

Current City of Stratford Plans & GTR Visioning

Updated: February 13, 2024

This pre-work is in preparation for the Committee's generative discussion on the development of a vision and guiding principles for the Grand Trunk Renewal Project.

- **Purpose of the working sessions:** Share a diversity of perspectives on the principles that will guide the development of the Grand Trunk Renewal Project. We are not looking for agreement or decisions at this point—just an exploration of varying perspectives.
- **Working session output:** We will produce an extensive list of considerations on which to base our draft guiding development principles. We will work with these ideas in the next meeting to build consensus and understanding of the most important and relevant principles. These draft principles will eventually be shared with Council and the public for their feedback.
- **What is a guiding principle?** A guiding principle is a fundamental belief, value, or rule that serves as a guiding force for decision-making, behavior, or action. Guiding principles help establish a sense of purpose, direction, and consistency. They serve as a reference point for strategic planning, and day-to-day decision-making, ultimately guiding us toward our desired goals and outcomes.
- **What are examples of guiding principles for development projects?** Have a look at some relevant examples of guiding principles from recent development projects.
 - [Jericho Lands in Vancouver](#)
 - [River District Development in Calgary](#)
 - [Bramm Yards in Kitchener](#)
- **Your assignment:**
 - Identify 2-5 guiding development principles you feel are imperative to the Grand Trunk Renewal Project.
 - Be prepared to share these ideas at our meeting.
- **If you want more context & background:** Several City plans identify priorities and specific issues and initiatives. If it's helpful to review these, I have compiled an overview below.
 - The [2018 Grand Trunk Master Plan](#) guiding principles can be found on page 22
 - You may also wish to refer to other relevant priorities such as:
 - [UN Sustainable Development Goals](#)
 - [One Planet Living](#)
 - [Truth and Reconciliation Commission Calls to Action](#)

Plan/Strategy	Directions	Goals/ Initiatives/ Actions
Stratford Cultural Pathways: Enabling Cultural Opportunity City of Stratford Cultural Plan 2023-2028 https://pub-stratford.escribemeeting.com/filestream.ashx?DocumentId=4077	Pathway 1: Strive for Creativity & Innovation	<ul style="list-style-type: none"> • Culture is considered and integrated into municipal processes and decision-making • The cultural sector supports the livelihood of creatives • Collaboration is fostered amongst the cultural sector, related industries, and the municipality • Stratford aims to be a livable city that attracts and retains creatives
	Pathway 2: Celebrate Diversity & Support Inclusion	<ul style="list-style-type: none"> • Relationships and support networks are fostered between equity-deserving groups. • Cultural experiences and spaces aim to reduce physical, social, and financial barriers. • Cultural initiatives reflect a diversity of communities' desires and needs.
	Pathway 3: Instill community pride through the promotion of a shared authentic identity	<ul style="list-style-type: none"> • Stratford's definition of culture is recognized and celebrated by the community. • Culture in Stratford strives to engage residents and visitors year-round. • Stratford's history and heritage are honoured and recognized as the city evolves into the future. • Local talent and creatives of a wide variety of disciplines are recognized and celebrated. • Cultural resources, events, and opportunities are well-known both within and beyond the city's borders.
	Pathway 4: Further Truth & reconciliation	<ul style="list-style-type: none"> • Relationships are further developed with Indigenous

		<p>communities, organizations, and people.</p> <ul style="list-style-type: none"> Local Indigenous culture is promoted and celebrated. Indigenous voices, histories, traditions, and cultures are well-known, respected, and integrated throughout the city.
<p>Community Safety and Well-being Plan: Roadmap for Collaboration: 2021-2024</p> <p>https://www.stratford.ca/en/live-here/resources/Equity-Diversion-and-Inclusion/CSWB-Plan-FINAL.ACC.pdf</p>	<p>Priority Area #1: Systems Planning and Integration</p>	<ul style="list-style-type: none"> Improve access to programs, services, supports, and resources by simplifying pathways and coordinating efforts. Enhanced prevention and protection for safer communities.
	<p>Priority Area #2: Adequate, Affordable and Attainable Housing</p>	<ul style="list-style-type: none"> Increased availability and accessibility of affordable, safe, and suitable housing.
	<p>Priority Area #3: Affordable and Accessible Health, Social, and Recreation Services</p>	<ul style="list-style-type: none"> Improved availability and accessibility to healthcare services and support. Improved knowledge and awareness of crisis response triage options. Increased availability of affordable transportation options.
	<p>Priority Area #4: Social Inclusion</p>	<ul style="list-style-type: none"> Increased application of equity, diversity, and inclusion practices across all partner agencies. Promote understanding of diverse groups. Enhanced sense of community belonging.
<p>Sport Tourism Strategy 2023-2027</p>	<p>Strategic Priority #1: Establish and staff a dedicated sport tourism entity in Stratford</p>	

<p>https://visitstratford.ca/wp-content/uploads/2023/01/Stratford-Sport-Tourism-Strategy-Public.pdf</p>	<p>Strategic Priority #2: Develop ad funding plan to support SST’s initial set of programs, operations, and services</p> <p>Strategic Priority #3: Stratford SPORT TOURISM to create a communication framework and engage local sport organizations, the tourism sector, and facilities.</p> <p>Strategic Priority #4: Identify strategic markets within the sport tourism sector</p> <p>Strategic Priority #5: Identify short and medium-term targets for sports events and sport business meetings, based on existing or easily improved facilities</p> <p>Strategic Priority #6: Advocate for the development of new sporting and hosting facilities in Stratford</p> <p>Strategic Priority #7: Review and work to improve Stratford’s existing policies, procedures, and event-hosting framework</p>	
<p>Report: Project Welcoming Community—Stratford</p> <p>January-June 2023</p> <p>https://pub-stratford.escribemeetings.com/filestream.ashx?DocumentId=4226</p>	<p>Meaning of community and meaning of welcoming community</p>	<ul style="list-style-type: none"> • Safety, mutual support, belonging, comfort, concern for the wellbeing of members, sharing of space and resources. • Increased visible diversity, accessibility of spaces and resources, acceptance, sharing, an open and friendly demeanor • A learning community: one that is curious, open to change, and accountable to harm when identified.
	<p>The feeling of inclusion</p>	<ul style="list-style-type: none"> • Present in a welcoming community: being acknowledged, being greeted, curiosity, inclusion, thoughtful language, accountability for harm, acceptance • Power dynamics are recognized, a single dominant group or culture is not centered. All groups and

		<p>culture present are celebrated.</p> <ul style="list-style-type: none"> Community members are engaged in decision-making, their capacity to contribute is actively acknowledged and utilized.
	Welcoming community spaces	<ul style="list-style-type: none"> Stratford Public Library, Pride events, cultural celebrations, community meals, schools, and faith-based spaces. Spaces that allow for <i>ad hoc</i>, informal gatherings. Where diversity is visible, where action to include is visible, and where signage is visible and clear.
<p>Community Climate Action Plan</p> <p>Phase 1 & 2 Public Engagement (April – August 2023)</p> <p>ITS23-029 Proposal to Advance Stratford’s Community-Focused Climate Action</p>	Buildings & Land Use	<p>Support infill housing and mixed housing types with increased density</p> <p>Improve building energy efficiency retrofits</p>
	Transportation	<p>Reduce transportation-related emissions</p> <p>Enhance transit experience</p> <p>Expanded transportation alternatives</p>
	Waste & Circulate Economy	<p>Expand the organics and recycling programs</p> <p>Reduce waste at its source (excess packaging and single-use items)</p>
	Natural Assets & Ecosystems	<p>Planting additional trees on new subdivisions</p> <p>Enhance naturalization efforts</p>
<p>Corporate Energy Emissions Plan</p> <p>https://www.stratford.ca/en/live-here/resources/Climate-Change/09.27.2023---</p>	Demonstrate Leadership	
	Maximize energy efficiency in service delivery	
	Build new developments net-zero or net-positive for energy and emissions	
	Transition to zero-emission fleet and low-carbon equipment	

<p>Corporate-Energy-and-Emissions-Plan-2023-Management-Report.pdf</p> <p>https://www.stratford.ca/en/live-here/resources/Climate-Change/Corporate-Energy-and-Emissions-Plan.pdf</p>	<p>Partner to advance common energy and emissions objectives</p>	
<p>Staff training & awareness</p>		
<p>Housing and Homelessness Plan (2014-2024)</p> <p>https://www.stratford.ca/en/inside-city-hall/resources/Social_Services/Housing/Ten-Year-Housing-and-Homelessness-Plan-Update-2020-2024.pdf</p>	<ol style="list-style-type: none"> 1. Ending Homelessness: shifting resources and service provision from managing to ending homelessness, with a focus on chronic homelessness. 2. Creating Attainable Housing Options: increasing the range of housing options that is available, affordable, appropriate, and achievable to meet people’s needs, situations, and choice. 3. Sustaining Community Housing: ensuring the existing community housing stock is well maintained and continues to play a key role in the delivery of permanent geared-to-income housing locally. 4. Addressing a Diversity of Needs: providing a broad range of services and supports that reflect the unique, local landscape in an inclusive and culturally appropriate way, including advancing Truth and Reconciliation with Indigenous peoples. 	<ul style="list-style-type: none"> • Collaboration with service providers and community agencies. • Collecting and using reliable, local data to make informed decisions. • Providing education and training to raise awareness of issues and build sector capacity. • Measuring success by focusing on outcomes.
<p>Stratford Attainable Housing Project</p> <p>https://www.stratford.ca/en/inside-city-hall/resources/ReportsAndPublications/Stratford-Housing-Project-A-Road-Map-for-Attainable-Market-Housing-Development.pdf</p>	<ol style="list-style-type: none"> 1. Hire project management to implement plan 2. Develop work plan 3. Develop & adopt community improvement plan with tools for attainable housing 4. “Yes, in My Backyard” campaign to address “missing middle” 5. Communications plan 6. Pilot innovative housing opportunities for attainable home ownership/rental on 2 City-owned 	

	<p>parcels of land on Vivian Line and McCarthy Road</p> <p>7. Integrate technology for better public consultation & permitting</p> <p>8. Increase staffing levels to administer development process</p> <p>9. Encourage more innovation and creativity in housing design, materials and creating approaches</p>	
<p>City of Stratford Strategic Priorities: 2018-2022</p> <p>https://www.stratford.ca/en/inside-city-hall/resources/Strategic-Priorities/2018-2022-Strategic-Priorities---FINAL.pdf</p>	<p>Mobility, Accessibility and Design Excellence</p> <p>Improving ways to get around, to and from Stratford by public transit, active transportation, and private vehicle. Designing options that are accessible to people of all levels of ability.</p>	<ul style="list-style-type: none"> • Improved Pavement management index • More sufficient year-round parking • Sustainable inter and intra-city transit program • A safe, connect active transportation network
	<p>Strengthening our Plans, Strategies, and Partnerships</p> <p>Partner with the community to make plans for our collective priorities in arts, culture, heritage, and more. Communicating clearly with the public around our plans and activities.</p>	<ul style="list-style-type: none"> • Further activate Market Square • More fulsome communication • A Sports Tourism Strategy • Building community well-being through partnerships
	<p>Developing Our Resources</p> <p>Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.</p>	<ul style="list-style-type: none"> • Progress toward zero waste • Increasing affordable housing • Starting the Grand Trunk Community Hub
	<p>Widening our Economic Opportunities</p> <p>Strengthening Stratford’s economy by developing, attracting, and retaining a diversity of businesses and talent.</p>	<ul style="list-style-type: none"> • Bringing new industrial land to market • Increasing residential development at all levels of affordability • Balancing supply and demand of the available labour force