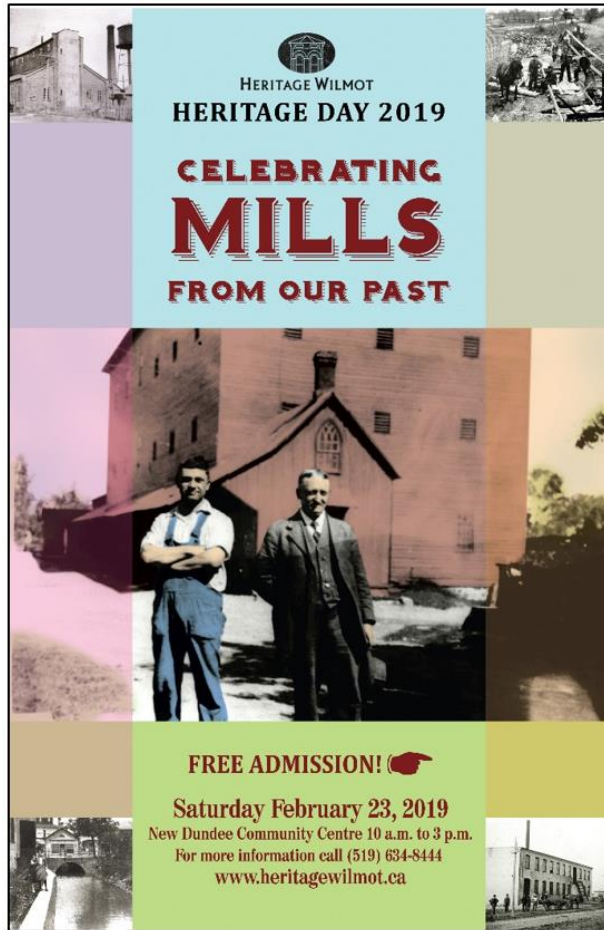
Categories of awards noted include matters such as, restoration, adaptive reuse, individual contributions, writing, and research. Awards are typically presented at a public event so that the broader community can also share in the celebration. Should Guelph undertake such a program, categories could be developed that are specific to the City of Guelph.

11.2.3 Heritage Day celebration

Each February, Heritage Day is celebrated in Ontario on the 3rd Monday of the month, with events occurring throughout the Province during that week. The Ontario Heritage Trust typically promotes events on their website with links for where additional information can be obtained. As noted on the Ontario Heritage Trust website:

Many heritage organizations and municipalities have used Heritage Day and Ontario Heritage Week as vehicles to stimulate awareness of heritage resources and heritage-related issues within their communities, and to honour the organizations and volunteers who have worked to protect Ontario's irreplaceable heritage resources.

Some municipalities across Ontario organize events to celebrate Heritage Day, often with themes specific to a period of time or type of heritage resource within the municipality. Events sometimes have speakers to give short presentations, and are paired with heritage awards to offer a well-suited public venue to present the awards. The events are often a good time for like-minded exhibitors to gather together and promote cultural heritage within or near their community.



Example advertisement and photos from Heritage Day events in Wilmot Township

11.2.4 Heritage tourism

A topic examined by MHBC through the Brooklyn and College Hill HCD Plan process was that of heritage tourism. The analysis undertaken concluded that it would be prudent to approach heritage tourism by the promotion of a network of several conserved and enhanced cultural heritage assets, linked together by well-marked and welcoming routes through the Brooklyn and College Hill Heritage Conservation District. It was noted that a network provides enhanced variety in available visitor experiences, and also helps to achieve the objectives of sustainable tourism. This strategy could be undertaken not only for the HCD area, but more broadly throughout the City of Guelph within important areas.

Some areas in Ontario and across Canada are tourism destinations based on their historic building stock and are marketed for this purpose. Examples include Québec City, Niagara-on-the-Lake and more locally, St. Jacobs. Rather than try to market Guelph as a tourism destination solely based on the historic buildings within the city, it is

recommended that an integrated approach be taken where history and heritage is part of an overall marketing strategy.

The Guelph area has an [active tourism website](#) which markets to visitors of all types that may come to the area. It would be prudent to build on this success, and there is potential to promote a network of conserved and enhanced cultural heritage assets. These areas could be linked together by well-marked and welcoming routes through the downtown (and elsewhere), and would assist in providing enhanced variety in available visitor experiences. As noted in the Brooklyn and College Hill HCD, a co-ordinated system of electronically linked web pages and social media could be developed that would connect and create a network of various disparate attractions (e.g., What to do? Heritage and History, Where to eat? Bistros and Cafés, What to do? Arts and Culture).

12.0 Cultural heritage promotion recommendations

Based on the review undertaken to date, it is concluded that while the City of Guelph currently undertakes some efforts related to the promotion of cultural heritage resources, there are some things that could be done to bolster current efforts.

Accordingly, the following recommendations are provided related to incentives within the City of Guelph:

- The City of Guelph should develop an enhanced sign program to promote important areas of the city. This could include early registered plan areas, the existing Heritage Conservation District, early industry or important early buildings. This could be coordinated with walking tours to provide an integrated experience.
- The City of Guelph should include heritage conservation as a criteria in the Urban Design Awards program.
- The City of Guelph should consider hosting an event (or events) to celebrate Heritage Day on an annual or semi-annual basis, perhaps in collaboration with other heritage organizations currently active in the City. Events could also coincide with other important milestones within the City, such as the upcoming 200th anniversary of the founding of Guelph.
- Further analysis should be completed by the City of Guelph regarding heritage tourism, so that an enhanced program can be offered by current organizations that would promote Guelph's rich history.
- The City should investigate ways to further enhance the corporate website to offer additional information about cultural heritage news and events, or develop

new content to highlight stories about Guelph and its historic sites. Links to social media could also be explored.

Many of the above items could be undertaken as a partnership between City staff, advisory committees such as Heritage Guelph, and community-based organizations such as the Architectural Conservancy of Ontario or tourism associations. Part E of the CHAP will provide a summary of the set of recommendations for the City of Guelph to consider regarding the promotion of the city's cultural heritage.

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PART E – IMPLEMENTATION RECOMMENDATIONS

13.0 Introduction

Previous sections of the Cultural Heritage Action Plan (CHAP) included discussion and review regarding the main topic areas covered through this project. These are:

- candidate Cultural Heritage Landscape (CHL) identification
- review of incentives (financial and non-financial)
- review of promotion of cultural heritage resources.

This section of the CHAP provides an action plan, consisting of implementation recommendations for Guelph Council, City staff, Heritage Guelph, and the community. The Action Plan will aid in decision making regarding budget allocation, priority projects, allocation of staff resources, and Heritage Guelph priorities. In addition, a draft prioritization of the various action items into various timeframes is provided for convenience.

14.0 Recommended action items for the City of Guelph

The following section includes the various action items that have been identified for the City of Guelph staff and Council to consider with respect to implementation of the CHAP project, grouped by topic area. It is anticipated that implementation will be staged and also intended that any items acted on would be part of the implementation. As such, City staff and Council may elect to not follow the specific order listed for the items.

14.1 Cultural heritage landscape recommendations

The CHL areas identified through this study have been confirmed as having characteristics of a cultural heritage landscape but without being fully defined geographically. These CHLs are now considered as candidates for listing on the heritage register and possible protection by designation under the Ontario Heritage Act or by other appropriate means identified in the CHAP.

Priorities have been assigned to the candidates (as 'high', 'medium' and 'low') based on current knowledge of the area, actual and potential development activity level, and the perceived risk to the heritage attributes and character-defining elements of the candidate CHLs. Recommendations for action have been included where applicable.

- Areas with a ‘high’ priority are those at risk, those where existing studies are ongoing that will help to inform the conservation of cultural heritage resources, or areas that have been identified as important to pursue additional conservation efforts in the immediate future. These areas should be considered for additional study, so that important resources can be conserved. The following provides some discussion about each ‘high’ priority area and the reasons for being ‘high’ priority for future action.

Three residential areas have been identified as ‘high’ priority, and these are Exhibition Park (CCHL-10), St. George’s Park (CCHL-15), and The Ward – West (CCHL-23). These areas all contain a high number of listed properties, as well as a number of designated properties. All three neighbourhoods have also seen relatively high levels of activity related to building permits and demolition permits in recent years, suggesting a high interest for potential development, major alterations to buildings and infill construction. Bringing these areas forward for consideration for future study in the short term will help to ensure that the historic character of the areas is conserved as continued investment is made in the areas by property owners.

Development in the Old Downtown (CCHL-18) is already guided by the Downtown Secondary Plan, the Downtown Streetscape Manual and Built Form Standards as well as the Site Plan Review Process. This overarching policy framework provides a high level format for the City to begin to conserve this complex cultural heritage landscape. The Implementation Strategy for the Downtown Secondary Plan requires an in-depth study (including communication consultation) be carried out to consider the boundary of the Old Downtown candidate CHL area and how its component heritage character areas could be conserved within one or more heritage conservation districts. This future work will be key in the confirmation of the important components of the Old Downtown and putting in place policies and guidelines to conserve the area.

It is important that this work is sensitive to the historic character of the Old Downtown, particularly streetscape and historic building fabric, recognizing that the area is expected to accommodate continued infill development and redevelopment as the Urban Growth Centre of Guelph. Key defining elements such as the streetscape and overall building form should be primary considerations in guiding future study.

Although the downtown overall is a high priority to study further, there are areas that are essential to ensure are conserved. Based on a review by the study team, the key areas to conserve are the main spines of the core (i.e. Wyndham Street and Macdonell Street) and the related “Historic Street-Based Areas” as identified

on Figure 2 of this report. Other supporting areas around the periphery remain important, and will be explored further through other related studies.

Also, as directed in the implementation of the Downtown Secondary Plan, the City would initiate a heritage conservation district area study that would provide recommendations as to the geographic boundaries of the Ward-West (CCHL-23) area to be designated, the objectives of the designation, the content of the HCD Plan required, and any necessary changes to the Official Plan and Zoning By-law.

The Guelph Correctional Centre (CCHL-27) is a historic complex that has been identified by the Province of Ontario as containing a significant cultural heritage landscape of Provincial significance. The property is currently undergoing a transition period, as the Province represented by Infrastructure Ontario is proceeding through plans to divest ownership of the property. Given the activity involving the property and the current status, it has been assigned a high priority. It is important that as this work continues, plans for the property ensure that the CHL's significant heritage attributes and heritage character-defining elements are conserved.

- Areas with a 'medium' priority are generally areas where change and development is expected within the candidate CHLs, and those that have been identified as being quite important for potential future study and conservation guidance. These areas should be considered in the longer term for additional study and monitoring, so that important resources can be conserved.

For example, Catholic Hill (CCHL-19) contains a very prominent cultural heritage resource within Guelph, as well as four other significant supporting buildings. The Basilica is identified as a National Historic Site, and prominent views of the property are currently protected through City of Guelph policies and Zoning Bylaw. Work is also ongoing to pursue individual designation of the property under the Ontario Heritage Act. The setting of these cultural heritage resources are iconic within the City and the site itself is generally considered to be at low risk given that successful rehabilitation of most of the buildings is continuing on the property. The Catholic Hill CHL is also adjacent to Old Downtown and areas experiencing redevelopment, and requires oversight and review as adjacent areas undergo development to ensure that heritage resources are conserved. As a result, this candidate CHL has been assigned a 'medium' priority.

- Areas with a 'low' priority are those identified as not being exposed to any apparent risk or development pressure. Monitoring of low priority areas should continue, and they should be considered for potential addition to the City's heritage register as non-designated properties. Some areas that are identified as

low priority may be part of a plan already in place to conserve the area’s cultural heritage value.

As an example, the University of Guelph campus (CCHL-29) contains some of the city’s most significant built heritage resources and iconic cultural heritage landscapes, such as Johnston Green. The University has developed a comprehensive Campus Master Plan that has identified these resources and the manner in which their heritage character-defining elements are to be conserved. Many of the University’s historic buildings have already been listed on the City’s heritage register and several have been individually designated under the Ontario Heritage Act. For these reasons, the University of Guelph campus and Arboretum are seen as a ‘low’ priority for further action related to cultural heritage conservation. City Planning staff are encouraged to continue the current collaborative approach to heritage conservation with the University of Guelph.

Table 2 on the following page provides an overview of the priority listing for each of the CCHLs identified, and provides a brief description of the recommended action items.

Table 2: Priority listing for candidate CHLs in Guelph

Name	Priority	Action	ID
Exhibition Park	High	Consider for further study.	CCHL-10
Guelph Correctional Centre (GCC)	High	Provincially significant CHL subject to Conservation Plan. Also subject to GID Secondary Plan policies.	CCHL-27
Old Downtown	High	Further study required to determine best conservation approach.	CCHL-18
St. George’s Park	High	Consider for further study.	CCHL-15
Ward - West	High	Consider for further study as part of Old Downtown.	CCHL-23
Arthur Street North	Medium	Consider for future study.	CCHL-12
Catholic Hill	Medium	Consider for further study.	CCHL-19
Dunkirk Veterans Housing	Medium	Consider for further study.	CCHL-14
Glenhill	Medium	Consider for further study.	CCHL-11
Guelph Collegiate	Medium	Consider for further study.	CCHL-17
Junction	Medium	Consider for further study.	CCHL-16
Paisley Veterans Housing	Medium	Consider for further study.	CCHL-13
Patrick Hanlon Farm	Medium	None at present (listed).	CCHL-31

Name	Priority	Action	ID
Ward - East	Medium	Consider for further study.	CCHL-25
Ward - Industrial	Medium	Consider for further study.	CCHL-24
Ward - North	Medium	Consider for further study.	CCHL-22
Waterloo Avenue	Medium	Consider for further study.	CCHL-21
Wellington Place	Medium	Consider for future study.	CCHL-5
Woolwich Street	Medium	Consider for future study.	CCHL-7
Cutten Club	Low	None at present.	CCHL-28
Guelph Country Club	Low	None at present.	CCHL-4
Howitt Creek	Low	None at present.	CCHL-20
McNeil Industrial Campus	Low	None at present.	CCHL-1
Niska Road	Low	None at present.	CCHL-30
Riverside Industrial Corridor	Low	None at present. Goldie Mill ruin and Norwich Street Bridge designated through OHA.	CCHL-8
Riverside Park	Low	Heritage attributes can be conserved in park renewal.	CCHL-3
Speed and Eramosa Riverscape	Low	None at present.	CCHL-6
University of Guelph Campus and the Arboretum	Low	Subject to University of Guelph Master Plan.	CCHL-29
Woodlawn Cemetery	Low	None at present. Subject to Woodlawn Cemetery Master Plan.	CCHL-2
Brooklyn and College Hill HCD	Protected	Protected by Part V heritage designation bylaw and subject to HCD Plan and Guidelines	CHL-26
Homewood Campus	Protected	Three related CHLs protected by individual Part IV heritage designation bylaws: Therapeutic Landscape; Ancillary Landscape; Riverslea Estate Landscape	CHL-9
Marcolongo Farm	Protected	Protected by Part IV heritage designation bylaw	CHL-32

14.1.1 Options for further study of candidate cultural heritage landscapes

There are various options available to municipalities with respect to the conservation of cultural heritage resources, including cultural heritage landscapes. These include:

- Listing (as non-designated) on the Municipal Register of Cultural Heritage Properties
- Designation in a municipal Official Plan, with associated policies to guide conservation of the applicable cultural heritage resources (e.g. riverscape)
- Zoning By-law regulations to conserve important features, such as viewsheds, building height and setbacks
- Preparation of guidelines or a management plan that addresses cultural heritage landscape conservation
- Designation under either section 29, Part IV (for individual properties) or section 41, Part V (for groups of properties, such as neighbourhoods) of the Ontario Heritage Act
- Entering into a heritage conservation agreement to guide conservation and management of a specific cultural heritage landscape
- Requirement for the preparation of a Cultural Heritage Resource Impact Assessment and possibly a Conservation Plan when contemplating redevelopment within a listed or designated CHL.

The typical approach to conserve areas of cultural heritage resources is either Part IV or Part V designation under the Ontario Heritage Act. Depending on the complexity of the area and the type of resources involved, a different strategy (or strategies) may be desirable and effective for the conservation of the heritage resources that are present. A variety of strategies may be desirable in locations such as Guelph's Old Downtown. In other areas, such as parks (e.g. Riverside Park) or institutional areas (e.g. University of Guelph), master plans can be a valuable tool and guide conservation efforts.

It would be determined through further study as an area is reviewed in greater detail, what the recommended conservation measures are or will be. However, for a number of the areas which contain many properties it is likely that designation through the Official Plan as a special policy area, or designation as a heritage conservation district under the Ontario Heritage Act will be recommended should further guidance regarding cultural heritage resource conservation be desired.

Monitoring is an important activity to be undertaken, as through monitoring it will be determined which area(s) have the potential for future study as additional heritage conservation districts or special policy areas. As an example, through monitoring it

would become apparent whether or not change is occurring within the area(s) that would benefit from the guidance and oversight of a heritage conservation district or special policy area. This change could be consistent with the character of the area or potentially detrimental to the area. In either case, there is the potential for additional policy guidance to assist in conserving the candidate cultural heritage landscape.

In addition, community support will be a key consideration as areas are moved forward for further study and consideration. Although not formally required, community support and neighbourhood cohesion can be key to proceeding with bringing in additional policies to guide development and manage change within an area. Guelph has a rich tradition of public engagement and residents that are proud of their community identity. Community organizations such as the Guelph Neighbourhood Support Coalition, which seeks to nurture neighbourhood identity both within individual neighbourhoods and as part of the larger city fabric, could be a potential partner to assist in creating an area identity and establishing a link to heritage conservation goals.

14.1.2 Cultural heritage landscape recommendations

Based on the foregoing, it is recommended that the City of Guelph pursue the following with respect to candidate cultural heritage landscapes:

- HL1¹ Review high priority areas where current studies are ongoing (CCHL-27), to ensure that cultural heritage resources are appropriately conserved through the detailed work being undertaken.
- HL2 For Old Downtown (CCHL-18) and The Ward–West (CCHL-23), undertake a comprehensive strategy, including community consultation, to direct future cultural heritage conservation efforts and planned change.
- HL3 For other high priority areas (CCHL-10, CCHL-15), consultation with community and other City Departments will help to identify the recommended conservation strategy.
- HL4 Continued monitoring by City staff with advice from Heritage Guelph should be undertaken, in order to determine when it is appropriate to move forward with additional detailed study of the areas.
- HL5 Candidate CHLs identified as having a low priority should continue to be monitored, and if risk becomes apparent they may be moved upward in priority.

¹ 'HL' refers to 'Heritage Landscape' recommendations.

- HL6 Capital budgeting should allocate funds to set aside for further evaluation of candidate CHLs and determination of appropriate conservation measures.

14.1.3 Other cultural heritage recommendations

Through the work completed as part of the CHAP process, there were several items identified that were related to the conservation of cultural heritage resources within the City of Guelph.

Extant barns

The topic of farm barns that are still extant within Guelph's rural areas was raised through the consultation process as an issue to review further. There was concern that the city has a number of such buildings within areas slated for future development, and are therefore not actively being used for agricultural purposes. Given this change, there is concern as to how these significant built heritage resources may be conserved.

A review of the farm barns was undertaken by the study team, in consultation with City staff, in order to understand the current situation and level of risk associated with the buildings. From this review, it was confirmed that all 12 of the extant farm barns are listed on the City's Municipal Register of Cultural Heritage Properties and three are now protected under Part IV designation bylaws under the Ontario Heritage Act. A listing on the Municipal Register of Cultural Heritage Properties signals the importance of the cultural heritage resource to the City of Guelph, and also requires notice should a building be proposed for demolition so that the property can be evaluated further for potential designation. Designation under the Ontario Heritage Act is the strongest means by which a municipality in Ontario can protect cultural heritage properties.

While the identified farm barn resources currently have some level of protection through actions taken by the City of Guelph, it would be beneficial to continue to monitor these resources to ensure that they continue to be appropriately conserved. This action could be undertaken in part through studies currently being undertaken by the City of Guelph (e.g. Clair-Maltby Secondary Plan) or through the review of development applications. The staff report for the final CHAP recommends which farm barns should have priority to be considered for individual designation under the OHA.

Comprehensive Zoning By-law review

The City of Guelph is currently pursuing an update to the Zoning By-law. It is possible that there may be the opportunity to introduce zoning regulations through this process that would assist in the conservation of the character of candidate CHLs.

Regulations for building height, front / rear / side yard setbacks, and lot coverage are items that should be reviewed to ensure that existing zoning regulations are aligned with neighbourhood character. Detailed studies such as those undertaken through a heritage conservation district study can better define character and potential refinements, however there may be some appropriate interim controls that could be put in place through the Comprehensive Review of the Zoning By-law process.

Property standards

Municipalities have Property Standards By-laws that help ensure that all properties are kept up to a minimum standard. The City of Guelph currently has a Property Standards By-law (2000-16454), which provides general direction related to property maintenance. Various matters related to the interior and exterior of buildings are covered, including outdoor maintenance, structural, electrical, plumbing, heating, and elements such as porches and windows.

Some municipalities have taken advantage of a provision that allows for an enhanced level of protection in property standards by-laws related to listed heritage buildings. Such provisions may cover matters with respect to the heritage character-defining elements of buildings and property maintenance to ensure protection of the heritage attributes. Where a property does not comply with the standard, the City can require the property to be repaired and maintained to meet the standard.

This topic was previously reviewed through the Brooklyn and College Hill Heritage Conservation District project, and at the time it was recommended that the City of Guelph monitor property standards related to designated heritage properties, and investigate an enhanced Property Standards By-law if required. Given the passage of time since that work was completed, it would be beneficial to conduct a further in-depth review of the topic by applicable City of Guelph staff.

Recommendations

Based on the foregoing, it is recommended that the City of Guelph pursue the following with respect to additional cultural heritage matters:

- HL7 Maintain listing of extant farm barns on Guelph's Municipal Register of Cultural Heritage Properties, monitor the resources, and encourage potential designation under the Ontario Heritage Act as appropriate.
- HL8 Participate in Zoning By-law update process and consider zoning regulations that assist with conservation of area / neighbourhood character within candidate CHLs.

- HL9 Research topic of expanding Guelph's Property Standards By-law to provide additional protection for designated cultural heritage resources.

14.2 Incentive recommendations

Through the work completed as part of the CHAP project, various types of incentives were reviewed by the project team for consideration within Guelph. Based on this review, a number of recommendations have been developed with respect to incentives.

14.2.1 Financial incentives

It is recommended that the City of Guelph consider pursuing the following with respect to financial incentives:

- IN1² Establish a comprehensive grants program to provide financial assistance to owners of designated properties within Guelph. The program should include a schedule, level of funding, clear eligibility criteria, and monitoring program to review uptake and use of funds.
- IN2 Review the potential of re-establishing a façade improvement program for key areas of the City (e.g. Downtown CIP) in order to encourage conservation efforts.
- IN3 Investigate a program to reduce permit fees as a way to assist designated heritage property owners with conservation efforts.
- IN4 Implement a legal framework and annual budget process for heritage funding that is available to private owners of designated cultural heritage resources identified within priority areas of Guelph.
- IN5 Establish a monitoring program to ensure that the costs of delivering heritage-based financial incentives are achieving the stated goals and desired outcomes.

² 'IN' refers to 'Incentive' recommendations.

14.2.2 Non-financial incentives

It is recommended that the City of Guelph pursue the following with respect to non-financial incentives:

- IN7 Establish a robust program that communicates the impacts that residents, property owners, community leaders and other partners can play in the preservation and conservation of the City's enduring legacy.
- IN8 Review potential ways to build on current initiatives (e.g. Building Partnerships) to streamline the approvals process for heritage property owners. This could include coordination between departments, sharing knowledge and expertise, and focusing on efficient review practices.

14.3 Heritage promotion recommendations

Through the consultation undertaken as part of the CHAP project and the review conducted by the project team, the topic of the promotion of cultural heritage resources was explored. It was determined that while the City of Guelph currently has several programs and methods through which promotion is undertaken, there are some areas that the City should explore to build on this success.

It is recommended that the City of Guelph pursue the following with respect to the promotion of cultural heritage resources and the history of Guelph:

- PR1³ Develop signage to promote important areas of the City, such as planned areas, boundaries, early industry and important early buildings.
- PR2 Undertake a heritage awards program with a public ceremony, perhaps combined with other heritage events or with the City's Urban Design Awards program.
- PR3 Participate in hosting an event to celebrate Heritage Day in late February, in collaboration with Heritage Guelph and other heritage organizations or groups (e.g. Architectural Conservancy of Ontario, Guelph Arts Council, and Guelph Civic Museum).
- PR4 Coordinate with City tourism staff to promote Guelph's rich history through enhanced tourism materials.
- PR5 Build on the success of the City's website to offer additional information about heritage events, sites, and stories. Links to social media could also be explored.
- PR6 Look for ways to participate directly in the organization and running of events such as Doors Open and historic walking tours.

15.0 Prioritization of action items

The purpose of this section of the CHAP is to take the various action items identified previously and allocate a priority to them for City staff, Council and Heritage Guelph to consider as recommendation actions.

The prioritization will assist as budgets are assigned and projects determined within staff, Council and Heritage Guelph workplans.

³ 'PR' refers to 'Promotion' recommendations.

15.1 Immediate action items (<2 years)

The following action items are recommended to be pursued in the immediate future:

Table 3: Immediate action items

Priority Action	Topic	Cost factor
Review high priority areas where current studies are ongoing (i.e. CCHL-27), to ensure that cultural heritage resources are appropriately conserved through the detailed work being undertaken.	HL1	\$
For Old Downtown (i.e. CCHL-18), undertake a comprehensive strategy, including community consultation, to direct future cultural heritage conservation efforts and planned change.	HL2	\$\$\$
Consult with the community and other City Departments regarding other high priority areas (CCHL-10, CCHL-15), to help identify priority and conservation strategy.	HL3	\$\$
Allocate funds through capital budgeting process to undertake further evaluation of candidate CHLs (recommend 1 every 3 years).	HL6	\$\$
Maintain listing of extant barns on Guelph's Municipal Register of Cultural Heritage Properties, monitor the resources, and encourage potential designation under the Ontario Heritage Act as appropriate.	HL7	\$
Coordinate with City tourism staff to promote Guelph's rich history through enhanced tourism materials.	PR4	\$
Build on the success of the City's website to offer additional information about events, sites, and stories. Links to social media could also be explored.	PR5	\$
Participate in Zoning By-law update process and consider zoning regulations that assist with conservation of area / neighbourhood character within candidate CHLs.	HL8	\$

Priority Action		Topic	Cost factor
	Research topic of expanding Guelph's Property Standards By-law to provide additional protection for designated cultural heritage resources.	HL9	\$\$
	HL = Candidate Cultural Heritage Landscape IN = Incentives (financial and Non-Financial) PR = Cultural Heritage Promotion		

15.2 Short-term action items (2-5 years)

The following action items are recommended to be pursued in the short-term:

Table 4: Short-term action items

Priority Action		Topic	Cost factor
	Continued monitoring by City staff with advice from Heritage Guelph should be undertaken, in order to determine when it is appropriate to move forward with additional detailed study of the areas.	HL4	\$
	Review the potential of re-establishing a façade improvement program for key areas of the City (e.g. Downtown CIP) in order to encourage conservation efforts.	IN2	\$\$
	Investigate a program to reduce permit fees as a way to assist designated heritage property owners with conservation efforts.	IN3	\$
	Review potential ways to build on current initiatives (e.g. Building Partnerships) to streamline the approvals process for heritage property owners. This could include coordination between departments, sharing knowledge and expertise, and focusing on efficient review practices	IN8	\$\$
	Implement a legal framework and annual budget process for heritage funding that is available to private owners of designated cultural heritage resources identified within priority areas of Guelph.	IN4	\$\$
	Establish a comprehensive grants program to provide financial assistance to owners of designated properties within Guelph. The program should include a schedule,	IN1	\$\$\$

Priority Action		Topic	Cost factor
	level of funding, clear eligibility criteria, and monitoring program to review uptake and use of funds.		
	Establish a robust program that communicates the impacts that residents, property owners, community leaders and other partners can play in the preservation and conservation of the City's enduring legacy.	IN7	\$
	Develop signage to promote important areas of the City, such as planned areas, boundaries, early industry and important early buildings.	PR1	\$\$
	Undertake a heritage awards program with a public ceremony, perhaps combined with other heritage events.	PR2	\$
	Participate in hosting an event to celebrate Heritage Day, in collaboration with Heritage Guelph and other heritage organizations or groups (e.g. Architectural Conservancy of Ontario, Guelph Arts Council, and Guelph Civic Museum).	PR3	\$
HL = Candidate Cultural Heritage Landscape IN = Incentives (financial and Non-Financial) PR = Cultural Heritage Promotion			

15.3 Medium to long-term action items (5-10 years)

The following action items are recommended to be pursued in the medium to long-term:

Table 5: Medium to long-term action items

Priority Action		Topic	Target start	Cost factor
	Candidate CHLs identified as having a low priority should continue to be monitored, and if risk is apparent they may be moved upward in priority.	HL5	Ongoing	\$
	Establish a monitoring program to ensure that the costs of delivering heritage-based financial incentives are achieving the stated goals and desired outcomes.	IN5	Ongoing	\$
	Examine ways to participate directly in the organization and running of events such as Doors Open and historic walking tours.	PR6	Ongoing	\$
HL = Candidate Cultural Heritage Landscape				

Priority Action	Topic	Target start	Cost factor
IN = Incentives (financial and Non-Financial) PR = Cultural Heritage Promotion			

15.4 Bi-annual review

It is recommended that a bi-annual review (i.e. every two years) be undertaken regarding the recommendations of the CHAP. The review should include a summary of the status of the implementation of the various action items included within the CHAP, as part of their regular update cycle to Council. This will allow for a periodic assessment of progress and success, as well as direction regarding budgeting for various items.

The bi-annual review should also serve as an opportunity for City Planning staff to review (with advice from Heritage Guelph) the various candidate CHLs in order to identify which ones have a high priority to proceed with further study, as a result of monitoring activities and knowledge of current activities within the various candidate CHLs.