



# GROWTH VISIONING WORK SHOP

TOWN OF STRATFORD  
2023.05.04



## **INTRODUCTION AND STANTEC**

### **PART 1: CURRENT SITUATION (20 MINUTES)**

1. CONTEXT
2. CONCEPT OF DENSITY
3. DENSITY MANAGEMENT MODEL

### **PART 2: PROCESS (30 MINUTES)**

1. BACKGROUND STUDY RESULT
2. GROWNT MANAGEMENT WORKSHOP RESULT
3. GROWNT MANAGEMENT SURVEY

### **PART 3: SCENARIOS (45 MINUTES)**

1. SCENARIO 1
2. SCENARIO 2
3. SCENARIO 3

## **COMMENTS AND QUESTIONS**

# OUR TEAM



JAMIE BURKE / URBAN PLANNER



PASCAL HUDON / URBAN PLANNER



## STANTEC - DESIGN WITH COMMUNITY IN MIND

<b>1954</b> Foundation	<b>400+</b> Offices around the world
<b>900+</b> Awards	<b>25 000+</b> Employees
<b>4,7\$</b> Turnover (2020)	<b>22+</b> Net-Zero Building

## Stantec in Quebec - Atlantic

<b>25+</b> Awards	<b>1 350+</b> Employees
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PART 1:

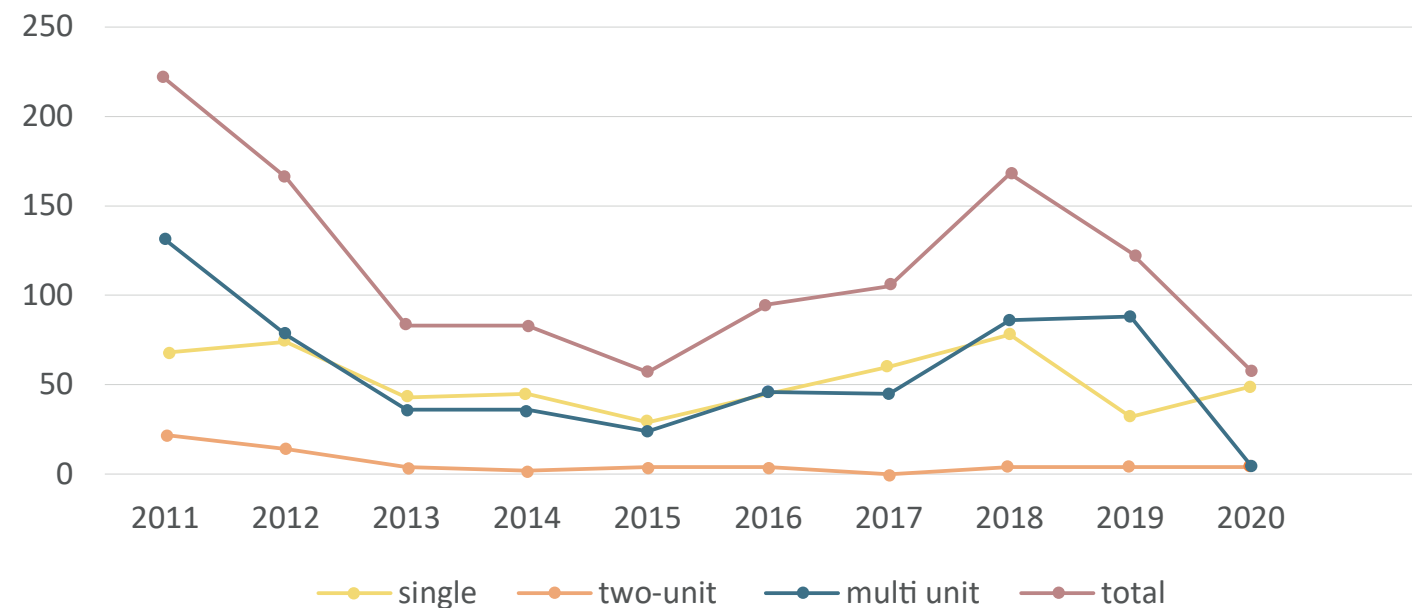
# **CURRENT SITUATION**

# CONTEXT

For Stratford, this development pressure implies a reconsideration of the current model of development. The historically typical model of single unit dwelling is being replaced by new types of development, like two-units and multi-units that meet with market demand, but in the same time, propose a new development model that changes the way people used to see Stratford's build community.

The goals of sustainability, the protection of agricultural land, the protection of existing neighborhoods are confronting the potential that development can create, like embellishment of the city, creating of a more urban and complete community and development of an affordable housing stock.

**DWELLING UNITS APPROVED BY STRUCTURAL TYPE, STRATFORD, DEVELOPMENT PERMIT DATA, 2011-2020**



## CURRENT TYPOLOGIES



**SINGLE**



**TWO-UNIT**



**MULTI-UNIT**

# CONTEXT

## What we know

- › Development and population increase will come
- › Stratford as a community will change, in its built environment, in its way of living
- › The current pattern of development is unsustainable and unaffordable
- › Change is good. It creates opportunities to enrich our way of living and achieve our community goals
- › Cities can (and must) orient development to prevent the loss of local character
- › We must find the right pattern of development for Stratford to meet with the Community's goals
- › In order to meet with the Community's objectives, the development must be more dense than the existing.



**STRATFORD COMMUNITY CAMPUS PLAN**



**STRATFORD WATERFRONT CORE AREA PLAN**



**THE CROSSROADS BY THE GRAY GROUP**

# CONTEXT

## Town of Stratford official plan

Adopted in 2015, Stratford's Official Plan encompassed the Core Development Plan of 2008. Under the intention to "build the best community possible", the plan sets their vision of a more sustainable future where:

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

## PLAN OBJECTIVES

- › Maintain the character of existing neighborhood
- › Consider new uses like institution as attraction for density
- › Open spaces are great for social quality of life
- › Attachment to good design must be reflected in the building typologies
- › Limit commercial uses to specific areas
- › Importance of agriculture and protection of land; orient development elsewhere
- › Consider TransCanada Highway as a Main Street

## IMAGINE STRATFORD



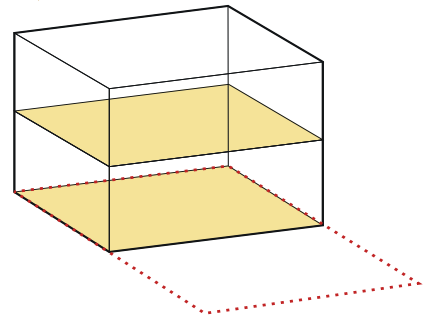
## TOWN OF STRATFORD OFFICIAL PLAN

# CONCEPT OF DENSITY

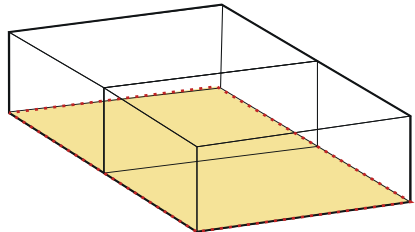
$$\text{DENSITY OF POPULATION} = \frac{\text{NUMBER OF INHABITANTS}}{\text{SURFACE AREA OF THE STUDIED TERRITORY}}$$



$$\text{FAR} = \frac{\text{FLOOR AREA}}{\text{LOT AREA}}$$

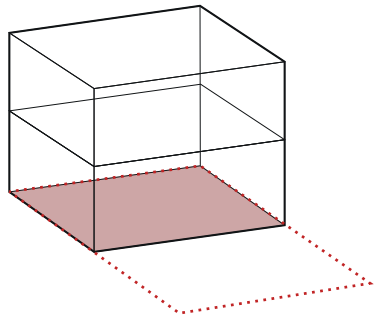


FAR = 1

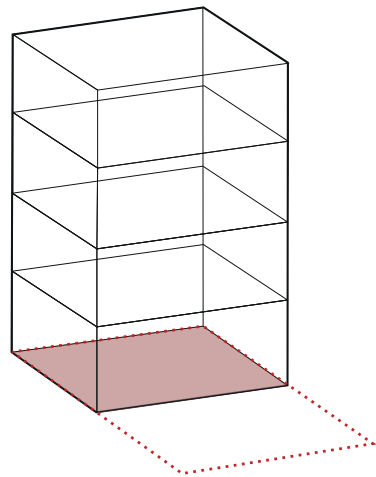


FAR = 1

$$\text{SITE COVERAGE} = \frac{\text{COVERAGE AREA}}{\text{LOT AREA}}$$

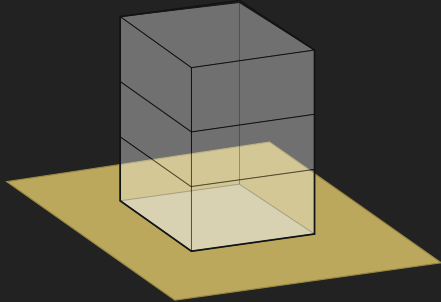


SITE COVERAGE = 0.5

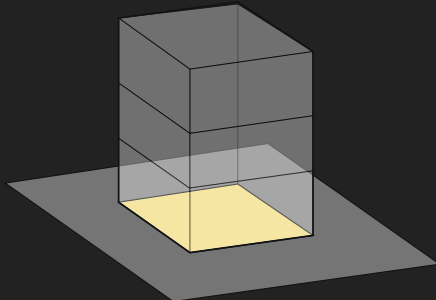


SITE COVERAGE = 0.5

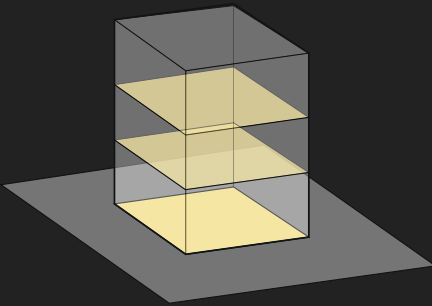
## MAIN COMPONENTS AT THE LAND LEVEL



Lot Area



Coverage



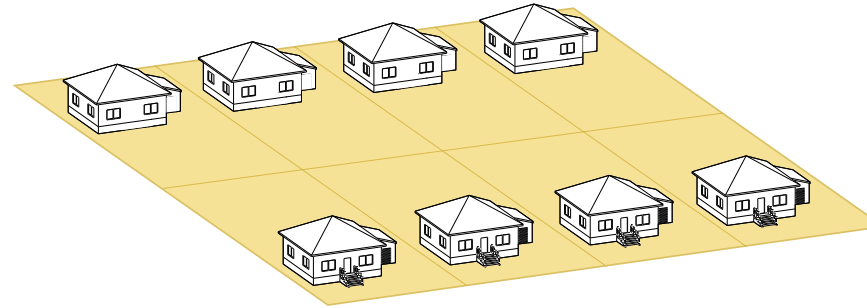
Floor Area



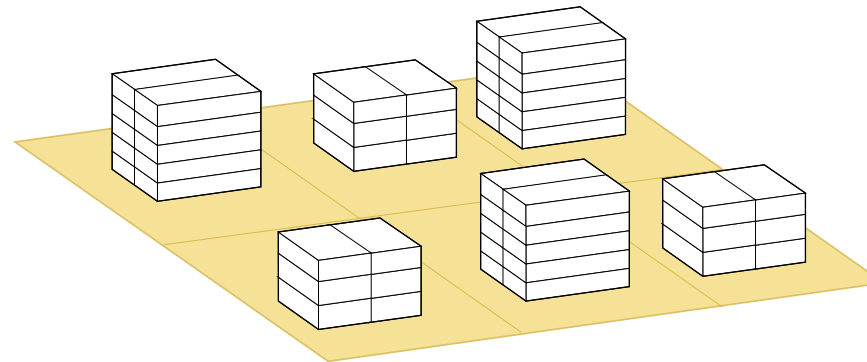
# CONCEPT OF DENSITY

## HOW TO MEASURE THE RESIDENTIAL DENSITY ?

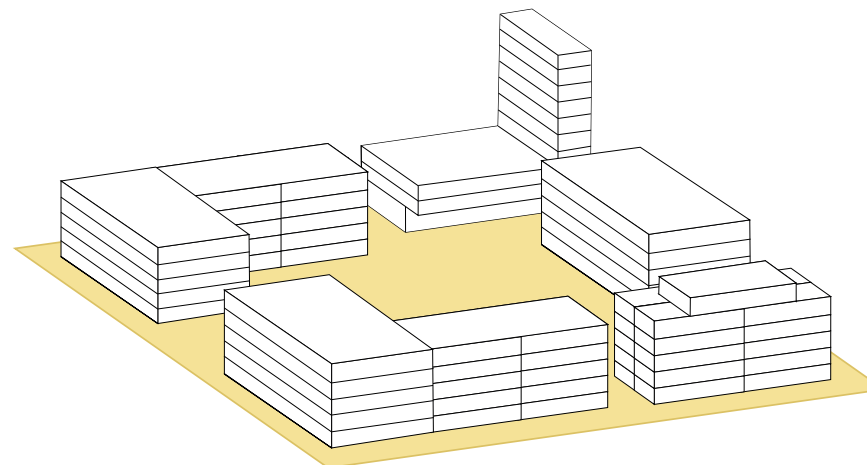
- › Corresponds to the ratio between the number of dwellings (to be distinguished from the number of inhabitants) and the surface area of the territory studied. Once again, the reference scale most frequently used is the square kilometre or hectare.



LOW DENSITY - 8 units / ha



MEDIUM DENSITY - 80 units / ha



HIGH DENSITY - 150 units / ha

$$\begin{aligned} &\text{RESIDENTIAL} \\ &\text{DENSITY} \\ &= \\ &\text{NUMBER OF DWELLINGS} \\ &\dots\dots\dots \\ &\text{SURFACE AREA OF THE} \\ &\text{TERRITORY STUDIED} \end{aligned}$$

# CONCEPT OF DENSITY

## WHAT DOES DENSITY BRING IN A COMMUNITY ?

- › Diversification of **Community Services**
- › Ability to protect the **Environment**
- › Increase the **profitability of Infrastructure**
- › Reorientation of **Open space from private to public**

- › A **denser Built Form** that must adapt to specific communities
- › Creation of a **centrality**
- › Creation of living environments such as **landscape and public facilities**
- › Reduce **automobile travel** and increase **active transportation**



# CONCEPT OF DENSITY

## INCONVENIENCES OF AN UNPLANNED DENSITY

- › Generic Development
- › Loss of local identity
- › Congestion
- › Missing Middle

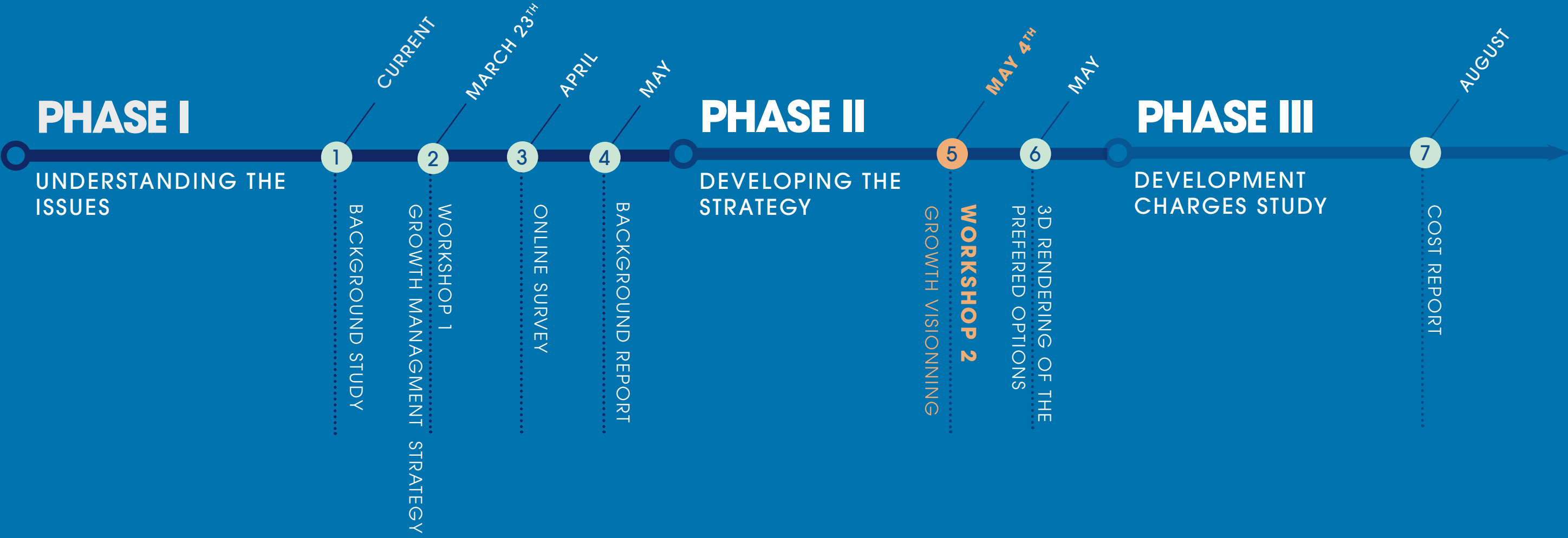


SOURCE: LAPRESS

PART 2:

# PROCESS

# STEPS



# BACKGROUND STUDY



## STORMWATER

- › The province maintains and controls/approves any changes or upgrades to stormwater infrastructure.
- › The province has indicated that all new developments will require a curb and gutter (ie. catch basin and piped storm service) cross section and will no longer consider a ditched cross section for new subdivisions.
- › The province will be enforcing a pre vs post development stormwater analysis on new developments and will require that the peak release from the development is equal to or less than that of pre-development conditions.



## WATER

- › Town has 3 active and 1 inactive wellfield that is expected to be decommissioned. There is no immediate need to upgrade wellfields.
- › Town has planned for an additional water tower next to existing tower at Strawberry Hill.
  - › This upgrade will provide required additional water storage to meet the 2.4-hour fire protection duration outlined in the Fire Underwriters Survey (FUS).
- › Downtown core and waterfront areas are well serviced by existing infrastructure, no additional upgrades required to municipal infrastructure following completion of the new water tower.
- › Any of the proposed greenfield developments will require water main extensions to facilitate development.
- › Development above the 40m contour (Tea Hill area) will require a fire rated booster pump and watermain upsize to facilitate development and meet FUS requirements.



## WASTEWATER

- › Town has 29 existing sewer catchments that contribute to the pumping station, 28 of which are serviced via lift station.
- › Town has upgrades ongoing for two major lift stations, Bunbury & Corish
- › Pondside lift station is a vulnerability in the system due to the large area contributing to it. The following planned upgrades will help alleviate that stress:
  - › Further extension to forcemain from Corish lift station planned to direct flow to gravity main instead of flowing to Pondside lift station.
    - › Redirection of effluent flow from Kinlock Road and Stratford Road away from flowing to Pondside lift station.
- › Pumping station existing pumps designed to handle a peak flow from a population of 17,000.
- › Forcemain to Charlottetown sized to allow for upgrades to existing pumps to accommodate peak flow for a population of 20,500.

# BACKGROUND STUDY



## TRANSPORT

- › A large proportion of commuters use private automobile as their mean of transportation (96.5%). Transit, and active transportation represent less than 3% of all commuters.



## PUBLIC TRANSPORT

- › Transit service serves central Stratford and the residential neighborhoods in the southern part of the Town. There are 10 departures during the weekday (mainly during commuting times), and 5 on Saturday. Ridership was at its highest in 2019 (approximately 180 riders per day). In 2022, the average daily ridership was approximately 165 riders per day. There are no service in the eastern part of the town.



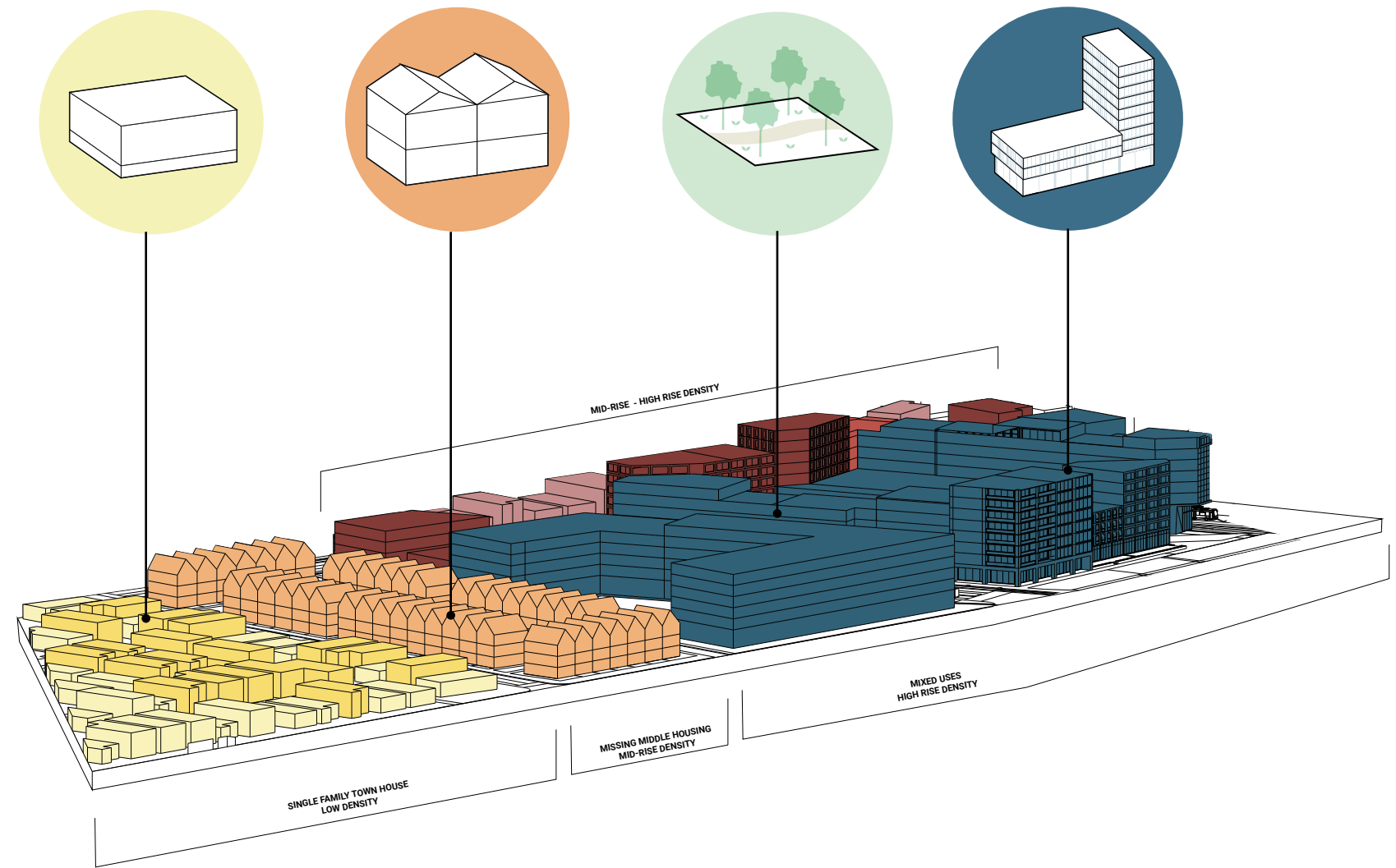
## ACTIVE TRANSPORTATION

- › Expansion of the active transportation facilities is ongoing. In 2020, the Arterial Active Transportation Network (AATN) was completed, and the Hillsborough Bridge active transportation corridor is near completion. Further expansion is planned (Stratford Community Campus, Stratford Waterfront), and all new private developments must provide walking and cycling facilities. Known gaps include Stratford Road, and Bunbury Road.

# WORKSHOP 1 GROWTH MANAGEMENT

## EXPLORING THE CONCEPT OF MISSING MIDDLE HOUSING

- › Distributed throughout a block.
- › Placed on the end-grain of a block
- › Transitioning to a commercial corridor
- › Transitioning to higher-density housing





# CONSULTATION SUMMARY

## OBJECTIVES

- › Workshop with stakeholders
- › Objectif is to identify areas that are opportunities for densification in short-term, long-term and areas to not go.
- › In those areas the participants had to apply the missing middle principle with 3 typologies of residential modal (low-rise, mid-rise, high-rise)



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# CONSULTATION SUMMARY

## GROWTH

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- › Need to incentivize density – bonusing, waiving connection fees, expediated permits, property tax abatement, building permit grants, etc.
- › The planning system needs more certainty and form-based codes will help. Also, development timelines must be faster, make sure the goal posts are stationary and develop a clear roadmap for the development approval process.
- › Parking and height limitations are barriers.
- › Form Based Codes are key. They will level the playing field.
- › Need entry level housing.
- › Land should be protected from more single unit dwellings.
- › There is a misunderstanding of developer interests. Stratford's future will depend on the missing middle – daycare workers, nurses, teachers – service providers and retail.

## COST

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- › Housing is very expensive in Stratford.
- › Provincial Rent Control is not sustainable.
- › There needs to be a better understanding of the development business especially around the costs.
- › More amenities have significant costs. This needs to be communicated very clearly.
- › CMHC Financing – Rental Construction Financing Initiative (RCFI Program). More information is needed.
- › Density incentives - Cost vs. benefit of bonuses for underground parking. Not working.

## PLANNING

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- › Density must happen if people want services. It will help provide services.
- › It's time for cultural change. Education is key – to Council, the Planning Board and residents.
- › Sidewalks – use it as a tool to educate/ illustrate the cost of development.
- › There is not enough pre-zoned land in Stratford. One developer owns 90% of it, which presents a risk.

# GROWTH MANAGEMENT SURVEY [APRIL 25TH TO MAY 7TH]

## QUESTIONS FOR THE CITIZENS


- › The survey aims to find out concerns about the densification of their town.

1. Do you live in Stratford?\*

Yes

No

2. In which neighbourhood do you live?  
Please drop a pin on the map.



3. Which type of housing do you live in?

Single family.

Duplex.

Semi-detached.

Townhouse.

Apartment building with 24 or fewer units.

Apartment building with more than 24 units.

Other: Please Specify

4. Which of the following housing types would you consider living in?  
Please select all that apply.

Single family.

Duplex.

Semidetached.

Townhouse.

Apartment building with 24 or fewer units.

Apartment building with more than 24 units.

Other: Please Specify.

5. Are you open to living next to a building that is 4 or more stories in height?  
If No, please use the textbox to explain why.

Yes.

No. Why Not?

6. To what degree were you aware that Stratford was experiencing significant population growth?

Aware  Somewhat Aware  Not Aware

7. Are you concerned about the increased population and residential density in Stratford?

Yes.

No.

8. In your opinion, what are the challenges related to population growth in Stratford?  
Please rank the following in order of most important to least important.

Uncontrolled densification leading to urban sprawl.

Protection of agricultural land and natural environments.

An increase in required infrastructure (i.e. water, sewer, sports fields, equipment)

Increase in traffic.

Loss of local identity.

Increased need of affordable housing.

Other

9. Do you think that higher density development (e.g. apartment buildings) can help reduce the cost of housing?

Yes, I think it's the answer to keep the cost of housing more affordable.

No, I don't think it's the answer to keep the cost of housing more affordable.

I don't think that Stratford has a housing problem.

No Comment.

No, I don't think it's the answer to keep the cost of housing more affordable.

I don't think that Stratford has a housing problem.

No Comment.

10. Do you agree that population growth and future development in Stratford can result in the following changes for your community?  
Please select all that apply.

Diversification of community services.

Ability to protect the environment.

Make infrastructure investments more cost effective.

Creation of a downtown or other focal point for the Town.

Creation of living environments such as landscape and public facilities.

Reduce automobile travel and increase active transportation.

Increase local commercial and services.

11. If higher density residential developments should occur in Stratford, do you agree that these 3 locations can accommodate future higher density residential developments?  
Select all that apply.

Along the Trans-Canada Highway between Lotia Way and Hollis Avenue / Georgetown Road. (The two roundabouts.)

Adjacent to the Trans-Canada Highway in Cross Roads. (East of Hollis Avenue / Georgetown Road roundabout.)

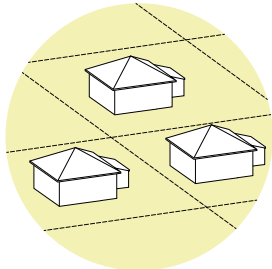
Near the Stratford Community Campus. (Along Burbary and Mason Road.)

12. What do you think is most important to the future growth and development of Stratford?

PART 3:

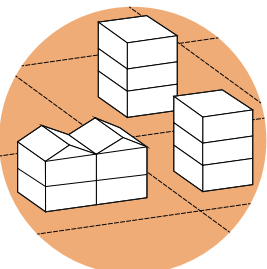
# SCENARIOS

# RESIDENTIAL TYPOLOGY EXAMPLE



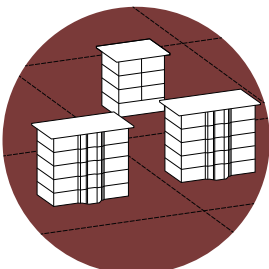
**LOW DENSITY**

18 UNITS / HA



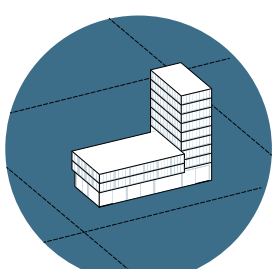
**MEDIUM-LOW  
DENSITY**

30 UNITS / HA



**MEDIUM-HIGH  
DENSITY**

60 UNITS / HA



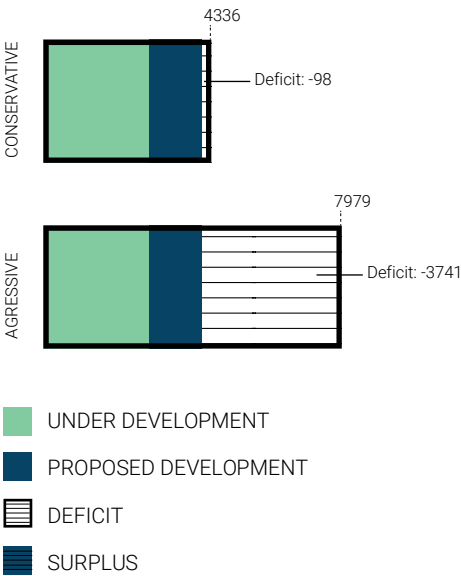
**HIGH DENSITY**

80 UNITS / HA

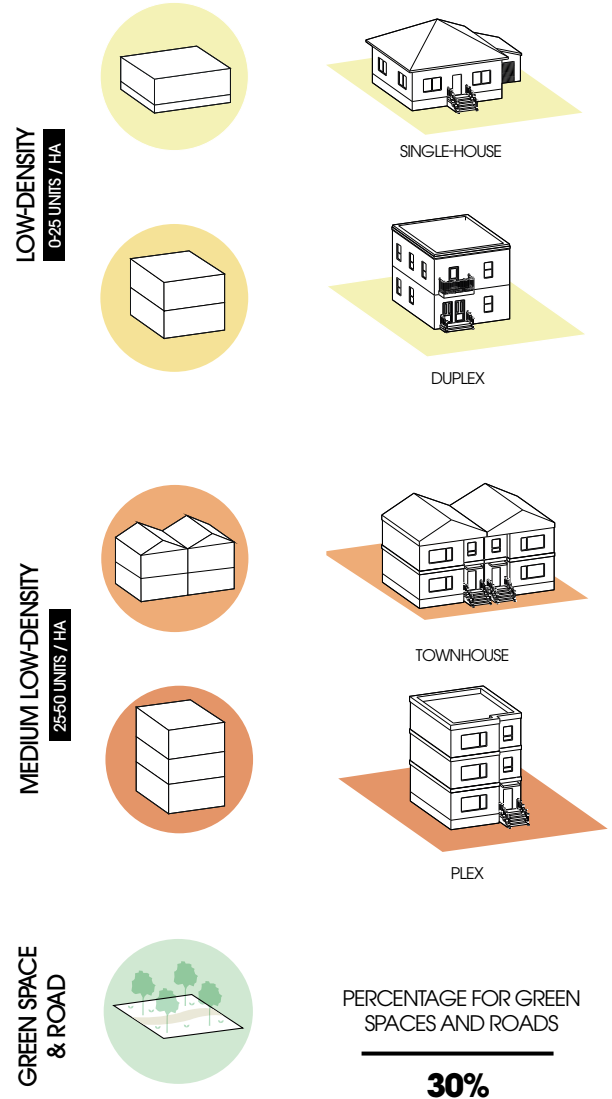


# SCENARIO 1

## STATUS QUO



## TYOLOGIES



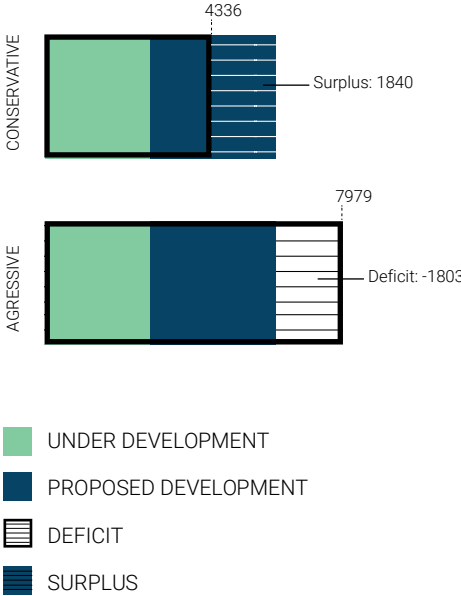
TOTAL OF RESIDENTIAL COVERAGE AREA SURFACES	TOTAL OF UNITS
<b>146 HA</b>	<b>4,238</b>





# SCENARIO 2

## GENTLE APPROACH



### TPOLOGIES

LOW-DENSITY 0-25 UNITS / HA		SINGLE-HOUSE
		DUPLEX
MEDIUM LOW-DENSITY 25-50 UNITS / HA		TOWNHOUSE
		PLEX
MEDIUM HIGH-DENSITY 50-75 UNITS / HA		MULTIFAMILY
		MULTIFAMILY
GREEN SPACE & ROAD		PERCENTAGE FOR GREEN SPACES AND ROADS <b>30%</b>

TOTAL OF RESIDENTIAL COVERAGE AREA SURFACES

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**200 HA**

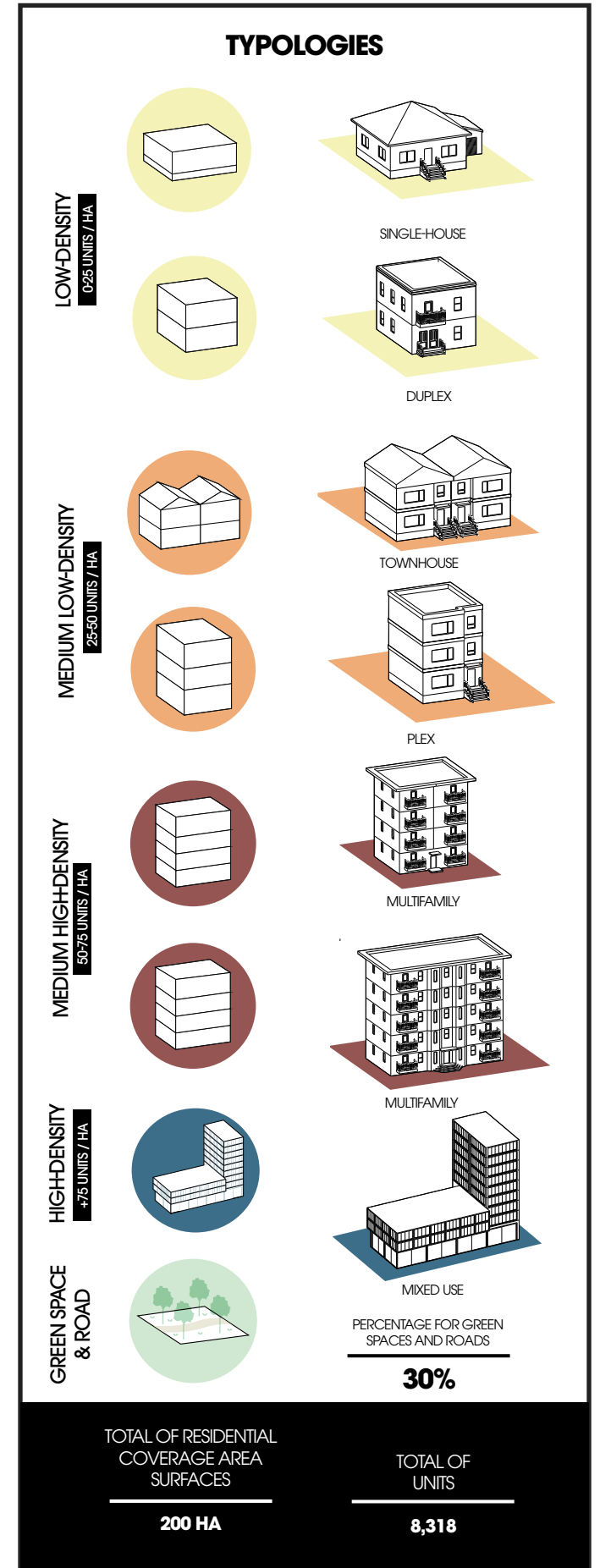
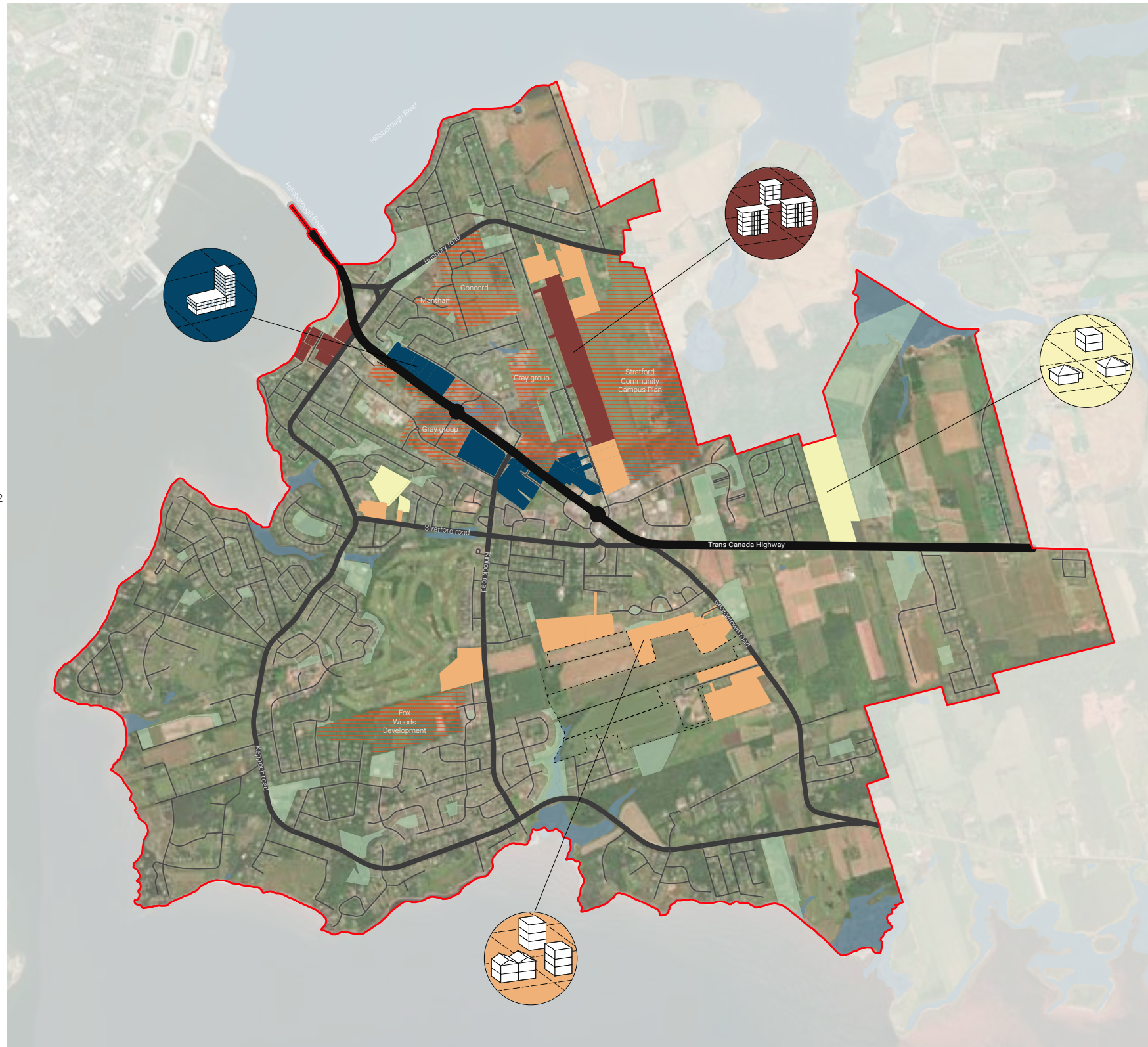
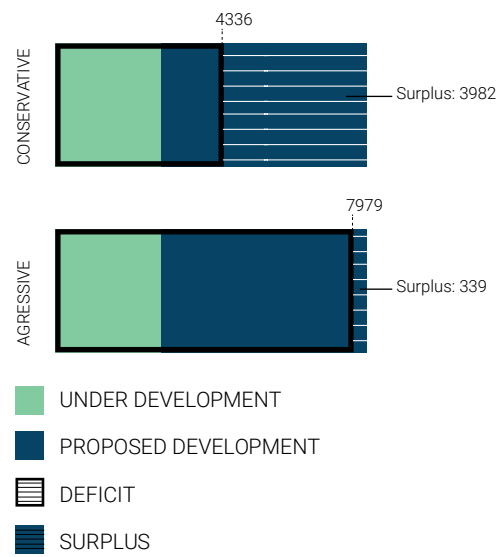
TOTAL OF UNITS

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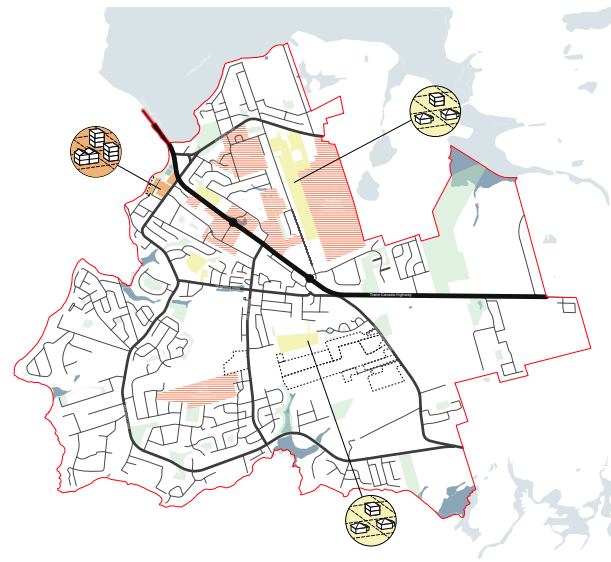
**6,176**

# SCENARIO 3

## OPTIMIZED SCENARIO



# PROS AND CONS



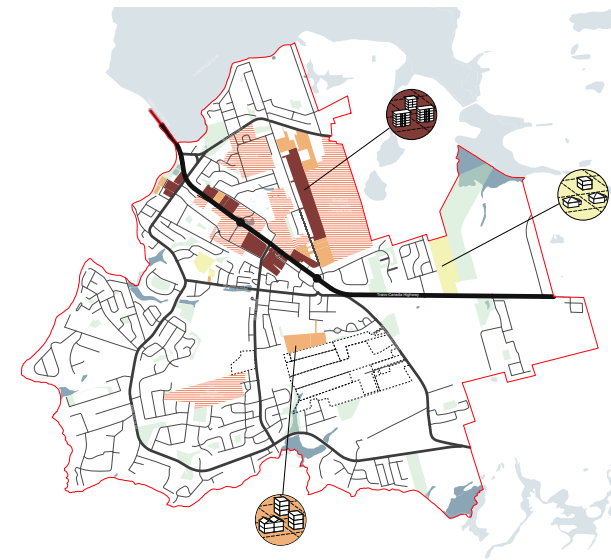
## SCENARIO 1

### PROS

- › NO NEED TO CHANGE THE ZONING BY-LAW
- › MINIMAL IMPACTS ON THE INFRASTRUCTURE

### CONS

- › WILL NOT MEET THE HOUSING NEEDS IN THE LONG TERM
- › WILL CREATE GENERIC DEVELOPMENT
- › WILL CREATE URBAN SPRAWL



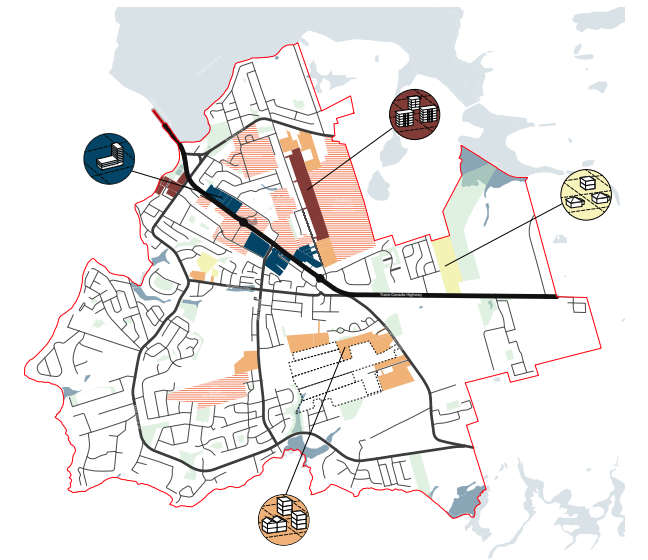
## SCENARIO 2

### PROS

- › WILL MEET THE HOUSING NEEDS IN THE SHORT TERM
- › BETTER INTEGRATION IN THE ACTUAL BUILT CONTEXT
- › DENSIFICATION LOCATED AROUND THE TRANS-CANADA HIGHWAY

### CONS

- › WILL NOT MEET THE HOUSING NEEDS IN THE LONG TERM
- › PRESSURE ON THE EXISTING INFRASTRUCTURES AND SERVICES



## SCENARIO 3

### PROS

- › WILL MEET THE HOUSING NEEDS IN THE LONG TERM
- › WILL PROVIDE A COMPLETE COMMUNITY WITH MORE SERVICES AND SHOPS
- › WILL PROVIDE A BETTER ACTIVE TRANSPORTATION

### CONS

- › PRESSURE ON THE EXISTING INFRASTRUCTURE AND SERVICES
- › WILL NEED A COMPLETE INFRASTRUCTURE PLAN

