City of Saint John
Committee of the Whole Open Session
AGENDA

Monday, May 14, 2018
4:30 p.m.
8th Floor Boardroom, City Hall

1. Call to Order
   1.1 Preliminary Draft of the Central Peninsula Neighbourhood Plan for Council Workshop
1. **Ouverture de la séance**

   1.1 Avant-projet de l'atelier sur le Plan de voisinage de la péninsule centrale pour le Conseil
His Worship Mayor Don Darling and Members of Common Council

**SUBJECT: Preliminary Draft of the Central Peninsula Neighbourhood Plan for Council Workshop**

**OPEN OR CLOSED SESSION**
This matter is to be discussed in open session of Committee of the Whole.

**AUTHORIZATION**

<table>
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<tr>
<th>Primary Author</th>
<th>Commissioner/Dept. Head</th>
<th>City Manager</th>
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<td>Jennifer Brown</td>
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<td>Jeff Trail</td>
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**RECOMMENDATION**

That Common Council,
1. Receive and file the Preliminary Draft of the Central Peninsula Neighbourhood Plan; and
2. Provide feedback to staff in anticipation of the May 22 Council Meeting where Council will be asked to consider initiating a public feedback period for the Preliminary Draft of the Central Peninsula Neighbourhood Plan.

**EXECUTIVE SUMMARY**

The Central Peninsula Neighbourhood Plan has achieved an important milestone with completion of a first preliminary draft for Common Council and public consideration. The draft is a result of substantial public and stakeholder engagement undertaken over the past year and reflects a thoughtful approach to reinvestment in the City’s core.

Previous to a public feedback period, the documents will be workshopped with the core project teams and key partners, including Council, the Heritage Development Board, the Neighbourhood Action Team, and the Planning Advisory Committee. The purpose of this report is to provide Council with a briefing of the material and insight into the required next steps to bring the Central Peninsula Neighbourhood Plan through the adoption process. Staff will be reporting back
to Council at their May 22, 2018 meeting where Council will be asked to consider initiating a public feedback period.

PREVIOUS RESOLUTION

On November 14, 2017, Common Council resolved to,

1. Receive and file the Central Peninsula Neighbourhood Action Plan Phase 2 Engagement Summary Report and Presentation; and
2. That the Mayor and Common Clerk be authorized to execute the Province of New Brunswick Environmental Trust Fund Grant Agreement for the Central Peninsula Neighbourhood Plan.

STRATEGIC ALIGNMENT

As a priority related to a Vibrant, Safe City and Growth and Prosperity, focusing strategic investment in the City’s core will accelerate urban growth, reduced urban sprawl, and encourage a more compact, livable, and fiscally sustainable community.

REPORT

A preliminary draft of the Central Peninsula Neighbourhood Plan has been prepared for public review and feedback. The Plan is the product of an extensive community and stakeholder engagement campaign that took place throughout 2017. The engagement that supported this preliminary draft included over 2,000 comments from residents and over 1,000 residents directly engaged, involving a variety of engagement formats including the Taking Shape online platform, public workshops, open houses, and the three day Central Peninsula Summit. The efforts resulted in high levels of community participation which culminated in a product reflective of the community it is intended to serve.

Previous to public release, the suite of documents will be workshopped with the core project teams and key partners including Council, the Heritage Development Board, the Neighbourhood Action Team, and the Planning Advisory Committee. Once the documents are vetted through these groups, Council will be asked to consider initiating a public feedback period prior to the documents being prepared for the Council adoption process. The public feedback period will initiate the roll-out of a robust phase of engagement to be facilitated through presentations, workshops, digital platforms, and one-on-one engagements.

The full engagement strategy will be outlined in the Council workshop. Key milestones for Council with respect to upcoming input and required decisions are outlined below, and include various opportunities for both formal and informal Council input, review from the advisory boards including the Planning Advisory Committee, Heritage Development Board, and Neighbourhood Action Team, as well as five Council decision points throughout the approvals process:
• Council Input – Council Workshop, May 14, 2018 – Staff will present an overview of the Neighbourhood Plan with the intent of gathering feedback and input with respect to content and implementation.

• Council Decision Point – Council Meeting, May 22, 2018 – Council will be asked to consider releasing the draft documents for public review and feedback. This will initiate a series of engagement events aimed at capturing public feedback and creating a sense of familiarity with the documents.

• Council Update – Council Meeting, July 9, 2018 – Council will be presented with an update and overview of feedback received through the culmination of the public engagement period.

• Council Decision Point – Council Meeting, August 20, 2018 – Council will be asked to consider initiating the adoption process for the Neighbourhood Plan and associated Municipal Plan and Zoning By-law amendments. This will initiate a 30 day public comment period as required under the Community Planning Act.

• Council Decision Point – Council Meeting, September 24, 2018 – Council will review the feedback received from the 30 day comment period. Should they choose, Council will be given the opportunity to refer the Neighbourhood Plan and associated Municipal Plan and Zoning By-law amendments to the Planning Advisory Committee and schedule the Public Hearing.

• Planning Advisory Committee Meeting – October 10, 2018 (tentative) – At a special meeting date set by Council, the Planning Advisory Committee will consider the Neighbourhood Plan and associated Municipal Plan and Zoning By-Law amendments, and make a recommendation to Council.

• Council Decision Point – Public Hearing, First and Second Reading, Date TBD – Council will hold the Hearing and, satisfied with the public feedback and process, will proceed with first and second reading.

• Council Decision Point – Third Reading, Date TBD – Concluding the adoption process, Council will consider Third Reading of the Neighbourhood Plan. Once Third Reading is complete, the Neighbourhood Plan will be registered and become legally binding.

The Preliminary Draft of the Central Peninsula Neighbourhood Plan includes the following key major components:
Guide to the Central Peninsula Neighbourhood Plan
The Guide is a companion manual to the Neighbourhood Plan document and assists readers in understanding and navigating the difference components of the plan.

Central Peninsula Neighbourhood Plan
The Neighbourhood Plan is a guiding policy document intended to drive reinvestment in the City’s core over the next 30 years. The plan includes strategies for key areas of the Central Peninsula—“The Big Moves”, an Action Strategy which lays out policies, actions, and opportunities for outreach pointed towards achieving the Big Moves, and an Implementation Strategy focused on tangible actions achievable over a 10 year period with considerations for longer term, strategic actions.

Urban Design Manual
The Urban Design Manual is an appendix to the Neighbourhood Plan and provides guidance for public and private spaces including infill development in the Heritage Conservation Areas.

Heritage Program Technical Report
The Heritage Program Technical Report forms the background of the upcoming Heritage By-law review and update.

Together, these documents provide a strong, innovative approach to reinvestment in the Central Peninsula, capitalizing on existing momentum and positioning the City’s core for high quality development and spaces reflective of the community’s wants and needs.

The attached documents form the core of the Central Peninsula Neighbourhood Plan however there will be additional work done to create components which support the plan’s implementation. A Capital Investment Strategy, additional by-law amendments, and Heritage By-law amendments are scheduled to be completed either concurrent with the adoption of the Neighbourhood Plan or shortly after. Due to the complex nature of these additional components, they were considered to be outside the scope of the Neighbourhood Plan adoption but will be considered as a second phase of work to be completed before the end of the year.

SERVICE AND FINANCIAL OUTCOMES

Neighbourhood planning provides a framework for enhanced service, building community capacity and encouraging re-investment in targeted neighbourhoods. Capital funding has been allocated to the implementation of the Central Peninsula Neighbourhood Plan which will be used to leverage private investment in key areas as directed by the plan.
INPUT FROM OTHER SERVICE AREAS AND STAKEHOLDERS

The Preliminary Draft of the Central Peninsula Neighbourhood Plan is reflective of substantial input from the community and stakeholders. The Neighbourhood Action Team has been pivotal in the development and vetting of the attached documents. Their insight and connection to the community will inform the ongoing engagement and carry the suite of documents through to implementation. Members of the Neighborhood Action Team include:

- Kay Gillis;
- Anne McShane;
- Ben Appleby;
- Councillor Donna Reardon;
- Councillor Gerry Lowe;
- Jeff Roach;
- Lauchlan Ough;
- Melissa Wakefield;
- Milad Pirayegar.

ATTACHMENTS

1. Preliminary Draft of the Guide to the Central Peninsula Neighbourhood Plan
Guide to the Neighbourhood Plan

What is a neighbourhood plan?

A neighbourhood plan is a strategy document that guides the development, investment and evolution of a community at the neighbourhood level. The formation of the plan relies on significant engagement with residents and stakeholders as they play a critical part in shaping the content of the plan. This ensures that the neighbourhood will develop in a manner that is expected and supported by the community. An effective neighbourhood plan will help guide positive change that impacts arts and culture, land use, economic development, urban design, transportation, heritage, and much more.

What is the Guide to the Central Peninsula Neighbourhood Plan?

The Guide to the Central Peninsula Neighbourhood Plan aims to help the reader navigate the Central Peninsula Neighbourhood Plan to get the most use out of it. The Central Peninsula Neighbourhood Plan itself is a much larger document that covers a wide range of topics that will guide investment and growth for the Central Peninsula over the next 30 years. The Guide to the Central Peninsula Neighbourhood Plan is a summary document that helps the reader understand what is in the Central Peninsula Neighbourhood Plan, and can direct him/her to the sections of the Plan that are most relevant to their needs.
Smart Growth and PlanSJ

PlanSJ, the City’s Municipal Plan, is the guiding policy document that sets the direction for the growth and development of the City over a 25-year horizon. PlanSJ operates at a high-level, providing the priorities for the municipality that will guide its evolution for the lifespan of the Plan. It is grounded in smart growth principles that focus on fostering the development of ‘complete communities’ that are inclusive, diverse, sustainable, and accessible.

The Central Peninsula Neighbourhood Plan interprets PlanSJ at the neighbourhood level, providing more detailed direction that will shape the spaces where people live, work and play on a daily basis. The principles of smart growth materialize under the policies and actions provided by the Central Peninsula Neighbourhood Plan, and create tangible outcomes that will positively impact the targeted communities. The momentum created by this Plan will catalyze growth and reinvestment for the Central Peninsula furthering the realization of the community’s vision.
Guide to the Neighbourhood Plan

A Community Guided Document

The Central Peninsula Neighbourhood Plan is the product of an extensive community and stakeholder engagement campaign that took place throughout 2017. The engagement program included a variety of formats, including the Taking Shape online platform, public workshops, open houses, and the three day Central Peninsula Summit event held in July at the St. John the Baptist / King Edward School in the South End.

The efforts resulted in high levels of community participation with more than 1,000 people involved,

1,854 UNIQUE VISITORS

500+ ONLINE COMMENTS

165 FOLLOWERS

17 STAKEHOLDER MEETINGS

WITH OVER 70 PARTICIPANTS

138 SURVEY PARTICIPANTS

1,110+ PEOPLE ENGAGED

2,000+ COMMENTS

32 INTERVIEWS WITH DEVELOPERS, INVESTORS AND “POP-UP” EVENTS AROUND THE PENINSULA

10+
Vision for the Central Peninsula

The Central Peninsula is the most complete community in Atlantic Canada. Boasting world class heritage architecture, the community appreciates the past while forging an inspired path into the future. People from around the world are drawn to the Peninsula's compact urban environment that is home to dynamic streetscapes and exciting cultural events. The Central Peninsula is a vibrant place to live, work, and play with an evolving offering of amenities and resources. As the City of Saint John continues to grow, the Central Peninsula will emerge as the reinvigorated heart of the City and set itself among the top of places to live in the Maritimes.

Targets and Objectives

The 30 year vision for the Central Peninsula will foster a vibrant urban core with stable and attractive residential neighbourhoods. To achieve this, the Central Peninsula must continue to grow its population and economy. For this purpose, the plan sets out the ambitious goal of catalyzing:

- 1,500 new residential units
- 3,000 new residents
- 350 NEW BUSINESSES
- 4,000 ADDITIONAL JOBS
- $350,000,000 IN NEW TAX BASE
The Big Moves are visionary placemaking concepts prepared with the intention of inspiring. Place-making strategies on the Central Peninsula look at areas ripe for reinvestment and create visionary actions to achieve positive momentum and catalytic change. This section of the neighbourhood plan outlines the Big Moves necessary to bring impactful change to specific areas on the Central Peninsula.

Urban Design and Built form address the design of buildings, how buildings relate to one another, and how they interface with streets, parks, and open space. The design framework combines elements of built form and urban design principles and creates a detailed policy framework to guide new urban development on the Central Peninsula. The design framework informs the Urban Design Manual and amendments to both the Heritage and Zoning By-laws.

Resulting directly from the public and stakeholder engagement, the Action Strategy outlines policies, actions, and outreach opportunities that achieve the community’s vision for the Central Peninsula. The Action Strategy outlines a series of goals which aim to enhance the Peninsula as a place to both live and invest.
The Visionary Big Moves

Introducing The Big Moves

Place-making looks at areas ripe for reinvestment and creates visionary actions to achieve positive change. The following Visionary Big Moves outline an ideal set of actions, projected over the next 30 years which would bring impactful change to specific areas on the Central Peninsula and create a welcoming environment for further reinvestment.

The Visionary Big Moves are sequenced by priority area with the accompanying actions modeling what is needed to accomplish the intended vision for each place. The actions are aspirational, intended to guide but not necessarily prescribe what is needed in each area. As the Central Peninsula continues to gather momentum and grow, the place-making strategy will ensure the community’s vision is reflected in new and improved spaces and exciting, transformational development projects.

How To Interpret the Concept Plans

- Proposed New Buildings
- Existing Buildings
- Enhanced Landscaping
- Decorative Street Pavers
- Landscaped Fill Placement (Contaminated Soil)
- Landmark Buildings
Uptown and Central Waterfront

The Uptown Core is the heart of the Central Peninsula and the City of Saint John. This area is anchored by King’s Square and the Loyalist Burial Ground to the east and the Central Waterfront to the west. There are opportunities for strategic infill development around King’s Square, the Coast Guard Site, and on key parts of the Saint John Port Authority property. Strategic infill development will deliver new mixed-use environments that can add new people, jobs, and vitality to the Uptown Core. There are also opportunities for new institutions to expand the economic and cultural offerings of the Uptown and Central Waterfront. At the same time, new and attractive pedestrian oriented destinations and improvements can support urban living.

1 Reinforce the symbolic heart of the Central Peninsula – King’s Square.
2 Develop the Central Waterfront as a key mixed-use educational and cultural destination.
3 Reinforce east-west connections between the two core anchors – the Waterfront and King’s Square.
The Visionary Big Moves

The South End

With more than 5,000 residents, the South End is the Central Peninsula’s largest residential neighbourhood and home to most of the Peninsula’s youth. The neighbourhood is structured around three important civic and community spaces; Queen Square, Rainbow Park, and St. John the Baptist/King Edward School. The South End has many vacant lots and derelict buildings which detract from the character and vitality of streets and the neighbourhood as a whole. Improvements to the streetscape are needed to encourage reinvestment and enhance pedestrian conditions and connections. Developing St. James Street as an important corridor and catalyzing new infill development around Queen Square and Rainbow Park would have a positive impact on the neighbourhood.

1. Reinforce the historic heart of the South End – Queen Square.
2. Enhance Rainbow Park as a vital community asset.
3. Reposition St. James Street as a key east-west corridor and a focus for reinvestment.
The Visionary Big Moves

South Waterfront

Home to sweeping views across the inner harbour, the South Waterfront marks a transition in the South End neighbourhood. The pattern of streets and blocks thins out as you make your way towards the southern tip of the Central Peninsula, making way for large swaths of vacant and underutilized lands including port lands, the former Lantic Sugar Refinery site, and the Barrack Green Armoury lands.

Adjacent to the coast, industry, port, and commercial uses, these sites are both an exceptional opportunity to create new public open space and are a strategic landholding. Efforts to rehabilitate these properties as a new city-wide destination will position it to serve an expanded residential base for recreation, outdoor activity, entertainment, and tourism.

1. Develop a new recreation and entertainment destination on the Lantic Sugar site.
2. Facilitate the transition of the Barrack Green Armoury to a major new community, arts and culture or education hub that will drive employment
3. Reinforce Sydney Street and Charlotte Street as key entryways into the South Waterfront
Waterloo Village

Waterloo Village is made up of two distinct areas, Upper Waterloo Village, which is anchored by Waterloo Street, and comprised of traditional two- and three-storey mixed use buildings; and Lower Waterloo Village, which is located along Crown Street and is the result of mid-20th century urban renewal projects, characterized by large, low-rise commercial uses set within large areas of surface parking.

Throughout Waterloo Village, there are opportunities for small-scale infill development, as well as larger development opportunities to deliver a range of commercial and housing opportunities. Existing assets such as Chown Field and Marsh Creek can also be completed or improved to encourage private reinvestment and create greater neighbourhood attractions.

1. Redevelop Union Street as a connector between Waterloo Village, the Uptown Core and South End
2. Reanimate Prince Edward Street and enhance Chown Field as an important community asset.
3. Reinforce Waterloo Street as the historic corridor of Waterloo Village
4. In the long-term, redevelop Crown Street as an urban mixed use neighbourhood with Marsh Creek as a key neighbourhood asset
The Visionary Big Moves

Long Wharf

Long Wharf is an underutilized vacant site in the Inner Harbour, with 7.3 hectares of flat asphalt which has been used by the Port of Saint John as a lay-down area for salt, a temporary terminal for cruise ships, a docking area for commercial ships, among many other uses over the years. More recently, as an expansive, flat surface, Long Wharf has been optimal for hosting the Area 506 music festival, adding depth to the event offerings in the Central Peninsula. Long Wharf’s location on the waterfront and adjacent to Uptown make it a strategic, long-term infill development opportunity within the Central Peninsula.

1. Develop Long Wharf as a new mixed use neighbourhood extension to the Uptown area.
2. Create new opportunities to experience the waterfront.
The Central Peninsula Action Strategy introduces a range of policies and initiatives intended to both support and complement the “visionary big moves” through smaller scale municipal and community led efforts which address the economy, Arts and culture, transportation, housing, green spaces, and the many other factors that form the experience of daily life in the Central Peninsula.

The strategy consists of both short and long-term actions which through their cumulative impact, will improve quality of life and enhance the profile of the Central Peninsula as place to both live and invest.
The Action Strategy

City Prosperous

The Central Peninsula has great potential for growth. Led by the Uptown Core, which is now the fastest growing neighbourhood within greater Saint John, markets for both commercial and residential development are stronger than they have been in decades. To build on these strengths, City Prosperous includes a range of actions to:

- Encourage Development of Vacant and Underutilized Land
- Improve Programs to Facilitate the Reuse of historic Buildings
- Enhance the Commercial Offerings of the Uptown
- Support the Expansion of Knowledge Based Industries

City Living

Community well-being entails the availability of adequate and affordable housing, educational opportunities, access to fresh and healthy food options, efforts to be socially inclusive and incorporating community services to assist those who need additional supports. While these are largely provincial responsibilities, City Living recognizes the supportive role that the community can play and establishes strategies to:

- Encourage Improvements to the Supply of Quality, Affordable Housing Opportunities
- Encourage Educational Services which Support the Needs of Residents and the Revitalization of Neighbourhoods
- Improve Access to Fresh, Health and Affordable Food
The Action Strategy

City Beautiful

Beautiful neighbourhoods are instantly recognizable and places we all want to call home. They are places that show civic pride through the upkeep of properties and the public realm and are pleasant to visit or pass through. City Beautiful calls for the beautification and rejuvenation the Central Peninsula through initiatives which:

- Aggressively Target Instances of Blight and Urban Decline.
- Foster an Active and Engaging Public Realm
- Renew the Central Peninsula’s Aging Infrastructure
- Improve the Real and Perceived Sense of Public Safety

City Vibrant

Public art has long been recognized as a critical component of local culture, shaping the identity and experience of the community. The Central Peninsula has a celebrated arts community that has found venues, both domestic and foreign, to showcase its creativity. City Vibrant supports the increased diversity and range of arts and cultural offerings through a range of strategies to:

- Establish Saint John and its Community Partners as a Catalyst for New Arts Initiatives that Support Vibrancy and Revitalization
- Enhance the Vibrancy of Streets and Public Spaces through the Arts
- Ensure Arts and Cultural Events are Representative of the Diverse Population of Saint John
- Expand the Cultural and Event Offerings of the Central Peninsula
The Action Strategy

City Green

A green city is one where environmentally sustainable practices contribute to the beautification of the public realm and the improvement of the quality of life for residents. City Green identifies the need to provide high quality green spaces that people of all ages can enjoy, and infrastructure which contributes to the sustainability through initiatives which:

- Increase Greenery and Landscaping in Both the Public and Private Realm
- Prepare for the Impact of Climate Change
- Encourage the Remediation of High Profile Environmentally Contaminated Properties
- Realize the Full Potential of Existing Parks and Open Space Networks

City Connect

Transportation networks play an important role in keeping our city moving. They are our passageways to getting from place to place in a safe, sustainable, and efficient manner. City Connect supports enhanced mobility for all forms of transportation moving in and throughout the Central Peninsula through initiatives which:

- Strengthen the Active Transportation Network
- Improve Connectivity between the Central Peninsula and Adjacent Neighbourhoods
- Improve the Efficiency of Parking and Increase the Use of Public Transit
What Is the Design Framework

Urban Design is the multi-disciplinary process of shaping the physical setting for life in cities. It involves the design of buildings, groups of buildings, spaces, streets and landscapes, and the establishment of frameworks and processes that facilitate successful development.

The design framework is established in section 4 of the neighbourhood plan, which sets out the policy direction for the design of sites, buildings, streets, and public spaces. The direction of section 4 informs detailed design standards and guidelines for private property and the public realm contained in the urban design manual schedules one and two of the neighbourhood plan.

Benefits of Urban Design Manual

The Urban Design Manual creates a simple point of reference for many key development recommendations which will ensure development occurs in a manner consistent with the vision of the Central Peninsula Neighbourhood Plan. It will be a useful graphic tool to convey plan intentions, and will be utilized by the municipality, developers, property owners and community groups.

Design Framework Components

Built Form Standards and Guidelines

Character Precinct Guidelines

Public Realm Guidelines

Heritage Conservation Areas By-law Updates

Zoning By-law Updates
The Design Framework

Height and Built Form Standards

To ensure clarity and predictability of permitted height and massing for new development, the neighbourhood plan establishes both minimum and maximum building heights in the Central Peninsula Height Map contained in the Neighbourhood Plan. The new height framework will be implemented through amendments to the Zoning By-law.

A range of compatible building heights is established in the Height Map. To ensure new buildings provide a comfortable environment for pedestrians, building stepbacks are required at both the 5th and 8th storeys to ensure that street level height (known as the streetwall) is built to a human scale.

The streetwall is an important character defining feature of the streetscapes of dense urban environments. It is created through the orientation and placement of front building facades on or close to the street boundary, defining the character of the street and creating a sense of enclosure for pedestrians. For this reason, the plan provides direction on the placement, scale and design quality of a building streetwall.
The Design Framework

Character Precincts
The Central Peninsula is home to some of the region’s greatest assets, including its concentration of cultural heritage and waterfront. These represent important opportunities, and new infill development should maximize public benefits, celebrate historic Saint John, and complement the built fabric. To ensure this, the Urban Design Manual includes character precincts with guidelines that address building height, massing, ground floor design, window and facade proportions, materials, roof lines, porches and how modern architectural styles can sensitively integrate into heritage character areas. These guidelines are intended to be both thorough and flexible to ensure new development is compatible and of high quality.

Trinity Royal Commercial Precinct
The Trinity Royal Commercial Precinct is comprised of the northern commercial portion of the Trinity Royal Heritage Conservation Area. New development in this precinct should be sensitive to the historic context while accommodating context sensitive and compatible modern architectural design.

Historic Neighbourhood Precinct
The Historic Neighbourhood Character Precincts are comprised of the residential Heritage Conservation Areas designated within the Central Peninsula. A similar approach to the Trinity Royal Commercial Precinct is proposed for these areas.

Waterfront Precinct
The Waterfront Precinct comprises the west coast of the Central Peninsula, stretching from Fort LaTour to the former Lantic Sugar Refinery site. Development should expand public access to the waterfront and enhance the communities waterfront experience by creating an active and visually appealing environment.

Transition Commercial Precinct
The Transitional Commercial Precincts include City Road, Crown Street North of Union, Main Street, and lands south of Broad Street. These lands are characterized by an auto-oriented land use and urban design pattern and are intended to gradually transition to a mixed use pattern over the lifespan of this plan.
The Design Framework

Heritage By-law Update

As part of the neighbourhood planning process, a review of the Heritage Conservation Areas (HCAs) By-Law, and heritage planning processes was undertaken. The Heritage By-law review fits within the broader objective of creating a family of policy documents that will provide a coordinated approach to guiding urban design across the Central Peninsula. The findings of the report has provided a basis for the City of Saint John to identify potential updates to the heritage program. Overall, the report recommends substantive revisions to the Heritage Conservation Areas By-law, with By-law amendments to be undertaken in 2018.

Heritage Program Updates

1. **New Statements of Significance** will be developed for the HCAs and sub-areas within them. This will enhance clarity and predictability for property owners and provide a framework for adopting updates to the by-law.

2. **Increased Flexibility** to allow for new cost effective materials and technologies which match or maintain the heritage attributes and/or materials.

3. **Infill Development Standards** have been incorporated into the Design Framework, introducing new flexibility and opportunities to consider modern architectural designs.

4. Identification of when and **where conservation regulations can be relaxed**, such as areas not visible from the public realm.

5. The **strengthening of the demolition provisions** for buildings within the HCAs.

6. The adoption of new **provisions to address buildings which are vacant**, or subject to neglect.

7. **The identification of contributing vs. noncontributing buildings** based on statements of significance.

8. **Boundary review** to ensure buildings which straddle the HCA boundaries are aligned and to identify other opportunities for improvement.
Successful implementation of the Central Peninsula Neighbourhood Plan will require purposeful and focused action. It will involve the mobilization and coordination of government, stakeholders and community leaders to directly confront challenges, leverage assets, and to carry forward the project’s momentum. The following initiatives are proposed to provide structure for the implementation of the plan.

Implementation Team
The Neighbourhood Plan proposes the establishment of an implementation team comprised of City representatives, key stakeholders, and members of the Neighbourhood Action Team. The implementation team will have the role of overseeing and championing the implementation of the Central Peninsula Neighbourhood Plan, ensuring that both the City and its community partners are making progress towards the realization of the community’s vision for the Central Peninsula.

The Ten Year Workplan
The 10 year work plan establishes an aggressive framework for the implementation of both the place-based initiatives of the visionary big moves and the incremental, smaller initiatives of the Action Strategy outlined in this plan.

Community & Council Updates
The Neighbourhood Plan proposes regular updates to Common Council and the community on progress made on the 10 year workplan. A full 10 year review of the plan will be undertaken to evaluate the success of the implementation and to make any necessary updates to the plan.