

2014

IMAGINE STRATFORD



TOWN OF STRATFORD OFFICIAL PLAN

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SCHEDULE A - SUBSIDIARY OFFICIAL PLAN FOR THE CORE AREA

SCHEDULE B - GENERAL LAND USE MAP

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.

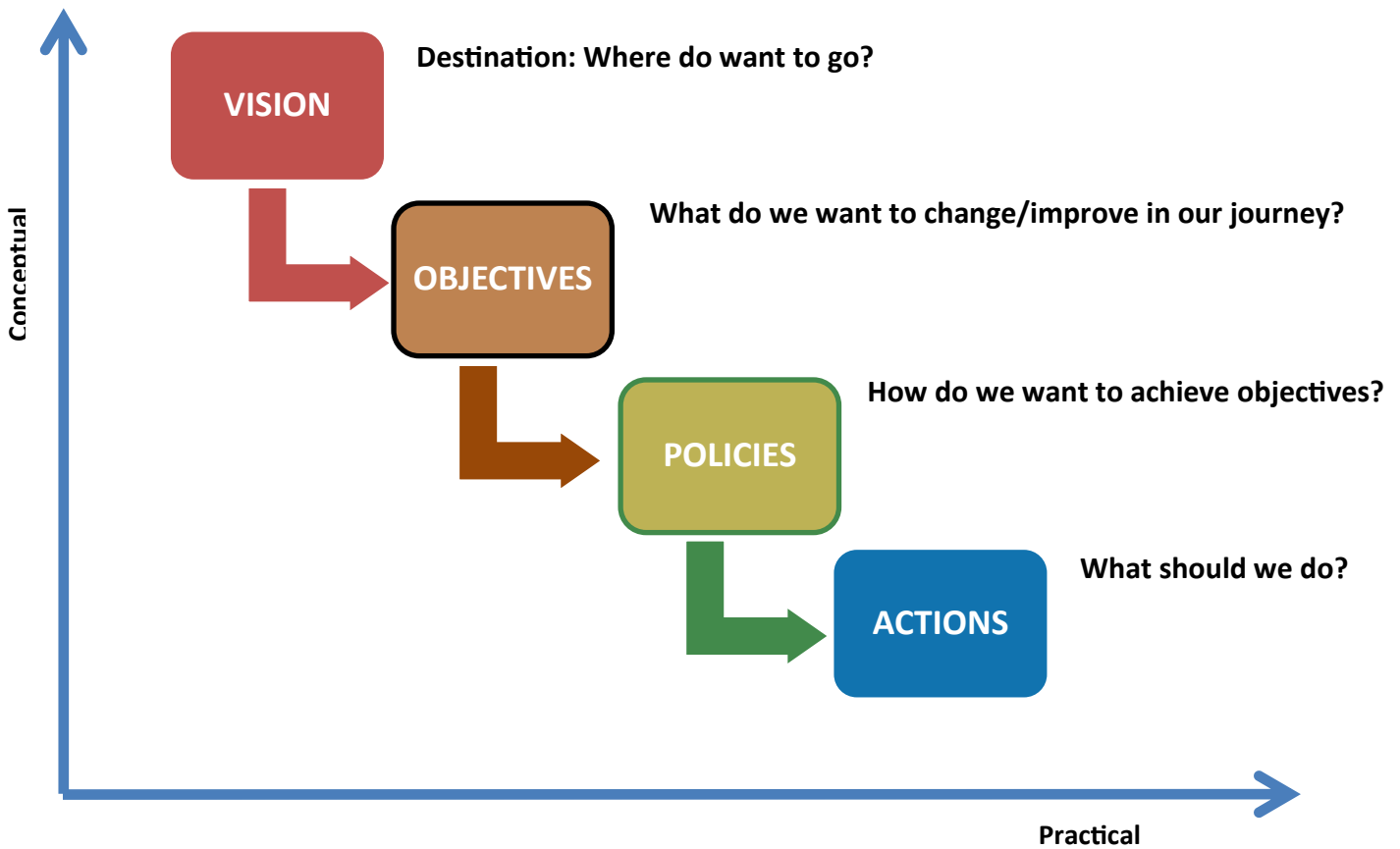
The Town's Official Plan envisions a future where:

- 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.

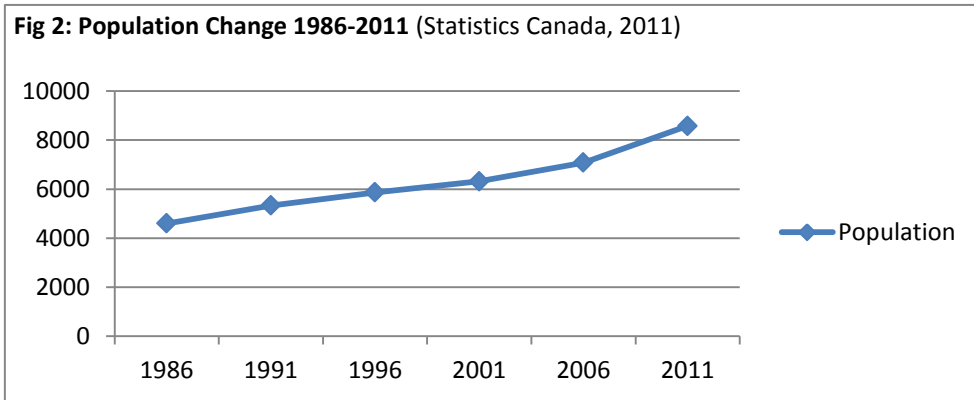
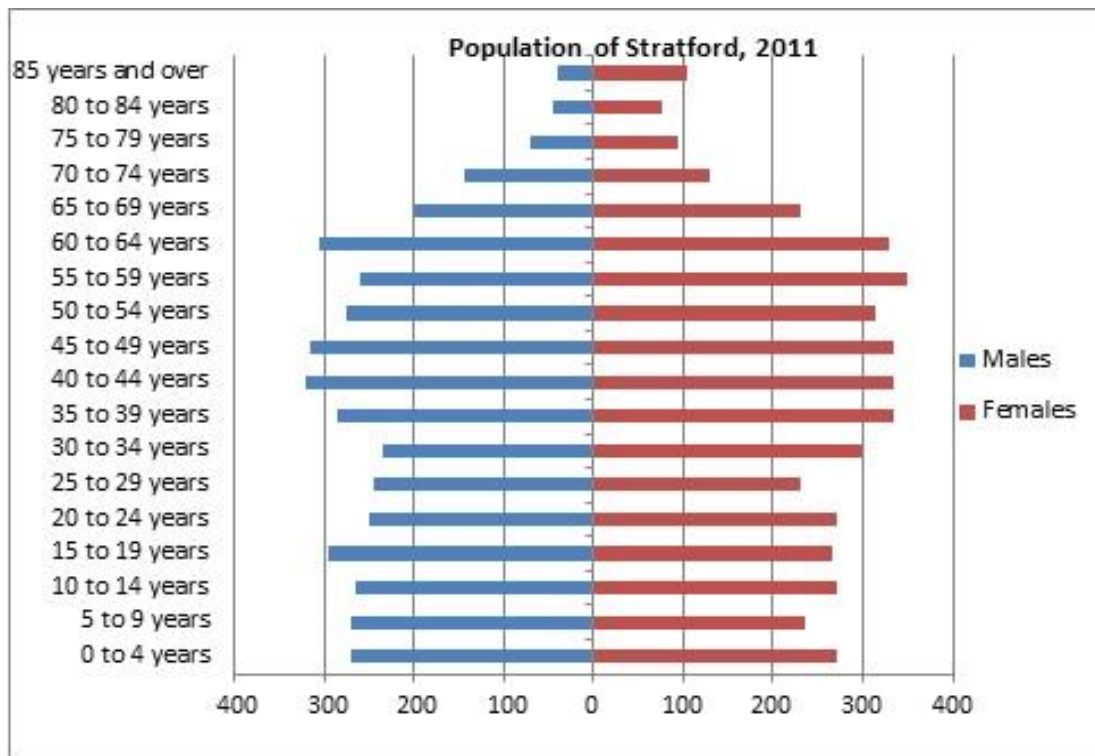
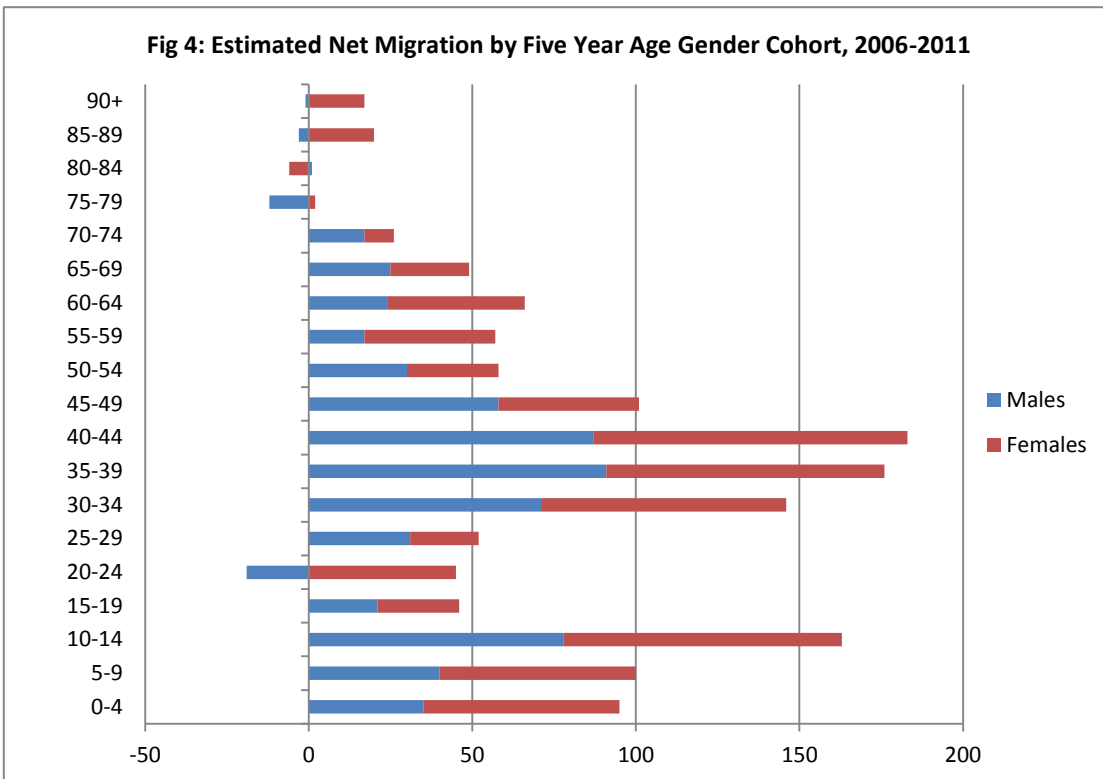
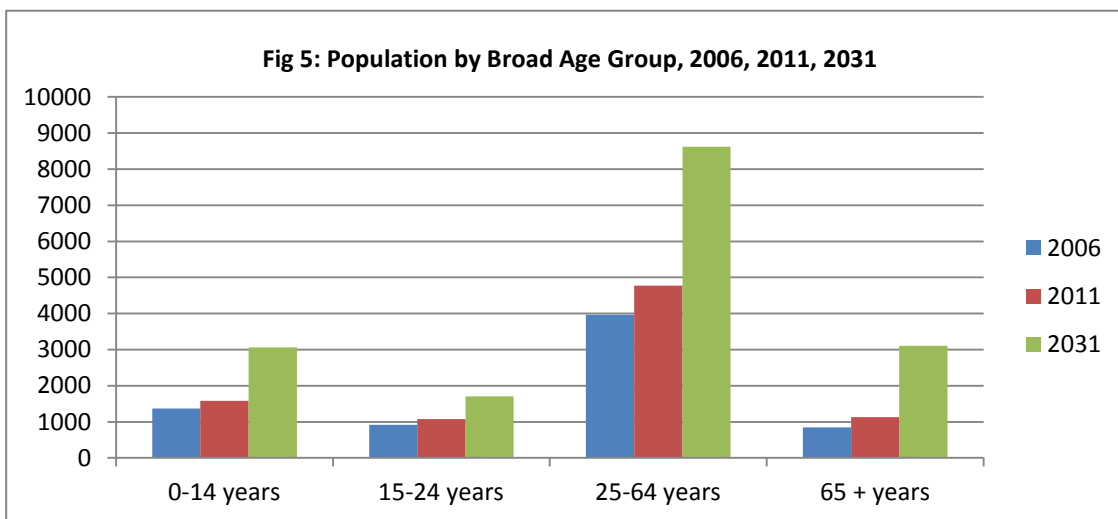


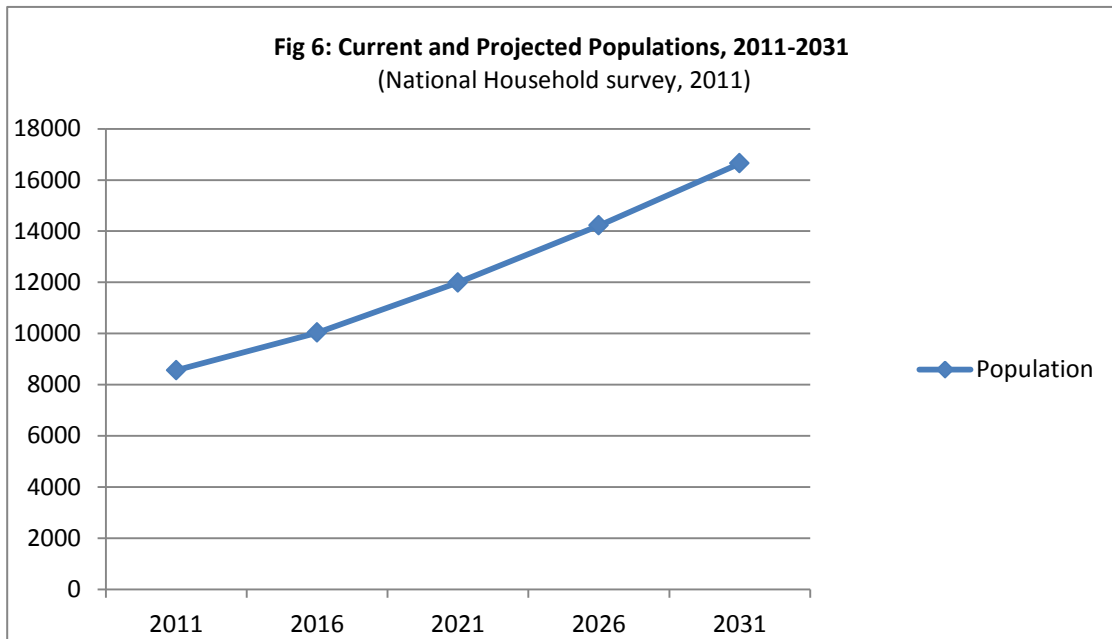
Figure 3: Stratford Population Pyramid





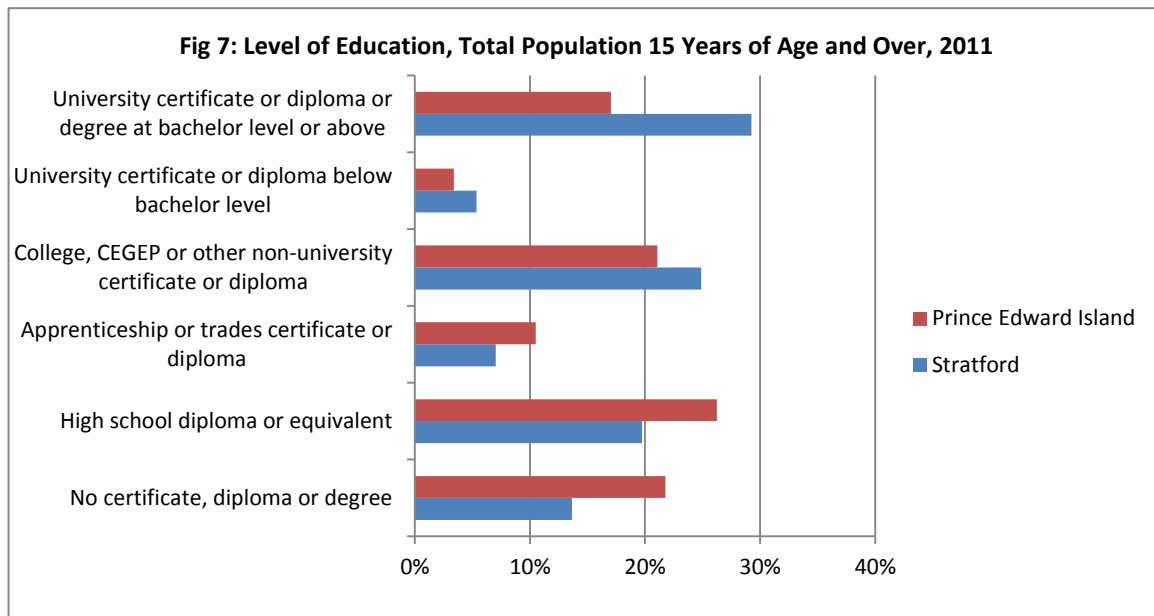
It is estimated from 2011 to 2031 growth will occur across all age groups, but the greatest absolute growth will be in the 25 to 64 year group, however the greatest percentage growth will be in the senior population (Figure 5). In 2031, there will be 178.8 percent more seniors and 82.1 percent more residents 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.



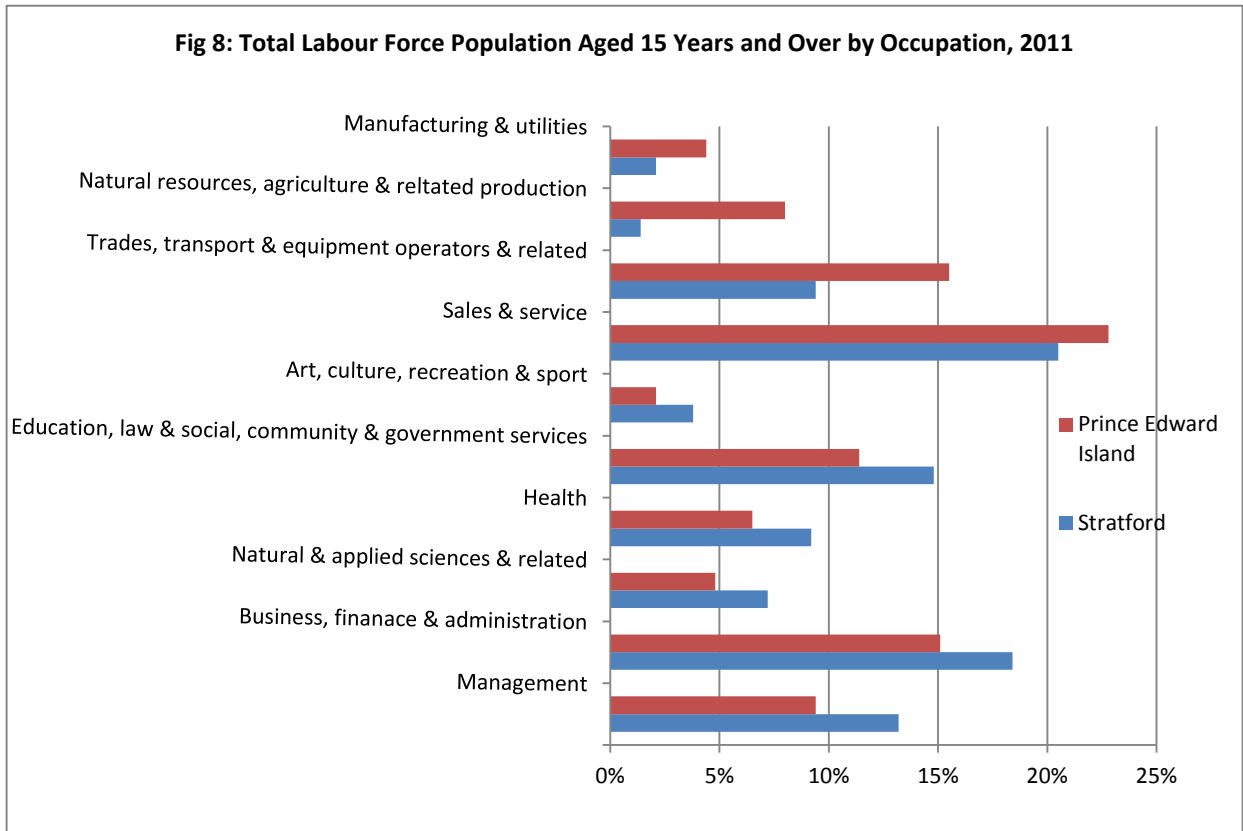


2.4.3. Education, Labour, and Income

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).



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

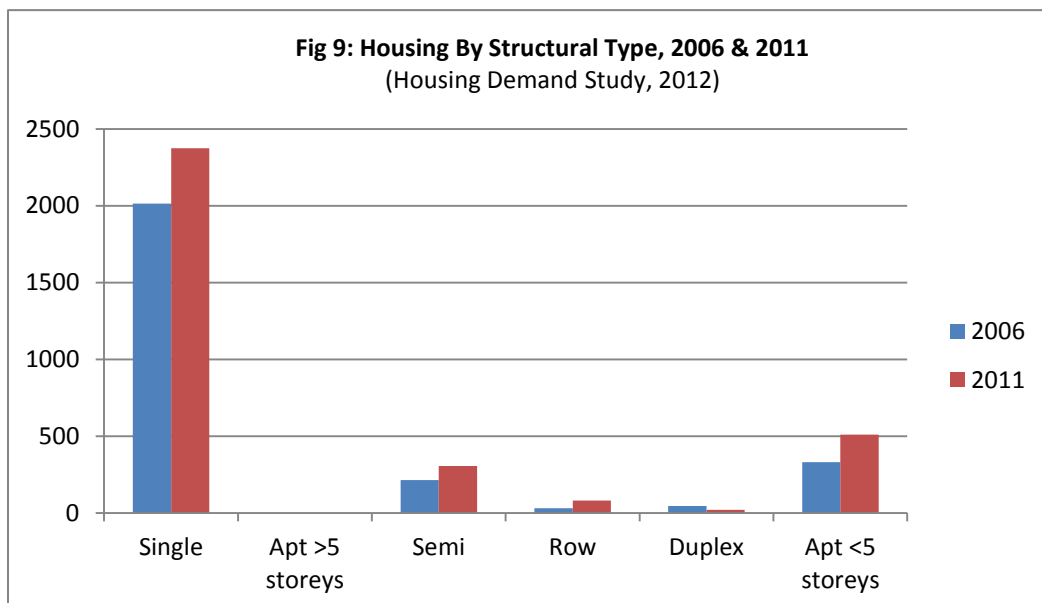
4.1. Introduction

4.1.1. Housing Trends

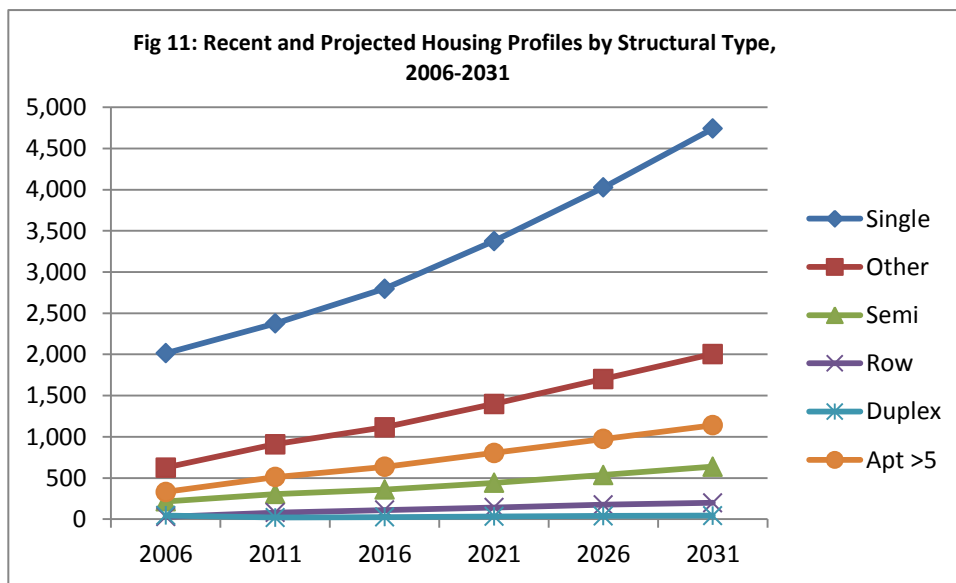
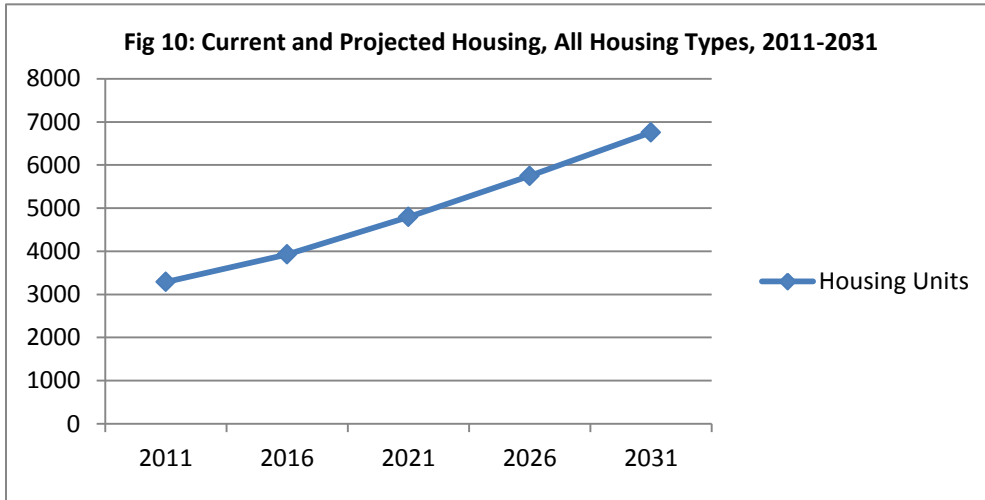
Examining demographic and housing trends and projections is a vital component to planning for future housing needs. The population in the Town has been increasing and is expected to nearly double in the next 20 years (Housing Demand Study, 2012, 2.5). Over the 2006-2011 census period there was a 21.1 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%



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).



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 Town's 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 farmers 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	290	429
R1-Single Family	432	1135		
R2-Semi-detached	184	519	59	92
R3-Muti Unit	0.76	15	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

TOWN OF STRATFORD

To adopt the Town of Stratford Official Plan

Effective Date

The effective date of the Official Plan is the date as signed below by the Minister of Finance, Energy and Municipal Affairs.

Authority

The Council for the Town of Stratford, under authority vested in it by Sections 11 - 15 of the Planning Act R S P E I 1988 Cap P-8 hereby enacts as follows “The Town of Stratford Official Plan 2014 (Imagine Stratford)”

Adoption and Approval by Council:

This Official Plan (Imagine Stratford, dated November 12, 2014) was adopted by a majority of Councillors present at the Council meeting held on the 12 day of November, 2014.

This Official Plan (Imagine Stratford, dated November, 2015 is declared to be passed on the 12 day of November, 2014.

Mayor
(Signature Sealed)

Chief Administrative Officer
(Signature sealed)

Ministerial Approval

This Official Plan is hereby approved.

Dated on this _____ day of _____, 2015.

Minister of Finance, Energy and Municipal Affairs

Schedule A

Subsidiary Official Plan for the Core Area

Schedule B

General Land Use Map
