2014

IMAGINE STRATFORD

TOWN OF STRATFORD OFFICIAL PLAN

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Preamble

During the past few years, we have been striving to build the best community that we can here in the Town of Stratford. We have a vision of a more sustainable future where:

- residents social, physical and spiritual needs are met
- our culture is rich and diverse and our heritage is protected and celebrated
- our natural environment is protected and respected
- there is a thriving local economy
- there is an open, accountable and collaborative governance system

Our vision encapsulates our sustainability principles.

Our previous Official Plan, like most such documents, was relatively narrow in scope and focused mostly on land use and the physical development of the Town. This new Official Plan is a major rethink of Stratford's planning framework and embodies a fundamentally different approach to planning; a much more comprehensive approach that incorporates our sustainability principles and our community engagement ethos. The result is a broad based and long range planning policy that illustrates our goals, objectives and policies concerning the nature, extent and pattern of physical, social, cultural and economic development as well as environmental stewardship within the Town. The Official Plan will provide direction for all committees, departments and partners in developing and implementing their own plans and policies to help ensure that we achieve our goal of building the best community possible.

We were pleased to have 150 people complete our on line OP review engagement tool and have community members volunteer more than 300 hours of their time to collaborate on the development of the Official Plan. Thank you to all who took the time to complete the on line survey, sit on the citizen reference panel, or attend a meeting or open house to review the plan. It was a truly collaborative effort and we are comfortable that the resulting Official Plan reflects our community's vision and values.

Sincerely,

Mayor David Dunphy

1. Introduction

1.1. Background

The Town of Stratford was formed in 1995 through the amalgamation of the former communities of Southport, Bunbury, Crossroads, Keppoch-Kinlock and the unincorporated area of Battery Point. In 1997 the first Town of Stratford Official Plan was developed based on sound principles of land use and related planning. In 2005, extensive work on the Core Area Plan began to determine how the future "downtown" would look and feel.

In 2006, Council shifted the focus from primarily land use related planning. to a more holistic view of planning by embracing the concept of sustainability which captures all of the areas in which the decisions made by Council have an impact. We have defined these areas as our sustainability pillars which are social, environmental, economic, cultural and governance. The first four pillars are commonly referred to as the quadruple bottom line and we have added the governance pillar to ensure that we are also focusing on building the best possible governance system. The shift in focus was to ensure that residents and stakeholders were engaged in the sustainability journey and the decision making process, and that our governance system was transparent, accountable and effective.

In researching and implementing best practices for engagement and accountability, the Council and staff of the Town of Stratford concluded that our goal is to **build the best community possible**. There are three key ingredients to achieving this goal. The first ingredient is to have a holistic viewpoint and a long term vision of the desired future. This is reflected in the aforementioned sustainability vision, plan and decision making framework. The second ingredient is performance management to ensure that we manage resources and activities in a way that will move us continually towards the future state that we envision. This is reflected in our performance management system called "Sustainable Stratford – Results Matter. The final ingredient is more meaningful engagement of residents and stakeholders in decision making. This is reflected in our recently adopted Engagement Strategy which led to the more inclusive, collaborative planning process that was used to develop this Official Plan.

1.1.1. Sustainability

Building the best community possible starts by determining the kind of future we want. Stratford has adopted a long term vision based on the social, environmental, economic, cultural and governance dimensions of sustainability. We envision a future where:

- residents social, physical and spiritual needs are met
- our culture is rich and diverse and our heritage is protected and celebrated
- our natural environment is protected and respected
- there is a thriving local economy
- there is an open, accountable and collaborative governance system

Council has adopted a Sustainability Plan and a Sustainability Decision Making Framework to guide decisions and actions towards the sustainable future we envision. The Decision Making Framework is a

series of questions designed to ensure a decision is balanced and that any negative consequences of the decision are mitigated.

Stratford's Sustainability Principles

Having developed the Town's vision, Council expanded on the vision by describing our desired future state in the following sustainability principles to assist in achieving our goals and objectives:

Social Principle

Stratford meets the social needs of its people by allowing for self-determination, welcoming diversity and ensuring human rights, security and justice. The Town encourages social responsibility, engagement and participation. Citizens take initiative and participate in social decisions and there is a strong sense of identity and pride in community. Well-being or quality of life is a key indicator for Stratford.

Environmental Principle

Stratford recognizes the intrinsic value of biodiversity and the coastal and agricultural ecosystems on which it is built. Nature is much more than a resource, it sustains us economically, spiritually and aesthetically. We share it with other creatures that deserve our respect. Appreciation of nature allows us to protect and restore its worth. We can also learn from the principles on which natural systems are built.

Economic Principle

Stratford is a town of economic prosperity characterized by a vibrant local economy with a range of goods and services, meaningful employment and benefits accruing to the community. Stratford attracts and retains businesses that are engaged in the sustainability journey. A strong economy is an essential foundation for a sustainable future rather than an end unto itself.

Cultural Principle

Stratford recognizes its cultural and historical assets and is building on these distinct characteristics. Every community has a distinct profile of human, cultural, historical and natural characteristics. Recognizing and building on this profile will help Stratford achieve its sustainability goals. Stratford expresses its creativity and ingenuity in a way that is compatible with the values and realities of a population that is growing and becoming more diverse. A culture of sustainability will be achieved through new community awareness and commitment to action.

Governance Principle

Stratford's success is based on good governance, leadership, integrity and accountability. Municipal leaders have a commitment to learning and to progressive decision-making. Stratford honours its municipal responsibilities by being inclusive and making decisions based on the dimensions of sustainability. It will reflect this in all aspects of its operations. Stratford empowers people to take responsibility and work with a collaborative spirit towards a sustainable future.

1.1.2. Performance Management

In order to ensure that we focus on achieving results, that Council and staff are aligned with the sustainability vision and that we are accountable to residents and stakeholders for our performance, we developed a performance management system. This is the second key component of our plan to build the best community possible. We call our performance management system *Sustainable Stratford - Results Matter* and it is a blend of our sustainability values and the Balanced Scorecard. The Balanced Scorecard is widely used (more than 65% of Fortune 1000 companies use it) and it has successfully been adapted to the public sector by a number of organizations including municipalities in other countries.

We developed a corporate sustainability scorecard with 16 high level strategic objectives across the five sustainability pillars to move the Town towards the desired future state. Our mission is:

> *To continually strive to find out what current and future residents and stakeholders need and want, and then deliver it.*

The corporate sustainability scorecard is cascaded down to the departmental and individual levels so that everyone knows the role that they play in building the best community possible.

1.1.3. Community Engagement

The final key component of our plan to build the best community possible is to broadly and meaningfully engage residents and stakeholders in the Town's decision making process. Research shows that an engaged community is a better community in many ways including:

- more empathy by citizens for other perspectives and for the decision faced by the governing body
- greater buy in for the decision and more effective enforcement where it is regulatory in nature
- increased social capital in the community (improved trust and relationships)
- increased efficiency in municipal service delivery
- possibly even higher levels of well-being and health status, better work performance, better adjusted children, and safer more attractive and welcoming communities

Council has adopted an *Engagement Strategy* which includes communication, branding and engagement to help ensure the broad and meaningful engagement of the community that we desire. We have adopted the "Triple C" approach to engagement – communication, consultation and collaboration. This is a continuum of engagement that will increase as the complexity and impact of a decision increases. We will communicate to residents and stakeholders when we have information to share. We will consult with residents and stakeholders when there are options and alternatives available. We will collaborate with residents and stakeholders on major decisions and policies to ensure that our vision and direction reflects the will of the people.

1.2. The Official Plan

The Official Plan is a long range, legal document which encompasses the community's vision and goals, and states objectives and policies concerning the nature, extent and pattern of land use and development within the Town. The Official Plan provides a policy framework for the Town's bylaws and direction for Council's actions. It directs how the Town will manage its physical, social and economic development while protecting the natural environment. Some actions will be achieved in the short term while others are clearly long term in nature. The priorities are not indicated, but will be decided based on community engagement within the Town's annual budget development process.

1.2.1. Planning Area

The Official Plan covers all the geographic area contained within the legal boundaries of The Town of Stratford. Although the Plan formally addresses only those matters which arise within the Town's legal boundaries, consideration has been given to the Town's relationship with adjacent municipalities, the region and the province as a whole.

1.2.2. Legal Enablement

The Town of Stratford derives the majority of its powers from the *Charlottetown Area Municipalities Act* and the *Planning Act*. The *Planning Act* empowers Council to appoint a Planning Board, adopt an Official Plan and to subsequently implement land use and development control bylaws. The *Charlottetown Area Municipalities Act* empowers Council to make bylaws and/or to develop programs and strategies to help implement other aspects of the Official Plan.

1.3. Official Plan Review – A New Approach

The Town of Stratford adopts its Official Plan in order to build the best community possible. The Plan represents the Town's long-term vision, goals, actions and strategies, and it defines an integrated comprehensive framework to guide the Town toward a sustainable future. The Town's long-term vision is rooted in the Town's Values and Sustainability Principles.

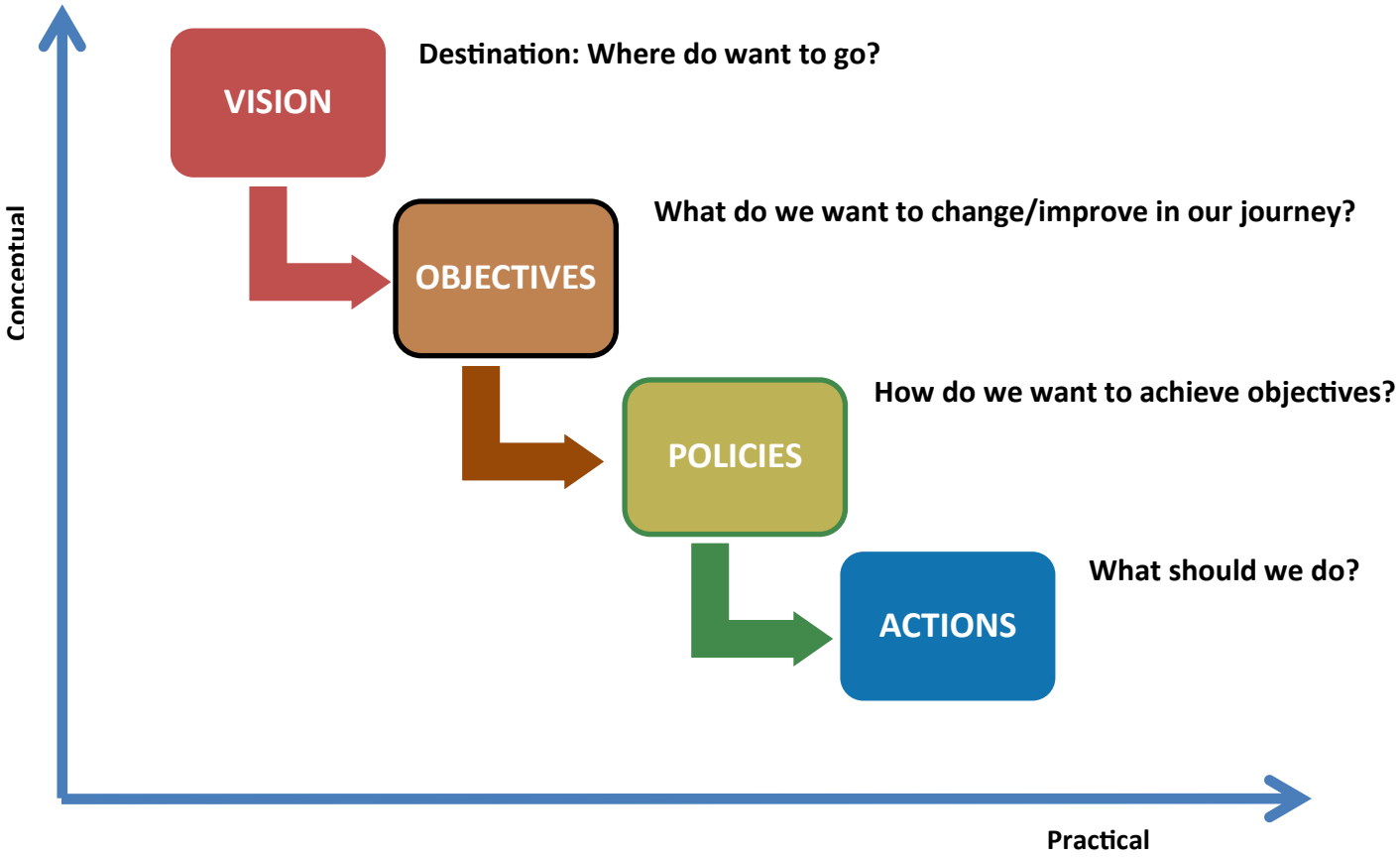
The Town's Official Plan envisions a future where:

- Residents' social, physical and spiritual needs are met
- there is a thriving local economy
- our culture is rich and diverse, and our heritage is protected and celebrated
- our natural environment is protected and respected and
- there is an accountable, transparent, and collaborative governance system

Expanding on this vision, the Official Plan illustrates a holistic description of what the Town will be like when the vision is achieved; that is - what, success will look like. The descriptions examine all facets of the community: arts, culture and heritage, built environment, economy, energy, health and social vibrancy, parks and open spaces, transportation, water resources and municipal responsibility.

The sustainability principles and detailed markers of success permeate this Official Plan, guiding the objectives and focusing the policies, and ultimately helping the Town achieve its long-term vision. The new approach to the Official Plan and the review process enable us to develop a set of strategic policies, objectives and actions as a road map for the future development of the Town. This approach allows us to adopt a collaborative approach to planning the future and to meaningfully engage residents and stakeholders in the review process. Accordingly, the previous Official Plan is significantly amended to represent the Town's new approach to future development.

Fig 1: A Conceptual framework for the Official Plan



The Town's Vision and Values, as set out in the Official Plan, indicate overall policy direction, while the objectives and policies deal with specific topics and issues. Within the broad vision statements, the Objectives provide more precise statements which address specific issues and concerns within the Town.

Policies and Actions outline the proposed course of action to achieve the performance targets described in the Objectives. Policies indicate with some precision the approach the Town will take in pursuing its Objectives. Actions are concrete measures which implement that approach. In other words, Actions are statements indicating specific initiatives or directions to be undertaken to implement the Plan=s Policies and Objectives.

1.3.1. The Official Plan Review process:

As one of the Town's key policy documents, the development of the Official Plan was considered a collaborative planning initiative under the Town's "Triple C" approach to engagement, where communication, consultation and collaboration with residents and stakeholders were required to shape the plan's contents. Since the Official Plan represents the community's vision, full and effective community engagement in this process was vital.

As a result, a detailed project plan was developed to achieve this important collaborative process. During this process, we tried to engage as many residents as possible throughout the review. The Town's unique and comprehensive approach to community engagement for the Official Plan review includes:

- initial information flow regarding the definition and position of the Official Plan, its components and the Official Plan review process (Communication)
- an online interactive engagement tool to obtain feedback on broad policy issues (Consultation)
- a citizen reference panel to develop and refine the plan (Collaboration) and
- two formal public meetings to review the draft plan

Through sharing initial information, using an online interactive engagement tool, facilitating a Citizens Reference Panel and holding public meetings as ways to engage residents, we sought residents and stakeholder participation throughout the development process of the plan.

1.3.2. Background Studies

In accordance with our sustainability plan and principles, we developed a number of professional studies and policies during the past six years. The studies include but are not limited to:

- Stratford Master Transportation Plan
- Stratford Climate Change Adaptation Plan
- Stratford Stormwater Management Plan
- Stratford Natural Heritage Study
- Stratford Housing Demand Study

We reviewed and incorporated information, data analysis, findings and recommendations from these studies in the development of the new Official Plan.

1.4. The Present Document

The Official Plan is organized into the following chapters:

1. Chapter 2: Stratford in Context
2. Chapter 3: Governance
3. Chapter 4: Housing
4. Chapter 5: Transportation
5. Chapter 6: Infrastructure
6. Chapter 7: Recreation
7. Chapter 8: Natural Environment
8. Chapter 9: Economic Development
9. Chapter 10: Arts, Culture and Heritage
10. Chapter 11: Land Use Planning
11. Chapter 12: Moving Forward and Implementation

2. Town of Stratford Context

2.1. Historical Context

The earliest settlement in the Town of Stratford dates back to the 1750's when several Acadian families located in the Bunbury area. While the economy of the area has traditionally been dominated by agriculture, other early activities included ship building at Fullerton's Marsh, a shingle mill, pasteurizing plant and several brick kilns in the Keppoch and Southport areas.

The first cluster of non-farm development occurred at the Ferry Point adjacent to the southern terminus of the Charlottetown Ferry. This early transportation and commercial focus diminished rapidly, however, with the construction of the original Hillsborough Bridge in 1905 and the resultant closure of the ferry service. The current Hillsborough Bridge was erected in 1961 and expanded to four lanes in 1999.

Several institutions were particularly important in Stratford's history. The Marine Hospital dated from the mid-19th century and was located on Trout Point at the entrance to the Charlottetown Harbour. All ships entering the harbour were required to have passengers examined for smallpox before entering the port. The Bunbury School District dates back to 1882. The first church in the area was the Cross Roads Christian Church. Built in 1839, it remains active as one of the Island's oldest churches.

Municipal incorporation started in the early 1960's with the formation of the Bunbury Community Improvement Committee. Bunbury assumed village status in 1969, followed by Southport and Cross Roads in 1972 and Keppoch-Kinlock in 1985. The need for municipal organization was largely a result of rapidly growing suburban development which started shortly after the construction of the new Hillsborough Bridge and gained significant momentum in the early 1970's.

Co-operation and joint initiatives between the four former communities laid a strong foundation for eventual amalgamation as did prominent regional institutions such as the Glen Stewart School, constructed in 1975, and Our Lady of the Assumption Church. The first cooperative municipal venture was the Bunbury-Southport Joint Planning Board. This was followed by the Cross Roads Rural Fire Company in 1979 and the establishment of the Waterview Recreation Association in 1980.

2.2. Amalgamation

In June 1993, largely as a follow-up to recommendations made by the Royal Commission on the Land in 1990, the provincial government issued a White Paper on Municipal Reform in the greater Charlottetown and Summerside Areas. The White Paper led to the appointment of the Commission on Municipal Reform (Moase Commission).

The reform model favoured by the Royal Commission and the White Paper called for the creation of one large municipality in the Charlottetown area. Given the long standing history of co-operation between the four municipalities on the Stratford peninsula and the natural geographic boundaries of this area, these four communities felt a more logical approach would see three municipalities formed. This would include an expanded City of Charlottetown, taking in the entire Charlottetown peninsula, a southern municipality south of the Hillsborough River and a western municipality to the west of the North River causeway.

With this goal in mind the four communities of Southport, Bunbury, Cross Roads and Keppoch-Kinlock formed the "Waterview Municipal Co-operation Committee" and made a joint submission to Commissioner Moase. The technical arguments and the level of cooperation displayed by the Committee were sufficient to convince Mr. Moase of the merits of this proposal and it was adopted in the Commission's final Report tabled in December 1993.

The Commission's recommendations were accepted by the provincial government and the new *Charlottetown Area Municipalities Act* came into effect on April 1, 1995, creating the enlarged City of Charlottetown, the Town of Cornwall and the Town of Stratford.

The name Stratford was not determined by the province, but was selected by area residents shortly after the new incorporation was announced. The new Town also included the previously unincorporated area of Battery Point which was located between Southport and Keppoch-Kinlock.

2.3. Site and Situation

The Town of Stratford is located immediately to the southeast of the City of Charlottetown, the provincial capital and largest municipality in Prince Edward Island. Stratford is situated on a peninsula, bounded by the Hillsborough River, Charlottetown Harbour, Hillsborough Bay and Fullerton's Marsh. To the south are the communities of Alexandra and Pownal and to the east is the Community of Mt. Herbert.

While the Town represents a somewhat natural geographic region, the one obvious anomaly is the area often referred to as "Bunbury District," essentially the area between the former community of Bunbury and Fullerton's Marsh. During the discussions on municipal amalgamation, the Town recommended the incorporation of this area into the new Town boundaries, but it remains an unincorporated region surrounded by the Town on two sides and the natural boundary of Fullerton's Marsh and the Hillsborough River on the other.

The geographic size of the Town is 5,230 acres (2,117 hectares). The Trans-Canada Highway, connecting the eastern end of the province to the capital via the Hillsborough Bridge, bisects the Town from east to west.

Topography and drainage is quite diverse. In the northern part of the Town the landscape is gently rolling with a poorly differentiated drainage system. The land falls generally from a high point on Mason Road, north toward Fullerton's Marsh, west toward the Hillsborough River and south toward Stewart Cove. There are no prominent streams in this area.

The southern part of the Town has much more diverse topography and a well-articulated drainage system with a number of streams and several prominent ravines. The most significant stream system is the Hatchery Pond system feeding into Stewart Cove. Several other streams are evident in the Keppoch-Kinlock and Cross Roads areas feeding into Hillsborough Bay.

The highest point of land is in Cable Heights in Cross Roads. A significant escarpment begins in the Keppoch-Kinlock area and runs for several miles to the east through Alexandra and Pownal. This prominent land feature affords dramatic views to the south overlooking Hillsborough Bay and Northumberland Strait, and has become a popular location for estate type housing.

The shoreline is marked by prominent cliffs in the Keppoch area which become less pronounced to the north and east. A number of beaches are located along the shoreline, mostly at the mouths of streams and in coves.

Soils in the region are primarily Charlottetown series (fine sandy loam texture) and tend to be somewhat heavy. High clay content in certain areas creates low percolation rates and poses problems for tile fields. While soil depth is generally good, there are pockets of shallow soils, primarily along the escarpment. Ground water is of high quality and is in generally good supply.

2.4. Population Analysis

2.4.1. Historical Population Trends

Stratford's population started to grow rapidly after construction of the Hillsborough Bridge in 1965. The first large suburban subdivisions were established in the late 1960's and early 1970's. By 1976, there were more than 1,000 housing units in the Stratford area with an estimated population of over 3,400. Housing units were predominately single family residential dwellings.

The majority of these new housing units were occupied by young families, creating large numbers of young children. Glen Stewart School was constructed in 1975 to address the growing demand for a school in the community.

The pace of growth in the entire Charlottetown region slowed during the mid-1980's but moderate growth rates returned in the late 1980's. Household size has steadily decreased, while the number of dwelling units in the Town increased (Table 1).

Table 1: Population, Dwelling Units and Household Size in Stratford, 1986-2011

Town of Stratford				
Year		**Population**	**Dwelling Units**	**Household Size**
1986		4,601	1,355	3.4
1991		5,332	1,620	3.2
1996		5,869	1,905	3.1
2001		6,314	2,215	2.8
2006	7,083	2,640	2.7	
2011	8,574	3,509	2.44	

2.4.2. Current Population Trends

Stratford continues to be the fastest growing municipality in Prince Edward Island. In 2011, the population reached 8,574, a 21.1 per cent increase from 2006 and the greatest increase in population since the late 1980's (Figure 2). Figure 3 illustrates the age distribution of the population in the Town based on the 2011 census data. Census data during this period indicates there was an influx in the net migration of families with children (Figure 4). The influx of families with children enhances the likelihood of growth in resident population by augmenting the probability of births.

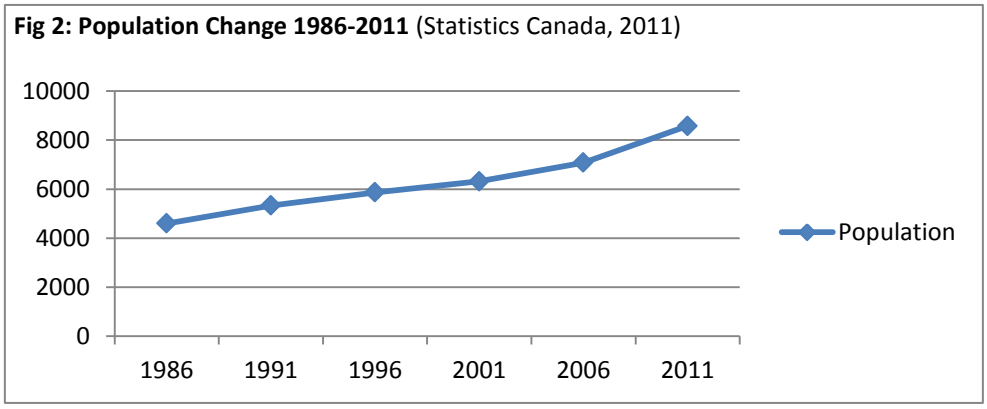
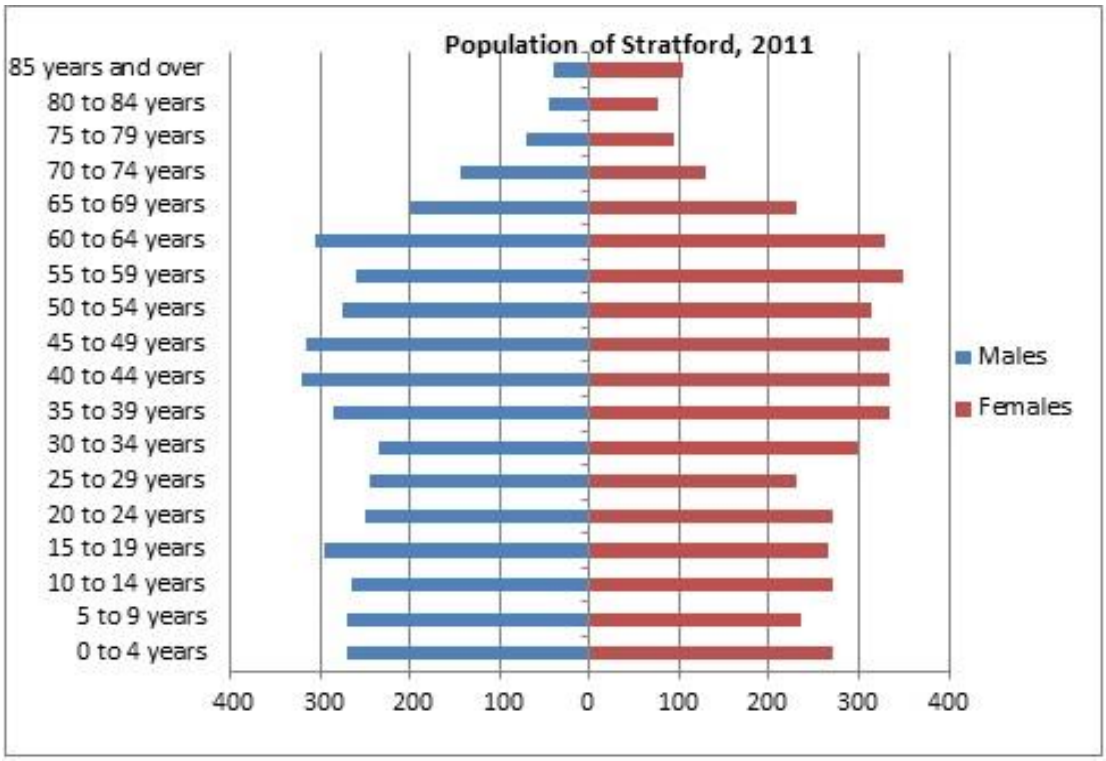
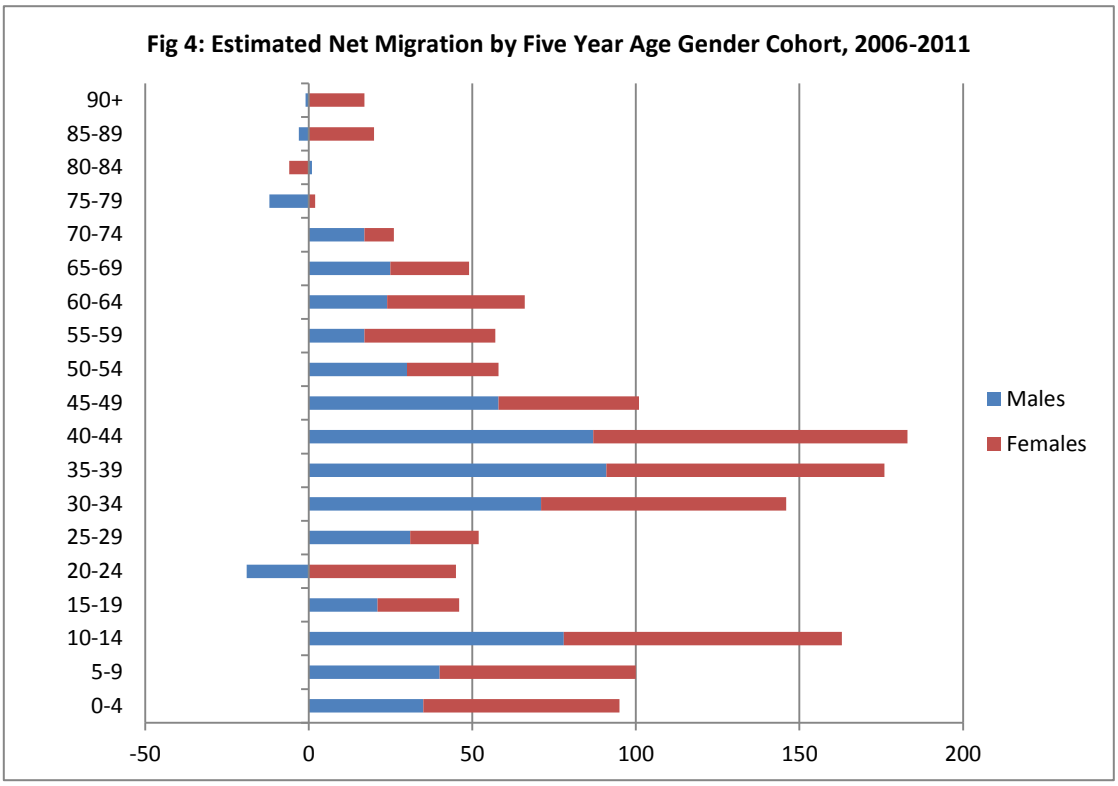
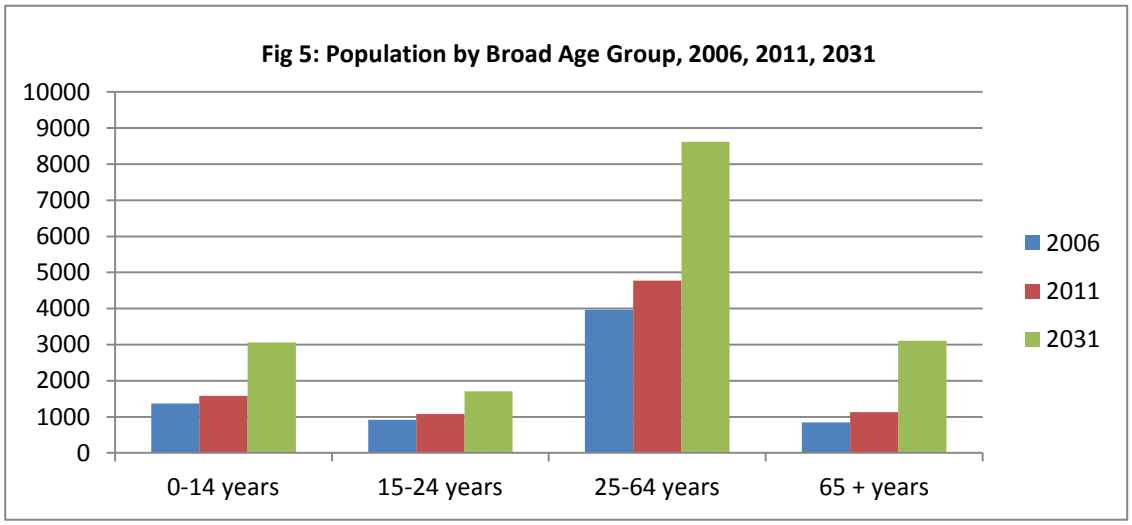


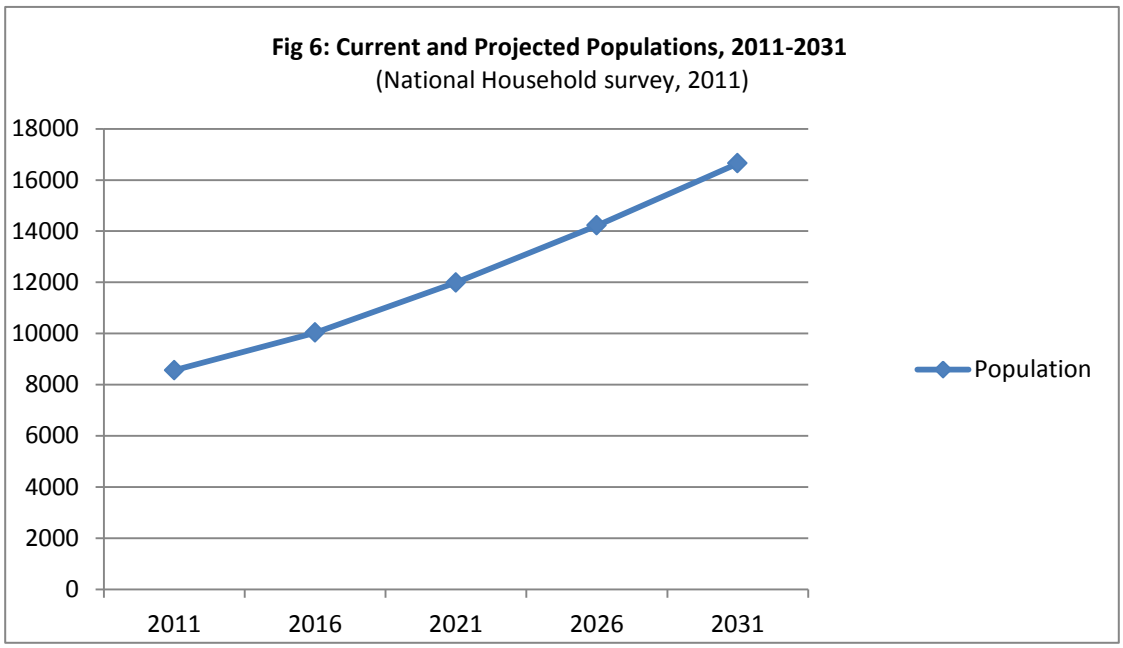
Figure 3: Stratford Population Pyramid





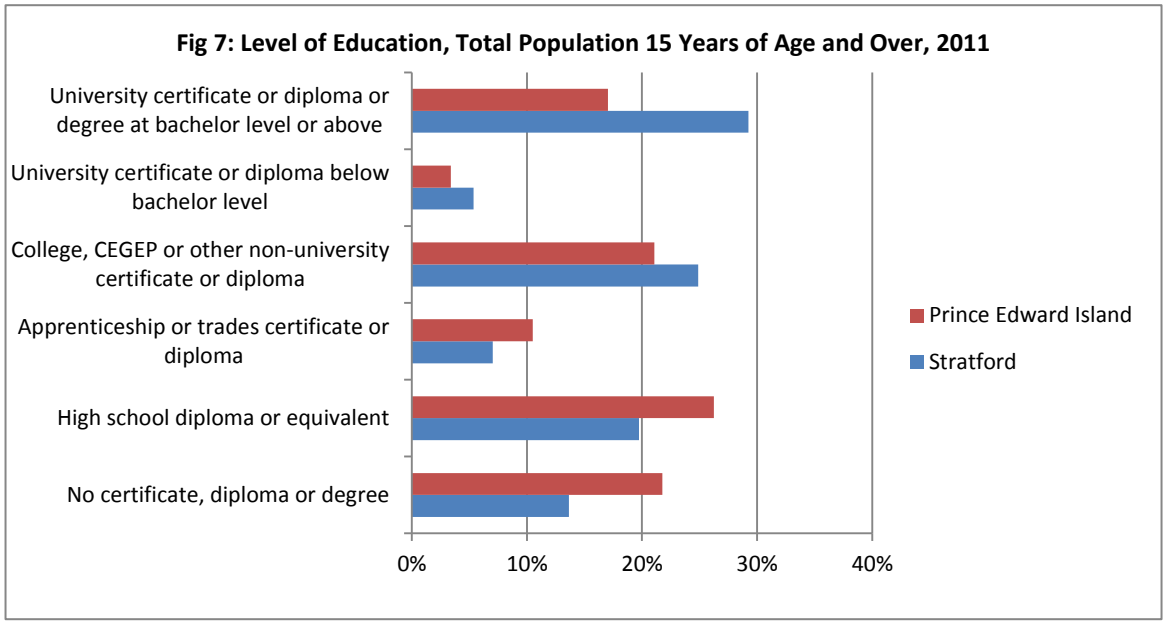
It is estimated from 2011 to 2031 growth will occur across all age groups, but the greatest absolute growth will be in the 25 to 64 year group, however the greatest percentage growth will be in the senior population (Figure 5). In 2031, there will be 178.8 percent more seniors and 82.1 percent more residents in the 25 to 64 year age group from 2011 (Figure 6). It is estimated that the dramatic shift in the Town's demographic makeup will impact the demand and the type of development and services needed in the Town.





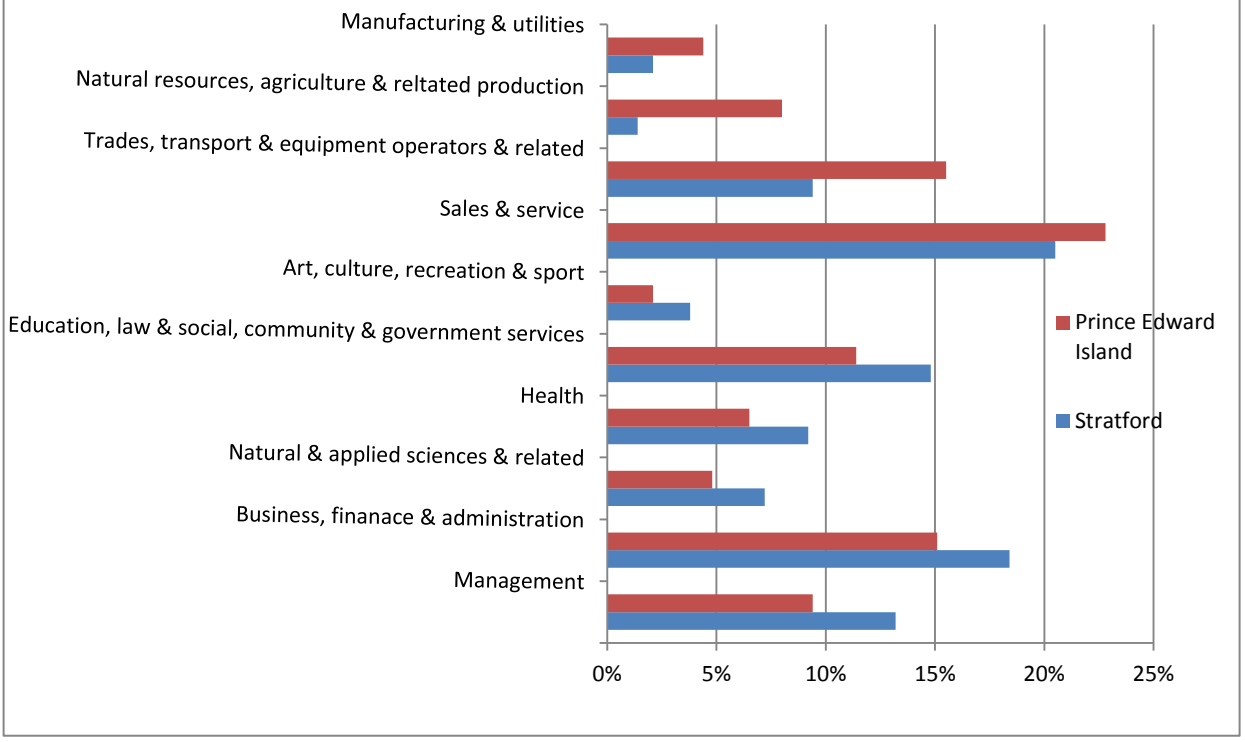
2.4.3. Education, Labour, and Income

Based on the 2011 National Household Survey, residents in Stratford have, on average, received a higher level of education compared to the province as a whole (Figure 7).



In 2011, 71.7% of the population 15 years and over were in the labour force. Stratford's unemployment rate is 5.2 per cent compared to PEI as a whole at 12.1 per cent (Statistics Canada, 2006 Census).
A higher percentage of Stratford residents are employed in art, culture, recreation and sport; education, law and social, community and government services; health; natural and applied sciences and related occupations; business, finance and administration; and management occupations than the province as a whole (Figure 8).

Fig 8: Total Labour Force Population Aged 15 Years and Over by Occupation, 2011



The median income in Stratford is higher than the average income in PEI (Table 2).

Source: Statistics Canada, National Household Survey (NHS) Profile, Stratford, T, Prince Edward Island, 2011
http://www12.statcan.gc.ca/nhs-enm/2011/

Table 2: Median Total Income in 2010, Stratford and Prince Edward Island

Community	Median Total income in 2010 – All private households ($)
Stratford	75,482 (before Tax)
Prince Edward Island	67,685 (before Tax)

2.5. The Provincial and Greater Charlottetown Area Context

Under the Provincial *Planning Act* municipalities have the option to assume responsibility for land use planning through the adoption of official plans and land use bylaws. The *Planning Act* guides the development of these documents. *The Planning Act*, R.S.P.E.I., 1988 Cap P-8 states an Official Plan shall include:

i. a statement of economic, physical, social and environmental objectives

ii. a statement of policies for future land use, management and development expressed with reference to a specified period not exceeding fifteen years

iii. proposals for its implementation, administration and the periodic review of the extent to which the objectives are achieved

On April 1, 1995, the Provincial Legislature passed the *Charlottetown Area Municipalities Act*. The Act amalgamated the former communities of Bunbury, Southport, Crossroads, Keppoch-Kinlock and the unincorporated area of Battery Point into the municipality of Stratford. The Act provides for the government of the municipality, and provides cooperation in municipal or regional planning and the integrated provision of municipal services within the municipality (1994, c.6, S. 150).

3. Governance

3.1. Introduction

In Stratford, governance is a set of decision making and acting processes that reflect community values, norms and ways of acting towards collective actions. Stratford's governance defines and organizes the relations with citizens, legislation and the organization of integrated plans, programs and projects.

The Town of Stratford, as part of its effort to build the best community possible, has a goal of building a governance system that is:

- Strategic - developing and implementing a broad and long-term vision on community sustainable development, along with a sense of what is needed for such development
- Sustainable - ensuring that we do not compromise the ability of future generations to enjoy the quality of life that we enjoy
- Collaborative - ensuring that resident and stakeholders can participate fully in the decision making process
- Transparent - ensuring that information used to make decisions is shared fully
- Accountable - ensuring that we continually measure and report on our progress towards our stated goals
- Effective - meeting resident and stakeholder needs
- Efficient - managing the Town's resources in a way that maximizes the impact of the community's resources

In order to achieve the kind of governance that we desire, the following are the objectives, policies and actions for governance.

3.2. Objectives and Policies

1. **Stratford is a community where the government is transparent, accountable and fiscally responsible in their decision making.**
   To achieve this objective we will:
   a. Ensure accountability and transparency in the decision-making processes by communicating, consulting and collaborating with residents and stakeholders
   b. Monitor, measure, evaluate and report on the Town's performance
   c. Ensure tax rates are reasonable and competitive and taxpayer dollars are prudently managed
   d. Ensure human and fiscal resources are directed to the Town's strategic priorities
   e. Strive continually to make the most efficient use of our fiscal resources
   f. Continue to develop, identify and share the Town's objectives, desired outcomes, initiatives and performance measures

2. **Stratford is a community where residents are involved and engaged in decision making.**
   To achieve this objective we will:
   a. Use and evaluate a variety of tools and methods to engage residents and stakeholders in decision making and other Town activities
   b. Create opportunities for residents to become aware of issues and participate in meaningful discussion
   c. Explore opportunities to engage youth in the Town's activities and decision making
   d. Partner with schools to find meaningful ways to engage students in local government and build a culture of volunteerism
   e. Collaborate with all stakeholders prior to policy development to gather their input and knowledge
   f. Continually build on municipal staff and Councillors' knowledge of the importance of resident and stakeholder participation in the decision making process
   g. Implement the engagement strategy and evaluate the effectiveness, as resources permit
   h. Make the Town Centre as a place where citizens can easily learn how to be involved in their community
   i. Explore how public spaces can be used to facilitate and foster communication between the Town and residents

3. **Stratford is a leader in sustainability and sustainable development.**
   To achieve this objective we will:
   a. Continue to make our decision on sustainability principles and implement our balanced scorecard
   b. Communicate and collaborate with residents during the decision making process regarding new development in the Town
   c. Develop a clear set of regulations and expectations to ensure development is sustainable and responsible
   d. Ensure attention is given to long-term impacts when evaluating projects and plans
   e. Encourage residents to adopt sustainability principles into their daily lives

4. **Stratford is a community where the main criterion for decision making is improving the quality of life for residents.**
   To achieve this objective we will:
   a. Ensure residents' interests are the first priority in the decision making process
   b. Develop a scoring system that considers the full range of benefits and impacts on residents associated with decisions
   c. Provide opportunities for residents to participate in the decision making process by evaluating and prioritizing decisions
   d. Explore options for participatory budgets and community discretionary funds to enhance the community

e. Create an environment where residents feel safe, respected, welcomed, and treated equally
f. Ensure opportunities and resources are equally distributed amongst all residents and neighbourhoods and the needs of all residents are met
g. Ensure all residents have access to facilities, services and events in the Town

4. Housing

4.1. Introduction

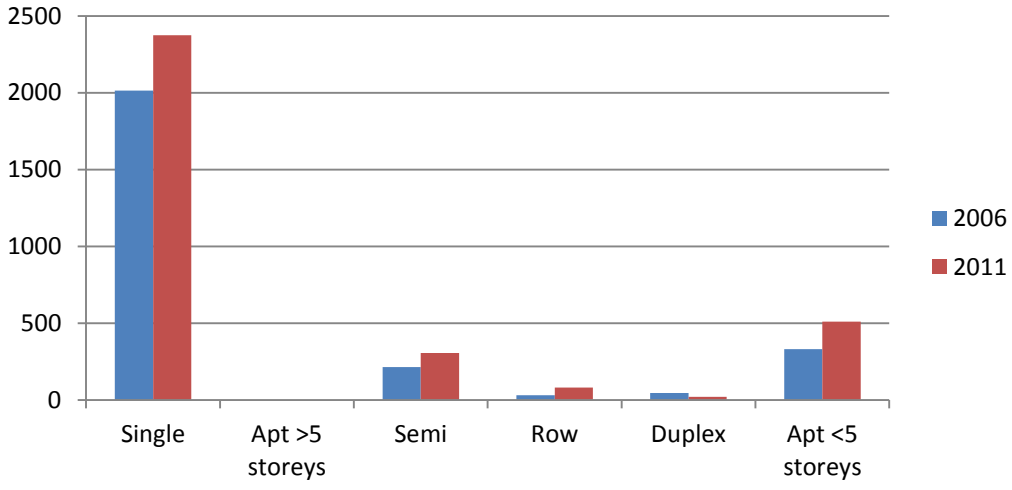
4.1.1. Housing Trends

Examining demographic and housing trends and projections is a vital component to planning for future housing needs. The population in the Town has been increasing and is expected to nearly double in the next 20 years (Housing Demand Study, 2012, 2.5). Over the 2006-2011 census period there was a 21.1 percent increase in the number of residential units. Housing trends reveal a shift from predominately single-detached houses to a diversity of housing types, including low-rise apartments and semi-detached units (Table 3 and Figure 9).

Table 3: Housing by Structural Type, 2001-2011
(Housing Demand Study, 2012)

Structural Type	2006	% Share	2011	% Share	Change	% Share
Single	2,015	76.6%	2,375	72.2%	360	54.5%
Other	625	23.8%	910	27.7%	285	43.2%
- **Semi**	215	8.2%	305	9.3%	90	13.6%
- **Row**	30	1.1%	80	2.4%	50	7.6%
- **Duplex**	45	1.7%	20	0.6%	-25	-3.8%
Apartment	330	12.5%	510	15.5%	180	27.3%

Fig 9: Housing By Structural Type, 2006 & 2011
(Housing Demand Study, 2012)



The 2012 *Housing Demand Study* indicates there will be more than double the housing requirements in the Town by 2031 (Figure 10). Although single detached homes will remain the dominant housing type, "the definite trend in Stratford is toward greater variation in the types of housing available and increasing presence of multi-unit structures." (Housing Demand Study, 2012, 3.2) The number of single-detached dwellings will roughly double but other housing types are projected to increase by 120.3 per cent (Figure 11).

Fig 10: Current and Projected Housing, All Housing Types, 2011-2031

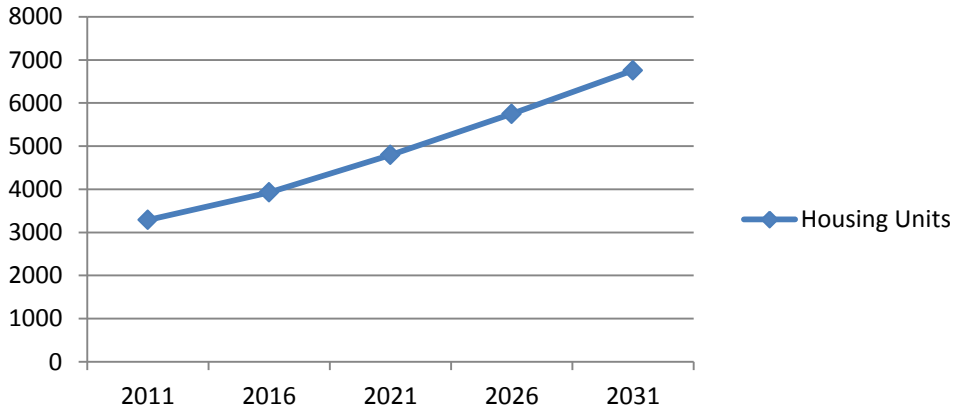
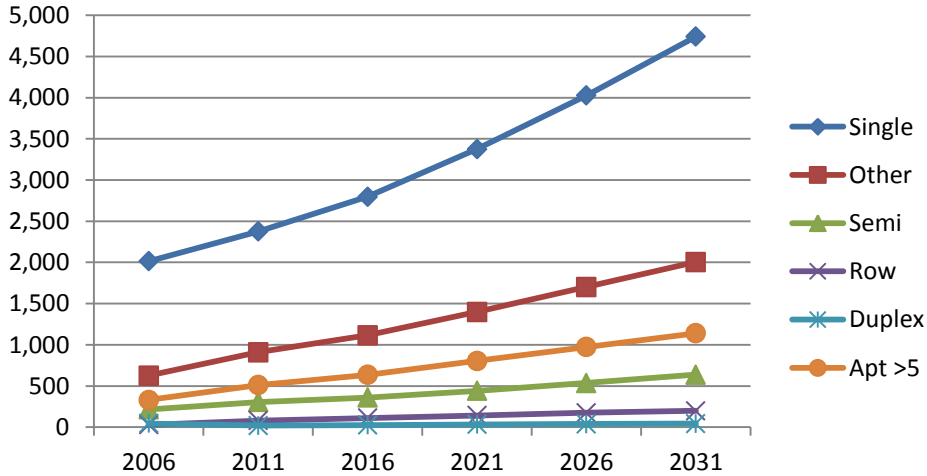


Fig 11: Recent and Projected Housing Profiles by Structural Type, 2006-2031



Stratford has some of the highest priced houses and highest rent prices in the Charlottetown area (Charlottetown, Stratford and Cornwall) (Table 4). Stratford's housing market is thought to be high priced, even overpriced. However, the median income of Stratford residents is also higher. Therefore, although housing payments are higher in the Town, there is a higher proportion of individuals who can afford their housing.

Table 4: Housing Characteristics: Tenure and Age, Stratford Community Profile, 2011

Housing Characteristics	Stratford	Charlottetown CA	PEI
Total number of occupied private dwellings	3,285	26,210	56,455
Number of owned dwellings	2,480	17,220	41,455
Owned dwellings as a % of total private dwellings	75%	66%	73%
Number of rented dwellings	805	8,985	14,910
Rented dwellings as a % of total private dwellings	25%	34%	26%
Number of dwellings constructed before 1991	1,705	17,585	39,830
Number of dwellings constructed between 1991 and 2011	1,585	8,615	16,630
Dwellings requiring major repair as a % of total occupied private dwellings	2.2%	6.1%	7.5%
Median monthly payments for rented dwellings	$871	$743	$707
Median monthly payments for owner-occupied dwellings	$1,107	$936	$749
Average number of rooms per dwelling	7.4	6.5	6.6
Dwellings with more than one person per room as a % of total occupied private dwellings	0.0%	0.8%	0.7%
Average value of owned dwelling	$242,861	$200,734	$170,716

Source: Statistics Canada, National Household Survey (NHS) Profile, Stratford, T, Prince Edward Island, 2011 http://www12.statcan.gc.ca/nhs-enm/2011/

There are few housing developments built specifically for seniors and the housing market is seen as inaccessible to many first time homebuyers, young families and lower income groups. This, paired with the influx in family aged population from 2006-2011, the projected growth in the senior population and the increased demand for other housing types, suggests future development in the Town should focus on affordable housing, senior's housing and providing a more diverse mix of housing types (Housing Demand Study, 2012)

4.1.2. Planning for the Future

The availability of land will influence the housing supply. The Housing Demand Study (2012) indicates that even if the pace of growth is slowed by changes in the economy and local market, a shift in land use policies to accommodate future housing activity is needed. This Plan supports a denser pattern of development and a mix of housing types to help accommodate continued growth. In addition, flexible housing options may help to allow seniors to remain in the Town as they age. Planning the future development and design of the Town to accommodate aging-in-place is shown to benefit not only the senior population, but the community as a whole. A shift to more diverse housing units and higher housing densities will also be a means to foster a more affordable housing market to attract new homeowners, young families and lower income families.

4.2. Objectives and Policies

1. **Stratford is a community where housing is responsive to the needs of the population.**
   To achieve this objective we will:
   a. Create a long term plan to monitor population, demographic and economic changes and develop strategies to accommodate population growth and shifting demographics
   b. Identify opportunities for zoning residential land to allow for smaller lot sizes and higher densities without compromising the character of existing neighbourhoods
   c. Provide opportunities for residents to collaborate with planners and developers in various ways to ascertain what types of housing are needed in the Town
   d. Identify suitable locations for specific housing types including factors such as accessibility and proximity to services
   e. Create opportunities for public-private partnerships
   f. Explore opportunities for cooperative housing

2. **Stratford is a community that is accessible and affordable for all to reside in, especially families and seniors.**
   To achieve this objective we will:
   a. Encourage the development of private seniors' communities and private senior homes
   b. Investigate new residential development regulations to create more opportunities for aging in place while ensuring the character of existing neighbourhoods is preserved
   c. Create options for infilling larger lots with housing opportunities for seniors
   d. Encourage the development of multi-generational housing within future neighbourhoods to support aging-in place
   e. Work with partners and developers to develop affordable housing that allows residents to pay rent according to their income
   f. Partner with the provincial government and others to develop affordable and universally accessible housing, specifically focusing on seniors and single-parent families

3. **Stratford is a community that preserves the character of existing neighbourhoods.**
   To achieve this objective we will:
   a. Balance affordable housing with the assurance that residents' investment is protected
   b. Locate affordable housing developments strategically in areas where they do not conflict with existing residential areas

4. **Stratford is a community where housing developments are well designed, inclusive and connected to the community.**
   To achieve this objective we will:
   a. Connect neighbourhoods to the active transportation network, public transit routes and to recreation spaces

b. Establish residential development standards that enhance the health and safety of residents and encourage interaction amongst neighbours
c. Encourage strongly all new large developments to include a variety of housing types and integrate the preservation of the natural environment

5. Stratford is a community where housing development is balanced with our ability to sustain resources and affordable service delivery.

To achieve this objective we will:

a. Encourage and examine regulations for energy efficient housing
b. Encourage and examine regulations for the development of innovative and green dwellings that are durable, flexible, and built to conserve natural resources
c. Promote communal heating
d. Encourage high quality, higher density residential development in the Core Areas and adjacent to arterial and collector roads
e. Permit a range of in-home occupations provided they don't have negative impact on neighbourhoods and the Town as a whole
f. Identify the limits of infrastructure to support future development and plan accordingly

5. Transportation

5.1. Introduction

With the exception of a few privately owned residential and cottage access roads, all roads in the Town of Stratford are owned and maintained by the province. The Town's role is therefore largely limited to working with the Department of Transportation and Infrastructure Renewal to identify priorities for road construction and maintenance.

The Hillsborough Bridge and the roads which connect to it are essential links. Replacing or paralleling any of these facilities could be exceedingly expensive and disruptive to the community and pattern of settlement. Thus, in short, the road system connecting Stratford and Charlottetown is the system we are likely to have for a long time.

In Stratford, the key challenge of travel demand management is addressing the overwhelming automobile mode. It is not a challenge Stratford alone faces, but it is one we can do something about. To have any real impact in reducing automotive travel, other modes must be made viable and effective. This includes supportive measures in active transportation and transit and policy changes related to land use policies which reduce the need for automobile use. For the foreseeable future, the need is to invest in alternative travel modes. Investments in support of motorized modes must be limited to addressing road safety needs. Without prejudice to the requirements of goods transport, this means explicitly that road capacities should be increased only after a thorough examination of the alternatives.

In Stratford, with a land area of 5,230 acres, the total area of Mixed Use land is approximately 82 acres (less than 1.6% of the Town's area) which is mostly undeveloped. A large proportion of the Town's land is dedicated for low density residential use. There is little differentiation in land uses in the low density residential area, so there are few other destinations besides parks that are situated within walking distance. Even schools are centralized so, without alternate avenues for travel, residents are dependent on motorized means of transport. The current land use and urban development pattern means that residents must satisfy their travel needs mainly by private automobile.

A key urban development issue is active transportation and pedestrian movement as more residents seek opportunities for physical activity. Sidewalks currently exist on most of the Towns busiest streets but further expansion and connection of these sidewalks should be considered. A number of excellent segregated and attractive trails and walkways have been established, but continued expansion and the eventual connection of these systems would greatly contribute to the overall health and wellness of residents.

The Town in collaboration with the Department of Transportation and Infrastructure Renewal hired Delphi-MRC consultants to develop a Transportation Master Plan in accordance with our sustainability vision and principles.

The final report of this study outlined the following recommendations listed under two sections; Demand Management and Supply Management:

5.2. Demand Management

5.2.1. Active Transportation

a. Give priority to developing facilities that encourage the use of less-polluting methods of transportation such as walking and cycling
b. Provide safety measures at pedestrian crossings such as proper signage, curb extensions and special pavement markings or material
c. Require the inclusion of walking and cycling facilities in all future private development projects and insure that connectivity of these facilities is given priority
d. Require the provision of end-of-trip bike parking and storage facilities at destination points such as public buildings, shopping facilities, offices, parks and schools
e. permit certain new land uses and activities in parks and recreational areas to increase their status as walking and cycling destinations

5.2.2. Public Transit

Transit will play a key role in the effectiveness of the demand management strategy. Indeed, many of the transportation demand initiatives described herein would not be possible without the availability of public transit. Transit provides one of the key alternatives to the private auto mode.

f. Give priority to capital programs that encourage the use of less-polluting methods of motorized transportation such as public transit, carpooling and fuel-efficient vehicles
g. Build on the Town's current investment in transit through system improvements, focusing on rider comfort and the reduction in travel time to and from Charlottetown

5.2.3. Movement of Goods

By designating specific truck routes, which tend to receive more wear and tear than non-truck routes due to the weight of the vehicles, it is possible to develop specific policies for the upkeep and maintenance of said routes. This may mean the use of thicker and denser asphalt to provide more durable surfaces. It may also mean the use of different road standards, featuring wider lanes, shoulders and turning radii to ensure trucks can readily navigate the network and also that non-truck traffic may operate more safely in the presence of the larger vehicles.

5.2.4. Automobiles

The transportation strategy for private automobiles is focused on initiatives to reducing the impact of auto travel on the environment and making roads safer. The Town of Stratford encourages the use of more vehicles using leading edge technologies, such as hybrid engines and electric motors. In order to achieve this vision, the Town could consider the implementation of tax-based or other incentives to encourage residents to utilize leading-edge technologies. Apart from this, the Town should maintain an awareness of provincial and federal funding options that it may promote to residents as such programs become available. In addition, auto drivers should be encouraged to use their vehicles more efficiently. This includes fostering a climate of ridesharing and carpooling.

h. Encourage the use of alternate modes such as active transportation, public transit and ridesharing programs
i. Demonstrate the benefits of fuel-efficient vehicles by using them in the Town's own fleet and encouraging staff and council to use such vehicles
j. Designate parking spaces at the Town Hall and other municipal buildings for use by carpools and fuel efficient vehicles.
k. Take a holistic approach to investment decisions, ensuring that one investment decision does not unintentionally jeopardize the intent of another initiative with a higher priority or importance.
l. Require developers of new subdivisions to provide active transportation linkages as part of the development process, and allow emergency access where deemed necessary
m. Encourage walk-to-school programs such as the "walking school bus" to reduce the number of car trips to schools while maintaining safety

5.3. Supply Management

5.3.1. Active Transportation

a. Sidewalks

The design of sidewalks should feature a consistent minimum sidewalk width and a boulevard between the sidewalk and the curb which offers more comfort to the walker and which can also be used to store snow in winter. Sidewalks should complement other active transportation elements discussed below.

b. Stratford Trail

The Stratford Trail is a walking trail and most components of the Trail will need to be upgraded to permit bicycles to also utilize the trail. The necessary upgrades would typically include widening the trail to permit shared use by pedestrians and cyclists, reducing sharp curves and providing lighting and providing secure bicycle parking at key destinations.

c. Cycling

Many cycling routes were recently designated in Stratford; however to our knowledge no assessments were made as to risks associated with these routes or their appropriateness in terms of cycling safety and comfort. By working with the province, work should be undertaken to include a safety analysis of the marked routes and the addition of appropriate pavement markings and other features necessary for the routes to function as effective bicycle facilities.

5.3.2. Public Transit

The Strategic Transit Review recommended route changes to reduce the length of time each route takes to complete one circuit. We are recommending that additional effort be made to reducing travel times to downtown Charlottetown via the Hillsborough Bridge. This will require enhancements to the Transit Strategic Plan.

5.3.3. Roads

The Master Transportation Plan considers active transportation as the foundation of the plan. It is the intent of the plan to minimize street crossings to maximize cycling safety and comfort. It is therefore important that new roads not be allowed to compromise this intent.

d. In building new subdivision roads, arterial active transportation routes shall take precedent over local streets and to minimize street crossings and create street networks that do not compromise the car-free intent of the active transportation network.
e. The following network improvements are necessary for safety and improved connectivity reasons and should be completed in the near term (one to three years):
    i. Mason Road at Trans-Canada Highway
    ii. Georgetown Road at Stratford Road
    iii. Intersection of Keppoch Road at Georgetown Road
    iv. Intersection of Stratford Road at Kinlock Road
    v. Other Intersection Improvements
        1. Keppoch Road and Owen Lane (rationalize turning radii, reduce asphalt)
        2. Stratford Road at Trans-Canada Highway (measures necessary to reduce congestion)
        3. Hopeton Road at Bunbury Road (remove wye)
        4. Langley/Rosebank at Keppoch (remove one minor leg)
        5. Bayside at Stratford Road (remove wye)

5.4. Objectives and Policies

1. **Stratford is a community where transportation supply options respond to safety, environmental, and travel demand patterns and volume.**
   To achieve this objective we will:
    a. Account for changing demographics (i.e., new immigrants, the aging population and more cyclists) in transportation planning decisions
    b. Develop transportation options that support easy connectivity between neighbourhoods and with the City of Charlottetown
    c. Connect public transit stops to residential neighbourhoods and other key public spaces with sidewalks and trails

d. Collaborate with the province to design the Trans Canada Highway and develop the adjacent land to make the Highway the main street of the Town
e. Collaborate with the province to undertake traffic pattern and traffic volume studies to determine the feasibility of roundabouts
f. Ensure transportation within and from the Town is safe for pedestrians, cyclists and motorists, and that all forms of transportation are considered equally in planning decisions
g. Classify roads by function and by access standards so transportation is effective and efficient
h. Direct traffic in the Town to major roads to minimize the volume of traffic on local streets
i. Increase pedestrian safety on local collectors within subdivisions
j. Explore and implement traffic calming measures to reduce the speed of motor vehicle traffic in the commercial core and residential areas

2. **Stratford is a community where public transit systems developed and supported by the Town are affordable for residents and financially sustainable for the Town.**
   To achieve this objective we will:
   a. Make public transportation accessible to all neighbourhoods and to all residents where feasible
   b. Encourage residents to use the public transit system
   c. Collaborate with partners to make the public transit system more effective and efficient

3. **Stratford is a community where transportation options support physical activity, and are safe, widely available, and environmentally friendly.**
   To achieve this objective we will:
   a. Develop a long-term transportation plan in collaboration with residents to improve connectivity, accessibility, appeal and overall usage of active transportation routes in the Town
   b. Ensure all sidewalks and trails connect all major roads and major subdivisions within the Town
   c. Further develop the trail system and improve trail connections, including connections of new trails to neighbourhoods
   d. Require/Encourage developers to build sidewalks and trails in new subdivisions and make a strong connection to the Town's active transportation network in accordance with the Town's Traffic Safety policy
   e. Create connections between neighbourhoods by adding sidewalks and/or trails as part of green space
   f. Promote and facilitate active transportation while ensuring pedestrian and cyclist safety and minimizing conflicts with motorists
   g. Educate and raise awareness of the environmental, physical and mental health benefits of active transportation

h. Develop a program for street improvements to enhance the pedestrian environment in the Town, especially in the Core Areas
i. Collaborate with schools to encourage students to use active transportation to travel to school

6. Infrastructure and Services

6.1. Introduction

Stratford currently supplies a range of municipal services including: central water supply system, collection and treatment of sanitary waste, police services and fire services. The Town also has joint responsibility with the provincial government for storm water management and emergency measures.

It is expected that all of these services will require some upgrading over the course of the official plan period, some to a significant degree, others to a lesser extent. The potential cost of upgrading these services is high and Council must pursue strategies which maintain the current high levels of service while optimizing affordability. The projected growth of population and infrastructure should serve to provide high quality services to residents, maintain municipal revenues and offset some of these costs. Some level of upgrading of certain services will be required immediately, however, in order to accommodate this new growth.

6.1.1. Central Water Supply and Sewer Systems

Stratford embarked on a program to provide central water supply and distribution services for the core area and fire rated water service in the commercial area for building sprinkler systems in 1999. In the last number of years, many of the areas that were serviced by central sewer in the 1980's began to experience water contamination. The sources of contamination are believed to be poorly constructed older wells, higher density development and improperly abandoned septic systems. In response, the Town developed a strategy to service these areas with central water supply and sewer services in the short term. Over the longer term, the objective is to install central water supply services and municipal sewer system throughout the Town, excluding the Agricultural Reserve area.

6.1.2. Stratford Utility Corporation

The Stratford Utility Corporation is part of the Infrastructure Department which, in addition to maintaining the Town's infrastructure, is also responsible for all of the sewer and water infrastructure within the Town, including five well fields and the waste water treatment plant.

As of January 2014, the Utility provides services to more than 3,838 sewer customers and 3,085 water customers. The major issue facing the Utility continues to be the upgrade of the waste water treatment plant which is consistently not performing to the required standard. Planning for the long range option has not proceeded as quickly as we would have liked and the significant amount of infrastructure funding that is required will not be available for a few years yet.

In 2013, a study was completed on the treatment plant operations to review the current situation and explore alternative solutions to meet the effluent requirements and eliminate the odor. The consultant involved in the operational review recommended that the "Blue Frog" technology be installed as an interim solution to significantly improve the treatment operations. Town staff completed their due diligence on the technology with the Department of Environment, Labour and Justice, and the system was installed in the summer of 2014. We will continue to work on a longer term option to replace the existing lagoon system, but this will allow us to operate the existing plant in compliance with the effluent quality requirements and allow new subdivisions to continue to be serviced in the interim.

In 2013 a pilot metering project was initiated to gather data on local water usage to allow us to better examine the possibility of customer metering. Metering provides accurate information about water use and informs customers about the amount of water consumption in their homes and businesses. The required data has been collected for the metering study and staff are reviewing the data and applying it to our rate model.

In the 2013 sewer system study, it was recommended that we perform an inflow and infiltration investigation to help ensure that stormwater was not getting into the sanitary sewer system. The introduction of stormwater into the sanitary sewer system results in overflows in the lift stations and the sewer treatment plant during heavy rain events. This leads to added expense and less effective treatment of sewage due to higher flows and the additional capacity required to accommodate the stormwater.

The Utility will continue its water conservation program efforts, in partnership with the Stratford Area Watershed Improvement Group (SAWIG), to reduce water usage and protect and enhance the watershed. A successful water conservation program will reduce the per capita operating cost due to lower pumping rates, and may also result in the deferral of capital costs for additional water supply to meet future demand in our fast growing Town. In addition to the water conservation initiatives Town staff, in collaboration with the SAWIG, will continue with the successful water school program which helps to educate youth on the proper management and use of our precious water resource.

6.1.3. Fire Protection

The Town of Stratford and its surrounding areas have been well served by the Cross Roads Rural Community Fire Company for many years. This company is an independent entity with its own Board of Directors. The Town respects and will continue to support this autonomy and maintain its strong position on the Board of Directors through appointments to the Board. For the foreseeable future, upgrading of staff, equipment and facilities will continue to be funded solely out of the Company's annual fire dues, which are collected by the Town through the municipal tax levy.

6.1.4. Police Protection

In 1995, the new Town of Stratford was required by the provincial government to assume responsibility for its own police services. While there were early concerns over the cost of this service, our policing contract with the R.C.M.P. has had positive results.

Our current staff complement of six officers appears to be providing a dramatic improvement in levels of service. In addition, their commitment to "Acommunity policing" has made them a highly visible element of our Town.

6.2. Objectives and Policies

1. **Stratford is a community where the principle criterion for growth is meeting the needs of residents and meeting the Town's values while ensuring growth is affordable and sustainable.**
   To achieve this objective we will:
   a. Ensure infrastructure development is sustainable
   b. Approve new developments only when infrastructure development can meet the demand

c. Ensure capital and long-term infrastructure costs are managed in a fiscally responsible manner

2. Stratford is a community that takes climate change seriously.

To achieve this objective we will:

a. Incorporate climate projections into subdivision development requirements and plan for eroding coastlines
b. Adopt and implement climate change adaptation and mitigation strategies
c. Monitor the effects of climate change in the Town such as erosion, changes in precipitation and other climate change events
d. Adopt and regulate low impact development
e. Implement the recommendations from our *Stormwater Management Plan*
f. Encourage residents and businesses to reduce their ecological footprint
g. Consider and encourage energy efficient design in all new development

3. Stratford is a community that recognizes climate change as a legitimate concern, and is proactive in mitigation and adaptation to the impacts of climate change.

To achieve this objective we will:

a. Increase knowledge and awareness of residents, elected officials and staff on the diverse impacts of climate change
b. Partner with the federal and provincial governments and others, to educate and raise awareness about climate change, and provide practical tools for energy and water conservation
c. Monitor coastal erosion, changes in precipitation patterns and other climate change events
d. Establish proper setback requirements in pertinent bylaws so that public and private infrastructure is out of harm's way
e. Recognize, develop a plan for, and apply the impacts of climate change on the storm water management system, water supply and water distribution systems

4. Stratford is a community where water conservation is the shared responsibility of all stakeholders and residents.

To achieve this objective we will:

a. Educate residents, including youth, and raise awareness about water conservation and water protection
b. Identify and collaborate with local environmental organizations on water conservation
c. Develop and implement programs aimed at lowering water use within homes and businesses
d. Ensure municipal buildings and infrastructure are equipped with water conservation devices
e. Develop education programs to promote and encourage water conservation
f. Develop and enforce water conservation bylaws

5. **Stratford is a community that provides sustainable, cost-effective and high quality potable water services to residents at a fair cost.**
   To achieve this objective we will:
   a. Consider a full water metering, user-pay system
   b. Develop a plan to provide potable water services to the entire Town

6. **Stratford is a community where storm water is managed in a way to return as much as possible to the aquifer.**
   To achieve this objective we will:
   a. Ensure storm water is managed in a manner that is cost effective, environmentally sensitive, and reduces the risk to public health, safety, and surrounding properties
   b. Ensure that stormwater is not connected to the town's sewer system
   c. Design the storm water system so that as much water as possible is returned to the water table
   d. Make developers minimize pollutant concentrations in storm water discharge through all stages of new development and over the long-term

7. **Stratford is a community where waste water is managed to minimize environmental impacts and costs.**
   To achieve this objective we will:
   a. Develop a long-term plan for treating wastewater in the most economically and environmentally friendly manner
   b. Improve continually the quality of wastewater and ensure it is treated to have zero negative impact when returned to the natural environment
   c. Conduct a study for identifying the most efficient methods for collecting grey-water.
   d. Educate the community on methods for collecting grey-water

8. **Stratford is a community where energy needs are supplied by a mix of local and regional sources where possible and financially feasible, with an emphasis on green energy and conservation.**
   To achieve this objective we will:
   a. Make full use of renewable energy sources wherever possible
   b. Research opportunities for producing community green energy including wind, solar and tidal; and seek government grants for renewable energy production
   c. Promote and support the use of renewable energy sources and reduce dependency on fossil fuel
   d. Encourage, facilitate and promote the use of new technologies, in new construction, and renovations of existing buildings, for more energy conservation efficiency
   e. Research the feasibility and potential locations for wind turbines and solar panels
   f. Upgrade and design Town owned buildings to be energy efficient
   g. Explore options for providing renewable energy to homes

9. **Stratford is a community where lighting meets residents' safety needs, and where possible, is designed to minimize light pollution.**

   To achieve this objective we will:

   a. Explore options for using overhead lights that are more energy efficient and dark sky compliant

10. **Stratford will be a community where residents are safe and crime is low.**

    To achieve this objective we will:

    a. Work with our partners to continually improve police and fire protection
    b. Foster a culture of awareness of others to reduce the conflict between vehicles, bicycles and pedestrians
    c. Improve the level and consistency of street lighting to create safer neighbourhoods

7. Recreation, Parks and Open Spaces

7.1. Introduction

Parks and open spaces provide the community with opportunities for learning, leisure, spiritual renewal and recreation. Developed and recreation areas are managed to protect the natural environment.

Recreational programs and facilities are one of the most visible and broadly supported services supplied by the Town as recreation programs play a critical part in promoting community health, wellness and identity.

The centrepiece of our programs has been, and undoubtedly will continue to be, organized team sports like soccer and baseball. As the visibility and participation levels in these sports continue to grow, demand has started to outstrip the capacity of our sports facilities. Larger and more sophisticated facilities are required to meet our needs and particularly to enable hosting of larger, prestige tournaments. Hosting of such events not only improves the performance and prominence of our teams, it also promotes our Town.

In addition to contributing to the unity and identity of the new Town, recreational programs have also served to strengthen Stratford's ties with its neighbours.

In order to maintain and expand on this performance, the Town must continue its support to upgrade facilities and programs. It is also important that the needs of those who do not participate in organized sports continue to be addressed such as, youth and senior clubs and social activities. In addition to sports facilities, active play spaces from playground to multi-purpose activity areas, to walking/hiking/biking trails, and to passive recreation areas for quiet reflection must also be provided. Instructional camps, homework club, art classes, craft activities and dance classes should also be provided in order to stimulate the mind as well as body.

7.2. Objectives and Policies

1. **Stratford will be a community that supports the mental, physical, social well-being and health of residents.**

   To achieve this objective we will:

   a. Work with partners to develop and implement a long-term plan for the provision of recreation facilities and programs that promote healthy lifestyles and wellness for all residents
   b. Design the public spaces to attract residents and foster socialization
   c. Promote non-organized ways of being active
   d. Support and create community gardens

2. **Stratford will be a community that embodies wellness-supporting environments and facilities.**
   To achieve this objective we will:
   a. Develop programs and policies to promote, support and educate residents about mental, physical and spiritual health

3. **Stratford will be a community where participation in recreational activities encourages residents to feel connected to each other and the Town.**
   To achieve this objective we will:
   a. Ensure social connection is a criterion for recreational programming and development
   b. Encourage the development and establishment of community organizations

4. **Stratford will be a community where residents take ownership in providing and encouraging recreation opportunities.**
   To achieve this objective we will:
   a. Encourage and support volunteerism in recreation programs, events and activities
   b. Support and encourage the development of parks and open spaces as places for social interaction, learning, spiritual renewal and physical activity
   c. Develop self-facilitated activities

5. **Stratford will be a community where parks, recreation facilities and recreation activities are accessible, affordable, and well-used by all residents.**
   To achieve this objective we will:
   a. Develop a long-term plan for the development and maintenance of parks and recreational facilities to accommodate changes in the recreation and leisure needs of the population
   b. Collaborate with residents to identify the recreational amenities they would like in their community
   c. Incorporate educational and learning opportunities in recreational programs and facilities
   d. Acquire land for additional parks and recreational facilities, where feasible, to provide all current and future residents access to parks and recreational facilities
   e. Locate parks in key locations and design them to be a sufficient size to service residents within walking distance of the park
   f. Ensure neighbourhood park development is integrated with trail development
   g. Design parks with a variety of amenities to attract users throughout the day
   h. Offer specific recreational, mental wellness, and other activities for different groups including seniors, families, and teenagers, and for all levels of ability
   i. Design recreational facilities that are accessible and affordable to all
   j. Engage residents in recreational programming and encourage them to participate in recreational activities
   k. Facilitate and foster youth engagement in recreation activities

6. **Stratford will be a community where trails and sidewalks are an integral part of the Town's Active Transportation Network.**

   To achieve this objective we will:

   a. Interconnect parks and play areas in neighbourhoods by a system of trails that are safely accessible for pedestrians and cyclists
   b. Link parks, open spaces, and recreational facilities to residential neighbourhoods and commercial areas by the active transportation network
   c. Provide knowledge and information to residents about how they can maintain and protect trails

7. **Stratford will be a community with parks and recreational facilities that are safe and in good condition.**

   To achieve this objective we will:

   a. Continue to work with partners to develop initiatives to improve the safety of parks and recreational facilities
   b. Ensure parks and facilities are well-designed, adequately maintained, safe and universally accessible
   c. Partner with local businesses to maintain parks, green spaces, and traffic medians
   d. Continue to maintain and develop recreational partnerships

8. **Stratford will be a community where parks and recreational development (facilities and activities) are ecologically sound and aesthetically inspiring.**

   To achieve this objective we will:

   a. Ensure that parks are designed to be aesthetically pleasing and to teach users about the importance and connection to the natural environment
   b. Design riparian corridors to visually link parks and open spaces
   c. Develop and maintain an interconnected system of natural corridors, especially along trails
   d. Plan and develop parks and recreational facilities to maximize and preserve greenspace
   e. Create an inventory of properties that would be beneficial to designate as parkland and set up a parkland acquisition fund
   f. Encourage volunteerism with the maintenance of greenspaces and trails

9. **Stratford will be a community where recreational facilities contribute to economic development.**

   To achieve this objective we will:

   a. Host and partner to host local, regional, and national level events

8. Natural Environment

8.1. Introduction

While the impact of urban development and even farming activities on the natural environment are inevitable, it is imperative that environmental standards are imposed in order to ensure the protection of surface and ground water resources, significant habitat areas, vegetation, coastlines and other natural features which contribute to the visual appeal and overall health of the Town.

Given that there are no large bodies of fresh water in Prince Edward Island, all municipalities are dependent on ground water for a source of potable water. It is critical that the Town work with the province to protect this invaluable resource from depletion and/or contamination.

Protection of Stratford's significant natural features was a common theme during the development of this Plan. The miles of relatively unspoiled shoreline, forests, wooded ravines, ponds, stream systems and wetlands are all features which contribute to the beauty and natural diversity of the Town. Council will work with the Department of Environment, private land owners and the Stratford Area Watershed Improvement Group (SAWIG) to protect and enhance these natural assets. Wildlife habitat areas are particularly sensitive and require careful management.

The Natural Heritage Study has identified significant habitat areas and recommends involving private land owners in developing long term management plans for these areas. Significant features such as streams, ponds and ravines should be acquired through open space dedication and negotiations with land owners.

The well-defined natural surface water drainage network is a significant asset in terms of storm water management. This system also offers excellent potential as a location for walkways and extensive recreation opportunities.

In order to achieve better protection and management of these significant natural features Stratford must update and implement the master stormwater management plan; a linear park/walkway plan; and better regulations to control storm water run-off, erosion due to construction and farming activities, tree preservation and shoreline protection. These actions will not only serve to protect and enhance our natural environment, they will lower servicing costs, increase property values and enhance the overall health of our residents.

8.2. Objectives and Policies

1. **Stratford will be a community with open spaces and native vegetation integrated into its design.**
   To achieve this objective we will:
   a. Plant native trees and shrubs throughout the community

b. Encourage the naturalization of open space and lawns
c. Create parks and natural spaces wherever possible throughout the community
d. Develop and maintain an interconnected system of natural corridors, especially along trails

2. **Stratford will be a community with an accessible waterfront area and public shore access points.**
   To achieve this objective we will:
   a. Create public access points to the shoreline that can be reached from the trail system and the road at every possible location
   b. Acquire where feasible, waterfront properties for public ownership
   c. Preserve and protect our shorelines

3. **Stratford will be a community that values the contribution of the natural environment towards the physical, mental and spiritual health of the community residents.**
   To achieve this objective we will:
   a. Seek to acquire land representing diverse ecosystems and land that plays an important role in maintaining and improving the health of our ecosystems
   b. Educate the community about the benefits of the natural environment
   c. Promote and encourage residents to use parks and open spaces
   d. Partner with health, social, educational and other groups to encourage the use of parks and open spaces

4. **Stratford will be a community that preserves natural heritage and respects the beauty of our natural environment and the biodiversity contained therein.**
   To achieve this objective we will:
   a. Identify and protect lands in Stratford with significant natural heritage features
   b. Encourage landowners to protect existing vegetation, especially native vegetation
   c. Encourage landscaping be done with native vegetation
   d. Encourage developers to take measures to protect existing vegetation during development
   e. In collaboration with SAWIG, encourage and support wetland improvement and preservation projects
   f. Plant vegetation around environmentally sensitive areas such as wetlands, marshes, streams and ponds
   g. Collaborate with SAWIG, private landowners, neighbouring communities, the province and other partners, to develop a long-term plan for the protection and conservation of the natural environment
   h. Educate residents about the intrinsic value of the natural environment and the biodiversity that the Town is built upon, and encourage community stewardship of our natural systems

i. Restrict development in and adjacent to environmentally significant and sensitive areas and natural features
j. Ensure that the natural environment, particularly the environmentally sensitive areas, are protected during and after all new development

5. Stratford will be a community that has a thriving wildlife population.

To achieve this objective we will:

a. Identify and protect our wildlife population and its habitats
b. Collaborate with other groups in the development of wildlife conservation plans

6. Stratford will be a community that conserves natural soil.

To achieve this objective we will:

a. Minimize and manage stormwater runoff
b. Minimize and control inland and shoreline erosion

7. Stratford will be a community that conserves and protects the quality and quantity of water resources and protects watersheds through best practices.

To achieve this objective we will:

a. Ensure there is a long-term, dependable and high quality water supply
b. Restore wetlands, waterways and water bodies that have been impacted by human activity
c. Prevent future activity from polluting our water resources
d. Control and manage water consumption

8. Stratford will be a community that produces low amounts of pollution.

To achieve this objective we will:

a. Promote decentralized energy production
b. Encourage residents and businesses to reduce their fossil fuel consumption
c. Encourage and facilitate partnerships between wind energy companies, the province, Maritime Electric and land owners
d. Minimize noise and light pollution
e. Ensure treatment and proper disposal of solid waste and sewage
f. Develop and implement a no motor vehicle idling policy

9. Stratford will be a community that enjoys an exceptional air quality in Canada.

To achieve this objective we will:

a. Collaborate with the province to minimize chemicals and toxins released into the air
b. Encourage the use of sustainable modes of transportation

9. Economic Development

9.1. Introduction

Given Stratford's prime location, high growth rates and high disposable incomes, it is apparent that the Town is well placed to attract additional retail and service activity. While additional local commercial services and a larger commercial tax base are objectives which are broadly supported, the residents of Stratford and the Council do not wish to see the Town become dominated by commercial activity. Commercial development will only be permitted and encouraged where it imposes no conflicts with established and future residential areas, where traffic congestion and other safety concerns can be minimized and where the overall design and visual appearance of the facilities are in keeping with the Town's primarily residential focus.

The Town must ensure that high standards of traffic safety and convenience, building design, site development and adequate buffers are established in order to promote safe, attractive and well-designed commercial development which will enhance residential property values and the overall appeal of the Town.

The Town, as part of its effort to build the best community possible, has a goal of developing a stronger local economy where more goods, services and meaningful employment are available locally. It is believed that the businesses most beneficial to a community are those that are independent and locally owned. Over the past few decades, the "Buy Local" movement has been growing and gaining traction in many small and large communities across Canada. Stratford has identified "Buy Local" as one initiative that would contribute to achieving its goal of strengthening the local economy.

9.2. Objectives and Policies

1. **Stratford will be a community where growth benefits the wellbeing of the community as a whole.**
   To achieve this objective we will:
   a. Develop a sustainable economic development model
   b. Ensure growth and development positively impacts residents' quality of life
   c. Promote and celebrate multiplicity and diversity in the economy and business development

2. **Stratford will be a community with sustainable local economic development where goods, services, meaningful employment are available to the community.**
   To achieve this objective we will:
   a. Support and promote local economic development

b. Develop a long-term strategic plan with incentives and programs to attract, support, and retain investment and business
c. Support and promote the availability and production of local sustainable, affordable and healthy food

3. Stratford will be a community where businesses and services are environmentally responsible.

To achieve this objective we will:

a. Seek to attract businesses and services that are environmentally friendly, operate in a sustainable manner and provide green services and products
b. Seek to attract environmental education and research facilities to locate in the town
c. Partner with local businesses and services to promote and advertise the benefits of eco-friendly businesses and services and sustainable business practices
d. Investigate development of a business park with tax incentives for "green" or eco-friendly companies which align with the provincial goal of supporting "bio-tech" research and industry
e. Encourage local businesses and services to use and purchase local products as much as possible and to have a high level of corporate social responsibility

4. Stratford will be a destination with designated core business and service areas.

To achieve this objective we will:

a. Provide distinct core areas for large (big box type) businesses and smaller, community-based businesses
b. Ensure there is enough space allocated for business development to accommodate predicted growth and to meet the needs of the population
c. Expand the business park as a defined and distinct area adjacent to the existing business park
d. Brand and market Stratford as a place to do business to attract companies to our core areas
e. Work with new businesses to help them establish in the Core Areas

5. Stratford will be a community with a green business cluster.

To achieve this objective we will:

a. Partner with the provincial and federal governments to attract bio-tech, bio-med, green tech industries, research facilities and manufactures of green products
b. Identify and invite green business partners to locate in our green business cluster
c. Provide incentives to green companies to set up in our green business cluster

6. Stratford will be an ecotourism destination.

To achieve this objective we will:

a. Improve opportunities for access to the natural environment and for enjoying the outdoors

b. Brand and promote ourselves as an ecotourism destination once the opportunities and facilities are available

7. **Stratford will be a community with an atmosphere that attracts people year-round.**
   To achieve this objective we will:
   a. Promote residents and non-residents to visit and use the Town's businesses, services and facilities
   b. Create an attractive shopping area that facilitates an enjoyable shopping experience and where the architecture is harmonious
   c. Host and promote year round activities, events, and recreational opportunities

8. **Stratford will be a community to which residents feel connected.**
   To achieve this objective we will:
   a. Promote and encourage locally owned and operated businesses
   b. Promote and facilitate local job opportunities and live-work opportunities in the community
   c. Develop the Town in a way that focuses on community building
   d. Create public spaces in strategic locations throughout the Town
   e. Create connections with surrounding communities and within the community
   f. Create opportunities for residents and community groups to connect and work together

9. **Stratford will be a community where there is industry and services responsive to the community as a whole.**
   To achieve this objective we will:
   a. Take predicted demographic changes into consideration when developing and attracting businesses and services
   b. Support the development of health services in the town
   c. Identify business opportunities that meet the population's needs and actively seek businesses and services that respond to the needs of the population
   d. Identify strategies to keep young people in Stratford

10. **Stratford will be a community where farming is an economically viable enterprise and where organic farming is promoted.**
    To achieve this objective we will:
    a. Support and encourage organic farming
    b. Provide opportunities for famers to sell locally
    c. Encourage good communication between farmers and neighbours

11. **Stratford will be a community that partners with other communities to support regional economic development.**
    To achieve this objective we will:
    a. Attract Island owned and operated businesses and services to locate in our community

b. Collaborate with the province, the City of Charlottetown and other partners to review economic development in the region, develop an economic development plan, and ensure economic development plans are in agreement and benefit all
c. Work with community groups, business groups, the private sector, governments and neighbouring municipalities to increase economic competitiveness and maximize resources

10. Arts, Culture and Heritage

10.1. Introduction

The Town of Stratford celebrates the value of solidarity, consensus, diversity and mutual respect creating a diversified inclusive community in which every resident can participate effectively in all social, cultural, political and economic activities.

Stratford is passionate about arts, culture and heritage and welcomes opportunities for artists to share their vision and work. Arts, culture and heritage are reflected in Stratford's design for the built environment and open spaces, as well as appreciated and supported as part of the Town's health and beauty.

The Town works with partners to meet physical, mental, spiritual, cultural and social needs of residents and understands and respects diverse views. Stratford residents live healthy lifestyles, exercise and engage in recreation and other stress relieving activities that assist in increasing well-being.

The Town of Stratford aims to create a sustainable environment for all Stratford residents which meet their social, cultural and economic needs, allowing for self-determination, equal rights, opportunities, security and justice.

Heritage is an important element in the make-up of any community, as it contributes to its character. Heritage resources provide residents with a sense of place and enhance the local environment in terms of aesthetic value, interest and the educational ability to tell stories about people and events from a community's past.

Stratford's heritage is important to the residents, and the general feeling expressed is that the Town's heritage buildings and other resources should be protected and preserved.

Stratford will continue to focus on the heritage aspect and recognize and put more emphasis on its heritage resources. This will require the gathering and organizing of heritage information that identifies buildings, streetscapes and areas of historic, architectural or cultural value. This approach will initiate the creation of stories that can be told about, people, places and events from our community's past.

10.2. Objectives and Policies

1. **Stratford will be a community that is well known for its arts, culture and heritage excellence and values.**
   To achieve this objective we will:
   a. Protect, preserve and celebrate our cultural, natural, and built heritage
   b. Continue to document our history and increase our heritage efforts

c. Promote and meaningfully support arts, artists, culture, and heritage as part of the community's beauty and unique identity
d. Showcase the Town's arts, culture, and heritage through community events and other initiatives

2. **Stratford will be a community that offers consistent year-round arts, culture, and heritage activities, program and events.**
To achieve this objective we will:
    a. Encourage arts, culture and heritage facilities in the Town that can be used year round for activities, programming and events
    b. Collaborate with partners and institutions in the community to support, develop and promote arts, culture, heritage programming, activities, and events

3. **Stratford will be a community where arts, culture, and heritage are recognized as strengthening residents community pride and social connectivity.**
To achieve this objective we will:
    a. Incorporate arts, heritage and culture into the built environment and design of the community
    b. Reflect our sustainability vision through art
    c. Support and promote local talent

4. **Stratford will be a community whose diverse arts, culture and heritage attract new residents and businesses to the community.**
To achieve this objective we will:
    a. Seek actively partnerships with the government and private sector to build an arts, culture and heritage facility, ideally in the Waterfront Core Area
    b. Prioritize affordable housing and studio / practice space to attract artists and musicians

5. **Stratford will be a community that recognizes and encourages the influences of arts, culture and heritage on holistic health and well-being of residents.**
To achieve this objective we will:
    a. Promote and increase access and invitation to holistic health opportunities for residents
    b. Support and promote programs and events in collaboration with partners to engage residents in physical activity and in creating healthy lifestyle habits
    c. Increase arts, culture and heritage programming for all

6. **Stratford will be a community where residents take ownership in cultivating arts, culture and heritage efforts locally.**
To achieve this objective we will:
    a. Encourage greater citizen involvement in planning programs, events and activities

b. Encourage a strong culture of volunteerism and seek to attract more volunteers in the arts, culture and heritage areas
c. Develop and implement a “support local” program for local artists

7. **Stratford will be a community whose investment in arts, culture and heritage is connected to growth.**

   To achieve this objective we will:

   a. Develop and enhance community social and institutional capacity in order to increase opportunities for sharing experiences and knowledge
   b. Identify funding opportunities to celebrate our cultural diversity
   c. Ensure there is adequate funding to support community needs in art, culture and heritage

8. **Stratford will be a community that fosters, enhances and celebrates multiculturalism and cultural diversity.**

   To achieve this objective we will:

   a. Provide opportunities for residents to learn about and celebrate different cultures and generations through various events and programs
   b. Promote respect, and foster a welcoming environment in the community
   c. Maintain and seek new opportunities to engage newcomers in Town activities

9. **Stratford will be an inclusive community where every resident can participate effectively in all social, cultural, political and economic activities.**

   To achieve this objective we will:

   a. Celebrate diversity and inclusiveness in the community
   b. Provide information and educational programs to lead diversity and inclusion Identify and eliminate barriers to participation in community activities
   c. Consider people with special needs when planning for public services, housing, transportation and infrastructure

11. Land Use Planning

11.1. Introduction

11.1.1. Existing Land Use

The Town of Stratford covers a total area of 5,230 acres (2,117 hectares). Approximately 40 percent of this total land area can be classed as "developed." The existing general land use in Stratford is classified and designated in Table 5 as follows:

Table 5: General Land Use in Stratford

Use	Area (acres)	Percentage
Residential	3,042	58.2
Agriculture	980 Excluding new well field*	18.7
Parks and Open Space	458 Including new well field*	8.8
Commercial	123	2.35
Industrial	106	2.03
Institutional	119	2.28
Mixed Use	82	1.56
Other (Public Roads)	325	6.21
TOTAL	**5,230**	**100**

* the Town's new well field area is designated as a Conservation Area/Park- Approx. 139 Acres

11.1.2. Residential

In January 2014, there were more than 1443 single family homes in the R1 zone; 693 single family homes in the R1L zone; 271 residential units in the R2 zone; 317 residential units in the R3 zone and 324 residential units in the Town Centre Residential (TCR) zone.

As of January 2014, there are 733 apartment units in total. From this number, 661 units are rental and 72 units are owned as condominiums. Apartment units represent 18 percent of the total residential units.

Stratford is blessed with some of the most desirable and appealing residential neighbourhoods in Prince Edward Island. While the character of our established neighbourhoods must be protected, current development costs dictate that new, fully serviced residential subdivisions must become more efficient. As demand grows for new, more innovative and somewhat higher density residential development forms, the Town must carefully review such development to prevent adverse impacts on the existing established neighbourhoods.

11.1.3. Residential Land Demand and Supply (Inventory)

To analyze the adequacy of the current land use and zoning, it is necessary to predict future demand and available vacant residential land in the various zones. The development trend in the past five years shows that we had 11.5 percent growth in single family homes, 17.9 percent growth in semi-detached dwellings and 54.2 percent growth in multi-unit and apartment buildings (Table 6).

Table 6: Total Number of Residential Units 2009-2013 and Growth Rate

	2009	2010	2011	2012	2013	Growth rate (percentage)
Single Family	2,256	2,328	2,398	2,475	2,516	11.5
Duplexes	280	296	310	326	330	17.9
Apartments/row housing	535	613	726	801	825	54.2

Table 7 suggests that more than 1,269 acres of vacant residential land is available in Stratford. This means there is potential for more than 4,000 new residential units in the Town on lands that are already designated residential.

We predict the future demand based on two scenarios:

Scenario I – Average Growth: The Town's growth rate for the next five years remains the same as the past five years. Accordingly, we estimate the demand to be for 796 residential units in the next five years.

Scenario II – Maximum Growth: The Town's annual growth rate will be the same as the maximum annual rate within the past five years. Accordingly, we estimate the demand to be for 1,583 residential units in the next five years (Table 7).

Considering the residential land inventory, these numbers suggest that the current available land in residential zones is sufficient to respond to overall housing demand within the next five to ten years (Table 7). However, Council will review and identify housing demands against residential land inventory at the time of the next Official Plan review in 2019.

Table 7: Town's Residential Land Demand and Supply in March, 2014

Zone	VACANT LAND SUPPLY (Current)			HOUSING DEMAND FORECAST by 2018	
	Area (acres)	Potential No. of Dwellings or Units		Average growth	Maximum growth
R1L-Single Family Large	564	802	1,937	290	429
R1-Single Family	432	1135			
R2-Semi-detached	184	519		59	92
R3-Muti Unit	0.76	15	1,561	447	1,062
TCR-MRR-WR-TCMU (Core Area)	16.59	452			
MIXED USE	51.18	934			
PURD	20.49	160			
TOTAL	1,269	4,017		796	1,583

Further, while Stratford has developed a desirable appeal for "high end" living during the past decade, Council will consider making amendments to the current residential zoning designations, to promote and facilitate a range of affordable housing opportunities with increased emphasis on young families and our growing senior population, as recommended in the housing demand study.

11.1.4. Agriculture

As of January 2014, total area of agricultural land in Stratford is 1,119 acres which is approximately 22 percent of the Town's overall area. Agriculture plays a significant role in Stratford's overall character, environment and economy. In order to ensure its continued viability, productive farm land must be protected from premature development. Given the volume of undeveloped land in the Town and our relatively moderate growth rates, it is also important that productive farm land be maintained in active use in order to maintain its physical appearance and reduce risks from fire and pests.

Intensive agricultural activity in close proximity to residential neighbourhoods, however, is not without problems. Efforts to protect residents from nuisance and risks associated with agriculture must be given priority. Farming activities must also be protected from residential hazards such as vandalism and trespassing. It is the Town's vision:

- To keep productive farm land in active agricultural use until it is required for appropriate urban development
- To support the long term economic viability of farming in the Town
- To minimize land use conflicts between farmers and residents

- To encourage responsible agricultural practices

Council shall protect the area designated primarily for agricultural use. This will include all productive lands, with the exception of those areas currently approved for urban development and adjacent lands designated to accommodate urban growth during the period of the Plan. No further lands shall be taken out of Agricultural zoning unless Council deems the said lands are required for urban development use within 10 years of the date of application.

While Council has no direct role in the regulation of agricultural practices such as spraying, crop rotation, cultivation practices, etc., Council intends to work with the farming community to encourage responsible practices and to foster a better level of understanding between residents and farmers.

11.1.5. Commercial

Currently, 123 acres of land in Stratford is zoned Commercial which is approximately 2.35 percent of the Town's overall area. Retail services tend to be clustered around the Stratford Road/Hopeton Road and Kinlock Road/Trans-Canada Highway 9TCH) intersections, whereas industrial services are clustered in the Stratford Business Park and along the Mason Road adjacent to the Trans-Canada Highway.

It has been the policy of Council to provide for commercial land use categories, including General Commercial, Highway Commercial, Neighbourhood Commercial and the commercial activities in the Core Area.

11.1.6. Industrial

The area adjacent to the Mason Road/TCH intersection has developed into a significant light industrial and service area. It is the intention of Council to encourage the continued growth of this area through the designation of a larger land area.

While expanded light industrial and service activities are expected to create additional economic activity, employment and assessment, the Town is unable to accommodate businesses that have heavy water consumption or waste water treatment requirements.

Given the relative proximity of residential development, industrial activities must also be restricted to those that are not noxious by reason of excess noise, airborne contaminants, or other hazards or nuisances.

The lots in the first phase of the Business Park are all sold and we plan to develop the next phase to satisfy the demand for more land in the park. Currently, 106 acres of land (2.06 percent of total) is zoned Industrial.

11.1.7. Institutional

As Stratford's population increases in the future, it is evident that it should also be considered as the site for a new Intermediate school.

The Town is in need of expanded clinic facilities, particularly to meet the local health care needs of young mothers, seniors and others with limited mobility.

There would also appear to be considerable opportunity for expansion of government offices and other specialized educational and cultural facilities in the Town. Council should seek to identify these types of institutional opportunities and actively promote the Town as a potential location. Currently, 119 acres of land (2.29 percent) is zoned institutional in Stratford.

11.1.8. Parks and Open Space

Parks and Open Spaces play a significant role in maintaining and expanding the Town's performance and supports upgrades to recreational and sports facilities and programs. In addition to sports facilities, active play spaces from playground to multipurpose activity areas, to walking/hiking/biking trails, to passive recreation areas for quiet reflection must also be provided. It is also important that, through the protection and enhancement of natural and passive parks, we provide facilities for those who do not participate in organized recreational and sports activities (i.e., youth and senior clubs, social activities, etc.). All of these outdoor activities require an integrated parks master plan to project the quality and quantity of land that should be acquired and/or developed. As of January 2014, we have 319 acres of Parks and Open Space area in Stratford (including the Fox Meadow Golf Course). In 2012, in order to develop and protect a new potable water supply, the Town purchased approximately 139 acres of agriculture land to be used as a water resource conservation area which shall be protected. The current use of this land shall be amended to Public Park and Open space to conserve it as a natural park and prevent it from being developed.

11.1.9. Core Area

The Core Area of the Town can reasonably be defined as the block of land running to the north and south of the Trans-Canada Highway from the Hillsborough River to the Mason Road and the Business Park. This is the most visible, arguably the most valuable, and the most central block of land in the Town. It has also been designated as the future Town Centre.

The Core Area is where the majority of mixed use, commercial, institutional and higher density residential land is located in the Town. Given the importance of this area and the need to ensure high standards of development, safe and efficient vehicular and pedestrian access, and minimal land use conflicts, this area should not be developed in an unplanned or ad hoc manner.

The Stratford Town Council must work closely with land owners and developers in the Core Area to maximize both the individual benefits and the broader community benefits of a sound Core Area Plan. Council must be proactive in providing leadership to maximize the long term development potential of this area.

The Core Area Plan, as the Town's Subsidiary Official Plan, was officially adopted by Council in 2008 and is appended to this Official Plan and remains in full force and effect.

11.2. Objectives and Policies

1. **Stratford will be a community where land is used efficiently and sustainably, while maintaining the character of existing neighbourhoods.**
   To achieve this objective we will:
   a. Develop a comprehensive, proactive plan and zoning map to accommodate population growth and housing demand
   b. Designate specific zones with smaller lots and higher density to meet the demand for multiple housing types for the predicted population growth
   c. Support and encourage mixed use development in the core area
   d. Identify and regulate appropriate percentage of both commercial and residential uses in mixed use zones
   e. Review opportunities to expand the Town boundaries to accommodate efficient use of land resources
   f. Design neighbourhoods to a scale and density that supports a walkable environment and reduces the demand for motor vehicle travel
   g. Work with developers and local environmental organizations and other partners, to ensure new developments are designed sustainably to respect the environment
   h. Encourage infill development
   i. Minimize the impacts of development on forested areas

2. **Stratford will be a community designed to better connect people, places and the natural environment while fostering a sense of place and community identity.**
   To achieve this objective we will:
   a. Continue to develop the community so residents have access to a variety of basic affordable services, and community gathering spaces within a reasonable walking distance from their home
   b. Promote the development of neighbourhood commercial areas that are attractive and consistent with the existing character of the neighbourhood
   c. Establish zoning regulations to attract investors, businesses, and developers to the Town, and open opportunities for innovative development
   d. Coordinate land use planning and transportation planning so all areas, especially residential neighbourhoods and public spaces, are connected and easily accessible by multiple modes of transportation
   e. Protect and integrate our heritage and natural environment in the design of the community
   f. Design the community to help residents feel safe, and have opportunities to improve their health and wellness
   g. Create an inviting and visually appealing public realm to encourage social interaction and foster a sense of community

h. Communicate, consult and collaborate with residents and stakeholders in the design of new developments

3. Stratford will be a community where development and growth are balanced with resources and infrastructure.

To achieve this objective we will:

a. Regularly monitor residential growth rates to ensure that adequate supplies of land are always available to ensure a healthy market
b. Encourage residential development to locate in the serviced central area of the Town
c. Consider population density increases during infrastructure planning
d. Devote sufficient and suitable land for recreational activities to meet resident demand
e. Develop a long term plans for sidewalks, trails, bicycle lanes and other infrastructure to meet the community needs
f. Allow the addition of an accessory apartment to a single family dwelling, provided that the apartment is solely for the use of a relative and the visual appearance of the residence retains an appropriate single family appearance
g. Prohibit the development of any further summer cottage subdivisions within the Town. Existing summer cottage lots shall only be developed with the assurance by the owner that the primary use of the cottage shall be seasonal habitation, and that it is understood the Town will assume no responsibility for the cost of providing public roads or central services. Development of existing summer cottage lots shall be limited to a scale which can be adequately supported by on-site services
h. Permit the operation of small scale bed and breakfast establishments in all residential zones, provided they have no negative effects on the adjacent properties or surrounding neighbourhood

4. Stratford will be a community where our natural vistas, view corridors, natural environment and natural heritage are protected.

To achieve this objective we will:

a. Maintain and protect our natural waterways, wetlands and ecological diversity
b. Follow a low impact development approach and encourage green infrastructure for all future development
c. Increase access points to and along the shoreline throughout the Town and design these points to be accessible to all residents
d. Create and protect water views and other significant natural landscapes
e. Create physical and visual connections to open space throughout the Town and integrate native vegetation in the design of the community

5. Stratford will be a community where agriculture plays a significant role in its overall character, environment and economy.

To achieve this objective we will:

a. Protect productive farmland from premature development to ensure its continued viability
b. Develop an incremental plan that balances the protection of agricultural land and the demand for housing
c. Agricultural activities which are deemed by Council to be "intensive," such as intensive livestock operations or potato production shall not be permitted outside of the Agricultural Zone
d. Permit certain limited commercial activities which are directly related to the farm operation to locate in the Agricultural Zone

6. Stratford will be a community where commercial and industrial land use is managed efficiently towards a sustainable growth and the wellbeing of the community as a whole.

To achieve this objective we will:

a. Provide for the development of general commercial facilities which can respond to the retail and service needs of both local residents and adjacent communities
b. Monitor closely and regulate larger commercial developments to ensure a high standard of visual appearance, minimal land use conflicts and safe and efficient design
c. Impose stringent development standards in order to ensure efficient circulation, good site planning, efficient use of land and high standards of visual appearance
d. Locate highway commercial uses adjacent to the Trans-Canada Highway to maximize visibility and opportunities for vehicular access
e. Designate existing neighbourhood commercial facilities as permitted uses, and designate additional areas for neighbourhood commercial facilities in the future if the development is appropriate and meets rigorous performance criteria in terms of size, visual appearance, access and buffering
f. Examine methods to control unsightly commercial signage
g. Enable the continued growth of the Town's light industrial and service sector in the Business Park where land use conflicts are minimized and the benefits of co-location are maximized
h. Prevent conflicts between industrial uses and less intensive land uses, and permit only those businesses that would be low impact, light, dry, clean and environmentally friendly to the greatest extent possible
i. Designate additional land adjacent to the existing light industrial area for industrial and service use
j. Carefully review new business proposals which have heavy water consumption or waste water requirements
k. Restrict industrial activities to those that are not noxious by reason of excess noise, airborne contaminants, or other hazards or nuisances

7. **Stratford will be a community with a collaborative and integrated approach to planning.**
   To achieve this objective we will:
   a. Land use planning activities should occur within the broader context of collaborative approaches to sustainable development, including the use of inclusive and transparent planning, and advisory and decision-making processes involving all interested and affected parties
   b. Follow an integrated approach to land-use planning wherever possible, in which planning activities are always considered together with other issues, concerns or activities; and integrated approaches should be included in planning strategies and other formal planning mechanisms
   c. Facilitate the conservation of water and energy through land use planning by exploring and implementing, where appropriate, progressive water and energy conservation, efficiency and reuse techniques through all levels of the development approval process and through feasible innovative building designs

12. Moving Forward - Implementation and Action Plan

12.1. Introduction

The policies contained in this Plan are designed to help guide day-to-day decision-making on a wide range of social, economic, environmental and physical development issues in the Town. While the Plan is conceived to remain relevant despite minor changes in these and other variables, major changes may require the Plan to be updated from time to time. Towards this end, the Town will monitor relevant conditions and make adjustments to the Plan or the implementing actions as necessary, as part of the next five-year statutory review. The impetus to amend the Plan may also come from the planning applications, such as when a property owner proposes an innovative and attractive plan which is not consistent with the provisions of the Official Plan. Under these circumstances, Town Council may consider the proposed amendment, while taking into account the impact the proposed change might have on the Town's ability to achieve the policies set out in the Plan, as well as the compatibility with an existing neighborhood's character.

The implementation section of this Plan provides a description of actions that were identified during the planning process to move the Town towards the objectives and policies described in the Plan. The list of actions was pared down from the original list of 350 actions to eliminate duplication.

It is important to note that many of the actions identified in this section will require the cooperation of a variety of actors outside the municipal administration, not only because they must respect the Plan but also because they have the mandate, authority, resources and expertise to implement much of it. The Town must collaborate with the provincial government, the City of Charlottetown and other partners on issues related to transportation, infrastructure, natural resource management, economic development, and more. The private sector, including builders and developers, has an increasing role to play through partnerships with the Town. A host of agencies such as conservation authorities, school boards, and non-profit and cooperative associations have responsibilities that contribute to the quality of life in Stratford. Finally, individuals and community groups do much already to define public issues and solutions, and their on-going participation is essential to implementing this Plan.

Each of these diverse entities, groups and individuals have resources to bring to the table, whether they are financial, knowledge-based, motivational or physical. The Town will make the best use of this web of resources by seeking out new partnerships and innovative approaches to achieving the vision, objectives and policies laid out in this Plan.

The Town shall strive to implement the following actions in order to achieve the objectives and policies, subject to the availability of budget and staff resources, willingness of partners and priorities of Council.

12.2. Plan Actions

12.2.1. Governance

1. Develop a policy for a more transparent decision making process for all Town activities and initiatives
2. Continue to implement the Engagement Strategy to maximize community engagement in all of the Town's activities, including finding ways for residents to be directly involved in Council's decision making and priority setting processes, and evaluate the effectiveness of the strategy periodically
3. Continue to implement the "Sustainable Stratford – Results Matter" performance management system to measure and report on the Town's performance
4. Develop and implement new communication tools to facilitate, inform and encourage residents to attend Town Council meetings, and to participate in the decision making process
5. Coordinate Town events in a way that engages people and offer facilities for family participation at public meetings
6. Host meetings at the Town Centre to discuss general, as well as specific issues affecting residents, groups and/or neighbourhoods
7. Provide specific opportunities for youth to participate in Town initiatives, activities and decision making processes
8. Expand the Town's mass email list of residents
9. Examine the provision of facilities to webcast the Council meetings
10. Establish and run open forums where residents can meet with Councillors
11. Develop neighbourhood networks to encourage volunteerism
12. Install information kiosks in public spaces throughout the community
13. Run focus groups to identify ways to engage residents in programming and activities

12.2.2. Housing

1. Create an inventory of the land available for housing and ensure there is enough land available to support long-term growth, or determine whether we need to restrain growth
2. Allow non-income apartment units within existing homes for family and caregiver occupants
3. Develop a policy to define and support affordable housing
4. Develop a set of regulations to ensure seniors housing is accessible and affordable
5. Develop an incremental plan for housing development that includes measures to protect and maintain the character of existing neighbourhoods with buffer zones
6. Promote cluster housing
7. Promote sustainable subdivisions so they become the norm
8. Develop a set of regulations and guidelines for acceptable in-home occupations concerning noise, number of parking places, safety and hours of operation
9. Develop a set of energy efficiency standards for new homes
10. Examine and consult with the community on allowing home owners to build a second unit on their property located in a single family dwelling zone

12.2.3. Transportation

1. Collaborate with the province and City of Charlottetown to apply a transportation demand management technique and use the Hillsborough Bridge more efficiently
2. Collaborate with the province to create a right hand turn lane at the Esso corner
3. Work with the province and City of Charlottetown to implement the regional active transportation plan and make Hillsborough Bridge safe for pedestrians and cyclists
4. Develop a plan to design the TransCanada Highway in the Town in such a way that slows motorists and encourages people to visit the Town
5. Work with the province to create more intersections/roundabouts and medians along the Trans Canada Highway
6. Collaborate with the province to undertake traffic pattern and traffic volume studies to determine the feasibility of roundabouts, with consideration to pedestrian and cyclist safety
7. Examine the feasibility of building roundabouts for Mason and TransCanada Highway and Georgetown Road, Rankin and Bunbury, and Stratford Road and Glen Stewart Drive
8. Develop a transportation plan that examines current land uses and potential uses of undeveloped land so these areas are serviced accordingly
9. Explore the option of adding bicycle racks and lifts on buses
10. Explore the option of providing a phone call service for public transit information and schedule
11. Continue to assess the public transit demand, supply and efficiency
12. Develop a trail plan that includes trails for undeveloped land
13. Provide safe connectivity to the Town core area by building a sidewalk along the TransCanada Highway
14. Develop a policy where Council may require developers to include a trail system that connects to other neighbourhoods
15. Examine the feasibility of upgrading and maintaining existing trails so they are suitable for year-round use
16. Educate motorists and cyclists about sharing the road
17. Provide bike parking at public destination points throughout the community
18. Require businesses and services to provide bike racks
19. Support walk/bike-to-school programs and other initiatives
20. Identify and reduce barriers that discourage students from using active transportation to travel to school

12.2.4. Infrastructure

1. Identify a viable solution for the waste water treatment facility, and develop a long-term sewage treatment strategy
2. Partner with UPEI and the province to organize conferences and meetings, distribute pamphlets, and promote websites on climate change related issues
3. Encourage Council and staff to participate in climate change conferences, and invite climate change researchers and lecturers to the community
4. Assess the Town's water supply system on a regular basis to explore the impacts of coastal erosions, coastal flooding and inland flooding on the water supply management system

5. Recognize that the present Emergency Measures Plan needs to be revised to consider the impacts of climate change
6. Collaborate with the province to recognize and consider the impacts of climate change on the present standards for the construction and upgrade of the existing stormwater drainage system, public roads and bridges
7. Lead and collaborate with the province to recognize and minimize the impacts of water run off during construction
8. Install water metres where feasible to make water consumption more efficient
9. Monitor our water usage and monitor all supply stations for pesticides, herbicides, and other chemical and biological contaminants
10. Develop a policy, in collaboration with the province, to protect our drinking water supply from agricultural irrigation
11. Adopt the Town's stormwater management policy requiring developers to install detention and/or retention ponds as part of the development
12. Examine the feasibility of installing vertical windmills to aerate the sewage lagoon
13. Examine the feasibility of reinstalling wind turbines at the waste water treatment facility and sell excess energy back to the grid
14. Investigate opportunities to partner with the wastewater treatment facility to create a 'green facility' that heats an arts, culture and heritage facility and/or offers educational opportunities
15. Examine the feasibility of installing solar panels on the Town Centre
16. Encourage and promote residents and businesses to derive their energy from renewable energy and/or install on-site renewable energy systems
17. Conduct research for the best practices to protect waterfront property from erosion
18. Examine upgrading the Town's trail system to accommodate persons with disabilities
19. Provide appropriate lighting, supervision, bike racks, and washroom facilities at parks and recreational facilities where feasible
20. Provide quarterly reports on water consumption via the Town Talk and on the Town's website
21. Encourage all new buildings to have low flow toilets and automatic water faucets and lights, and encourage retrofitting of existing buildings
22. Collaborate with the province to increase the capacity of the Hillsborough Bridge to meet the demands of the population

12.2.5. Recreation, Parks and Open Spaces

1. Continue to offer walk and learn programs in all seasons and in partnership with the schools
2. Provide seating areas with views of the water, bike racks, and shore access points where feasible
3. Develop walking trails in the well field natural park
4. Expand community gardens, where feasible, to various locations throughout the community
5. Continue to develop and implement programs around health and wellness, including creating wellness supporting environments
6. Educate residents about sun safety and create sun safe play spaces throughout the Town
7. Collaborate with the province to develop health promoting policies
8. Offer "come-out and try-a-sport" days

9. Improve recognition of volunteers and leadership activity
10. Continue to offer opportunities for new recreational activities
11. Explore the possibilities in public shore access points for floatable docks, watercraft launching and rentals, to encourage water recreation activities
12. Design parks for both active and passive users
13. Build a playground for seniors
14. Build more soccer fields in partnership with the Soccer Association
15. Maintain an element of the "user pay" approach in terms of program and facility funding through nominal user fees and fundraising efforts
16. Integrate an anti-bullying program in the Town's summer programs
17. Develop a strategic plan to identify and optimize future recreational opportunities
18. Work with community groups to develop seasonal festivals, bazaars and social events that focus on bringing all ages and interests together

12.2.6. Natural Environment

1. Develop a program to encourage every resident and commercial proprietor to plant at least one native tree on their property
2. Continue to host an annual tree planting event
3. Reduce mowed public spaces, including the Town Centre property, and plant more native trees and shrubs, while ensuring not to aggravate pest management problems
4. Develop a policy that allows developers to transfer a permitted density towards preserving the natural environment
5. Adopt and implement the Natural Heritage Study towards protecting the natural environment
6. Develop a long-term plan for the provision and development of an interconnected system of green corridors and high quality parks
7. Collaborate with shoreline property owners to create public access points to the shoreline
8. Identify shore access points with signage and create a map that identifies them
9. Continue to identify possible waterfront properties to purchase
10. Create public shore access points for watercraft launching and rentals
11. Run educational programs and events to demonstrate the benefits of preserving and spending time in natural areas
12. Install interpretive signs throughout the Town that describe the benefits of the natural environment, flora and fauna
13. Encourage schools to visit natural areas for field trips
14. Collaborate with and support environmental advocacy groups with a tree distribution program and tree planting events
15. Investigate the potential to increase buffer zones around waterways and farms beyond the provincially legislated 15 metres
16. Identify partners and collaborate with them to develop recommendations for preserving natural heritage
17. Build lookouts, rest stops, and interpretive signs along trails, at shore access points, along roads and in greenspaces that describe natural heritage features and natural systems

18. Develop a policy that requires new developments to include an environmental protection plan that addresses how runoff will be prevented; how waterways, existing vegetation and wildlife corridors will be protected; and that there will be quality landscaping using native vegetation
19. Identify and designate wildlife habitats in the community and take measures to protect and restore them
20. Work with the province to develop a policy to regulate the use of pesticides in the Town
21. Conduct inspections before, during and after development to ensure runoff is prevented and monitored properly with consequences
22. Encourage and educate shoreline property owners, and provide alternatives to shoreline protection
23. Encourage developers to use excess top soil for landscaping
24. Investigate increasing the setback requirements for development along the shoreline
25. Plant native vegetation along the shoreline and around waterways
26. Develop a well field protection policy and plan
27. Create a bylaw prohibiting residents from watering their lawns and gardens at peak-sun hours and washing their driveways
28. Develop and implement a comprehensive water conservation program
29. Develop a campaign to encourage no-idling in motor vehicles
30. Develop a policy that all public outdoor lighting must face downward
31. Collaborate with the province and Maritime Electric to promote decentralized energy production
32. Educate and encourage residents and businesses to install renewable energy sources such as solar, wind and geothermal
33. Investigate the use of renewable energy sources to power the Town Centre, at least in part
34. Promote passive solar design for all new buildings
35. Partner with environmental organizations and other levels of government to protect natural areas and create conservation areas

12.2.7. Economic Development

1. Encourage and support businesses that are energy efficient and have sustainable practices
2. Partner with educational institutions to have an adjunct campus, or satellite campus in the Town to offer co-op programs
3. Collaborate with institutions on a sustainable business research and green business clusters
4. Put a link on the provincial government's website, or be part of the Island's tourism commercials to promote Stratford as a destination
5. Encourage and support our eco-friendly, green businesses and services, green business cluster and eco-friendly initiatives, and offer tours to showcase our sustainability initiatives
6. Encourage the development of a year round market
7. Identify ways to reward and recognize businesses for sustainable landscaping and beautification initiatives
8. Promote the development of neighbourhood convenience stores within walking distance of residential neighbourhoods

9. Continue to collect and analyse statistical data to understand the community's needs
10. Provide incentives to farmers who demonstrate conservation and environmental protection efforts
11. Collaborate with the province and local farmers on environmental impact assessments and develop strategies to improve sustainability and make farming a viable enterprise
12. Promote local products and educate the public on the benefits of supporting our farmers
13. Create a plan for attracting businesses and services to the Town
14. Create a Support Local Campaign, to create awareness among residents about the benefits of supporting local businesses, products, and services

12.2.8. Arts, Culture and Heritage

1. Plan and hold a high profile annual event and festival that celebrate arts, culture and heritage
2. Organize youth and senior activities with our local schools and with the Mayflower Seniors Club
3. Organize events that involve youth and seniors, such as youth playing music at seniors housing facilities.
4. Continue to bring public art into parks
5. Ensure artistic education, including music and fine arts, is universally accessible to all children and youth, in collaboration with the English Language School Board and Stratford schools
6. Collaborate with the English Language School Board, Stratford schools, and summer programs to foster field-to-table and food skills in children and youth
7. Continue to communicate events, programs, facilities and volunteer opportunities for arts, culture and heritage
8. Identify champions to engage residents in arts, culture and heritage programming and activities
9. Install information kiosks and community boards in public spaces throughout the community to inform residents of any activities
10. Identify residents directly to be volunteers, specifically looking to newcomers and residents who may not come forward otherwise
11. Recognize volunteers and leadership activity
12. Increase residents knowledge of local artists and provide opportunities for local artists to showcase their talents
13. Partner with the PEI Association of Newcomers to Canada to host events and encourage newcomers to participate in Town activities
14. Continue to designate one day a year as a multicultural or cultural diversity day
15. Ensure our website and other forms of communication are available to newcomers
16. Add newcomers to the Town's mass email list

12.2.9. Land Use Planning

1. Zone land in advance in the Development Bylaw for medium and high density residential use which is appropriate in size and location and in conformance with the General Land Use Plan
2. Make provisions in the Development Bylaw for elements such as landscaping, buffering, useable on-site amenity space, setbacks, parking and lot coverage; and provisions will also be made to ensure that height, size, physical appearance and overall design are appropriate

3. Locate apartments and other high density developments generally adjacent to collector or arterial streets within close distance to amenities such as shopping, schools and recreation facilities, and where possible, close to sources of employment
4. Use high and medium density residential areas as a buffer between low density residential areas and commercial areas
5. Encourage roof top vegetation
6. Require that new developments maintain view corridors from public roads in terms of building mass and placement
7. Develop a set of guidelines, regulations or standards for convenience stores
8. Develop a policy that encourages all new developments to include active transportation routes and connect to the Town's active transportation network
9. Continue to develop a vibrant Core Area with commercial services, a Town Square, and greenspace to support year-round activity and opportunities for social interaction
10. Collaborate with the province to design the Trans Canada Highway as the main street of the Town as recommended by the Town's Master Transportation Plan
11. Require trails in new developments to connect to the Town's trail network
12. Develop a master plan for trails in the entire Town, including all land uses
13. Review the Town's Development Bylaw to create regulations for building scale, setbacks and density that help to foster an inviting pedestrian environment
14. Review the Town's Development Bylaw to continue to prohibit the development of any new summer cottage subdivisions and regulate all existing cottages
15. Designate, in the Development Bylaw, an appropriate amount of land for commercial zones in areas which have high visibility and excellent vehicular access, in conformance with the General Land Use Plan and the Core Area Plan
16. Establish, in the Development Bylaw, permitted uses and minimum development standards for each type of land use
17. Require commercial areas directly adjacent to residential neighbourhoods to provide effective buffering
18. Where Council deems that a commercial development could have a significant impact, either visually, or in terms of land use conflicts, traffic generation, infrastructure costs or other impacts, require the execution of a Comprehensive Development Agreement and place conditions on the Development Permit which will mitigate these concerns at the expense of the developer
19. Establish, in the Development Bylaw, specific development standards related to visual appearance, ingress and egress, circulation, site planning, parking, storm water management, landscaping, exterior lighting, noise and other such matters in order to ensure high quality development and to minimize land use conflicts
20. Designate appropriate areas and approval standards for commercial and mixed use development pursuant to the Core Area Plan
21. Provide for conditional or special permit approval of those uses which may create particular concerns due to heavy truck traffic, noise, unsightly storage, fire hazards or other concerns;

permits will only be issued where all major concerns can be mitigated and pursuant to strict development conditions in the form of a development agreement

22. Work proactively with all landowners and developers in the Core Area, to ensure that proper long term plans are developed, and that the area conforms with the highest development standards
23. Council will take a leadership role in facilitating the development of an overall development concept for the Core Area which ensures efficient circulation patterns, an optimal land use mix, and high standards of building and site development to maximize the long term development potential of the Core Area
24. Develop regulations to ensure developments are designed to protect the natural environment
25. Require developers to take an inventory of trees on the property prior to development, and take measures to protect, move or replace trees on the site

Schedule A

Subsidiary Official Plan for the Core Area

Schedule B

General Land Use Map

TOWN OF STRATFORD

SUBSIDIARY OFFICIAL PLAN:

THE CORE AREA PLAN

THE FOLLOWING TEXT AND SCHEDULES CONSTITUTE AMENDMENTS
TO THE OFFICIAL PLAN OF THE TOWN OF STRATFORD

March 2008

Table of Context

Chapter 1: Introduction

1.1 Background

Stratford's Core Area represents the first point of contact for visitors, a place of commerce and pride for Stratford residents, and the embodiment the Town's civic character. The highway which bisects the Town is both an opportunity and a challenge for Stratford. It brings thousands of visitors and residents a day through the community (for many, this will be their first and only impression), but it also creates a barrier to the north and south side of the community. Left unplanned, the Core Area would undoubtedly transition into a long commercial strip corridor of unbroken parking lots, placeless, homogeneous architecture, competing pylon signs, and stagnant, engineered highway infrastructure, devoid of trees, people or personality. This has become the reality for most communities in North America who lack foresight and vision. As the fastest growing community on PEI, the fate of the Core Area would be rapid and decisive.

The Core Area Plan represents an opportunity to direct high quality growth, to connect both halves of the community across the highway corridor and to create commercial and residential areas which are unique, desirable and contribute to the character of one of PEI's most desirable communities. This plan is a testament to the foresight of the community and its leaders.

This plan was prepared by Ekistics Planning Design (in association with P Wood & Associates, Cantwell Company, Atlantic Road & Traffic Management, and Land Design Engineering) between February 2006 and February 2007 for the Town of Stratford. The plan is the second phase of the Core Area Vision prepared by the Town in 2005. The scope includes the creation of two separate documents; an Open Space Plan for the entire Town and a Core Area Plan for the area from the Hillsborough River Bridge to the Mason Road Intersection. The Core Area can be divided into several 'nodes' along the corridor. These include the Waterfront Core on both sides of the highway, the Town Centre Core, and the Mason Road Core. There is an intentional gap between the Waterfront Core Area and the Town Centre Core Area on both sides of the TCH. To the south of the TCH this area is largely developed and the development character is well established. The limited available opportunities for infilling should conform to the character of the surroun11ding development rather than the new Core Area standards. To the north of the TCH a high standard of development has already been established in the PURD area and adjacent lands with developments such as the Andrews' Senior's Complex. The balance of these lands should develop in a compatible manner pursuant to the provisions of the current development bylaw. Where these two areas abut the new Core Area, a transitional mechanism should be considered to assist in integrating new Core Area development standards with the existing development character, building styles and land uses.

As one of Atlantic Canada's most progressive communities, Stratford recognizes the growing importance of sustainable development in achieving long-term balance for the community. For this reason, the Plan outlines a variety of sustainability principles which will form the foundation of future development practices in the Town. The sustainability principles also provide an over-riding rationale for macro and micro scale land use decisions and policies to guide future growth. It is the intention of Council to see these principles eventually integrated into the official plan and to become directly reflected in the land use bylaw and administrative decision making structure of the Town.

1.2 The Core Area Imperative

Since the end of the Second World War, North America has seen a significant rise in suburban sprawl. Traditional neighborhoods used to be characterized as "mixed use, pedestrian friendly communities of varied population, either standing free as villages or grouped into towns and cities." As suburban developments spread further from the urban core, developers built large retail developments, which have evolved into today's "big box" stores . Following WW II, North America experienced a boom that shifted the economy from a 'central city-based manufacturing' economy to a 'suburban-based service and information' economy. The result of this shift was the rise of the suburbs which helped set the stage for the success of big box retailers by providing new markets in outlying areas. While big box stores boast convenient, one-stop shopping, they are criticized for their hidden costs which include: "traffic congestion; loss of trees, open space and farmland; displaced locally-owned small businesses; substitution of jobs that support families with low-paying jobs that do not; air and water pollution; dying downtown with vacant buildings; abandoned shopping centres and the creation of more retail space than the local economy can support; a degraded sense of community; placing large burdens on public infrastructure, such as sewers and road maintenance; discouraging new business development; and sprawl."

As PEI's fastest growing community, Stratford is at a critical juncture. It can proactively shape the form, mass and mix of its Core Area, or like most communities, it can wait until developers shape it for them. For staff and Council, the latter scenario is not acceptable; and nor should it be for any progressive community.

This Plan outlines the Town's desires for shaping its core areas, ranging from a traditional downtown waterfront core, to a mixed use Town Hall core to a more typical big box core. The general message is that there is room for a wide range of commercial core area types in Stratford, assuming that high quality development can be assured and provided that they occur in areas where they are best suited. Individual developments must contribute to the greater whole of the Core Area in Stratford, and they must participate in 'place making' at the highest level. A proactive Core Area Plan is a real imperative for Stratford. This document is a response to that imperative.

1.3 Stratford Core Area Vision

In the winter of 2005, Stratford initiated the Core Area Vision process, designed to provide a vision framework to inform this more detailed implementation plan. Urban Strategies Inc. of Toronto was retained by the Town to prepare the vision. The framework for the vision was prepared over a week-long public symposium in March 2005.

The long term vision for Stratford includes a "Lake District" that forms the setting for a new office and commercial district to the south of the current municipal building. The backbone of the Lake District is a mixed-use main street (i.e a new street south from City Hall to the TCH) that is the focus for commercial and civic activities and creates a defined arrival to the Town Hall and civic district. An attractive pedestrian oriented main street creates opportunities for social, cultural and economic exchange and a place for new more compact housing forms, small shops, retail and offices. This district can accommodate a future junior high school, sports fields, a multi use recreational facility, and a place of worship. These institutions would create a focus for neighborhood development which would include detached homes, townhouses and apartments. An attractive public realm, comprised of walkable streets, parks, civic and main street gathering places and trail linkages, provides a clear structure for a mix of uses within the town centre. A radial pattern of streets, trail, hedgerow and open space connections will be constructed to connect the new neighbourhoods south of the city Hall district.

A new system of green linkages would preserve existing natural features and link the Town Centre and neighbourhoods to Cotton Park and the waterfront. A comprehensive open space system along the shore will strengthen Stratford as a waterfront community and create a new sense of arrival at the Hillsborough Bridge. Trail linkages along the bridge will connect the important public places along the waterfront. The waterfront should be developed to create a waterfront park, public marina, floating pier, residential development and commercial activities to support year round use, water-based recreation and civic celebrations. The marina break wall, boardwalk and floating waterfront pier will connect people to the water and water-based activities. A new park can provide a setting for a public building that would house cultural, educational or arts uses. Adjacent to a new waterfront park the new neighbourhood along the shore is arranged around an extension of the Town street system. Buildings are arranged around small courts and open spaces to create a village like setting at the waterfront. A plaza at the waterfront would make a great setting to view the activities along the river, fireworks, cruise ship movements and the view of Charlottetown. The plaza is directly connected to the piers and boardwalk. The waterfront connects to the south along Glen Stewart and St John Avenue to the Glen Stewart School and then to the town centre and lake district.

While the 2005 Vision report developed a physical model to illustrate the principles of the vision, the vision plan did not account for some of the detailed realities that required significantly more investigation as part of this study. This explains why there are differences between the 2005 vision and this more detailed implementation plan.

1.4 Road Network

Trans Canada Highway Route 1 bisects the Town of Stratford east-to-west. This section of TCH Route 1 is part of the National Highway System and is considered to be of strategic importance to the Province of Prince Edward Island, as well as Government of Canada. This highway places Stratford in an advantageous position with immediate access to the Hillsborough River Bridge and Charlottetown to the west and the southeast part of the Province and Wood Islands Ferry to the east. However, there are disadvantages in that the highway divides residents, Stratford Town Hall and the Stratford Business Park on the north from other residents, schools, and principal business areas to the south side of the highway. Collector roads serving the Core Area in the north side of Town include Mason Road, Jubilee Road / Shakespeare Drive, Hopeton Road and Bunbury Road. Core Area south side collector roads include Stratford Road, Keppoch Road, Georgetown Road and Kinlock Road

The Core Area encompasses about three kilometres of TCH Route 1 from the east end of the Hillsborough River Bridge to the Mason Road intersection. The highway section, with a posted speed limit of 70 km/h, includes four significant intersections:

1. Bunbury Road – partial intersection for movements to and from the Hillsborough River Bridge; direct merge lane for westbound traffic; left turn lane on TCH Route 1 for eastbound traffic.
2. Stratford Road / Hopeton Road – traffic signal control; concrete median on TCH Route 1; left and right turn lanes; protected left turn phases.
3. Kinlock Road / Jubilee Road - traffic signal control; concrete median on TCH Route 1; left and right turn lanes; protected left turn phases.
4. Mason Road – T-Intersection with STOP sign control; left turn lane on TCH Route 1.

There are also two minor intersections at Clinton Avenue and Dale Drive, between the Kinlock Road / Jubilee Road and Mason Road intersections.

TRAFFIC VOLUMES

The Core Area section of TCH Route 1 experiences among the highest traffic volumes in the Province. The Department of Transportation has obtained traffic counts on the Hillsborough River Bridge annually since 1978. Estimated Annual Average Daily Traffic (AADT) volumes are tabulated in Table A-1 and are shown graphically in Figure A-1 represent a seasonally adjusted average daily volume. Regression analysis indicates that AADT volumes have been increasing by about 750 vehicles per day per year. This represents an annual growth rate of about 2.3% based on the estimated 2006 AADT volume of 32,000 vpd. If this growth rate continues, as it is expected to do considering the proposed Core Area Vision, AADT volumes are projected to increase to 47,000 vehicles per day over the next 20 years.

The Department of Transportation has also obtained several traffic counts on TCH Route 1 on the eastern approach to the Core Area, just east of the Georgetown Road / Stratford Road intersection. Weekday hourly traffic volumes for four different seasons in 2005 are tabulated in Table A-2 and shown graphically in Figure A-2. Weekday volumes varied from about 10,500 vpd in May and November to almost 13,000 vpd during July. If volumes at this location are assumed to increase at the same rate as volumes on the Hillsborough River Bridge, 'off-season' weekday volumes are projected to increase to about 15,000 vpd, with 'peak' season volumes of about 19,000 vpd, over the next 20 years.

Hourly volumes for west and east count locations for seven days between July 5 and 11, 2006, are tabulated in Tables A-3A and A-3B, respectively, and average weekday hourly volumes are shown graphically in Figure A-3. During that week, the average weekday volume varied from about 38,500 vpd on the Bridge to about 12,600 vpd east of Georgetown Road. Bridge average hourly volumes varied from 2500 vph during the AM peak hour, to 3300 vph during the PM peak hour, with an average volume of about 2300 vph between the peak hours. Route 1 average hourly volumes east of Georgetown Road varied from 900 vph during the AM peak hour, to 1100 vph during the PM peak hour, with an average volume of about 700 vph between the peak hours.

CONTEXT SENSITIVE SOLUTIONS

Highway design engineers, with the objective of building and maintaining a road network that provides safe, convenient, economic and efficient movement of persons and goods using motor vehicles, have utilized traditional highway corridor design for the section of TCH Route 1 which passes through the Core Area. While these objectives are extremely important, in recent years it has been recognized that there is a need to balance them with walkability, community values, sense of place, and quality of life.

Context Sensitive Solutions (CSS) is a different approach to the roadway planning and design process. It is a process of balancing the needs of all stakeholders and starts in the earliest stages of project development. It is also flexible in the application of design controls, guidelines and standards to design a facility that is safe for pedestrians and bicyclists as well as for motorized vehicles.

A definition for the CSS process used by the Federal Highway Administration (FHWA) in the United States indicates that " Context sensitive solutions (CSS) is a collaborative, interdisciplinary approach that involves all stakeholders to develop a transportation facility that fits its physical setting and preserves scenic, aesthetic, historic and environmental resources, while maintaining safety and mobility. CSS is an approach that considers the total context within which a transportation improvement project will exist."

The CSS process is based on the following tenets:

- Balance safety, mobility, community and environmental goals in all projects;
- Involve the public and stakeholders early and continuously throughout the planning and project development process;

- Use an interdisciplinary team tailored to project needs;
- Address all modes of travel;
- Apply flexibility inherent in design standards; and
- Incorporate aesthetics as an integral part of good design.

While the Hillsborough River Bridge has the highest volume of any road in the Province, and TCH Route 1 in the Core Area is part of the National Highway System, the road section is actually an arterial street through the Town. Comparison of volumes on TCH Route 1 east of the Core Area with those to the west (Table A3 and Figure A3) reveals that a large percentage of the high volume on the Hillsborough River Bridge originates within the Town. Since the Town is a major stakeholder, future planning and design of improvements to TCH Route 1 in the Core Area must adopt the Content Sensitive Solutions process.

1.5 Sustainable Development

Sustainable development is defined as "meeting the needs of the present without compromising the ability of future generations to meet their own needs." (Brundtland Commission, 1987). Sustainable development has many objectives including deliberate consideration of how to maintain the quality of the environment, human well being, and economic security. While some of the larger consequences, such as sea level rise, species extinction and the thinning ozone, seem beyond the capacity of local governments to effect change, it is at the local level (specifically the municipal level) that change can be most pronounced.

The sustainability principles described in this section provide a framework for guiding the implementation of Stratford's Core Area Plan and Open Space Plan. It also provides a framework for land use decision making which should be implemented at every scale of planning and design in the town.

Sustainability is the root principle for all components of the Plan, whether it concerns broad-based elements such as the entire waterfront development or minor details such as the type of lighting suggested for Town streets. The fundamental concept is to create a Core Area Plan that aims to achieve a sustainable vision for the Town of Stratford for the long-term. Too often, municipal plans focus on short-term priorities and neglect to consider important environmental, energy, and development issues that threaten5757 the long-term health and welfare of residents, the natural environment, and essential natural resources.

The aim of this Core Area Plan is to focus on sustainable practices that will make Stratford a vibrant, healthy, and viable community for the long-term at the building level, site level and community level.

Building Level

The building level, where important features include urban design, the use of renewables, improving energy efficiency, facilitating the 3Rs, and using 'green' materials. There is a considerable amount of work being undertaken in this area and the building level has been the focus of significant government programming domestically and internationally since the 1970s.

Site Level

The development site level includes features such as the integration of ecological protection, use of alternative sewage and storm water management, and encouraging alternatives to auto use. This level and the subsequent level have only more recently, in the last decade, become the focus of efforts to develop government programs that support sustainable community development.

Planning Level

The planning and infrastructure level includes features such as promoting higher density, supporting affordability, supporting livable communities with vibrant local economies and adequate community services, and implementing regional growth management and protection of watersheds and other significant ecological resources.

1.6 Sustainability Principles

The sustainability principles provide a yard stick for measuring the success of the Core Area Plan and Open Space Plan and a foundation for its organization. To be truly effective, the principles must eventually be integrated into every aspect of the official plan and development bylaw (not just open space and the Core Area). The sustainability mindset will also take some time to gather momentum. In the future, the Town should consider preparing a Sustainability Development Plan to review all aspects of Town operations and policy with a focus on making the Town more sustainable.

Before outlining a detailed list of specific principles for sustainability, there are three broad themes that must be in place to implement the detailed components of any sustainable initiative for a region:

- a desirable long-term future, and the short- and medium-term steps needed to support that future;
- an integrated approach that recognizes the need for mutually-reinforcing economic, social, and environmental considerations; and
- the need to go beyond government and to engage a broad cross-section of regional society in the enterprise.

These themes recognize that a sustainable community cannot be built overnight. Firstly, the community must recognize the desirability of a sustainable community. Then, within the context of a long-term vision, short- and medium-term goals must be defined to reach that objective. Secondly, the plan must recognize the interconnectivity of various policies that are often considered mutually exclusive. Once the concept of interconnectivity is outlined, the plan can then develop an integrated, holistic approach to community planning. Finally, if the sustainable vision is to succeed, there must be broad-based, grassroots support among community stakeholders. The most fundamental aspect that will guarantee a sustainable community is the support of residents exemplified through their daily actions.

From the following themes, it is possible to outline 12 principles of supporting sustainable community design. All aspects of the Core Area and Open Space Plan will conform to at least one sustainability principle, but more often than not, the individual concepts and designs will conform to multiple principles due to the interconnectivity of the integrated sustainability approach to community design.

ECOLOGICAL PROTECTION:

Identify and protect the unique ecology of Stratford:

- Protect all streams and wetlands by designating a 10-30m buffer (as outlined in the Environmental Protection Act) on all zoning maps. Designate the buffer as an Environmentally Sensitive Area (ASE) zone. Sensitively sited trails are the only permitted use in these areas.
- A Watershed Management Plan and a regional green space protection plan should be prepared for the Town to preserve communal water resources and open space networks.
- A Well Field Protection Plan should be established to protect Stratford's drinking water source.
- A Site Development Ecological Plan should be prepared for all projects seeking approval on properties larger than 8 acres. The Town should establish guidelines for the content of this study including habitat and water resource mitigation, environmental protection, storm water management, erosion control, etc.
- A Beach and Shoreline Protection Strategy should be prepared to identify sensitive beach and

shoreline resources and to create and preserve access to suitable beach resources for the community in areas of low sensitivity.

- A sustainable Development Plan should be prepared for the Town to review existing policies and bylaws with a view towards making the town more sustainable.

STEWARDSHIP:

- Protect agricultural land by designating it as an agricultural reserve and limit non-agricultural construction on designated lands.
- Protect and foster public access to both fresh and salt-water areas within the Town of Stratford.
- Designate and protect all riparian corridors and wetlands within the Town. Develop Conservation plans for the larger areas and ensure public access so long as it does not compromise the resource.
- Identify and restrict development on flood prone lands.
- Plant and renew street trees in the Town. Support indigenous species.

DENSITY:

Density consumes less land than suburban or rural development. It reduces sprawl, reliance on the automobile and, hence, C02 emissions, municipal capital costs (specifically roads & sewage water infrastructure).

- Encourage density in the Core Area to reduce the Town's ecological footprint.
- Minimize front, side and rear lawns for all buildings in the Core Area.
- Encourage zero lot line developments in the Core Area
- Build at densities able to support a viable range of uses and facilities.
- Reduce space given over to roads and parking.
- Intensify along transport corridors and link areas of high activity.
- The Core Area should include as much mixed use (residential and commercial) development as possible. Where possible, ground floors should be reserved for commercial type uses, while upper floors should encourage residential or office type uses.
- The waterfront area should encourage 2-4 storey developments. The waterfront area should become Stratford's eventual 'downtown'. Only the highest quality development should be permitted in the waterfront area so that it becomes the 'postcard' of Stratford.
- The Town Centre Core should become Stratford's 'village centre' and active recreational core. The new intersection should promote smaller scale; multi-storey, mixed use development over big box style development.
- Alternative small lot housing should be encouraged in and around the core area. Design standards for these lots should ensure high quality development.

DIVERSITY:

- The Town should encourage a diverse, socially mixed community through its support of a wide range of housing types. Housing quality should be encouraged for all types of housing.
- Encourage and support innovation in building design and site design to a human scale.
- Provide high quality public spaces designed to maximize public interaction and foster community spirit. This would include a wide variety of park and open space types.
- The Town should encourage and support new developments that promote walking and cycling and alternate modes of transportation.
- The Town should ensure that new facilities are designed to be accessible to all segments of the population.
- Recognize changing patterns of living and work and allow residential zones flexibility for live and work.

RESOURCE EFFICIENCY:

- Promote the use of alternative energy sources in all buildings. Encourage all new municipal public buildings to be LEED certified.
- Employ microclimatic design principles when siting new facilities
- Work with the City of Charlottetown to develop a linked Transit network with Stratford.
- Foster the support and enhancement of the Provincial waste disposal system.
- Encourage new multi-unit dwellings to demonstrate energy efficiency in construction materials and methods, waste disposal management, water use, heating, and landscaping. Ensure the new buildings in the Core Area are designed with at least a 30 R rating.
- Encourage low flow fixtures on all new residential units in the Core Area.
- Encourage the use of recycled, renewable and local materials.
- Utilize existing serviced land before extending services.

SUSTAINABLE TRANSPORT:

- Develop and adopt an active transportation strategy for the Town to provide more alternatives than just the car. This should be part of the town Sustainable Development Plan.
- Encourage Context Sensitive Design (CSD) for all road design in the Town. Do not support blanket standards for roads or parking without questioning their suitability for Stratford.
- Implement an integrated open space strategy for the Town and create a continuous network of trails and parks throughout.
- Provide ample opportunities for safe pedestrian crossings at all intersections on the Trans-Canada Highway.
- Encourage cycle-lanes or shared bicycle lanes on all collector roads in the Town.
- Make Stratford the quintessential bicycle Town of PEI.
- Link the Confederation Trail to Stratford as soon as possible. Start by bringing it across the Hillsborough River Bridge and linking it to Cotton Park.
- Identify and encourage a continuous greenway network throughout Stratford.
- Enhance safety by reducing pedestrian/vehicle conflict.

AFFORDABLE AND GREEN HOUSING:

- Encourage community diversity and variety
- Encourages mixed-use development
- Provide a range of housing types and prices
- Blend affordable units in with the community as a whole so not to segregate based on socio-economic status.
- Encourage Green Roofs
- Encourage LEED (sustainable sites, water efficiency, energy & atmosphere, materials and resources, indoor environmental quality, innovation & design processes)
- Integrated design: Sustainable design views the building structure, its systems, and the site as one interdependent system. In other words, the structure, building site, lighting systems, heating, ventilation, and air-conditioning systems (HVAC), indoor environment, and the end use of the building are viewed as one ‘whole building system’ rather than a number of separate, independent systems.
- Site: Creating a sustainable building begins with the selection of an appropriate site and the adoption of environmentally responsible site development practices. Properly assessing a site’s drainage patterns, topography, vegetation, ecosystems, soil conditions, microclimate, solar paths and wind patterns will significantly affect a building’s performance and its impact on the surrounding environment.
- Site design strategies include:

- erosion and sedimentation control,
- stormwater management and streamside protection,
- reduction of heat island effect, and
- brownfield and urban redevelopment.

POLLUTION REDUCTION:

- Adopt a multi-year tree-planting program. Match projected CO2 emissions with tree planting.
- Encourage and support the reduction of hard non-permeable surfaces and run-off.
- Develop and implement a Pesticide By-law in the Town.
- Encourage the reduction of solid waste, light pollution and noise pollution.

DISTINCTIVENESS:

- Encourage new construction to reflect local architectural character.
- Encourage high quality architecture and landscape architecture in the Town by employing only high quality designers for Town Civic work (buildings, parks, open spaces, roads, etc).
- Adopt architectural and landscape design controls in support of civic distinctiveness in the Core Area.
- Preserve the Town's architectural and archaeological inheritance.
- Develop a Stratford civic brand and use it on the website, stationary, signage, announcements, etc.
- Develop a high quality Core Area Marketing Package along with a proactive strategy for developing the core area. Do not wait for businesses to come to Stratford; go find the businesses that will support the Town's vision. Start by creating a special section on the Town's website.

SUFFICIENCY:

- Demonstrate a sense of public sector civic responsibility and encourage private sector civic responsibility.
- Involve the community in decision-making and help to build a sense of community through consultation and participation.
- Encourage local food production.
- Encourage environmental literacy.
- Provide bicycle parking facilities in the Core Area and at all public facilities.
- Increase use of "green" sustainable energy
- Reducie the reliance on the automobile by creating active transportation networks
- Adopt a civic tree planting program to improve air quality, reduce noise and glare, encourage civic responsiveness, and green the community.
- Orient building to utilize passive solar energy

SEWAGE & STORMWATER:

- Encourage tertiary sewage treatment systems with source control programs, or large-scale constructed wetlands to control stormwater run-off
- Landscape design should use drought-tolerant and/or native species
- Encourage rainwater harvesting for irrigation and flushing toilets
- Recycle waste water (greywater) from sinks, laundry and showers
- Encourage water saving fixtures and fittings such as ultra low flush or dual flush toilets, waterless urinals, composting toilets, and high efficiency irrigation systems.
- Undertake a stormwater strategy for the Town.

1.7 Organization of the Plan

The Core Area Plan is organized into 6 chapters. The chapters are divided into geographical areas of the Core Area including the Waterfront Core, the Town Centre Core, and the Mason Road Core. There is also an Introduction Chapter, A General Land Use Plan Chapter and a Summary Chapter. Each of the geographic chapters conclude with an implementation strategy for each individual part of the Core.
This document, once accepted by Council, shall represent the Subsidiary Official Plan for the Core Area, as depicted on the Core Area General Land Use Plan (Chapter 5). This document shall be adopted as an amendment to the Town of Stratford Official Plan and shall provide the legal framework and enablement for a series of amendments to the Town of Stratford Zoning and Subdivision Control (Development) Bylaw which shall be referred to as the Core Area Zoning and Subdivision Control Bylaw
The Stratford Open Space Plan was completed in parallel with this Plan and has been released as a separate document.

Chapter 2: Waterfront Core Area

The Waterfront Core Area (WCA) will be the heart of Stratford's future downtown. The creation of a Waterfront Core Area has the most potential to influence positive change in the community. With public amenities such as municipal parks and walking/cycling trails linked to a public waterfront plaza, municipal wharf and marina, and an active compact downtown, the Waterfront Core Area will be the "100% point" (the central gathering area) for Stratford. Furthermore, the vision for the Waterfront Core Area is to create a physical place that conjures a mental picture in the minds of visitors and tourists whenever Stratford is mentioned. The Waterfront Core Area will become the primary location for high profile functions and events such as festivals, concerts, and ceremonies and will be the focal point of a mixed use downtown full of retail shops and residential living.

In order to achieve this long-term vision for the Town of Stratford, there will be many challenges due to the magnitude and scope of the project. These challenges can be effectively addressed by creating a planned framework with a phased approach to development that allows the project to move ahead incrementally. A long-term, incremental approach to planned development will preserve the vision without succumbing to the pressure to develop immediately, especially if the immediate investment is inconsistent with the long-term goals of the Waterfront Core Area. The most difficult aspect of the development plan, both politically and economically, will be to adhere to the long-term goals outlined in the vision in face of development pressure or the temptation to lower the development standards simply to attract investment. There will be significant pressure from developers to accept a lower standard either by deviating from the design guidelines of the WCA or to change the type of permitted land use in exchange for immediate investment in the Stratford WCA. Conversely, a lack of initial investment in the WCA may cause support for the WCA plan to waiver and permit development that is inconsistent or incompatible with the vision. It is essential that the Town of Stratford commit to a long-term phased approach that will enable the WCA to become the heart of the Stratford Core Area.

2.1 Vision

In 2020, the vibrant waterfront of downtown Stratford has become a destination for island residents, tourists and small business. Either arriving across the Hillsborough Bridge from Charlottetown or east along Trans-Canada Highway, a clearly demarcated landscape gateway welcomes visitors to downtown Stratford. The major gateway is landscaped with clear views of the Harbour and is located at the intersection of Waterfront Drive and "the hub" of waterfront trails linking Stratford to Charlottetown and other points on the Island. Visitors and residents will know they have entered downtown Stratford as unique architectural markers will be located at the boundaries and special signage, lighting and streetscape elements will reinforce the WCA of Stratford as a special place to visit. Secondary entry points along Stratford Road and the TCH will have specially designed, but subtle gateways.

The WCA will be connected to outlying communities by a linked system of greenway trails. A waterfront trail will link the downtown to the Hillsborough Bridge, through the major TCH gateway and on to Robert Cotton Park. The existing municipal parks will be linked by a series of trails and two new parks, the urban waterfront park and another at the site of the old sewage lagoon site, creating ample open space for recreational activities and relaxation in the waterfront area.

Visible from the Hillsborough Bridge, the Stratford waterfront is the counterpoint to Charlottetown's urban waterfront and is representative of a traditionally inspired, modern waterfront of a small Maritime town. In Stratford, the WCA has become the centre of a new downtown; a magnet to residents, tourists and workers in the downtown with regular lunch and evening activities, boutique shopping, and a variety of dining options. In the height of summer, there will be numerous festivals and events. Parking will be plentiful, convenient and unobtrusively located at the rear of buildings. Signage will be tasteful and unambiguous, and banners and street trees will line the waterfront area. A water taxi has been established linking downtown Stratford to Charlottetown.

The Waterfront Core Area has become the commercial heart of Stratford and many businesses have located in the commercial area to capitalize on the many advantages offered by the compact, walkable and visually pleasing atmosphere in the Waterfront Core Area. A new Main Street off Stratford Road will have active retail/commercial space on the ground floor, with residential space or office above. Other areas of the WCA will have multi-unit residential of the highest quality design with front doors and raised verandas overlooking the street so neighbours can talk to one another. There are no blank walls on the street, no driveways and no single entry apartment building masses. All buildings on the WCA area are tight to the street edge with no setback and many share common side walls. Well designed, award winning mixed-use developments at a variety of scales are part of the Waterfront Core Area. In places, there are opportunities for a few narrow lot, single family homes. New development, with modern architecture that is influenced by traditional Island architectural styles, provides a range of commercial and residential spaces. The variety of uses supports a diverse community, and allows residents to find suitable housing in the downtown as their tastes and needs for shelter evolve with age. A vibrant downtown population supports year round economic activity and increases the viability of downtown shops and services and provides a unique alternative to living in Charlottetown, yet still provides the proximity to all the amenities the capital City has to offer.

A second waterfront core area lies north of the TCH. Although separated from the Hillsborough River by the Bunbury Road, the northern WCA has the potential to extend the success of the southern WCA in the future. The Town is now in the position to proceed with the second large phase of the WCA expansion. In the meantime, the triangular block of land bounded by the TCH, the Bunbury Road and the Hopeton Road is developed using the same principles of the southern WCA; however, its eventual linkages to the second phase of the WCA expansion (to the west) are considered in its layout and design. A large parking area is located in the centre of the block, with mixed use development on the fringes. A large park frames and organizes the new buildings in this development. The park is mirrored across the TCH on the southern WCA lands when the sewage lagoons are decommissioned.

Stratford will be perceived positively as a truly Canadian small town with its award winning architecture and streetscapes, accessible and attractive downtown venues, parks and other open spaces containing playgrounds and works of public art, pedestrian-friendly streets, and theme signage and lighting. The signage will reflect Stratford's rich heritage, specifically its history as a centre of agriculture and pay tribute to the previous villages that combined to form Stratford. Sidewalks covered by a tree lined canopy complete the dynamic, vibrant streetscape that is complimented by theme lighting, colourful banners, and seating and street furniture that reflect the Maritime heritage of Stratford.

Most importantly, there will be vitality and activity downtown and a sense of place for the people of Stratford. People of all ages and types, will be able to shop, dine, and even work in the same town where they live. At its completion, the Waterfront Core Area will be transformed into a source of community pride and will be readily identifiable as 'Stratford'.

2.2 The Plan

The Waterfront Core Area plan can be divided into the north core (above the TCH) and the south core (below the TCH). Currently, the south core area is the most achievable area because the land is vacant, the major land owner is foreword looking and buys into the vision, and the land is directly connected to the riverfront with views of downtown Charlottetown. The north waterfront core is currently the home of a strip mall and a series of commercial and residential buildings, which will, obviously, take longer to redevelop. It is also not directly connected to the riverfront (but it may be someday), so the development will not carry the same value as the south WCA. It will be important that the north WCA be designed to anticipate its eventual linkage to the waterfront expansion.

The WCA is composed of several key elements that contribute to the overall character of downtown Stratford. These elements can be separated into three categories: 1) urban design elements for the entire district; 2) specific infrastructure elements essential to the creation of the Waterfront Core Area; and 3) land use policy elements that support the vision and Waterfront Core Area plan. The urban design elements specify the characteristics that are common to all projects regardless of the phasing. The specific infrastructure elements are subject to phasing, yet must conform to urban design elements and be consistent with the land use objectives. The land use policy elements establish the broad principles that enable the vision for the Waterfront Core Area and create the municipal framework for implementing the physical elements of the plan. By combining these three elements, it is possible to implement the plan in distinct phases as described in this chapter.

URBAN DESIGN ELEMENTS

The urban design elements for the Waterfront Core Area are broken down into broad scale improvements and fine scaled detail improvements. At the broadest scale, the urban design elements recognize the need to create urban design templates for streetscapes, gateways, and open spaces throughout the Core Area of Stratford. On the fine scale, specific elements (i.e. the type of hard surface landscape materials for sidewalks) are recommended when the urban design elements are implemented.

Streetscapes

One of the fundamental urban design elements for Stratford will be a streetscape template for all streets in the Waterfront Core Area. The goal of this pattern is to create visual appeal for the Waterfront Core Area that establishes a sense of place for residents and visitors that is identified as “downtown Stratford”. The streetscape design differentiates the new downtown from other areas of Stratford through the use of landscape materials, vegetation, signage, lighting, street furnishings and design guidelines for new buildings. The creation of a lively, appealing streetscape for pedestrians is a fundamental element to the success of the Waterfront Core Area. In this area, streets are designed more for pedestrians than they are for cars.

The streetscape design template for the Waterfront Core Area contains design elements that ensure that Stratford’s core area streets will be appealing to pedestrians. When it comes time to create working drawings for these streets, the working drawings should reflect the following principles.

- The location and type of street trees will be identified along the sides of the streets. The street tree planting program will create a tree lined streetscape with a canopy that is visually appealing and creates shade. Street trees also provide a level of physical safety along streets by separating pedestrians and vehicles.
- The location and type of street lighting will be identified on both sides of streets. Street lighting will be specifically designed for Stratford and will be a high quality pole and fixture with a banner arm(s) reminiscent of the traditional lighting in Maritime downtowns. Attractive street lighting, in conjunction

with underground utilities on important streets such as Waterfront Drive and Main Street, will provide a visually appealing traditional streetscape for the WCA.

- Colourful, themed banners and street signage will be attached to the street lighting. The street signage will be designed to reflect Stratford's history and heritage. Street banners will celebrate community festivals, holidays, and municipal attractions.
- Wayfinding structures, specifically designed for Stratford, will be strategically located at important pedestrian intersections to provide directions for tourists and residents. These will also provide space for information on local attractions, civic institutions and businesses.
- The location of community bulletin boards will be identified to provide space for residents to post information on community events such as yard sales, concerts, and other public information.
- The location and type of street furnishings such as benches, trash/recycling receptacles, etc. will be part of street character. These furnishing are essential to the successful design of any streetscape as they provide the basic amenities for leisurely on-street recreation and create a street environment that is clean, safe, and requires minimal municipal maintenance.
- To ensure an attractive and interesting streetscape for pedestrians, all buildings will be encouraged to have doors and windows along the length of the street. Furthermore, no large blank walls' should be permitted. The articulation provided by regularly spaced doors and windows creates a warm and welcoming streetscape. Large blank walls and buildings with a mass of unarticulated facades create a sterile and cold streetscape that is unappealing to pedestrians.
- Buildings along the major streets also should be constructed with a zero lot line (i.e. no setback from the sidewalk). The zero degree lot line will also encourage buildings to be constructed using common side walls as there will be no required side yard setback.
- The streetscape should not have any gaps in the built form along the street other than for access/egress of vehicles or any other purpose. In conjunction with the zero lot line for building frontage, parking lots are not permitted in front of build-ing. Ample parking will be provided at the rear of buildings along Glen Stewart Drive Extension and Waterfront Drive.

Gateways

The Waterfront Core Area of Stratford will require the creation of new entry gateways to direct people to the downtown and waterfront. The purpose of the gateways is to identify the critical entry points to the Core Area. Identification of the major gateways helps to delineate the boundaries of the Core Area for residents and visitors. Creating specially designed gateways with appropriate signage and landscaping gives people the impression they are entering a special area. The plan for the Waterfront Core Area will create these gateway connections to the downtown. Furthermore, the Waterfront Core Area plan will provide an overall signage strategy and wayfinding plan to make the Waterfront Core Area legible and navigable once people arrive at the waterfront through the gateways.

The main gateway to the Waterfront Core Area will eventually be from the TCH Route 1 and will welcome visitors as they cross the Hillsborough Bridge from Charlottetown. However, as the Waterfront Core Area plan will be implemented using a phased approach, two minor gateways will be created first at the intersection of Stratford Road at the new Main Street opposite St. John Avenue and the intersection of Stratford Road at the extension of Glen Stewart Drive. The gateways will have streetscape parkettes and buildings will be set back to create a visually appealing, landscaped entry point to the Waterfront Core Area.

Open Spaces

The Waterfront Core Area plan will improve open space and greenway connections, including trail connections, by ensuring that open space design is a key component of the plan. The Waterfront Core Area plan will build upon the existing network of trails, municipal parks, and opens spaces and become a critical part of the open space plan for the Town of Stratford. Open space, parks, and trails are essential to providing the recreational amenities required to attract visitors and create opportunities for the active recreation needs of the citizens of Stratford. Improving linkages to existing trail networks will encourage alternative means of transportation for residents and enable them to travel throughout Town without an automobile. A focal point of the open space plan will be ensuring greenway and trail connections are linked to the new Waterfront Park and marina. This connection, in turn, needs to be linked to the new Town Centre Core Area (the next chapter). The eventual decommissioning of the sewage lagoons will free up valuable land for another gateway park which will bridge the south and north side of the TCH, providing a focus for additional infill development.

THE NORTH AND SOUTH WCA

The waterfront core can be divided into the north and south core according to their location relative to the TCH. The south core is the most ambitious project and provides the greatest benefit to Stratford. The north core is a longer term development since the land is already occupied. The components of the South and north cores are described below.

The South Waterfront Core Area

The following elements outline the major components that will be required to implement the plan for the south Waterfront Core Area. Due to the cost and scope of the new infrastructure elements for the core area of Stratford, it is recommended that these elements be phased in over time as outlined in the phasing section of this plan.

New Streets

One critical component to the success of the Waterfront Core Area will be the creation of a new Main Street for Stratford (hereafter called ‘Main Street’). The St. John Avenue extension is the least encumbered for development because there are no existing buildings in this area preventing its construction. However, due to its proximity to the TCH signalized intersection (queue backups from the signals, especially during AM peak hours), there is a good chance that the St. John entrance into the waterfront core will need controlled access (right turn in and right turn out only) at some point in the near future. This intersection can never be signalized due to its proximity to the existing intersection. The Glen Stewart Drive extension could be signalized and would make the ideal gateway; however, the existing motel units are currently located within the proposed right of way of the road extension. The Glen Stewart Drive extension is clearly the most desirable first phase ‘Main Street’ development for the WCA. The groundfloor of all buildings on this street should be retail commercial type uses. The St. John Avenue extension should also have commercial groundfloor uses; however, non-retail commercial uses like hotels, are better suited to this street than Glen Stewart extension. For the remainder of this Plan, the Glen Stewart extension will be referred to as the Glen Stewart Extension, the St. John Avenue extension as St. John Avenue Extension and the third street (to the south) as Residential Street. The waterfront street will be referred to as the Waterfront Drive.

The Glen Stewart Drive Extension will be the retail/commercial backbone of the Waterfront Core Area and

will link Stratford Road to the waterfront. The St. John Avenue Extension will be similar, except it may accommodate less 'retail type' commercial uses. The street will be lined with three and four storey buildings with architectural styles similar to other traditional Maritime downtowns. Strict architectural design guidelines and signage controls must be followed for all buildings in this area. These buildings will be constructed tightly to the front lot line with minimal setbacks. The ground floor of these buildings will consist of active retail storefronts. The upper stories will consist of a flexible mix of commercial, institutional, residential and other retail uses. There will be no parking lots in the front of buildings and the streetscape will consist of a solid mass of well-articulated buildings with very few gaps. There will be ample on-street parking and parking lots at the rear of stores with landscaped alleys complete with public art installations connecting the new streets to the rear parking lots. Awnings on storefronts will provide cover from the elements and add a visually appealing element to the streetscape. All signage will be front lit. The architectural style and character of buildings will be of the highest quality, enforced by flexible architectural guidelines tailored to reflect Stratford's built heritage. The two main streets will terminate with a beautiful vista looking across the Harbour to Charlottetown. Buildings should avoid impeding waterfront views at the foot of the street.

The streetscape will be built to the highest quality with a mix of high quality pavers and natural stone, trees every 20-30' with metal tree guards, benches, planters, street furnishings, ornamental lighting, themed wayfinding signage, banners, and bike racks. The streetscape quality will be extended through alleys to the rear parking lots.

Should the Harbourview Drive residents be receptive to a road connection to the waterfront Core Area, the Town could look at introducing a one-way street into the WCA.

There should be a requirement to provide a 'significant' buffer between the existing low-density residential homes and any higher density development within the WCA.

Residential Blocks

The 'Residential Street' will be primarily medium density residential units designed to the highest quality. Commercial uses will be permitted in this area so long as they have at least a 50% residential component. Groundfloor units should be designed to consider their potential conversion to commercial use in the future. Groundfloor units facing the street should be encouraged to have their own entry directly on the street. Unlike the commercial area, residential buildings should be permitted a 10' maximum setback from the street to accommodate verandas, steps or small urban front yards. There will be strict architectural design controls for buildings in this area. Underground parking is permitted as long as the garage entrance is not accessed from the street. Lobbies for upper storey units should be accessible from the street and from the rear parking area. A 4-storey height limit should be encouraged.

Waterfront Greenway Promenade

A vital concept to the Waterfront Core Area Plan is to provide Stratford's citizens an opportunity to actively enjoy the beautiful waterfront offered by the site's prominent location. To this end, and as a part of the open space plan for the Stratford core area, a continuous trail will be constructed along the waterfront on the west side of Waterfront Drive. This trail will be developed as a multi-purpose trail which permits walking, cycling, rollerblading and cross-country skiing in the winter. Eventually the trail should be paved with a three metre asphalt surface, although this can be phased in over time. This trail will link to the Hillsborough Bridge and other municipal parks and wind its way through a new waterfront park and, most importantly, provide a pedestrian connection to the new Waterfront Plaza. Opportunities for smaller

parkettes along the length of the waterfront greenway will create interesting destinations for residents and visitors. The trail will have accompanying interpretive signage to recount the history of the area and the importance of the Hillsborough River as a nationally designated heritage river. The waterfront greenway should eventually connect across the TCH at a new intersection. In the meantime, the Town should continue to work with CADC (Charlottetown Area Development Corporation) to implement a possible trail connection under the Hillsborough bridge.

Waterfront Plaza

The centrepiece of the new Stratford waterfront will be a new public Waterfront Plaza. The Waterfront Plaza will be the 100% point (the centre of town) in the downtown and will be a public gathering place for important civic events, concerts, festivals, and ceremonies. It will be landscaped with a mixture of mature trees, ornamentals, and flower/bulb beds with a hard surface and adequate street furniture for both quiet reflection and social gathering. Extending along the waterfront side of the Waterfront Drive, there will be opportunities for several building sites. These buildings should be a mix of commercial, and high end apartments/condominiums appealing to a broad range of people, from retirees to young families. These buildings must be of the highest architectural quality and large enough to attract a stable downtown residential population to keep the Waterfront Core Area busy all hours of the day. Also, food kiosks and restaurants should be encouraged to locate on the waterfront in small commercial clusters. These restaurants and kiosks would help establish an entertainment area on the waterfront and create a year round reason for residents and visitors to visit the waterfront. Finally, directly across from the Waterfront Plaza, a large lot has been proposed for a prominent building of public importance. Through public consultation and an evaluation of the municipality's infrastructure needs, it will be possible to determine the most suitable use for this site. Some possibilities may include a public library, a performing arts centre, or a public/private development that would combine a residential component with a year round farmer's market or recreation centre. This site needs the highest quality architectural design.

The Waterfront Plaza would be the focal point of the Waterfront Core Area. At first, this large open space could be designed as a grass amphitheater but over time would evolve into a hardscape plaza. As the 100 % point of the downtown, the site provides an excellent opportunity for water features such as a large fountain or pond, which could be a winter skating area similar to Toronto's waterfront skating rink. The creation of a future skating rink would require the installation or purchase of either permanent or seasonal refrigeration system to make it a viable option. Several companies make roll-out refrigeration mats which can be used under skating surfaces (Custom Ice Inc., Burlington). These temporary refrigeration units could be rolled out in the winter and stored in the summer. In addition, a rubber skate cover would have to be placed over the steps down to the skating surface.

A large town clock would also create a visible icon for the Stratford waterfront, visible from the Hillsborough Bridge.

Marina

The marina would be the most costly public component of the WCA development plan. A Stratford Marina Engineering Feasibility Study was undertaken in 2002 by Coles Associates and the study determined that it was technically feasible to build a 100 berth marina. Coles Associates recommended the marina project be undertaken in two phases: the first phase being the construction of the marina infrastructure, and the second being the construction of a marina development with a clubhouse and commercial/residential component. Only the marina infrastructure phase of the Coles Associates study

would be applicable in the context of the WCA plan. Coles Associates estimated the capital costs associated with construction of a 100 berth marina would be $5.2 million (2002 dollars) and would take 26 months, including completion of the design and approval process.

The marina would require permits from both the federal and provincial governments. The federal component of the marina proposal would involve a number of government departments and agencies and would culminate in an environmental assessment as outlined in the Canadian Environmental Assessment Act (CEAA). As there are a number of federal authorities with jurisdiction over various aspects of the marina project, the CEAA appoints a lead federal authority to administer the environmental assessment and ensures that the project does not contravene federal legislation such as the Navigable Waters Protection Act, the Fisheries Act, and the Canada Marine Act. In addition to the federal legislation and permits, Prince Edward Island, through the Department of Environment, also requires an environmental impact assessment. Generally, federal and provincial authorities will work together to harmonize the environmental assessment process to ensure efficiency. Finally, as part of the approval process, an environmental protection plan for the project must also be completed. The environmental protection plan is generally a requirement of the environmental impact assessment and outlines the mitigation measures for the project, monitoring procedures, and a contingency plan for any significant effect that may occur during construction.

The current configuration of the marina fits more closely with the Coles Associates plan than the Urban Strategies vision configuration. This will minimize costs by locating facilities where the water is deepest and where there is the greatest potential to minimize subsequent dredging and infill. The detailed hydrographic design of the marina will require more detailed investigation in future phases. The marina development is likely decades away from reality, however, the ultimate success of the landside development could significantly decrease the development window for the marina. The WCA plan shows approximately 60 berths for 20-30’ boats and layby space for two or three larger vessels (60-100 footers).

In late 2006, the Charlottetown Harbour Authority (CHAI) moved forward with plans for a 70 berth marina on the waterfront north of Confederation Park. As part of the plan, the 125 slip Charlottetown Yacht Club (CYC) will be relocated from their current location to the CHAI marina development. Currently, 50 new marina berths are required immediately to fill the backlog of waiting list at both Quartermaster and the Charlottetown Yacht Club. The new marina proposed by the Charlottetown Harbour Authority north of Confederation Park clearly will not meet the full demands of the 125 slip CYC facility and the additional requirement for another 50 slips. Depending on the final outcome, there may be a need for an additional 60-70 slips to serve the boating market in the near future. CADC will potentially continue to play an important lead role coordinating the marine aspirations for the harbourfront in Charlottetown and Stratford.

Waterfront Drive

Waterfront Drive can be divided into two sections. The section between ‘Residential Street’ and St. John Avenue Extension can be built in the immediate term on the existing land base (there may need to be some small patches of infilling for individual development parcels on the waterfront). A shoreline protection strategy will be needed before this road can be constructed and plans for this should be undertaken by the Town. The shoreline strategy will need to consider the near term feasibility of the marina project as the shoreline protection approach will vary depending on if the marina concept is a short term or long term project. The Coles Associates marina study should be updated as soon as possible and should be supplemented with a marina market study. The study could also evaluate the shoreline protection options.

This stretch of Waterfront Drive will have on-street parking on both sides of the street. No buildings should be placed at the foot of any of the streets running down to the waterfront.
The second stretch of Waterfront Drive connects the end of the St John Avenue extension with the TCH. DOTPW engineers currently do not support a signalized intersection at the end of the Hillsborough bridge; however, they stated that they may consider a controlled access egress (right turn in and out) access to waterfront drive. In the short to middle term, this access is not needed since the WCA will have access from three new roads on Stratford Road. This stretch of road may require some slight infilling and shoreline protection to implement. It does create several development sites once the sewage lagoons are decommissioned, and so the lagoons may be the trigger for constructing this section of road. In the longer term, when the north WCA is realized, the intersection becomes critical (in the same way it does at the other end of the bridge, linking north Charlottetown to downtown Charlottetown). The Town would be better served pursuing the Town Centre and Mason Road TCH intersections in the short and middle term; leaving the WCA intersection for a later date.

Community Park

One of the significant challenges in developing the waterfront core are plan is the current location of the municipal sewage lagoon. This plan recommends that the the sewage lagoon be eventually relocated and acknowledges this is a longer term project. Nonetheless, due to the current location of the sewage lagoon, specifically its proximity to the waterfront and the gateway to Stratford, it is essential to clearly envision the long-term land use goals for the future of the site.
It is recommended that this site should be reserved as a future community park and a vital component of the open space plan for Stratford. The sewage lagoon site is prominently situated to act as the critical land bridge linkage which bisects the TCH and the north and south core of the WCA. There is potential for the site to include active recreation space such as a sports field, but more likely the site should be considered as a welcoming passive parks space. With appropriate community support, there is even the possibility the site could be developed as Stratford's version of a 'Public Gardens'.
The plan shows the WCA community park bridging both sides of the TCH. It becomes an organizing structure for future phases of the north and south core development. Once the sewage lagoons are decommissioned, and the location of the Waterfront Drive is established, a detailed site plan should be prepared for this park on both sides of the TCH. Each side of the road offers a park footprint roughly the same size as Confederation Park in Charlottetown.

THE NORTH WATERFRONT CORE AREA

The north waterfront core is part of the northern gateway into Stratford. While the site is currently occupied by a strip mall, various pad commercial sites and a single house, the WCA should include this area because it is a vital component of Stratford's Core Area strategy. In addition, if the south WCA gets built-out, the north WCA will become a real priority for the Town. In the meantime, the triangular block of land bounded by the TCH, Bunbury Road and Hopeton Road, should be immediately designated as part of the north WCA.
The development plan shows an organizational structure similar to the south WCA lands. Buildings are organized around a central park space, a gateway building is located at the eastern corner of the TCH and the Bunbury Road intersection, parking is accessible but is hidden from view from the TCH to the interior of the block, An open space network links the park to the south to Robert Cotton park to the north, building sites are located around the fringes of the property giving a street presence for Bunbury Road and

Hopeton Road. Access into the block is set back far enough from the TCH to allow a future signalized intersection should it be necessary. The Bunbury Road, Hopeton Road and Rankin Drive intersection is rationalized to provide safe access at this dangerous intersection.

2.3 Challenges to Implementation

An ambitious project such as the Waterfront Core Area plan presents many challenges in its implementation. There are several significant challenges to implementing the vision for the waterfront area that will require patience, perseverance, creativity, and cooperation to overcome. With a phased approach to the plan, there will be ample time to evaluate options and reorganize priorities in order to implement the vision. The most critical challenge for the implementation of the Waterfront Core Area plan will be to remain committed to the vision for the site in the face of the following complex, long-term challenges. The following is a list of some significant, yet very manageable, challenges for the Waterfront Core Area.

ROAD AND TCH INTERSECTION(S)

Four new intersections could be needed to implement the WCA plan and create the important gateways for entry into the new development. Three of these intersections will be on Stratford Road and the other will eventually be located on TCH Route 1 near the Stratford end of the Hillsborough Bridge approximately opposite the existing Bunbury Road intersection. The waterfront core TCH intersection shown on the plan is a long term solution for the new downtown. Clearly, the Department of Transportation does not favour this intersection as a near term opportunity. The Town would be better served pursuing the Mason Road and Town Centre signalized intersections shown in the next chapters. The current WCA plan is not reliant on this intersection. DOTPW has said that they would consider right turn and possibly right turn out controlled access to the south WCA. However, as the north waterfront core area becomes a reality, the intersection will be a real necessity. It is believed that ultimately, an intersection at this location will be built for a variety of reasons and they have been shown on our plans.

The three intersections on Stratford Road could be handled with STOP signs until the traffic volumes warrant installation of traffic signals. The new TCH intersection is one of three new Core Area intersections on the TCH, including the relocated Mason Road intersection, planned on TCH Route 1 passing through Stratford. While highway engineers typically resist signalized intersections on primary arterial highways, across Canada there are many examples of signalized intersections on the TCH, especially as they pass through urban areas. Charlottetown is one example, with several signalized intersections on Riverside Drive and the Arterial Highway that comprise the TCH by-pass of the City's central core. In urban areas, signalized intersections are an unfortunate necessity and Stratford is the quintessential example as the TCH bisects the entire town.

RIVER INFILLING AND DREDGING

Later phases of the plan require infilling to accommodate the entry intersection, portions of Waterfront Drive, and some development sites along the waterfront. The creation of a new marina will also require dredging of the Harbour.

The waterfront development and marina will require dredging as most of the depths range from 5 1/2' above the low water mark at the shoreline to 24 1/2 ' at the deepest point in the channel. According to Coles Associates' Stratford Marina Engineering Feasibility Study, "the water level between the highest and lowest tide was indicated in the Canadian Tide manual to be in the order of 2.75m. During low tide, the river

bottom at the proposed {Marina] site extends approximately 150m from the shoreline."

A meeting with Department of Environment in September 2006 to review the WCA plan provided some insight in the application process for dredging and infill. The department was clear that it does not normally support the infilling of any wetland or watercourse, except where the project "stands to benefit the general public as a whole". If a formal application for this project were submitted, an Environmental Impact Assessment would have to be conducted by both provincial and federal government departments. At minimum, the departments that would be involved in the assessment process include:

- Transport Canada
- Department of Fisheries & Oceans;
- Navigable Waters Canada;
- Provincial Department of Transportation & Public Works;
- Provincial Department of Environment, Energy & Forestry
- Environment Canada
- Charlottetown Harbour Authority

There would be many major issues involved in the scope of this project, which would include, but not limited to:

1. Dredge Spoils
    - 1.1. The amount of dredge spoils involved in this project could be large
    - 1.2. Location for the disposal of dredge spoils
    - 1.3. Maintenance of dredged areas
2. Infilling/destruction of watercourse/wetlands
    - 2.1. Destruction of shellfish/fish habitat
    - 2.2. Destruction of feeding areas for seabirds/wildlife
    - 2.3. Destruction of breeding grounds for seabirds/wildlife
3. Potential water quality issues related to the infilling and dredging processes
4. Issues with sewage lagoon decommissioning. Rebuilding? Relocation?

Potential studies associated with this project would include:

1. Existing water quality and potential impacts the project may have on water quality
2. Existing tidal flows and currents and potential impacts the project may impose on tidal flows and currents
3. Existing avian/wildlife populations and associated impacts
4. Existing aquatic habitat and associated impacts
5. Composition of dredge spoils
6. Impacts on dredge disposal site
7. Source and composition of proposed infill material to be used
8. Compensation to shell fishermen for loss of habitat
9. Public consultation with shell fishermen, lobster fishermen, native groups, local residents, City of Charlottetown, etc.

Many waterfronts in Atlantic Canada have found that the cost of creating new land does not justify the value of the land ultimately created. One innovative way of overcoming this problem, is to adopt a 'passive' approach to infilling as opposed to the standard 'active' approach. In Bedford, Nova Scotia, after spending $20 million to create land valued at $9 million in phase 1, the Waterfront Development Corporation, for phase 2, is providing a cost recovery marine dumping area for pyritic slates. The WDCL charges $15 per cubic yard. These acid bearing slates commonly found around Halifax are costly to dispose of because they

are a significant environmental liability when oxidized. In a period of about 6 years, about half the land for phase 2 has been created at significantly lower cost than 'active' filling. The WDCL estimates that 900,000 cu yards of structural fill are required for phase 2. The project is anticipated to break even when completed in 7 - 10 years.

Similar to Bedford's approach, Stratford could provide an area for dumping of suitable Construction and Demolition material. This approach allows for dumping of approved fill over time, especially as other phases of the development are started. Suitable materials for the infill might include screened construction and demolition materials such as concrete. There will be different geotechnical fill requirements for roads and for building footprints so there will be opportunities to consider many different types of material depending on their suitability for the required use.

Waterfront Drive has been designed to minimize the infilling. There would need to be some slight infilling in a few areas and the length of the shoreline would need erosion protection. A shoreline armouring strategy would have to be developed in concert with the relevant provincial and federal authorities. Coles Associates estimates 54 340 CM of material will be dredged from the basin and the channel and it was recommended in the marina feasibility study this material could be used to infill the shoreline where geotechnical conditions permit (especially in the area of the linear waterfront park).

SEWAGE TREATMENT LAGOON

The community is currently served by two aerated lagoons. These were constructed almost twenty years ago, primarily as a medium term solution to support new development in Stratford. Since that time, they have been augmented by some pre-treatment as flows grew to above the original design capacity. The outfall from the facility extends along the causeway, but does not remain below water at low tide.

The existing aerated sewage lagoons are subject to a guideline that normally requires a separation distance between them and development. To adhere to the guideline, new commercial development can be no closer than 30 m to the open water, and new residential development no closer than 150 m. This restriction can be accommodated by locating parking and commercial development proximal to the lagoons, while respecting the residential clearance. Alternatively, replacing the lagoon process with a contained plant, and relocating it to the other side of the TCH, would eliminate this restriction, and allow unfettered use of the (large) land area currently occupied by the lagoons. It is possible to look for ways to reduce the separation distance for the existing lagoon, but given the nature of their operation, this course of action would be difficult, and ultimately would probably mean future problems with new residents.

As the gateway into the community, the lagoons ultimately need to be tackled to present a positive first impression of Stratford. There are short term and long term solutions with widely varying costs.

SEWAGE TREATMENT OPTIONS

Option 1 - Cover the existing lagoons:

There is a growing industry related to the use of geomembrane covers for sewage lagoons. However, simple blankets, the most cost effective cover technology, is not applicable for the Stratford lagoons because they are fully aerated.

The aeration requirement for the lagoons requires covering options consisting of more rigid structures with control and capture of the air flow from the structure for subsequent odour scrubbing.

Although technically feasible, this approach has several inherent disadvantages.

a. Covering the lagoons does not create an increase in capacity
b. Covering the lagoons means more land would be required for the facility than it now occupies.
c. The cost of covering is estimated to be approximately $2 million dollars.

d. There would be visual and aesthetic concerns with the covering blocking views of the new community.
e. Operational costs would increase with no improvement in effluent quality.

Option 2 – Employ a decentralized sewage management approach for new development

The future of wastewater management lies in a less central dependent approach to collecting and treating domestic sewage. This is proving to be true in most of the world, now that modern treatment methods have been shown to be cost effective at smaller scales than used to be considered practical.

This approach involves identifying discrete phases of clusters, and designing them to be self contained in how they manage their waste. Medium scale treatment is accomplished using new "Packed Bed Filter" technologies, and the treated effluent is then returned to the land via drip irrigation in public open spaces, such as sports fields, parks, farm and orchard land, green strips, medians , and other open space. A good example of state-of-the-art in sewage management is being undertaken in PEI at Victoria. In Victoria, the entire Town's sewage will be highly treated, and then reintroduced into the ground in a safe manner via drip irrigation and subsurface inducement.

This decentralized approach has some merit when considered in the context of new development in Stratford that will require the an expansion of the existing sewage treatment plant to accommodate it. When significant open space for parks, sports fields, golf courses, and other green areas is created, a corresponding opportunity to disperse treated sewage effluent is also created. The irrigation can serve to keep the green space green in a safe and environmentally responsible manner. Such a proactive plan has the possibility of attracting extra funding from innovative and environmentally sustainable funding sources.

If the Fox Meadows golf course's irrigation needs were met by treated sewage (clean and disinfected), for example, that would mean that their costs for water would decrease, and the amount of effluent discharged to the river would decrease.

In terms of cost, a decentralized treatment approach should only be considered practical when its cost is equivalent or less than the cost of expanding the central treatment plant to manage the flows.

Despite the many possible advantages of the option of installing a decentralized treatment system, this approach has several inherent disadvantages.

a. A decentralized system may not take full advantage of existing investment in infrastructure capacity.
b. A decentralized system relies on open space land for effluent dispersal and that land can never be developed.
c. It may be seen as too "new" and risky by less forward thinking bureaucrats.
d. Although able to respond to growth in a modular manner, this also means that a decentralized system would be difficult to address the entire community's needs through a single funding application and would require a series of installation projects as development is phased in.
e. Operational costs would increase compared to one central facility, if the existing facility were to remain and not be replaced by this approach.
f. It would be difficult, if not impossible to replace the existing facility and collection system with this approach.

Option 3 - Replace the Lagoons with a Sequencing Batch Reactor (SBR) process

The existing collection system appears to be adequate to support increased flows for some time. It direct effluent to the lagoons and then to the harbour via the existing outfall. The current treatment process is inefficient as it requires a large amount of land area and the current land parcel is undersized to handle any expansion of the current facility to meet increased capacity due to the new development. As a result, if

flows increase substantially, as they should when development commences, this treatment process will require even more investment and land to treat the sewage.
It is very important to Stratford to maintain the legal right to use the existing outfall, even if it means effecting an improvement to it via an extension to deeper water, closer to the main channel.
As a result of the land available for expanding the current treatment facility, it makes sense to consider replacing the lagoons with another less land intensive process and consider an option which can be enclosed to reduce both the visual and olfactory impact. A replacement process should also be easy to expand in modular phases to grow with the demand.
Current market and technical performance in Atlantic Canada tends to direct the solution of this problem to a sequencing batch reactor type of process. This process can be located on a much smaller plot of land, be enclosed and odour controlled, and utilize less energy for the same volume of sewage to be treated. It offers high quality (at least 20:20) effluent and is straightforward and relatively efficient to expand.
Current flows are estimated to be 420,000 Igpd, with projected flows from this development at 1,300,000 Igpd. A completely new SBR type plant to treat the ultimate flow would cost approximately $3.0 million dollars, with another $500,000 for engineering, work on the outfall, and site development costs. A new treatment plant of this type would take up about a half acre of land in total. This would then allow the existing lagoons to be eliminated, freeing up land for open space use such as proposed in this chapter.
The best option may be to design a new treatment plant to handle half the ultimate flow, and allow room, and mechanical and electrical infrastructure, to support a future doubling in capacity. To construct a new SBR designed for 650,000 Igpd, would cost about $2.8 million, with a future second phase resulting in twice the capacity costing only another $800,000.
The option of constructing this treatment option all at once, or in phases, would likely be determined by the type of project funding that applies. A large plant of this style can be run at smaller flows and adjusted as flows increase.
The initial step for this approach would be to design and construct a system that will handle current flows, plus those anticipated from the first phase or two of the development. The outfall should be extended at the same time.
Permitting of this option should be straightforward, as the effluent will only improve, and the outfall extension will only improve the assimilative function of the river/harbour of that effluent. It is rare to have any Provincial Department of Environment discourage an improvement in sewage treatment function.

Option 4 – Temporary Upgrade to the Existing Lagoons
It is possible to do some immediate work on the existing lagoons to allow them to serve an increased flow. Designing the lagoons to function as a multi-celled version of an aerated lagoon system, using baffles hung in the ponds, can result in a capacity increase of up to 50%. Provided the existing mechanical components do not require upgrade, this option could cost as little as $100,000 for the increased capacity.
This option presents an attractive holding pattern alternative if the community accepts the continued presence of the lagoons at its major gateway to the Trans-Canada Highway. New development can be accommodated in a responsible manner. Clearance buffers would still apply, however, the total land used would not decrease.

Option 5 - Upgrade the Existing Lagoons
It is also possible to upgrade the existing lagoons though a process change, to increase their capacity to handle the ultimate design flow. Conversion to a Biolac™ type system, or to a Sequencing Activated

Sludge system would offer the most capacity for the investment from the existing facility. Using these approaches might reduce the overall cost of providing full capacity treatment to $2.5 million. Again, as with the above measures that involve keeping the lagoons intact, they act as constraints to development because of the buffer requirement and as a potential aesthetic constraint to the establishment of a successful and attractive gateway to the community.

I. Option 6 - Pump effluent to Charlottetown

It is possible to pump the sewage to Charlottetown for treatment. The costs of this approach have been investigated previously, and the potential for success lies more within the realm of intergovernmental cooperation than basic engineering and costs analysis. It is important to note that this option does add significantly more value to the community through the total elimination of a sewage treatment plant site and removal of any clearance buffers on land use.

If a deal can be negotiated with the City of Charlottetown where the construction and operating costs compare favourably with the costs of building and operating a new treatment plant (probably an SBR), then this option warrants pursuing.

Conclusion

At this time, Options 3 and 6 appear to offer the better direction for dealing with the sewage management needs of the growing community. They both reduce or eliminate the physical and aesthetic constraints posed by the lagoons. However, regardless of the path chosen, significant up front investment is required for both. If funding for this work is not forthcoming, Option 4 offers an interim solution at a price that should be affordable.

2.4 Phasing and Implementation

There are some considerable short term constraints to developing the Plan, not including the marketing and build-out challenges for over 180,000 square feet of commercial space and 600 residential units planned for the Southport development. Based on recent market absorption studies, the completion of this development will likely take several decades to complete. The challenge will be to brand this new development and to attract several anchor projects that will establish new momentum for this area, and therefore decrease the build out time for the entire development as outlined in the vision. A successful approach to this development will require a phased approach that addresses each of the challenges outlined above and systematically implements the various elements of the Waterfront Core Area plan.

Using this phased approach, the first consideration for implementation of the plan is to provide ample room for the existing motel which occupies a small portion of the site to enable the business to continue operating for the foreseeable future. A phased approach, sensitive to the location of this business, will permit the existing land owner to continue to operate while the development fills in over time.

There are some clear benefits to the Town and the landowner from following the development approach described in this chapter. A separate pro-forma was prepared comparing current land use conditions and the proposed WCA plan. The results show positive economic benefits to the landowner, assuming the Town and CADC partner in various aspects of this development. At full build out, the proposed waterfront development will generate $1.6 million dollars of property tax revenue per year, $725,000 of these funds would be paid directly to the Town of Stratford. Using a 7% discount rate, the present value of this future cashflow is worth $10.4 million to the Town over the life of the project. The province will receive $950,000 per year in property tax rates at full build out; the present value of this amount is $13.6 million.

Clearly it is in the Town's best interests to partner with the existing land owner on the future development of this parcel of land; it has the potential to redefine the Town of Stratford, and bring the core of the community to the Hillsborough River. As such, it is recommended that the Town, CADC and the landowner negotiate a list of responsibilities for the development prior to moving forward.

The following phasing and implementation strategy is one scenario on how the WCA vision could be achieved. The precise actions and the order in which they are undertaken will depend on available funding, evolving markets and the willingness of our partners. The following scenario illustrates, however, that Council's vision for the WCA is achievable.

PHASE 1(ESTIMATED COMPLETION TIME - 2-3 YEARS, COMPLETION DATE: 2010)

The easiest component of the WCA is the immediate development of the properties fronting on Stratford Road. Early in this study, the CGI building was negotiated using an early version of the plan and early architectural design controls. This building will be complete in early 2007 and there is significant potential for additional developments to follow suit. Phase 1 should then include all land on Stratford Road excluding the existing Southport Motel. Phase 1 should include a Council commitment to partner on construction of the streets and/or infrastructure for the remaining phases. It is estimated that phase 1 will take 2-3 years to complete. It is possible that phase 2 may begin before build-out of phase 1 is completed.

Phase 1 Next Steps:

a. Initiate active marketing strategy for the Southport development. Develop print and branding collateral.

b. Coordinate the roles and responsibilities for the Town, CADC and property owner in implementing the various stages of the development. Determine when resources will be needed to see the various stages realized and budget costs in capital budgets for the various phases. (2006).

c. Complete negotiations with Imperial Oil to secure a right-of-way or a portion of their property south of the existing Esso. This will be needed for the St John Avenue extension. Determine to what extent, Imperial Oil will partner on this project (would they like to develop their land, reserve their land, or sell their land?).

d. Implement the recommended zone changes consistent with this plan.

e. Undertake the Marina market study and shoreline protection study

f. Implement the changes needed to the sewage treatment lagoon to enable the surrounding property to be developed efficiently. Council will need to choose a short term or long term solution for the lagoons as described in this Plan. Start dialogue with the City of Charlottetown for long term sewage treatment options.

g. Work with CADC to construct the waterfront trail along the waterfront and under the Hillsborough Bridge.

h. Capitalize on the PR value of the CGI development for future phases.

i. Negotiate the 3 intersection improvements on Stratford Road with the Department of Transportation for the next phase.

j. Determine possible infrastructure funding programs to implement the various phases outlined in the Plan.

PHASE 2 (ESTIMATED COMPLETION TIME - 5 YEARS : COMPLETION DATE: 2015)

The second phase of the plan is to realize the three waterfront access roads (Glen Stewart Drive Extension, St. John Avenue Extension and, Residential Street). These will most likely develop at different times

depending on market conditions for the various areas (high density residential, retail, commercial, etc.). One of the immediate challenges will be maintaining the operation of the current Southport Motel. This poses no challenge for development of St. John Avenue Extension and Residential Street, however, for Glen Stewart Drive Extension, it means that the road must be constructed as a single loaded road with development on the south side only, or part of the motel must be relocated or torn down. Since this area will be the main commercial street, the existing land owner and the Town will need to work closely together to see the project realized in a mutually acceptable fashion. A lift station will need to be constructed near the end of Harbourview Drive at some point early in phase 2. An optimistic estimate for phase 2 is 7-12 years to complete. It is possible that a portion of phase 3 may begin before phase 2 is completed.

Phase 2 Next Steps:

a. Continue marketing Southport to developers and builders.

b. Begin dialogue with property owners in the North Waterfront Core Area to determine if partnerships could be formed with the Town to allow this area to be considered in the overall Southport marketing Strategy. Develop schedules for redevelopment of this area. Assign budgets for capital improvements in this area (the park, intersections, servicing improvements, etc.)

c. Create a detailed layout and grading plan for all of phase 2. Create streetscape details and road sections for tender. Determine the scope of each various tender package and its timing for construction. This will be coordinated depend-ing on developer interest for the various aspects of phase 2. It will likely involve 3 separate tender packages for each of the 3 roads.

d. Prepare detailed conceptual schematics (not working drawings) for phase 3 to ensure coordination with phase 2 works.

e. Construct the roads as infrastructure as developer interest warrants.

f. Implement the Civic Signage Strategy.

g. Investigate permits for shoreline infilling needed for phase 3 Waterfront Drive.

h. Begin to identify possible uses (library, art centre, etc.) for the public land reserve across from the waterfront plaza.

i. Partner with CADC on a management plan for public parking lots in phase 2.

PHASE 3 (ESTIMATED COMPLETION TIME - 3-5 YEARS : COMPLETION DATE: 2018-2020)

Phase 3 includes construction of Waterfront Drive and related developments. This phase should be tied into the potential marina development; although, the street related development parcels could proceed without the marina. During the implementation of this phase, the waterfront plaza will likely be relatively simple. Possibly sod and a few trees. In later years, the waterfront greenway and plaza will be constructed. The question of whether a full TCH intersection or a controlled access intersection is warranted will be answered during this stage of the project. This phase will also be contingent on the sewage treatment lagoon decommissioning.

Likely around the time phase 3 gets implemented, the north WCA will start to proceed as the existing strip mall nears the end of its life and as the first two phases of the south WCA start to take shape. At this stage, momentum will be gathered to carry the principles forward across the TCH to the north WCA. It is estimated that phase 3 will take 3-5 years to complete.

Phase 3 Next Steps:

a. Implement the long-term sewage lagoon strategy to remove the lagoons and reduce the footprint of the facility. Ensure the solution will not compromise the future north WCA development potential.

b. Prepare a park site plan for the sewage treatment lagoon site. Ensure coordination across the highway with the North WCA lands.

c. Determine if the marina development is feasible and plan for its coordination with the waterfront drive extension.
d. Determine if a “full intersection’ or ‘controlled access intersection’ is warranted at the TCH. Implement the most feasible option.
e. Complete permits for infilling and dredging as may be required for the marina or waterfront drive extension.
f. Prepare working drawings for phase 3 on the south waterfront core lands.
g. Work with owners of the north waterfront core lands to ensure development is coordinated with the waterfront core lands approach.
h. Implement the waterfront greenway when infilling is complete.
i. Prepare a master plan for the north WCA lands.

PHASE 4 (ESTIMATED COMPLETION TIME - 10 YEARS : COMPLETION DATE: 2030)

Phase 4 shifts focus from the south waterfront core to the north waterfront core. The triangular block of the existing strip mall may have begun or may be completed by this stage. It is estimated that phase 4 will take a further 10-20 years to complete depending on the scale.

Phase 4 Next Steps:

a. Implement the master plan for the north WCA lands.
b. Coordinate the extension of the waterfront trail from the bridge to Robert Cotton Park.
c. Update the Core Area Plan and Open Space Plan for the town.

2.6 Design Guidelines

The following general design guidelines have been assembled to direct the appropriate form of development in the Waterfront Core Area. The guidelines can be broken down into commercial mixed use guidelines, residential guidelines and signage guidelines.

INTENT

The intent of these Design Standards is to create a Waterfront Core Area (WCA) with a strong historic downtown character. In order to achieve this outcome, a mixed-use development approach has been adopted that utilizes the following elements:

- traditional building forms and massing
- zero lot line development
- historic architectural details
- attractive streetscapes
- welcoming facades
- human scale
- public and intimate spaces
- waterfront activity
- waterfront viewscapes
- human interaction
- minimal vehicle dominance

In summary, the goal is intended to address the relationship between facades and public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks all within a mixed-use development.

COMMERCIAL MIXED USE AREA

- Building Height: Building height in the district should generally be no less than 2 stories and no higher than 4 stories. Exceptions will occur.
- Ground Floor Uses: The ground floor should primarily be dedicated to retail type commercial uses on Glen Stewart Drive Extension. The ground floor should be dedicated to commercial uses on St. John Avenue Extension.
- Ground Floor Openings: Windows and doors should occupy a significant portion of the ground floor face area.
- Building Setback: The building setbacks should normally be no more than 2’ from the street lot line for a significant portion of length of the facade. No part of the ground floor facade should have a setback greater than 8' unless a courtyard is proposed..
- Sideyards: Sideyards should be of minimal widths. Corner lot sideyards should become publicly accessible alleyways. Zero lot development is preferred for all lots other than corner lots.
- Rear yard: Rear yard entry into commercial developments should be encouraged. Transformers, planters, etc should be screened with a wood fence if they occur between the parking lot and the back of the building. A shared service area may be incorporated into the rear parking lot design.
- Awnings: Awnings or overhangs are encouraged. Awnings should have adequate clearance for snow clearing. signs should be permitted on awnings and under-lighting is encouraged. Awnings should be traditional shed in design. Cotton canvas is preferred over poly-type materials.
- Roof Pitch: Traditional steep roof pitches are encouraged.
- Building Mass: The mass of any building on the block should be ‘pedestrian scaled’. Buildings greater than 60’ of frontage length should be broken down into compartments’ with a distinct change in vertical architectural style using different facade materials, projections, roof changes, colours, etc. At least one door is recommended for each compartment on Glen Stewart Drive Extension.
- Stormwater Management: Roof leaders at the rear of the building should be directed to a covered cistern designed to hold the 2 year- 1 hour storm volume. Roof leaders at the front of the building should be tied into the street stormwater system.
- Light Pollution Reduction: Building lighting shall be designed to minimize light bleed onto sidewalks or parking areas.
- LEED-NC: To encourage sustainable building design in the waterfront core area, Council could consider making LEED-NC certified buildings eligible for a commercial tax rebate for the first 10 years.
- Water Use Reduction: Low flow plumbing fixtures and waterless urinals are encouraged in all buildings.
- Mechanical or communication appurtenances: Large mechanical or communication appurtenances should not be visible from the street

RESIDENTIAL BUILDINGS

- Building Height: Building height in the district should generally be no less than 2 stories and no higher than 4 stories. The 4th floor should be incorporated into the roof design. Exceptions will occur.
- Ground Floor Uses: All ‘ground floor units’ abutting the street are encouraged to have independent doors for each residential unit on the street.
- Building Setback: Zero setbacks are preferred. Building setbacks ideally should be no more than 10’ from the lot line.

- Sideyards: Sideyards should be of minimum widths.
- Awnings: Awnings or overhangs are encouraged.
- Underground Parking Garage: Access to any underground parking facilities should be discouraged from any street. Access should be from back or sideyards (if the unit abuts the main parking lot entrance).
- Roof Pitch: Traditional steep roof pitches are encouraged.
- Building Mass: The mass of any building on the block should be 'pedestrian scaled'. Buildings greater than 60' of frontage length should be broken down into compartments with a distinct change in vertical architectural style using different facade materials, projections, roof changes, colours, etc.
- Stormwater Management: Roof leaders at the rear of the building should be directed to a covered cistern designed to hold the 2 year- 1 hour storm volume. Roof leaders at the front of the building should be tied into the street stormwater system.
- LEED-ND: To encourage sustainable building design in the waterfront core area,Council could consider making LEED-NC certified buildings eligible for a residentual tax rebate for the first 10 years.
- Water Use Reduction: Low flow plumbing fixtures and waterless urinals are encouraged in all buildings.
- Mechanical or communication appurtenances: Large mechanical or communication appurtenances should not be visible from the street.

SIGNAGE

- Sign Board: A sign board for commercial signage or awnings is encouraged above the first floor for no greater than 60% of the frontage length. Gooseneck lighting is preferred above all sign boards.
- Sign locations: Signs are encouraged anywhere between the first and second floors.
- Back-Lit Signs: Back-Lit signs are discouraged anywhere in the waterfront core area, except to backlight raised lettering only.
- Projecting Signs: Projecting signs are encouraged in the waterfront core area. Projecting signs should have adequate clearance.

Chapter 3: Town Centre Core Area

The Town Centre Core Area, is located between the Waterfront Core (Hopeton/Keppock Road) and Kinlock Road. This area sits at the geographical centre of Stratford and is the civic heart of the community. The focus of the Town Centre Core should be to:

1. Promote the establishment of a compact, pedestrian-oriented Town Centre consisting of vibrant and dynamic mixed-use areas, and residential living environments that provide a broad range of housing types for an array of housing needs;
2. Promote a diverse mix of residential, business, commercial, office, institutional, educational, and cultural and recreational activities for workers, visitors, and residents;
3. Promote the health and well-being of residents by encouraging physical activity, alternative transportation, and greater social interaction;
4. Create a place that represents a unique, attractive, and memorable destination for visitors and residents of Stratford; and
5. Enhance the community's character through the promotion of high-quality urban design.

From an urban design perspective, Town Hall was designed as a civic focal point; it is surrounded by high quality open space, and local streets terminate at the edge of the property, thus providing unique vistas of Town Hall. In keeping with this principle, the plan illustrates a new intersection from the highway that would provide another direct access to Town Hall , thus reinforcing its civic presence; this connection has yet to be built.

In order to enhance the image of Town Hall in the future, additional land should be added to the existing green belt around the building, thus allowing room for the construction of a new school or other institutional facilities at a later date. Following this design thought further, this Plan recommends providing additional space for other institutional uses such as churches and medical clinics. The civic clues of the Town Centre Core should be surrounded by high quality residential development on three sides and high quality mixed use development (commercial and residential) to the south, connecting Town Hall to the Highway.

On the south side of the highway, the Town Centre Core should include high quality mixed use development which addresses important natural features such as the major drainage corridor that runs through the centre and the urban forest in the south east corner of the new intersection. The intersection must be designed to accommodate pedestrians, connecting the residential areas south of the highway to Town Hall, and should incorporate a high standard of landscape design.

Housing options for the Town Centre Core should provide a mix of housing types styles, from traditional single family homes, to condominium, apartment, town house, and duplex.

Where the Town Centre Core backs on to existing residential properties, new residential development style should be sympathetic to existing housing and neighbourhoods; but as development moves away from existing residential areas towards the Core, there should be more opportunities for increased housing density and more diverse development types. Obviously, multi-storey residential housing would be better suited closer to the commercial and mixed use areas.

Unlike the Mason Road Core Area, the big box retail and large plate commercial model is not ideally suited for some areas of the Town Centre Core Area (mostly the land west of the new intersection). This approach is characterized by pavilion style buildings surrounded by parking and asphalt on 4 sides. On the new north entry road leading to Town Hall, the commercial development style should encourage the street related

commercial style with pedestrian related sidewalks entering into commercial units from both the street and rear parking areas. Parking should be accessible from the street but should be located in the rear, shielded from the street by buildings. The scale of the street should be consistent with a 'town' scale, not the recent highway collector scale.

The exception to the approach described above includes the lands adjacent to the Jubilee/Kinlock/TCH intersection. This area represents an extension of the building/development forms and land uses represented in the Mason Road Core Area (Chapter 4).

The drainage corridor that runs through the centre of the Town Centre should be preserved as a linear park, which doubles as a drainage corridor (i.e., an open space focal point) rather than a right of way for underground storm sewer pipes. Many communities in North America are now spending significant municipal budgets to 'daylight' old streams and drainage corridors that were culverted with stormwater pipes over the last hundred years. Daylighting principles should be employed in the Town Centre to create visible open space stormwater amenities instead of invisible civil infrastructure. The Town Centre should be directly linked to all outlying communities in Stratford via a multi-use trail network.

3.1 Town Centre Core Vision

In 2020, the Town Centre Core Area will be the definitive civic heart of Stratford. The area surrounding Town Hall will be some of the Town's premiere open space with walking trails, a multi-use field and a high quality urban park. The Town Centre open space will be linked to all the outlying communities via a spacious multi-use trail network. A potential Junior High School to the North of Town Hall will provide shared parking for the school and Town Hall. A new entrance on the north side of Town Hall will link the two facilities. The residential land to the north of the Civic Core will provide a variety of high quality housing options for a broad cross section of Stratford residents, from young families to seniors. All are just a few minutes walk (on sidewalks and trails) to outstanding parks and stores that provide daily conveniences.

The Town Centre intersection will offer some of the finest landscape design in the town. A short urban bridge will link the highway to the Civic Core over a landscaped pond which doubles as a component of the Town's stormwater control infrastructure. High quality 2 and 3 story buildings line the road into the Town Centre Core on both sides of the Trans Canada Highway. These roads have sidewalks, pedestrian scale lighting with banners, street trees with large canopies over the street providing shade to pedestrians, and ample on-street parking. The buildings lining these streets are outstanding examples of architecture which reinforce Stratford as the quintessential Canadian Town. Parking will be accessible and plentiful behind these buildings. In some places, animated cafe's spill out onto the sidewalk. Civic art is plentiful and reinforces the notion of Stratford as the cultural capital of PEI. Throughout, there is ground floor activity with offices and shops, while residents live in upper floors. The drainage corridor running through the centre of this area provides an open space back-bone linking the Town Hall Civic Core to the Glen Stewart School.

3.2 Town Centre TCH Intersection

The proposed Town Centre intersection is the key to the Town Centre Core Area. Without it, development potential and neighbourhood connectivity with the civic core will be seriously compromised. The intersection provides a vital connection between the civic heart of Stratford and the outlying communities. It also provides a pedestrian crossing to bridge the north and south sides of Stratford, linking both sides to the institutional core of Stratford.

While the previous Core Area Vision study showed an additional intersection aligned with Ducks Landing, it is not believed that an additional intersection is required or warranted. The Core Areas will be served by

parallel collector streets that will provide interconnection between Stratford Road, the Town Centre (Town Hall) Street, Kinlock Road / Jubilee Road and Mason Road.
The Town Centre intersection on TCH Route 1 should be developed to a high design standard. Since volumes on TCH are high and will continue to increase over the next 20 years, the intersection design should include:

- two through lanes on TCH Route 1 for each direction of travel.
- concrete median with appropriate landscaping on TCH to separate opposing traffic flows and to provide refuge for pedestrian crossings.
- left turns lanes on TCH for both directions of travel
- right turn lanes with right turn channels will probably be required at the four corners
- Town Centre Street should have two approach lanes to the intersection; one for through and right turning vehicles, and one for left turning vehicles
- actuated traffic signals, with separate left turn phases for all approaches and pedestrian actuated cross walk signals.

While this new intersection will be an important point of access for vehicles into the Town Centre, it will be equally important as a pedestrian connection between various Stratford communities and the civic uses in the Town Centre. The main roads off the Trans-Canada should be designed to an urban standard with curbs and gutters, 6-10' wide sidewalks separated from the roads by grass medians, tree lined and with parallel parking on both sides of the street. A planted 10' wide median should extend from the TCH to the Town Hall. Light standards on the connecting roads from the TCH should be pedestrian scale instead of highway cobrahead standards, except adjacent to the Jubilee/Kinlock/TCH intersection.

3.3 The North Town Centre Core

The North Town Centre Core includes the land north of the TCH, including the lands around Town Hall, the residential land surrounding it and the commercial corridor along the highway. It is clear that the north Town Centre Core needs to be well connected (pedestrian and vehicles) to the rest of Stratford. The Civic Core (the area surrounding Town Hall) needs to be one of the highest quality open spaces in Stratford and provisions must be made to include other institutional functions. The commercial area should include mixed-use developments sympathetic to the town centre model as well as big box style developments directly adjacent to the TCH/Jubilee intersection.

THE CIVIC CORE

The civic core is the heart of the town centre core area and includes the land surrounding Town Hall, approximately 20-22 acres in size (the existing Town Hall Parcel is 12.7 acres). Town Hall creates the focal point for the Town Centre Core. In the concept plan, roads have been aligned to showcase the tower on Town Hall. The tower emphasizes the importance of the institution as a focus point for the Town.

There are several components that make the civic core important. These include:

Additional Institutional Infill

There are ample opportunities for a range of additional institutional infilling surrounding Town Hall. This could include:

a. A new Junior High School building with room for bus drop-offs, roughly 60-100 parking spaces, large gathering areas for students on the non-residential side of the building, a sympathetic school face on the residential side, and well connected trail system into the community. The parking lot and multi-use

fields could be shared with Town Hall.

b. Other institutional uses like churches, clinics, library, museums, arts facilities, convention centre, other cul-tural/civic facilities, etc. There may be opportunities for mixed use development on the main south entry into the Civic Core.

Town Square

The central urban park will provide a counterpoint to the architectural form of Town hall. The drawing shows a traditional 'Town Square' arrangement for this urban space. The town square will be surrounded by large stately trees, landscaped areas, civic art and a major water feature as a focal point for the entry road into the Civic Core. Like a traditional town square, mixed use buildings could surround it. The Town Square needs to be designed to a very high quality, while recognizing that implementation could be piecemeal over the next decade.

Clustered parking

Clustered parking provides pockets of parking for the Civic Core. Unlike the existing configuration for the Town Hall, where parking lines both sides of the entry road in a highly visible manner, the parking should be distributed off the main roads to be accessible, but discrete. The parking lots should be designed to retain stormwater runoff of less than 2 year recurrence interval. Trees should be planted in all parking islands to reduce the impact of the urban heat island effect (increased temperatures in urban areas as a result of reflected radiation from asphalt). In the future, there may be an option to provide a large parking lot north of Town hall. This would require future access from the building on the north side of the central entry.

Active Recreation Facilities

A high quality multi-use field could be a central feature of the Civic Core. Properly designed, the field could be used for soccer, football, baseball, softball and rugby. The Town could explore an all-weather turf field for the Core. These synthetic fields provide extremely high quality sport surfaces and are not subject to growing conditions which damage traditional fields. A high quality sand-base sports field would also be appropriate for this area. The topography should be sculpted to provide seating overlooking the fields. A high quality adventure playground facility should also be accommodated next to the fields. The Town should consider constructing an 'accessible playground' facility where all children, with and without disabilities, can develop essential skills for life as they learn together through play.

CONNECTED GREENSPACE

The Civic Core must be well connected to surrounding neighbourhoods via a series of greenways and on-street sidewalks. A 30' multi-use trail corridor should connect the Civic Core with Mason Road, Bunbury Road and the eastern border of the adjacent lands.

RESIDENTIAL LAND SURROUNDING THE CIVIC CORE

The land bordering the east side of the new Civic Core could be lined with medium density residential development like townhouses and semi-detached homes or possibly mixed use development. Families typically like to back onto active recreation park lands. Large single family lots typically do not want to be located adjacent to active recreation fields. The land to the west of the Civic Core is zoned R3 and there are currently apartment buildings in this area. Apartments are an as-of-right use in this area and they do not compromise the Civic Core concept.

It will be important that the Town work with the existing developer to maximize the area for the Civic Core.

Future parkland dedications for the lands should be located in the Civic Core to provide ample space for this important area. The Town should also work with the developer to consider reallocating parkland dedicated to an area south of the recent PURD development lands (an area of approximately 2.75 acres) to the Civic Core. A small 6,000 -8,000 sq.ft. playground area should be preserved with road frontage of no less than 60'. This would allow the developer to utilize this area for future housing while ensuring that the town reserves parkland where it is best suited around Town Hall. On top of this, a well integrated trail network should be linked to the Civic Core throughout the remaining developments in this area.

THE NEW INTERSECTION – NORTH GATEWAY CORRIDOR

The new intersection proposed on the TCH in this location will be the main gateway into the north and south Town Centre Core. The road to the north should be designed with a 10' landscaped boulevard in the centre, on-street parking on both sides of the road, generous sidewalks, street trees on the outside of the sidewalks and street related mixed use development with ample ground-floor activity. A stormwater pond, located at the entrance to the northern gateway, will serve as park-like entrance into the Civic Core. A bridge-like (not necessarily a bridge) structure will cross the stormwater ponds. The bridge should be designed with seating overlooking the park areas, ceremonial light standards, colourful banners, wide sidewalks, interpretive panels for pedestrians and a marine nautical flair. While the ponds could connected with a simple 'Shaw-span' structure, it is important that, from above, the bridge be designed as a ceremonial gateway. The stormwater ponds should be designed with a well landscaped park surrounding and should be connected to the highway trail system proposed for the north side of the TCH. The ponds must not be designed as a typical 'engineered detention basin'. Powerlines should be directed to the rear of the properties in this corridor.

THE SHAKESPEARE RESIDENTIAL CORRIDOR

The Shakespeare Drive corridor is currently designed as a TCH collector road, aligned to direct traffic past the Town Hall, west into the Heron Drive neighbourhood where the road system is convoluted. The suggested design connects into a Civic Core ring road at a T-intersection, allowing motorists to drive straight into the Civic Core, turn right into the new residential lands and up to Mason Road, or turn left onto Shakespeare Drive. This T-intersection design is important in establishing the Civic Core ring road concept. It also helps to slow traffic entering the Town Core.

For the lands south of Shakespeare Drive (south of Ducks Landing), lots which front on Shakespeare Drive are currently required to conform to the established lot standards. New development that does not front on Shakespeare Drive is encouraged to meet the higher development standards recommended for the Town Centre Core. Council should consider granting density bonuses in return for compliance with higher development standards.

TOWN CORE COMMERCIAL CLUSTER

The lands immediately bordering the TCH (in the vicinity of the Jubilee Intersection) provide ample room for medium scaled, free standing traditional commercial developments. For these developments, the highway 'face' of the building needs careful consideration. Service bays and maintenance areas (trash, loading bays, etc.) should not be located on the highway face. Ideally, several of these building types would be clustered together with service areas located between them. The landscape guidelines recommended in this chapter should be observed.

3.4 South Town Centre Core Area

The South Town Centre Core Area lies to the south of the TCH below the proposed new Town Core intersection. The area is currently zoned as a Comprehensive Development Area zone (CDA). While CDA zoning is employed all over North America, the uncertainty associated with this type of zone often stalls development (developers frequently refer to the CDA acronym as 'Can't Develop Anything'). The lack of easy accessibility to this parcel probably did more to restrict development than the CDA zone. However, with the construction of a new intersection in this location in the near future, the CDA zone could limit development potential and would not offer developers any direction on the desired development form. Much of this area should be rezoned as Mixed-Use like the North Town Centre Core.

There has been discussion for years about the alignment of MacKinnon Drive and its connection to either Glen Stewart Drive or St. John Avenue. There are serious constraints with both connections. Opponents of the Glen Stewart Drive connection fear that the additional traffic on Glen Stewart Drive would be a real cause for concern for students of the Glen Stewart School. Opponents of the St. John Avenue connection fear that traffic will be directed to the St. John - Stratford Road intersection, which can never be controlled by traffic signals due to its proximity to the existing TCH - Stratford Road intersection. This would create a very dangerous intersection.

As long as MacKinnon / Glen Stewart Drive road speed is limited to 50-60 km/hr, the MacKinnon-Glen Stewart Drive connection is the better option from both a traffic and safety perspective (exiting Stratford Road from a non-signalized St. John Avenue intersection will be dangerous for drivers and pedestrians). It must also be considered that Glen Stewart Drive will be the main link into the Waterfront Core Area and despite a MacKinnon-St. John Avenue alignment, many drivers will opt for the Glen Stewart shortcut because it will be signalized. Dozens (possibly hundreds) of schools in Atlantic Canada contend with similar traffic conditions as would exist with a MacKinnon / Glen Stewart Drive connection. Despite this rationale, residents and parents have a real concern about this connection and will need further consultation after the Core Area Plan is approved to ascertain the most acceptable alignment.

The plan shows how the MacKinnon Drive - St. John Avenue connection could work (the solution for the MacKinnon-Glen Stewart connection is evident). The northern road reserve on Marion Drive (by the ball field) should also be used to connect Marion Drive to MacKinnon Drive. This solution distributes the traffic over a number of road systems and neighbourhoods without concentrating traffic on any one road. A future trail right-of-way should be preserved between the new intersection road and Marion Drive cul-de-sac.

Town Centre Commercial

The land between the existing Sobey's store and the proposed new intersection should be preserved for additional medium scale commercial development similar to what exists on the Sobey's property next door. The previous vision plan showed this area preserved entirely as an urban forest. Clearly, the highest and best use for this land adjacent to a new intersection is not urban forest as the demand for commercial expansion will be significant in this area. Nonetheless, a portion of the urban forest (no less than 2000 sq.m.) should be preserved along the highway to break up what would otherwise be a very large parking lot. A smaller pad mixed use lot should be reserved for the south east corner of the new intersection and be developed to a high standard.

Mixed Use Zone

A mixed use zone should be established over the lands west of the new TCH intersection. A drainage corridor bisects this area and there are low, periodically wet areas though this corridor. The land in this area

transitions from the large commercial plate facility on the Sobeys land to the residential and mixed commercial areas on St. John Avenue. A mixed use development would ideally bridge these land uses. The mixed use area drawn on the plan flanks both sides of the drainage corridor. Ideally, a pond and park could be constructed in this area to provide an amenity for the surrounding residential development. There are opportunities for medium scale commercial facilities, offices and high density residential in this area.

Drainage Corridor

The stormwater drainage corridor through the south Town Centre Core should be preserved as an above-ground feature as much as possible. The drainage corridor between Millennium Drive and Greensview Drive must be observed connecting this area to Spruce Grove Park. The cross section should be designed to carry the 25 year flood (with mitigation measures for the 100 year flood) but it should not be an 'engineered-looking' structure (rip rap, rock lined ditch, etc.). Instead, it should be designed as natural drainage swale and landscaped with native vegetation. This corridor should also be used as a trail backbone as part of the open space network.

Highway Corridor Enhancement Project

The highway corridor is currently a single purpose environment designed to move vehicles safely through Town. Other communities in Canada (even Charlottetown and Cornwall) are moving towards a multi-purpose highway corridor design which includes wildlife habitat improvement, aesthetics, microclimate amelioration, community identity, etc. This is clearly the domain of the provincial Department of Transportation and will require significant discussion and negotiation before any enhancments can be considered.

The Town should strike a community led "Highway Corridor Enhancement Program" committee to lead the effort. The group should be challenged with introducing trails and street trees (possibly lighting) along both sides of the TCH. There are a number of vehicle safety setback issues that must be observed for a 70km/hr highway corridor; however, these issues can be accommodated. One or more councillors, and an equal number of staff, should sit on the committee. The group should identify necessary land acquisitions, DOTPW transportation safety standards, and a suitable plan for advancing to DOTPW. The Town should identify funding opportunities for advancing the project and should facilitate communication between the committee and the DOTPW.

3.5 Challenges to Implementation

The challenges for the Town Centre Core are not insurmountable; however, this area will take time and patience as it evolves. On a positive note, there are very few land holders with whom the Town needs to coordinate the implementation of the plan. This can be positive if the land owners subscribe to the premise of the Core Area Plan. There are also a number of community and DOTPW coordination issues that need to be addressed. There are no real physical constraints, except some of the drainage corridors.

Highway Intersection

The Town will need to continue dialogue with the Department of Transportation and Public Works to see the new intersection realized. The stormwater drainage swale runs directly in the location of the proposed intersection and will require some additional coordination.

Servicing

The existence of the Town Hall and the servicing in place for that development are important assets when examining future sanitary infrastructure requirements to support the development envisaged in the Plan for the Town Centre Core. The existing sanitary sewers and water mains have capacity for new development, although in the lower area near the Trans Canada it may be necessary to install a sewage lift station from the low point to existing gravity sewers.

Water supply is, like most of PEI, from a well field. As the demand for water increases in Stratford, this resource will need to be monitored, and perhaps revisited in terms of safe yield. The higher elevation parts of the Town, in particular in the far corners to the northeast and southeast, may require some form of booster pump station as demand grows and reduces system pressure through water use.

General policies, such as requiring the looping of water transmission pipes whenever possible, funded as part of on lot development requirements for large developments, should be maintained and enforced.

Stormwater Management

The Town should implement a no-net runoff approach to developing the commercial properties in the Town Centre Core. This means that the 5 year post-development runoff curve should match the 5-year pre-development runoff curve. Flood conveyance is not recommended as the sole civil design treatment. Instead, the projects should be designed to store 5 year floods onsite using a wide variety of modern approaches to design. As much as possible, the existing stormwater drainage swale should be preserved as an above-ground solution rather than an underground solution through the Town Centre Core.

Residential Buffering

About three dozen residential properties border the Town Centre Core Area (north and south). Where existing vegetation is present, a 20-30’ buffer of vegetation should be preserved where all new residential development borders existing residential properties.

3.6 Phasing and Implementation

Since much of the land is privately owned, there is no clear phasing strategy for the Town Centre lands except for the areas where the Town can effect some change. There are several things the Town can do to effect change in the near-term. These include:.

1. The Town should actively pursue the proposed intersection implementation on the TCH. This will take negotiation with both DOTPW and the land owner. The addition of this intersection, coupled with the proposed new land use bylaw changes for new core areas zones, will create immediate commercial and residential demand. Work with the Department of Transportation and land owner to fine tune the intersection alignment and design.
2. The Town should assemble a community led committee to pursue the Highway Corridor Enhancement Program. The group should establish their mandate (with help from Council and staff) and the Town should facilitate discussions with DOTPW. The Town should begin dialogue with other communities in PEI who have gone through a similar process (Charlottetown, etc). The Town should identify potential funding and revenue sources for implementing the program. The committee and Council should consider encouraging the community to help construct various aspects of the project (tree planting, trails, etc.).
3. The Town should undertake a comprehensive stormwater management strategy. The Town Centre Core will play a prominent, direct role in this strategy since the drainage corridor bisects the area. A pond or

series of ponds may be required as part of this plan. Single purpose engineering structures should be avoided in favour of multi-purpose community and wildlife amenities.

4. The Town should work with the land owner(s) to begin discussions with the local community about the Mackinnon Drive extension alignment. This will be initiated by the land owner, facilitated by Town planning / engineering, and possibly DOTPW staff.

5. Work with the land owner and DOTPW to determine an equitable cost sharing arrangement for the new intersection. To this end, a property assessment should be completed for the affected lands without the intersection and with the intersection.

6. The Town can start to plan for the implementation of the Civic Core. The Town could start to look for partners for the potential commercial / institutional lands. The Town should continue to consider the location for a future junior high school.

3.7 Design Guidelines

In order to utilize the Town Core residential and Town Core Mixed Use zone, the following architectural and landscape design standards should be encouraged. Plans for all buildings and site layouts should be submitted to be reviewed by the Town to ensure conformance with the standards before issuing a building permit.

INTENT

The intent of these Design Standards is to create a Town Centre Core Area which has a distinct urban character. A mix of institutional, residential, commercial and mixed use land uses will be accommodated within distinct zones. The Town Centre Commercial area adjacent to the TCH/Kinlock Rd./Jubilee Rd. intersection will accommodate high traffic commercial uses with similar Design Standards to the adjacent Mason Road Commercial Zone.

The balance of the TCCA, including the institutional, mixed use and residential zones will be developed with high quality urban style streetscapes with on-street parking, curbs and gutters, sidewalks, underground services and street trees. Somewhat higher density and innovative housing forms will be encouraged. Site plans shall reflect high development standards, superior landscaping and provision of amenity areas for pedestrians. Pedestrian and bicycle facilities and linkages will be an intrinsic component of all development plans.

Buildings should conform to traditional architectural styles and be of superior quality. Commercial signage should be controlled and no “pylon” or elevated free-standing signs shall be permitted outside of the TCC zone.

ARCHITECTURAL DESIGN GUIDELINES (SINGLE FAMILY, DUPLEXES & SEMI)

1. Sheds, detached garages and any other accessory building should be compatible with the style, color and composition of the main house and should be maintained to the same level of repair and appearance as the main house. Pre-fabricated, freestanding sheds are encouraged.

2. Porches are encouraged on all homes.

3. Low-flush toilets and low-flow shower heads are encouraged in all bathrooms.

4. Fence designs should be appropriate for the architectural style of the building. Chain link fences should be discouraged.

9. Garages should be located and treated so that on approach the house on the lot is not visually dominated by the garage. Carports are discouraged and should only be approved where they are compatible

with the architectural style of the building and where adequate screened storage facilities are provided.

Architectural Design Guidelines (Multi-Unit Apartment or Condominium)

1. Parking between the building and the streets should not be encouraged.
2. The building should be designed to clearly conform to an architectural 'style' (Victorian, Prairie, Craftsman, Georgian, etc). Exterior details should support the selected style (windows, roof, porticos, trim, shingles, entries, etc.).
3. Vinyl siding should only be approved where the architectural details are appropriate to traditional building design.
4. Low-flush toilets and low-flow shower heads are encouraged in all bathrooms.
5. Fence designs should be appropriate for the architectural style of the building. Chain link fences should be discouraged.

Commercial Design Guidelines

Roof Lines

Variations in roof lines should be used to add interest to and reduce the massive scale of large buildings. Roof features should compliment the character of any site built adjoining a neighborhood.

1. Rooflines should be varied, with a change in height or with parapets or other architectural roof details. Parapets, mansard roofs, gable roofs, hip roofs, or dormers shall be used to conceal flat roofs and roof top equipment from public view. All rooftop equipment should be concealed from public right-of-way view adjacent to the property.

Detail Features

Buildings should have architectural features and patterns that provide visual interest at a pedestrian scale, reduce massive aesthetic effects, and reflect the character of the local area. The elements in the following list should be integral parts of the building fabric and not superficially applied through trim, graphics, or paint.

2. Building facades are encouraged to include a repeating pattern with no less than three of the elements listed below.
    - Color change
    - Texture change
    - Material change
    - Expression of architectural or structural bay through a change in plane, such as an offset, reveal, or projecting rib.

Commercial Loading & Storage Areas

Loading areas and outdoor storage areas have visual and noise impacts on surrounding neighborhoods. These areas, when visible from adjoining properties and/or public streets, should be screened, recessed or enclosed. Appropriate locations for loading and outdoor storage areas include areas between buildings and on those sides of buildings that do not have customer entrances.

As a guide:

3. No areas for outdoor storage, trash collection or compaction, loading, or any other such use should be located in close proximity to any public street, public sidewalk, or internal pedestrian way.
4. Loading docks, truck parking, outdoor storage, utility meters, HVAC equipment, trash dumpsters, trash compaction, and other service functions should be incorporated into the overall design of the building and the landscaping so that the visual and acoustic impacts of these functions are fully contained and out of view from adjacent properties and public streets.
5. Areas not inside a building for the storage and sale of seasonal inventory should be well defined

and screened with walls and/or fences. Materials, colors, and designs of screening walls and/or fences and covers should conform to those used as predominant materials and colors for the building. If such areas are to be covered, then the covering should conform to those used as predominant materials and colors on the buildings.

6. Temporary sales/display areas of seasonal materials such as Christmas trees and seasonal landscape plant material, loading areas and outdoor storage areas should not restrict the traffic flow onto or through the site.

7. All exterior shopping cart carrels should be designed to match the character of the main commercial building.

Pedestrian Amenities

Pedestrian accessibility opens auto-oriented developments to adjacent neighborhoods, thereby reducing traffic impacts and enabling the development to project a friendlier, more inviting image. Public sidewalks and internal pedestrian circulation systems can provide user-friendly pedestrian access as well as pedestrian safety, shelter, and convenience within the commercial property.

To accommodate pedestrian flow:

8. Sidewalks on public right-of-ways should be linked to commercial sites via a internal sidewalk. These connecting sidewalks should be placed to minimize crossing internal roads or parking lots. There should be at least one sidewalk linkage per adjacent street frontage. Where the connecting sidewalk connects to a parking lot, the sidewalk should extend to the travel lane (i.e. it should not end or start at a parking stall).

9. Continuous internal pedestrian walkways, should be provided from the public sidewalk or right-of-way to the principal customer entrance of all principal buildings on the site. At a minimum, walkways should connect focal points of pedestrian activity such as, but not limited to, transit stops, street crossings, building and store entry points and should feature adjoining landscaped areas that include trees, shrubs, benches, flower beds, ground covers, or other such materials.

10. Sidewalks should be provided along any building facade featuring a customer entrance, and along any facade abutting public parking areas.

11. Weather protection features such as awnings or arcades in front of the main entrances and on each side of all customer entrances of the building are encouraged.

12. All major pedestrian walkway crossings should be distinguished from driving surfaces through the use of durable, low maintenance surface materials such as pavers, bricks, scored concrete or stamped asphalt, in order to enhance pedestrian safety and comfort.

13. Bike racks should be provided for all commercial developments.

Signage Guidelines

14. No more than one fascia or signboard sign per business should be erected unless the business has a storefront facing a second street.

15. Free-standing Pylon Signs should only be permitted on Commercial lands east of the proposed new intersection into Town Hall

16. Fascia signs should not occupy a dominant portion of any building facade.

17. Billboards should continue to be prohibited.

Lighting

The intent and purpose is to avoid forms of light nuisance and intrusion, such as light pollution, light trespass, and glare from adjacent areas which affects both people and wildlife.

ARCHITECTURAL DESIGN GUIDELINES (MIXED USE DEVELOPMENT)

For mixed use developments, the previous ‘multi unit apartment or condominium’ design guidelines and ‘commercial’ design guidelines shall both apply.

Chapter 4: Mason Road Core Area

The Mason Road Core Area, like the Waterfront Core Area, is a gateway to and from the Stratford Commercial Core and the Stratford Industrial Park. The current Mason Road intersection with the Trans Canada Highway has some serious safety and commercial expansion limitations which will be explained in more detail in this chapter; however, the need for a new intersection in this area is necessary to solve a myriad of transportation and community access issues and to create opportunities for commercial expansion. To be effective, the new intersection must:

- provide safe, controlled access to and from the highway to access Mason Road, the Stratford Industrial Park, and Stratford/Georgetown Road
- eliminate the current Stratford/Georgetown Road highway access
- eliminate or resolve the current Dale Drive highway access
- maximize commercial land potential while minimizing the need to remove existing buildings
- provide adequate buffering capability to existing residential neighbourhoods (i.e. Dale Drive residents)

Over a dozen options for this new intersection have been explored in the year or so leading up to this study. Most recently, a concept for the new intersection was developed and was endorsed by the Provincial Department of Transportation and the Town of Stratford. The concept was challenged by Dale Drive residents during public consultation meetings held in 2005 and 2006 as part of a review of the options to determine the best intersection location. In January 2006, the Town approved the Dale Drive intersection option. In the spring of 2006, the plan was again revisited and discussed under a rezoning application for land in close proximity to the intersection at Dale Drive. The Town approved the rezoning application and the residents of Dale Drive appealed the re-zoning approval to the Island Regulatory and Appeals Commission (IRAC). The resident appeal was upheld by IRAC and the “proposed” development has been shelved until the design and zoning issues are resolved.

4.1 Mason Road Core Vision

In 2020, the Mason Road Core Area will provide a safe and convenient larger scale, highway commercial core for Stratford and outlying communities. Smaller commercial pads will be visible along the highway corridor, screening larger parking lots for big box retail behind it. These smaller commercial developments will have high quality architecture and appropriately landscaped lots. Parking for these small commercial pads will be located between each pad site instead of between the highway and the building. Stratford’s regional trail will be linked to the Confederation Trail along the highway corridor providing safe and convenient pedestrian access to the businesses in the Mason Road Core. Larger, big box establishments will be visible from the road and will be easily accessible via the reconfigured Mason Road - TransCanada intersection. Around the existing single family residences near Dale Drive, context sensitive open space, visual and acoustic buffers, mixed use and residential development will be located to buffer the residents from the neighbouring commercial activities. A park at the south end of Dale Drive will provide local residents with recreational amenities. The park will be directly linked to Stratford’s open space network. The Stratford Industrial Park entrance will be significantly enhanced. The industrial park will be home to some of the Island’s most progressive industries. The Park itself will have expanded considerably from its meek beginnings in the 1990s and will be a model Eco-Industrial Park. Industries with strong environmental ethics and policies will have located in the park specifically because of the parks

environmental commitment.

4.2 Mason Road Intersection Options

There is no denying the importance of a new intersection for Stratford in this location in the very near future. There is, however, some real debate about how to maximize the benefits and mitigate potential negative impacts. At the broadest scale, there are really only 3 options (and many derivatives of these options) for the new intersection. The opportunities and constraints of these options are presented below

DALE DRIVE EXTENSION

The Dale Drive extension option has been explored in detail, and while endorsed as the preferred location by Council, the resultant rezoning was rejected by local residents and IRAC (Island Regulatory and Appeals Commission).

The challenges with this alignment include:

1. The route brings the new collector road close (through) to existing residents via Dale Drive.
2. The route is convoluted (serpentine), and forces eastbound traffic from the Stratford Road and Mason Road to double back on itself to get highway access.
3. The Mason Road semi-controlled access (right in and right out only) is not the safest or most convenient option from a transportation planning standpoint.

Opportunities

- Like the other options, this option would remove the existing Georgetown Road / Stratford Road / TCH intersection.

MASON ROAD EXTENSION

The Mason Road extension option was also reviewed in some detail. The challenges with this alignment include:

1. The vertical highway profile and compound curve alignment of the highway east of the proposed intersection could benefit from improvements to the highway for 500-800 m east of the new intersection to make this intersection safe.
2. The varying scale and configuration of the surrounding land parcels remaining on each corner of the new inter-section would only provide 1 suitable commercial lot. It is clearly the least suitable solution from a commercial development perspective.
3. The necessary lane expansions on the Mason Road (left turn lane into the Industrial Park, one or two through lanes and a right turn lane onto the Trans Canada) would adversely effect the front of several businesses with the loss of approximately 7-10m of front yard and blocking of driveways (including the firehall and police station) due to exit lane stacking.
4. The proximity of the industrial park entrance and the new highway intersection may not provide adequate intersection separation. Inadequate separation will affect both safety and operation of the two intersections.

The opportunities with this alignment include:

- The Mason Road extension option is probably the most suitable option for Dale Drive residents. However, in closing the Dale Drive highway access and linking the collector to the existing commercial properties, there would still be a need for a commercial road (public or private) connection between Dale Drive residents and the highway. Unlike the previous option, however, this road would not be the collector road itself.
- This option maximizes the distance between the new intersection and the Jubilee/Kinlock intersection.

- The existing Georgetown Road / Stratford Road / TCH intersection would be removed by connecting Georgetown Road directly to Stratford Road and then connecting then to TCH at the proposed new Mason Road intersection.

So, while this option, at first glance, appears to be the most straight forward, it is probably the least suitable option for the Town and the Province due to the cost of upgrading the highway approach and the fact that it only would create 1 viable commercial lot.

MASON ROAD REALIGNMENT

The most promising option, the Mason Road Realignment, minimizes the constraints of the first two options while maximizing the opportunities. This option would realign the southernmost access of Mason Road to intercept the highway west of its current location along the back yards of the Fire Department and Norjohn Holdings Ltd.

The challenges with this alignment include:

- The alignment might compromise one dwelling on the south side of the highway.

The opportunities with this alignment include:

- The distance between the new intersection and the Jubilee/Kinlock intersection would be 660 m.
- The new intersection would create 4 viable commercial development parcels.
- The collector road would bypass the Dale Drive residents and provide significant separation. Like the Mason Road Extension Option, a smaller local road (or private access) would still be required to connect the collector with the Home Hardware parcel; however, this would not be the collector road itself like the Dale Drive Extension option.
- The existing Georgetown Road / Stratford Road / TCH intersection would be removed by connecting Georgetown Road directly to Stratford Road and then connecting then to TCH at the proposed new Mason Road intersection.

Another potential constraint with this option is that it aligns with Jenkins Avenue (currently a dead end). Short cutting through this neighbourhood would not be a problem unless Jenkins Avenue was extended in the future and connected to another road system. In this case, the layout of Jenkins Avenue would need careful consideration and application of traffic calming mechanisms to minimize neighbourhood short cutting. Since the land to the south of Jenkins Avenue is designated as Agricultural Reserve, it is not believed that short cutting will ever be a problem with this alignment.

The Mason Road Realignment option looks to be promising for Stratford and the Province of PEI, and Council should pursue this option as soon as possible. The remaining chapter describes the design of the Mason Road Core.

4.3 The Mason Road Core Plan

As one of the key gateways into and from Stratford, the Mason Road Core must be designed to maximize its eventual commercial potential, while preserving a character that is consistent with very high quality urban design standards of the other core areas. Typical highway strip development, with its endless acres of parking, monotonous buildings, lack of vegetation and proliferating signage, clearly will not satisfy these goals. However, the Mason Road Core is one of the Stratford core areas that will accept properly designed big box development. Design standards are presented at the end of this chapter to ensure compliance with high quality development in the Mason Road Core.

MASON ROAD INTERSECTION

The Mason Road Realignment is the preferred intersection option for this part of the Core Area. The

intersection should be designed to the following design standards:

a. Since volumes on TCH east of this location are expected to approach 19,000 vpd within the next 20 years, the intersection should be designed with two through lanes on TCH Route 1 for each direction of travel.

b. Concrete medians with appropriate landscaping should be provided on TCH to separate opposing traffic flows and to provide refuge for pedestrian crossings.

c. Left turns lanes on TCH for both directions of travel

d. Right turn lanes with right turn channels will probably be required at the four corners

e. Mason Road should have two approach lanes to the intersection; one for through and right turning vehicles, and one for left turning vehicles

f. Mason Road Extension may need a dual left turn lane due to the short through length. As such, three intersection approach lanes may be needed.

g. Actuated traffic signals, with separate left turn phases for all approaches, will be required at this intersection

The TCH width in this area is currently a narrow single lane TCH standard. Considering the volumes that are projected, the entire section of TCH in the Core Area from the Bridge to east of the Mason Road intersection will eventually require two through lanes for each direction of travel, an appropriate median, and turning lanes at all intersections similar to the Kinlock / Jubilee intersection. Highway setbacks for two through lanes, walking trails and a central median is shown on the concept. It is important to understand that the intersection design depicted in this plan is conceptual only. The final design and specific locations will be determined via a detailed engineering design exercise and final property acquisition negotiations.

Stopping Sight Distance

The section of TCH from about 600 metres east of the Georgetown Road intersection and throughout Stratford is posted at 70 km/h. Considering the upgrade on the westbound approach to the Georgetown Road intersection, and the pavement marking and signing at the intersection, it is expected that the prevailing westbound approach speed will be about 80 km/h. While the westbound TCH approach from the Georgetown Road intersection towards Mason Road is downhill with an estimated -5% grade, the section of TCH from Mason Road to the Kinlock / Jubilee intersection is essentially flat.

Stopping sight distance (SSD) for a highway intersection is measured using a 1.05 m driver's eye height and a 150 mm object height. The required SSD varies with approach speed and whether the approach is on an upgrade or downgrade. Typical SSDs for a -5% grade and a level approach for several approach speeds are included in Table 1. These distance were calculated using methodologies included in the Geometric Design Guide for Canadian Roads (Transportation Association of Canada, 1999).

While stopping sight distances were not measured in the field, photos taken during site visits indicate that SSD for eastbound traffic should be available from the Georgetown Road intersection towards Mason Road. Assuming a -5% grade on the TCH, the available 190 m from the Georgetown Road intersection to the existing Mason Road intersection is suitable for a 90 km/h approach speed. Since the proposed 'New' Mason Road intersection is on an approximately level section of road and is an additional 115 m east of the existing intersection, there is expected to be over 300 m of available SSD, which is considerably greater than required for intersection approach speeds.

Conclusion

1. The stopping sight distance at the proposed ‘Mason Road Realignment’ intersection is considerably greater than required for prevailing approach speeds.
2. The geometry of the proposed Mason Road realignment should provide good accessibility for existing Mason Road traffic, including large trucks serving the Stratford Business Park.
3. The relocation of the Georgetown Road access about 300 m west of the existing location, and the reasonably short and direct connector between Stratford Road and TCH at the “new” Mason Road intersection, should provide dramatically improved and safe service for Georgetown Road traffic.
4. The elimination of both the existing Georgetown Road and Mason Road intersections, and restriction of Dale Drive to right-in / right-out movements, will provide almost complete control of access from east of the existing Georgetown Road intersection to the Hillsborough River Bridge.

COMMERCIAL BLOCK 1

Commercial Block 1 is located in the south eastern corner of the proposed new intersection. This block is nominally 8 acres in size, assuming preservation of the existing structures in the eastern end of the site. The site is now predominantly used as pasture land but is not part of the agricultural reserve. This area could easily accommodate a 5000 sq.m. anchor development, 300 parking spaces, and two commercial or mixed use pad sites. Access should be directly from the new Mason Road extension collector road. Service bays should be located on the Stratford Road (south) end of the site for ease of access for delivery trucks. Despite the perpendicular orientation of this development to the highway, the highway ‘face’ of the development should be designed with a high quality facade. A significant portion of the highway face of this development should be glazing. Since the Back of this development will be highly visible for westbound traffic entering Stratford, the developer should devise a strategy to make the back of the development as appealing as possible. This could include an integrated landscape and architectural design strategy.
A commercial pad location should be preserved for the north west corner of commercial block 1. This building and its associated landscaping will break up the large commercial parking lot from the new Mason Road intersection. No service bay facilities (garbage, loading facilities, etc.) should be allowed on the highway face of this development.
A second, optional, mixed use site is shown in the south corner of Commercial Block 1 where the new collector road meets Stratford Road. A 3 storey maximum building should be allowed on this site provided the building is designed to high quality architectural design. The ground-floor and upper stories could be residential or commercial. The building should compliment the character of existing buildings on Stratford Road.
The access to Block 1 will require left turn lanes on the Mason Road Extension. The need for traffic signals at the Block 1 access will depend on the volume on Mason Road Extension, the volume generated by Block 1, and the volume on the collector road opposite Block 1 access.

Costs for collector roads, in ground services, landscaping, etc, could come from a combination of municipal, provincial, and federal funding programs, as well as capital cost contributions from adjacent land owners for added value to their development lands. Cost of the signals for Block 1 would probably shared by the Province and the Block 1 developer.

COMMERCIAL BLOCK 2

Commercial block 2 is located in the south western corner of the new intersection. The site could be bisected by an access road, creating 2 development sites. The north development site provides room for a medium sized (roughly 4,000 sq.m) commercial development, assuming the existing former Southport Hardware store is repurposed.

A second, smaller, mixed use development site is located on the south side of the Dale Drive extension. This site could contain a medium density development (900 sq.m. footprint), a mixed use development or a commercial development. A 3 storey maximum should be placed on any development on this parcel. A minimum 10-13 m. landscape buffer should be placed between the existing buffer bounding residential properties on Dale Drive.

COMMERCIAL BLOCK 3

Commercial block 3 bounds the Dale Drive area north of the existing residents (east of where Dale Drive meets the TCH). The plan shows Dale Drive forming a T-intersection with a new commercial road linking the new collector to the new Southport Home Hardware development. The Dale Drive link between this new road and the highway is optional. If the Dale Drive - TCH connection is preserved, it should be limited access with a right turn in and right turn out only and suitable acceleration and deceleration lanes designed for the 70 km/h speed limit on TCH Route 1. These road improvements would be cost shared between the Province and the developer. A more likely scenario would see the Dale Drive - Trans Canada Highway connection severed to limit access to the new intersection to the east. This would free up the current road right-of-way for redevelopment

A small park should be considered for residents at the Dale Drive intersection. A mixed use development and a multi-unit residential development west of this park would buffer existing residents from additional commercial development in Block 3.

A big box anchor development could be sited in this parcel as generalized on the plan if adequate buffering is provided. Commercial property along the highway corridor should be preserved for smaller commercial pad developments.

The east west road which runs through Block 3 will most likely be a private road connecting the new collector road to the Southport Home Hardware store. The road should have curb and gutter and street trees on a 60’ interval on both sides up to the existing Southport Home Hardware property. Speed bumps or raised cross walks should be required to provide safe access to the commercial developments from the parking lots. If this road is constructed, the Southport Home Hardware entry road should be realigned to match the Sobey’s entry. Small commercial pad sites should be encouraged bordering the highway to break up the large parking lots.

A midblock open space area could be introduced to break the continuity of this long commercial corridor. A stormwater pond should be considered to reduce peak runoff from the parking lots and reduce the temperature of water travelling across the parking lot before emptying into the nearby wetlands or watercourses. Most municipalities now require stormwater ponds to ameliorate runoff from large parking lots associated with big box developments. Instead of the typical engineered, rip rap lined stormwater pond, the pond should be designed for wildlife habitat and/or park use. If the pond is seen as an amenity instead of a liability, there is the potential of introducing several mixed use development sites backing onto this drainage/open space corridor. The north and south sides of the highway should be linked with a ‘daylighted channel’ instead of hiding stormwater runoff in pipes.

COMMERCIAL BLOCK 4

Commercial Block 4 extends from Jubilee Road to the new Mason Road intersection. A new road should link Jubilee and Mason Road to the north of the commercial corridor. This road should be aligned with the new intersection into the Stratford Industrial Park. A setback for highway widening should be observed along the entire north side of the highway in this area, matching the right-of-way width west of Jubilee. The remaining commercial land between the highway and the new connector road will provide ample room

for medium sized commercial development. One of the real limitations with this parcel will be some of the wetlands and watercourses which are found throughout the parcel. Big box development may pose challenges to this area because of space and environmental constraints. Future developers would have to clearly demonstrate how such a development could fit into this area. This area seems to be better suited to medium scale office or retail/commercial development.
Like Block 3, a midblock open space corridor has been preserved to break up the long stretch of commercial development and provide a central green corridor to connect the mason Road Core to the neighbourhoods to the south and north. A linear greenway should run along the entire length of the north side of the highway. The buildings designed on both sides of the open space corridor should be extremely high quality and could be designed to benefit from frontage on the stormwater/park space. A small existing stream in the vicinity of the proposed open space corridor could be relocated through the park to provide stormwater control for the commercial development. The park could double as a stormwater feature for storms of greater than 5 year recurrence interval.
Along Jubilee and Mason Road (where they meet the TCH), the plan shows buildings brought to the street to provide a mixed use corridor along the entry roads. This arrangement would be more favourable than bringing parking lots right to the corner of main intersection entries into the core. The buildings would have to be designed to be double sided fronts.

Trees should be planted at intervals along all roads bounding these two sites including the highway. The Town should work with the Department of Transportation and Public Works to initiate the greenway corridor.

COMMERCIAL BLOCK 5

Commercial Block 5 is located in the north east corner of the new intersection. This block includes the existing Fire Hall and Police Station and one private business. The block is approximately 1.6 acres in size. Consolidation of these properties could provide a high quality, medium sized commercial property in the future. In the short term, the buildings could be retained and would function as normal. Determination of the best future use of this parcel should be part of the intersection design process.
The existing Mason Road - TCH intersection would be eliminated and the land could be sold to adjacent land owners or developed as a small commercial property. A new entrance into the Stratford Industrial Park would intercept with the new commercial road connecting Jubilee Drive (just west of the existing John Deer property). This new Industrial Park gateway should be landscape designed to a very high standard. New signage should use the civic sign standards recommended in this Plan. The Town will need to work with the property owners to see the new intersection realized. The value created by this intersection would benefit the adjacent property owners (commercial properties are much more valuable on highway intersections). The current conceptual design of this intersection will need to be refined in detail during the design stage to account for a myriad of factors.

4.4 Challenges to Implementation

Compared to the Waterfront Core, the Mason Road Core has relatively few challenges to implementation. This development should be an early priority for the Town, especially if developers are enthusiastic to implement any of the Block 1-5 developments. Still, there are several challenges to implementation as noted below.

Highway Intersection

Although final designs have not been prepared for the new Mason Road Realignment intersection and the Mason Road Extension to Stratford Road, it is recognized that portions of several properties will need to be acquired. The Department of Transportation and Public Works needs to complete survey and design, property acquisition and funding for this project. The Town will also need to work with Dale Drive residents to demonstrate that this new plan is a viable option to preserve their neighbourhood character. Residents may have some suggestions on fine tuning the plan.

Servicing

When examining future sanitary infrastructure requirements to support the development envisaged in the Plan, it is important to understand that the development will not occur all at once. Although existing sanitary sewers and water mains have extensive capacity for new development in most parts of Stratford, there will always be challenges to these systems from certain types of development and from the overall growth of the community. This is normal,and healthy, as long as it is understood that there will be a need for commensurate growth in water and sewer services as the community experiences residential, commercial, and industrial growth.

Stormwater Management

The Town should implement a no-net runoff approach to developing the commercial properties in the Mason Road Core. The details should be spelled out as part of the Town's Stormwater Management Plan. This means that the 5-year post-development runoff curve should match the 5-year pre-development runoff curve. Flood conveyance is not recommended as the sole civil design treatment. Instead, the projects should be designed to store 5 year floods onsite using a wide variety of modern approaches to design.

Pedestrian Accessibility

Walkability and pedestrian safety should be an important consideration for the Mason Road Core Area. This includes sidewalks to connect existing neighbourhoods to the Core, a highway greenway corridor on the north side of the highway, and sidewalk connections between public roads and adjacent commercial properties. Consideration should be given to a future transit network in Stratford and any street design should be transit friendly. Transit stops and terminals should be considered in the application stage for any new development in this area and reasonable measures should be taken to ensure future transit compliance.

Residential Buffering

Five or six residential properties bordering the Mason Road Core Area in the Dale Drive area will be impacted by the Mason Road Core development. All reasonable steps should be taken to minimize the impacts including creating a landscape buffer between existing properties and providing a community park for residents.

Five or six residential properties bordering the Mason Road Core Area in the Dale Drive area will be impacted by the Mason Road Core Area development. The Town should take all reasonable measures to protect this neighbourhood from conflict created by adjacent commercial development. It is equally important, however, that Council seek to maximize the commercial development potential of the Town and to provide the commercial services which are required by the residents of Stratford. The final land use concept should seek to balance these competing interests in an equitable fashion.

The current Town of Stratford Official Plan calls for "significant physical buffering" between Highway Commercial uses and adjacent residential areas. The residents of Dale Drive have correctly stated that this

standard is not met simply by the provision of parkland or open space. Transitional buildings or structures which provide effective visual and acoustic buffering are required.
With this standard in mind the development concept being proposed will see the existing Dale Drive residences buffered from any large box commercial developments or adjacent commercial collector roads by either multi-unit residential developments, mixed use buildings, office buildings, parks, and physical buffers including berms and solid walls or fences which provide both visual screening and sound barriers. It is important to understand that it is not the degree of physical separation which is critical, rather it is the effectiveness of these structures in buffering views, noise and other nuisances. All commercial yards in the Mason Road Core Area which are adjacent to a residential zone shall be kept free of outside storage, loading facilities, trash compacters, etc.

Environmentally Sensitive Areas

There appear to be several environmentally sensitive areas north of the TCH in the Mason Road Core Area. These areas need to be delineated and environmental plans created to preserve sensitive areas. A perennial stream system may be located in this area which runs into culverts and ditches crossing the highway. The new plan shows the water feature relocated and a naturalized stream cross section created. Permits will be required for work in these areas.

TCH Corridor Improvements

The Department of Transportation's highway standards must be altered to incorporate contextual highway design solutions which fit for Stratford. These should include trail(s) on one or both sides of the highway, highway corridor tree planting, corridor landscaping, corridor lighting standards and median landscaping. The Town should work with the DOTPW to ensure a sensitive contextual design approach for the corridor as described in the previous chapter (the Highway Corridor Enhancement Project).

4.5 Phasing & Implementation

Unlike the Waterfront Core, there are no clear stages of development required to see the Mason Road Core Area realized except for construction of the Mason Road realignment. Implementation of the plan will depend on the order of development as dictated by developers and working with the Dale Drive community. Still, the Town should adopt the new plan for this area, work with the Province to see the intersection realized and work with land owners to minimize concerns using all reasonable means.
Since much of the land is in private ownership, there is no clear phasing strategy for the Mason Road Core lands except for the areas where the Town can effect change. There are several things the Town can do to effect change in the near-term, these include:.

1. The Town should actively pursue the proposed intersection implementation (Mason Road Realignment) on the TCH. This will take negotiation with both DOTPW and adjacent land owners. The addition of this intersection, coupled with the proposed new land use bylaw changes for new core areas zones, will create immediate commercial and residential demand. Work with one or more developers to fine tune the road layouts to maximize commercial potential of the new development parcels.
2. The Town should continue to work with land owners and Dale Drive residents as part of the intersection alignment process. This should include determining the fate of the TCH / Dale Drive intersection. If controlled access is not feasible, close the highway connection when the new collector road is connected to Dale Drive.
3. The Town should assemble a community led committee to pursue the Highway Corridor

Enhancement Program. The group should establish their mandate (with help from Council and staff) and the Town should facilitate discussions with DOTPW. The Town should begin dialogue with other communities in PEI who have gone through a similar process (Charlottetown, etc). The Town should identify potential funding and revenue sources for implementing the program. The committee and Council should consider encouraging the community to help construct various aspects of the project (tree planting, trails, etc.). The Town should also work with the DOTPW to ensure a sensitive contextual design approach for the TCH corridor.

4. The Town should undertake a comprehensive stormwater management strategy. The Mason Road Core Area will play a prominent, direct role in this strategy since the area will contain many acres of parking and impervious surfaces. A pond or series of ponds may be required as part of this plan. Single purpose engineering structures should be avoided in favour of multi-purpose community and wildlife amenities.
5. Work with the DOTPW to determine an equitable cost sharing arrangement for the new intersection.
6. Prepare designs for the new Stratford Industrial Park gateway and determine the optimal alignment of this intersection as part of the TCH Mason road Realignment.
7. Implement the Official Plan and Development Bylaw amendments for the Mason Road Core Area.
8. Implement the Signage Design Standards
9. Ensure that short-cutting through Huphrey Drive is minimized when the Mason Road Collector is extended through to Stratford Road.

4.6 Design Guidelines

Adequate architectural, landscape and signage design standards should be implemented for the Mason Road Core Area. These are outlined below.

INTENT

The intent of these Design Standards is to create a Mason Road Core Area (MRCA) which will accommodate and encourage high traffic, “big-box” style commercial developments which have a superior architectural quality and which are designed to minimize the aesthetic and environmental impacts of large expanses of parking. The standards are intended to:

- enhance pedestrian enjoyment and safety
- minimize storm water run-off
- encourage superior architectural design in keeping with the high residential standards established within the Town of Stratford
- reduce the visual impact of large parking areas
- provide adequate buffering between commercial development and established residential areas
- minimize commercial signage

ARCHITECTURAL DESIGN GUIDELINES (MULTI-UNIT APARTMENT OR CONDOMINIUM)

1. All groundfloor units facing the street should have individual front door entries providing direct access to the street.
2. Parking between the building and the street is not encouraged.
3. Buildings should be designed to clearly conform to an architectural ‘style’ (Victorian, Prairie, Craftsman, Georgian, etc). Exterior details should support the selected style (windows, roof, porticos, trim, shingles, entries, etc.).

4. Vinyl siding should be approved where the architectural details are appropriate to traditional building design.
5. Low-flush toilets and low-flow shower heads are encouraged in all bathrooms.
6. Fence designs should be appropriate for the architectural style of the building.

ARCHITECTURAL DESIGN GUIDELINES (MIXED USE DEVELOPMENT)

For mixed use developments, the previous 'multi-unit apartment or condominium' design guidelines and 'commercial' design guidelines shall both apply.

Commercial Design Guidelines

Roof Lines

Variations in roof lines should be used to add interest to, and reduce the massive scale of, large buildings. Roof features should compliment the character of any site built adjoining a neighborhood.

1. Rooflines should be varied. Parapets, mansard roofs, gable roofs, hip roofs, or dormers should be used to conceal flat roofs and roof top equipment from public view. All rooftop equipment should be concealed from public right-of-way view adjacent to the property.

Detail Features

Buildings should have architectural features and patterns that provide visual interests at a pedestrian scale, reduce massive aesthetic effects, and recognize the character of the local area. The elements in the following standard should be integral parts of the building fabric and not superficially applied through trim, graphics, or paint.

2. Building facades should include a repeating pattern with no less than three of the elements listed below. At least one of these elements should repeat horizontally.
    - Color change
    - Texture change
    - Material module change
    - Expression of architectural or structural bay through a change in plane such as an offset, reveal, or projecting rib.

Commercial Loading & Storage Areas

Loading areas and outdoor storage areas have visual and noise impacts on surrounding neighborhoods. These areas, when visible from adjoining properties and/or public streets, should be screened, recessed or enclosed. Appropriate locations for loading and outdoor storage areas include areas between buildings, and on those sides of buildings that do not have customer entrances.

As a guide:

3. No areas for outdoor storage, trash collection or compaction, loading, or other such uses should be located in close proximity to any public street, public sidewalk, or internal pedestrian way.
4. Loading docks, truck parking, outdoor storage, utility meters, HVAC equipment, trash dumpsters, trash compaction, and other service functions should be incorporated into the overall design of the building and the landscaping so that the visual and acoustic impacts of these functions are fully contained and out of view from adjacent properties and public streets.
5. Areas not inside a building for the storage and sale of seasonal inventory should be well defined and screened with walls and/or fences. Materials, colors, and designs of screening walls and/or fences and covers should conform to those used as predominant materials and colors for the building. If such areas are to be covered, then the covering should conform to those used as predominant materials and colors on the

buildings.
6. Temporary sales/display areas of seasonal materials such as Christmas trees and seasonal landscape plant material, loading areas and outdoor storage areas should not restrict the traffic flow onto or through the site.
7. All exterior shopping cart carrels should be designed to match the character of the main commercial building.

Pedestrian Amenities

Pedestrian accessibility opens auto-oriented developments to adjacent neighborhoods, thereby reducing traffic impacts and enabling the development to project a friendlier, more inviting image. Public sidewalks and internal pedestrian circulation systems can provide user-friendly pedestrian access as well as pedestrian safety, shelter, and convenience within the commercial property.

To accommodate pedestrian flow:

8. Sidewalks on public right-of-ways should be linked to commercial sites. These connecting sidewalks should be placed to minimize crossing internal roads or parking lots. There should be at least one sidewalk linkage per adjacent street frontage. Where the connecting sidewalk connects to a parking lot, the sidewalk should extend to the travel lane (i.e. it shouldn't end or start at a parking stall).
9. Continuous internal pedestrian walkways should be provided from the public sidewalk or right-of-way to the principal customer entrance of all principal buildings on the site. At a minimum, walkways should connect focal points of pedestrian activity such as, but not limited to, transit stops, street crossings, building and store entry points and should feature adjoining landscaped areas that include trees, shrubs, benches, flower beds, ground covers, or other such materials.
10. Sidewalks should be provided along any building facade featuring a customer entrance, and along any facade abutting public parking areas.
11. Weather protection features such as awnings or arcades in front of the main entrances and on each side of all customer entrances of the building, are encouraged.
12. All major pedestrian walkway crossings should be distinguished from driving surfaces through the use of durable, low maintenance surface materials such as pavers, bricks, scored concrete or stamped asphalt, in order to enhance pedestrian safety and comfort.
13. Bike racks should be provided for all commercial developments.

Lighting

The intent and purpose is to avoid forms of light nuisance and intrusion, such as light pollution, light trespass, and glare from adjacent areas, which affects both people and wildlife.

Chapter 5: General Land Use Plan and Development Bylaw

Schedule 1 shall be referred to as the Core Area General Land Use Plan and shall form a legal component of this Subsidiary Official Plan. The Core Area Official Zoning Map shall conform to the Core Area General Land Use Plan.

The “Concept Plans” as presented in the document for each separate core area are intended to illustrate how each area could be optimally developed and how the design and development standards should be applied. These concept plans are indicative rather than definitive. In all likelihood the final development patterns could vary significantly from these concepts. All land uses must, however, conform with the General Land Use Plan.

This Subsidiary Plan shall be implemented via a range of municipal actions, primary among them will be a series of amendments to the Town of Stratford Zoning and Subdivision Control (Development) Bylaw.

Chapter 6: Conclusion

This Plan describes both a long term vision and achievable short term plans for the Town of Stratford Core Area. The plans and proposals are consistent with the objectives described for the Town of Stratford. Taking positive and visible small steps at the beginning is important to gather momentum for the larger vision. Initiatives with a high profile and ease of implementation should be given the highest priority, especially where cost is not prohibitive.

Initial priorities for the Core Area should be placed on gathering momentum for the Waterfront Core, marketing the core areas (particularly the Waterfront Core), partnering with CADC on various waterfront projects including the waterfront trail, resolving short term servicing priorities, working with Provincial authorities on the two proposed interchanges, implementing the civic signage strategy, gathering land for the Civic Core proposal and working with existing property owners to ensure a level of understanding of the Core Area Plan objectives.

Setting priorities for implementation should be based on the following criteria:

1) Potential for greatest initial positive impact
2) Ability to link other open spaces and sites
3) Status of land ownership or construction readiness
4) Opportunity to facilitate partnerships (i.e. private sector.)
5) Coordinating with other ongoing municipal projects
6) Logical design and construction sequence
7) Creation of gateways and nodes

Schedule I) Core Area Zoning Map

TOWN OF STRATFORD

GENERAL LAND USE PLAN

GRAPHIC SCALE:
1:1000 (m)

LEGEND

- RESIDENTIAL
- COMMERCIAL
- MIXED USE
- PUBLIC SPACE/INSTITUTIONAL
- CORE AREA BOUNDARY

KELLYS COVE

FERRY PT

STEWART COVE

ASHDOWN HIGHWAY

BUNBURY ROAD

SWALLOW DR

NIGHTINGALE DR

MASON ROAD

NORTON DR

HIGHWAY 1

HORTON ROAD

RANKIN DRIVE

HOLLAND DRIVE

WREN DRIVE

HERON DRIVE

DUCKS LANDING

ST JOHN AVENUE

TRANS-CANADA HIGHWAY

SHAKESPEARE DRIVE

STRATFORD ROAD

HARBOURVIEW DRIVE

SOUTHPORT DRIVE

SUNNYSIDE DRIVE

CLARA STEWART DRIVE

BRITISH DRIVE

AIRWARD DRIVE

MARION DRIVE

MARRIOTT DRIVE

QUEEN MAUDE DRIVE

REDDON HEIGHTS

MILLDREAM DRIVE

JOHN HAMILTON DRIVE

MACKINNON DRIVE

JARVIS ROAD

HWY 1

OLIVER AVE

SPRING AVE

CAROLE DR

HOLLIS AVENUE

MYRTLE STREET

DALE DRIVE

STRATFORD ROAD

TRANS CANADA HGWY

GEORGETOWN ROAD

CARRINGTON ROAD

GLENCOVE DRIVE

MONTROSE DRIVE

FOREST COURT

LIAM DRIVE

CAMPBELL DRIVE

GORDONVIEW DRIVE

ANTRIM DRIVE

KINLOCK ROAD

MCPHERSON DRIVE

TOWERWOOD DRIVE

RESTGATE AVE

HOLLYWELL DRIVE

STEWART AVE

CABLE COURT

JENKINS AVENUE

PINEHILL DRIVE

ST. CATHERINES AVE

HUMPHREY DRIVE

STRATFORD TOWN PLANNING
UPDATED: FEB., 2007

TOWN OF STRATFORD

LANDUSE MAP

SCALE 1:6000 or 1"=500'

Town of Stratford
PRINCE EDWARD ISLAND

Imagine that!

Legend

Municipal_Boundary_NAD83

Landuse_July_2013

Layer

- Agriculture
- Commercial
- Commercial
- Industrial
- Institutional
- Mixed-Use
- Parks and Open Space
- Residential (Serviced)
- Residential (Serviced)