



Inspired, beautiful and rich with opportunity

Imagine Stratford

Towards a Vision for 2028

A Sustainability Plan and Decision Making Framework
May 2008

Acknowledgements

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a) Sustainability - Why is it important for Stratford ?

Sustainability means living within the earth's limits. A sustainable community is one which is able to meet the needs of its people for a high quality of life without compromising future generations.

This peaceful community, away from the bustle of urban living, does not function in isolation. Stratford is part of a global network - economically, socially, and ecologically. Three quarters of Stratford's boundary is coastline, vulnerable to predicted sea-level rise. Stratford's future will be impacted by the worldwide demand for resources and the current decline in their availability. These trends are already affecting our people, the economy and the environment.

We can respond with imagination and creativity to these challenges. Stratford understands that by moving the Town towards sustainability, residents and businesses will reap considerable rewards and enjoy an enhanced reputation in Canada as one of the communities showing leadership in adaptation to a world without fossil fuel. This is many years ahead, but we need to start now.

b) Our process

This plan was developed by staff and elected officials with the help of a steering committee of residents. It is the first step in the journey to community sustainability planning for Stratford. The next steps will require more participation from residents and businesses in Stratford as well as collaborative partnerships with organizations and communities of interest in Prince Edward Island and beyond.

To assist in planning and decision-making using the sustainability principles, Stratford has adopted a planning framework known as The Natural Step. (TNS)

The Natural Step was developed in Sweden in the 1980s and is now widely used by businesses and municipalities on their journey to sustainability. It offers a metaphor for understanding sustainability from a systems perspective as well as two components to lead communities towards sustainability. One is a set of system conditions that define criteria for sustainability and the other is a planning methodology known as the ABCD process. This includes a process known as backcasting from a compelling vision for the future to drive a transformational planning process. (Appendix I summarizes TNS)

c) Achieving a Vision

Stratford has a long-term vision of a future based on the four dimensions of social, cultural, environmental and economic sustainability. Stratford's vision is a launching point for positive change, which will lead to a sustainable society. Stratford will hold the vision in full view as it moves towards its realization. In 2028 the Town will reflect the shared aspirations of Stratford residents and their responsibility for the wellbeing of each other, of future generations and of the earth.

d) Sustainability and other plans

Stratford's Sustainability Plan will eventually be embedded in the Town's Official Plan and reflected as the Core Area Plan begins to take shape. In order to align these planning initiatives with sustainability principles, Stratford will undertake a comprehensive community engagement initiative and a strategic planning exercise to develop strategies and action plans for a sustainable future.



Stratford was incorporated in 1995 from the amalgamation of five smaller communities to the southeast of Charlottetown. It encompasses 22 square kilometers of spacious residential areas and green spaces and a couple of pockets of commercial development. The Stratford Town Centre, opened in 2003 provides an administrative and recreational node for the Town.

Much of Stratford's boundary is shoreline, fronting on the Hillsborough River and the Northumberland Strait. The shoreline is typical of Prince Edward Island's south shore, low red sandstone cliffs, coves and beaches. The topography is quite diverse with a ridge running east west affording dramatic views to the south across the straits. The northern part of the town is less differentiated but bounded by a large wetland known as Fullerton's Marsh.

The Mi'kmaq name for the area around today's Stratford was Adoosak. The first European settlers were Acadians in the 1750s whose activities included agriculture, shipbuilding and brickworks. In the nineteenth and for much of the twentieth century, Stratford was primarily agricultural. It also became a choice location for summer cottages for Charlottetown residents. In the 1960's with the construction of a new bridge across the Hillsborough River a new wave of residential development gained momentum and began to create what we know as Stratford today. Stratford's population of 7300 is younger, better educated and has higher household income than the PEI average. These are significant assets for a town wishing to move towards a sustainable future.

a) The quadruple bottom line

As one of the few communities in Prince Edward Island which is experiencing population growth, Stratford presents an opportunity to become a flagship town of the 21st century with economic opportunities, cultural enrichment, social interaction and a population living in harmony with the natural environment. This transformation to sustainability will require cooperation amongst all sectors of society.

Achieving this vision will improve not only the wellbeing of Stratford residents but also contribute to improving the quality of life on Prince Edward Island. Stratford is building on its assets and developing new ideas to meet global challenges. These principles are a guide for building Stratford's Community Sustainability Plan and decision-making framework. They are the dimensions or pillars of sustainability and are based on what is known as the quadruple bottom line of social, economic, environmental and cultural capital. The principles will guide Stratford as it moves toward a sustainable future.

b) 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.

c) 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. There is a strong sense of identity and pride in community. Well-being or quality of life is a key indicator for Stratford.

d) Ecological 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 who 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.

e) 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 sustainability. 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.

f) 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 its people to take responsibility and work with collaborative spirit towards a common sustainable future.

Understanding the current reality is a key starting point for any journey towards sustainability. Stratford has an impressive slate of assets but they come with challenges. Building on the assets to overcome the challenges is a core theme of Imagine Stratford.

a) Human Capital

Stratford's population is the best educated in Prince Edward Island, this could qualify the Town as PEI's "smart community". There are limited opportunities for employment matching the level of individual qualifications in Stratford. Most Stratford residents work in Charlottetown. This will remain a significant characteristic of Stratford but it is anticipated that there will be an increase in opportunities for Stratford residents to contribute their human capital within the Town boundaries.

b) Cultural Capital

There is an increasing trend globally for communities of all sizes to position themselves as a cultural magnet. Stratford is becoming more culturally diverse and is committed to developing and building this asset by increasing its cultural and creative offerings, as well as reflecting the history and evolution of the community.

c) Social Capital


Stratford is well endowed with social capital at the institutional level. There are several active service and social clubs with programmes serving all ages and many interests of the population. Sports and recreation facilities attract people from outside Stratford's boundaries. Stratford ranks as one of the safest communities in Canada with a very low crime rate. The current gap for social capital is the lack of areas to congregate informally, such as a town centre with cafes, arts venues, places to stroll, meet and be inspired. Stratford's parks and the recreation centre serve this purpose to some extent but the core area plan is intended to address this need.

d) Natural Capital

Stratford has a wealth of natural capital embedded in its neighbourhoods and open spaces. This landscape, with its wetlands, fields, woodlands, shoreline, parks and open spaces are an enormous asset now and will be even more so in the future.

e) Financial Capital

Stratford's financial capital is reflected in the Town's taxation revenues from commercial and residential assessments. Currently over 95% of revenues are residential. Stratford is keen to grow the residential tax base but also increase the proportion of revenue from commercial assessments.



Stratford has defined some broad sustainability goals. These are concrete and measurable statements of where the community is going. In this document they are expressed in general terms. The details including measurable targets will be determined during the next stage of Stratford's planning process.

Goal 1

Reduce Stratford's Greenhouse Gas emissions

Stratford is making a commitment to reducing its greenhouse gas emissions and has signed up for the Partners for Climate Protection Programme. It is widely recognized that municipalities have control or influence over at least half of Canada's Greenhouse Gas emissions. Participating in PCP will assist Stratford to measure greenhouse gas emissions and implement ways to reduce them. Specific reductions goals will be set during 2008 and reduction strategies built into the town's planning and operations. (Appendix II PCP and Stratford).

Goal 2 Reduce Stratford's Ecological Footprint

Ecological Footprint is more comprehensive measure of environmental, social and economic sustainability than GGE. It compares human consumption to nature's productivity. In essence this is the efficiency of our use of natural resources. The Global Footprint has established methodologies for calculating ecological footprint. This has been applied in several Canadian municipalities and regions including PEI.

Goal 3

Improve the Quality of Life

The many dimensions of Quality of Life are reflected in Stratford's sustainability principles, social, cultural environmental and economic. Stratford will be engaging residents and others in developing a definition, selecting indicators and determining how to measure and report on wellbeing in Stratford.

Two of the most important questions for any community moving towards sustainability are, "How are we doing?" and "How will we know when we get there?" There are a number of monitoring tools under consideration in Stratford.

Greenhouse Gas Emissions. This is a relatively straightforward measure. Stratford can benefit from the GGE toolkit developed for the Union of Nova Scotia municipalities. Once it is incorporated into the town records it will be easy to measure and report on for Town facilities and operations. The measure can also be extended to the whole community and there have already been some suggestions that Stratford should embark on a friendly carbon challenge with other communities. This initiative would serve to inform and raise awareness of climate change issues and what can be done to address them.

Ecological Footprint

This is a measure of how much "nature" we use to sustain our lifestyles. It compares human consumption to nature's productivity. In essence this is the efficiency of our use of natural resources.

Science tells us that the earth is finite and that there is a limited amount of materials and energy to sustain us. In the western world in particular we are using way more than our share, which means making a big footprint. Many cities and countries are beginning to use ecological footprint to measure their level of sustainable practices. Measuring ecological footprint can be carried out using simple questionnaires or can be a very extensive quantitative study such as the one produced by GPI Atlantic for the province of Prince Edward Island in 2003.

It is broader in scope than measuring greenhouse gas emissions and also lends itself to some interesting community engagement and awareness - raising possibilities.

Quality of Life and Wellbeing Indices.

This measure is actually a basket of measures of things like, population health, education levels, literacy, happiness and life

expectancy. QoL indices combine qualitative and quantitative measures. Perhaps the best known of these is the UN Human Development Index but there are many others. Communities are developing their own ways of measuring wellbeing based on the values and conditions in a particular place. Wolfville for example has carried out a Community Vitality Survey. In Newfoundland and Labrador every community is monitored under a system of Community Accounts which provides data derived from the census and other surveys carried out locally.

The Federation of Canadian Municipalities has a reporting system for Quality of Life based on six factors, local economy, natural environment, personal goals and aspirations, fairness and equity, basic needs and social inclusion. It was developed and applied during the 1990s in 20 of the larger Canadian Municipalities. FCM is currently adapting this system for use in smaller municipalities.

Stratford is considering an approach which brings together the best of these examples, adapted to Stratford, easy to measure and readily understandable by residents.

Sustainability Report Card.

Stratford will develop a sustainability report card which will be part of the Annual Report.



A compelling vision for the future is necessary for community sustainability planning. We have taken the areas for which the Town's elected officials and administration has responsibility and described what we would like to achieve. This is what we want Stratford to look like in 2028. These descriptions are intended to guide the Town and its' partners in decision making, planning and operations from the present to a sustainable future. Some of the descriptions already reflect the current reality; others require us to put strategies and plans in place to achieve them.

a) Arts Culture and Heritage

In 2028 Stratford is well known in the region for its arts, culture and heritage opportunities that reflect community spirit and life

The community is passionate about arts, culture and heritage and is alive with creative energy and aesthetic appreciation

Artists from all disciplines have opportunities to share their work

Arts, Culture and Heritage are reflected in Stratford's design for the built environment and open spaces

Arts, Culture and Heritage are appreciated and supported as part of the community's health, economic vitality and beauty

Stratford's people, history and the natural environment are retained and celebrated through diverse cultural offerings

Stratford tells the story of its journey to sustainability through artistic and cultural offerings

Ecologically damaging substances and practices are replaced with sustainable alternatives

b) Built Environment

In 2028 Stratford's built environment reflects the community's character, contributes to health and well being and is approaching its measurable sustainability objectives

Stratford's built environment anticipates and accommodates the needs of residents and the business community

The new and renovated built environment is evolving towards sustainable management of energy and materials and high standards of construction.

Stratford's green building sector contributes to the local economy

Smart Growth policies and initiatives contribute to the financial health of the community

Developed areas are designed to be sensitive to the surrounding environment and avoid encroachment on nature

Limits to growth are understood and respected

Community spaces are aesthetically pleasing to encourage personal interaction and shared activities

Residents live, work and play in neighbourhoods that reflect the Town's character and are close to green space, transit, trails and amenities so as to increase quality of life and reduce dependency on the automobile

Effective legal and financial tools are in place to encourage flexible ownership models for housing, business and public buildings and allow for housing that is affordable for all

Stratford is recognized as a leader in sustainable community development

c) Economy

By 2028 Stratford has an economy that provides a quality of life which attracts and retains community members.

Stratford has a year round diversified economy that meets the needs of the community

The Stratford economy is responsive and adapts to the challenges and opportunities created by climate change

Businesses in Stratford are responsive to the changing patterns of natural and human resources

Businesses in Stratford are well known for their high level of corporate social responsibility

Locally owned and operated businesses thrive and are encouraged. They use local products and purchasing as much as possible

Physical, social and cultural infrastructure attracts and supports investment and people to Stratford

Stratford's unique character as a sustainable community provides opportunities for investment with competitive advantage

Stratford's economy is characterized by high quality products and services which provide value to users

Stratford provides opportunities for a competitive return on investment

Effective partnerships with governments and other organizations support economic health

Stratford is an integral part of the greater Charlottetown area economy

d) Energy

Stratford's energy needs are supplied by a mix of sources that are local and regional wherever possible

Stratford is increasing its use of renewable energy sources

Stratford is moving towards a state where emissions and waste are eliminated

Community energy needs are met equitably

The energy sector contributes to Stratford's economy by optimizing energy efficiency and generating new supply

Residents and businesses understand energy issues

Stratford's actions are influencing other communities to move towards sustainability

The Town Corporation shows leadership in energy conservation and reduction in greenhouse gas emissions

e) Health and Social Vibrancy

In 2028, Stratford works with partners to meet, physical, mental, spiritual, cultural and social needs of community members

Community Members learn about and enjoy experiences with all cultures and generations through activities, and events facilitated by the partners

The community understands and respects diverse views

Community members are respectful and law abiding

Community Members eat healthy food, exercise and engage in recreation and other stress relieving activities that assist in increasing well-being. They avoid the abusive use of substances that have a negative effect on physical and mental health

Local, chemical-free and organic food is available year round at an affordable price. When it is not available locally, the nearest possible source is used to supply the community

Community members accept responsibility for their own health and that of others by participating in activities referred to in this description of success

Stratford residents are able to participate in activities and have their needs met regardless of ability and socio-economic status

f) Parks and Open Spaces

In 2028, Stratford has a network of parks and open spaces which are ecologically and aesthetically inspiring to the community and visitors

Parks and open spaces provide the community with opportunities for learning, leisure, spiritual renewal and recreation

Parks and open spaces are managed in ways which minimize fossil fuel use and synthetic compounds

Parks and open spaces encompass wetlands and woodlands. Natural areas are protected and where possible enhanced; a policy of no habitat loss is preferred

Healthy streams, rivers, ponds and wetlands support thriving populations of fish, wildlife, aquatic invertebrates and plants

Developed and recreation areas are managed to protect as much of the natural

environment as possible.

Stratford residents act as stewards of parks and open spaces

Stratford's Parks and Open spaces are linked to each other and to residential and commercial areas by a network of trails and sidewalks

g) Transportation

By 2028, transportation, to, from and within Stratford will be convenient, safe, seamless and affordable

Stratford prioritizes preferred methods of transportation in the following order:

- 1) active transportation, i.e. bicycle, pedestrian and other non-motorized means of transport;
- 2) transit and movement of goods
- 3) vehicular transportation using new technologies e.g. fuel efficiency, hybrids, carpools
- 4) traditional vehicular transportation, e.g. gasoline and diesel engines, one or two passengers per vehicle

Transportation alternatives and options are developed, promoted and supported so that mobility within Stratford and among other communities minimizes the negative impact of traditional transportation

The convenience and affordability of alternative transportation systems to, from and within Stratford ensure that usage rates continue to rise

The transportation system is transitioning to renewable energy, improved air quality and ecosystem integrity

Stratford's transportation system minimizes encroachment on nature

Stratford's residents and businesses are aware of the benefits of alternative transportation choices

The transportation system meets the long and short-term needs of users

Transportation is safe and enjoyable

h) Water

In 2028 Stratford's water resources provide a dependable supply of healthy water to meet the needs of people, other species and nature

Stratford's potable water supply system delivers water of excellent quality which exceeds provincial standards and meets benchmark aesthetic standards whenever possible

Water is distributed reliably, equitably and affordably

Residents are educated about water and encouraged to conserve and protect it and to use it only to meet appropriate needs

Wastewater and bio-solids are readily assimilated in nature

Water supply, wastewater management and storm water management minimize energy requirements and use sustainably managed, materials and resources

Watershed-based management approaches and policies are integrated into Stratford's approach to development, infrastructure, habitat protection, recreation, and aquifers

Storm water is managed proactively, effectively, and efficiently

Capital and long-term costs of water are managed in a financially prudent and fiscally responsible manner

Well field protection is optimized within a multi-barrier approach

Healthy streams, rivers, ponds and wetlands support thriving populations of fish, wildlife, aquatic invertebrates and plants

i) Municipal responsibility

In 2027 The Town of Stratford leads the way in organizational development and corporate leadership for sustainability

Stratford's sustainability plan and objectives are clearly understood by residents and businesses in Stratford

Planning and decision making are carried out using a sustainability decision making framework

Stratford provides an annual sustainability report card to residents and businesses

Elected officials and town staff value fiscal responsibility and prudence in spending

Elected officials and town staff are committed to well being and quality of life for a socially and culturally diverse Stratford

Stratford's natural environment is valued and conserved as the foundation for social and economic activities

The town council, its committees and staff reflect the Town's sustainability objectives

There is dynamic engagement of the community in planning and decision-making

The town values its employees and provides an environment of learning and innovation

Developing a vision and adopting principles are critical first steps in the sustainability journey. These are followed by strategies and actions which will move the town towards the vision while respecting the principles.

The Town already has some initiatives underway and is planning to engage the community in developing many more. All these initiatives address either one or more of Stratford's sustainability goals and help Stratford to meet the Natural Step's four system conditions. The following is a description of initiatives completed or in the planning stages with specific commitments to actions to be completed by May 2009. A progress report on these commitments will appear in the 2009 Annual Report

Stratford Town Centre

Stratford Town Centre houses the Town's administration, meeting rooms, a recreation centre and office space leased to the Eastern School Board. The building incorporates various energy and water efficiency design features. Ground source heat pumps provide heating and cooling. There is superior insulation and energy efficient lighting. These features have realized savings of \$82,000 in electrical costs and a reduction of 475 tonnes of CO₂ emissions over a similar design built to the National Energy Code. Water conservation is addressed by the 30 low flow toilets which reduce consumption by about 50%

Multiple light level switches allow users to adjust lighting to need. Daylight is used whenever possible, Rooms and offices are only illuminated when in use. Computers and other office machines are switched off overnight to eliminate standby power consumption. The Town now uses Fair Trade Coffee for staff and meetings. Upgrading and retrofitting of the Town Centre is ongoing to improve performance in energy efficiency, water conservation and user satisfaction.

Community Engagement Strategy

In order to bring everyone to the same level of understanding about sustainability Stratford has invested in a capacity building programme using resources from The Natural Step. Staff, elected officials and the Sustainability Steering Committee have been through a learning module, Sustainability Step by Natural Step which has allowed for a greater understanding of the challenges and provided some methodologies for finding solutions. This initiative is supplemented with sessions on related topics, field trips and membership in a regional network, the Atlantic Canada Sustainability Network. (App III).

The next step is to engage more residents and businesses in Stratford in the sustainability journey using public engagement techniques and events. Stratford already receives advice and input of its residents in the existing Council Committee structure. Capacity building with these committees as the early adopters of the plan and the decision-making framework.

Public Events to engage resident have already started to have influence. Stratford's participation in Earth Hour 2008 was well received and has prompted feedback about doing Earth Hour more than just once a year.

A local food initiative is in the planning stage. It is intended to "local food days" through partnering with local suppliers. Local food days will raise awareness and promote the benefits of buying local.

Stratford will develop implement a community engagement strategy designed to build capacity and involve town residents and businesses in strategic planning for sustainability and developing a vision for Stratford in 2028

Sustainable Economic Development Strategy

Stratford is developing a Sustainable Economic Development Strategy that will address the economic and business challenges faced by Town. Using the concept of "Smart Growth", the strategy

will propose actions and developments which will help meet Stratford's descriptions of success in economic development. Ultimately Stratford wants a vibrant local economy that will allow residents to meet their needs and also attract people and opportunities to Stratford, particularly in the area of green business development.

Stratford will develop and implement a Sustainable Economic Development Strategy

Sustainable Housing Pilot.

Stratford is intending to work with any developer who is interested in building sustainable housing which meets a set of standards for energy efficiency, water conservation, aesthetics and the needs of present and future residents. These could be the LEED (Leadership in Energy Efficient Design) standards that are being promoted by the Canadian Green Building Council or they could be a similar set of standards pre-determined by the Town and the developer. Examples of these types of developments can be found in some Canadian municipalities and Stratford is benefiting from learning how to implement this from municipalities in Ontario and Alberta. Stratford wants to show leadership in sustainable housing for Prince Edward Island.

Stratford will work with a developer to design a sustainable housing pilot based upon measurable standards for ecological design, energy efficiency and water conservation

Water Conservation

Stratford is promoting water conservation through a brochure for households called Water for Life - Every Drop Counts. This message is also being delivered at Glen Stewart Elementary School to Grades 5 and 6. Studies from various Canadian provinces have shown that school children are very effective at taking environmental messages home and bringing about change at the household level.

Stratford will use social marketing techniques to promote water conservation in residences and businesses in Stratford

Wind Energy Policy

In response to requests from residents regarding installing wind turbines on private property, the Town is developing a wind energy policy to allow for environmentally friendly energy generation in Stratford. The policy will set standards for the technology and its installation which will address compliance with existing regulations and concerns regarding noise, visual repercussions and other environmental impacts. This is the first step in developing a comprehensive renewable energy plan for Stratford.

Stratford will develop a wind energy policy and a regulatory framework for wind installations within town boundaries.

Sustainable Procurement

Stratford has begun to move towards sustainable procurement and purchasing according to a revised policy which will be finalized and adopted by council in 2008. (Appendix IV) The town has already started to incorporate some sustainability conditions into RFPs and has been exploring sources of more environmentally friendly office supplies and paper. Sustainable Procurement will take into account factors such as life cycle costing for equipment and vehicle purchases, increased post-consumer waste in paper products, and sourcing of products which bear environmental and ethical certifications such as Eco-Logo, TransFair and Forest Stewardship Council (FSC).

Stratford will embed sustainability principles into all aspects of procurement and purchasing by May 2009

Public Transit.

Stratford will have public transit by the fall of 2008. This follows a feasibility study conducted in 2007 and a decision by council to approve funding for the initiative in the 2008 budget. Public transit is an important pre-requisite for sustainable economic and residential development.

Active Transportation Plan

Stratford has an Active Transportation Committee advocating for an active transportation network within Stratford and linking to adjacent communities. The committee of volunteers has been gathering information and is now working with the Town to develop an Active Transportation Plan for Stratford. The scope of the plan is a multi-use trail network linking neighbourhoods and business establishments, links to public transit, safety and aesthetic factors and signage. Elements of the trail network already exist.

Stratford will develop an active transportation plan in collaboration with the Town's Active Transportation Committee

Dark sky compliant street lighting pilot.

Stratford will test dark sky compliant street lights to address requests from residents for better lighting directed to where it is needed rather than as a pollutant for the night sky.

Paperless Office

Stratford has identified reduction in paper use as a priority to help the town move towards sustainability. The Town will be reducing paper use for council and committee meetings and in the town's administrative operations. Councillors have been issued with laptops. Paperless office software is being installed and the transition to paperless office will begin in mid 2008

Stratford will implement paperless council meetings and reduce paper use in administrative procedures

Earth Hour 2008

At the suggestion of a resident who is also an amateur astronomer, Stratford observed Earth Hour on March 29th 2008. Lights were dimmed at the Town Centre, the recreation centre closed early to observe and help publicize the event. Many Stratford residents also participated.

Creating Stratford's Future Open House

Stratford's Winter Carnival held in February 2008 included an Open House featuring displays and short films related to energy efficiency, fair trade and pollution reduction. The concept could be used in the future in association with other public events such as the Strawberry Festival or Canada Day.

Health and Safety in Stratford Parks

In 2007, the Town of Stratford adopted a tobacco free policy on all facilities, playgrounds and playing fields within the town. The next step in improving the health and safety benefits of Stratford Parks is Sun-Safe Parks. In collaboration with the PEI Division of the Canadian Cancer Society, the Town will develop measures to create shade in parks and playing fields to reduce sun-exposure and cancer risks. Tree planting, portable shelters, an information flyer and signage are planned.

Diversity and Inclusion

The Town of Stratford has established an *ad hoc* diversity and inclusion sub-committee which will report to the economic development committee. The subcommittee's mandate is to recommend strategies and actions to achieve Stratford's commitment to eliminating racism and discrimination, and its commitment to social and economic sustainability.

Linking Actions to Goals - a snapshot of the next phase in Stratford's Sustainability Journey

Goal 1 Reduce greenhouse gas emissions			
Goal 2 Decrease the size of the Stratford's ecological footprint			
Goal 3 Improve quality of life, for residents and businesses			
Strategy or Action	Goals	Time Frame	Participants
Design of Stratford Town Centre	1 2 3	Ongoing	Public Works
Community Engagement <i>Includes Earth Hour Open Houses Focus Groups Festivals and other events</i>	1 2 3	Increase in the short term then ongoing	Planning, Parks and Recreation, Arts and Culture Committee Youth Can Do executive Seniors Committee Diversity and Inclusion sub committee Communities of interest early adopters
Sustainable Economic Development <i>For a green and local economy</i>	1 2 3	Long term	Sustainable Economic Development Officer, Economic Development Committee
Sustainable Housing Pilot <i>To reduce the residential housing footprint</i>	1 2 3	Develop plan by December 2008 implementation medium term	Planning Planning and Heritage Board Public Works and Property Ctte
Water Conservation <i>To maintain quality and supply</i>	2 3	Ongoing	Public Works and Utilities Stratford Utility Corporation
Wind Energy Policy <i>To facilitate electricity generation from wind</i>	1 2	Short term	Planning
Sustainable Procurement and Purchasing <i>To reduce greenhouse gas emissions and pollution</i>	1 2	Implement by March 2009	Staff working group
Public transit <i>To reduce greenhouse gas emissions and meet people's needs</i>	1 2 3	Start up September 2008	Public Works and Utilities Safety Services and Environment
Active Transportation Plan <i>To improve health and reduce greenhouse gas emissions</i>	1 2 3	Plan completed by September 2008	Public Works and Utilities Active Transportation Committee

Chapter Nine Decision Making for Stratford's Future

Stratford has developed a decision-making framework (DMF) based on the five principles and on the descriptions of success for the nine responsibility areas found in Chapter 7. The decision-making framework is a tool which is used to assess to what degree a project, proposal or policy will move Stratford towards its sustainability goals and objectives.

The overall objective of the DMF is to incorporate the quadruple bottom line into decision-making by Council. It will ensure that sustainability principles are considered as an integral part of Council's process. It also provides a framework for the effective integration of sustainability in planning, operations and the reporting process. It incorporates the Natural Step process of backcasting by checking a particular project or proposal against the descriptions of success.

The framework is a checklist of questions which allow for a sustainability analysis a project, proposal or policy being considered. The analysis will be carried out by town staff and summarized for Council decisions. It is a key component of Stratford's Sustainability Plan and is intended to act as a catalyst for implementing sustainability.

The decision making framework and the initiatives described in Chapter 8 are the first bold steps for Stratford to achieve sustainability within a generation.

*Sustainability means doing
things better - not doing without*

- Dr David Suzuki

APPENDICES

Appendix I Stratford Sustainability Plan

The Natural Step Framework - What is it?

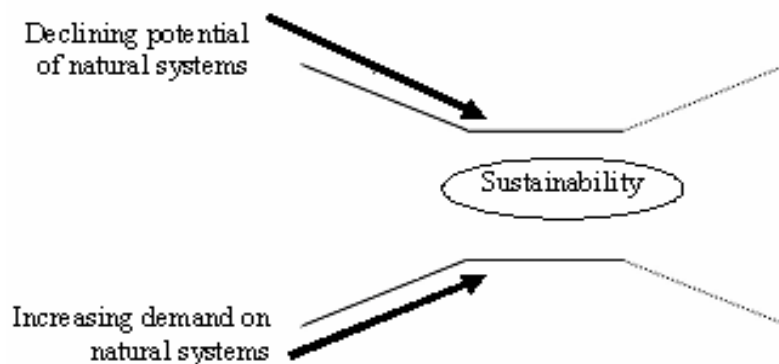
The Natural Step framework provides a methodology for planning that combines a rigorous, science-based understanding of sustainability with a tested planning approach to translate that understanding into practice. By focusing planners and decision-makers on that which can be agreed upon, the framework helps create a common perspective and language that can be shared by businesses, governments, communities, and non-governmental organizations. It defines sustainability at the level of principle, which then enables organizations to create optimal strategies for dealing with their unique present-day situation.

The Natural Step framework has the following main components:

- The Funnel as a Metaphor
- The System Conditions for a Sustainable Society
- Backcasting from Principles
- A Four-stage "ABCD" strategic planning process

The Funnel as a Metaphor

There is abundant evidence that many of the ecosystems that provide essential life-supporting resources for society, such as clean air and a stable climate, clean water, healthy forests and marine resources, and good quality soil, are in decline. At the same time, the demand for these resources is increasing through growing population and increasing global levels of consumption. This situation can be understood through the metaphor of the *funnel*



Where exactly society is located in the funnel could be a matter of debate. However, the narrowing walls of the funnel demonstrate that as resources grow scarcer and as the planet's waste absorption capacity is strained, there is less and less room to manoeuvre in order to avoid "hitting the wall."

Hitting the walls of the funnel for any society, community, business, or organization may manifest as:

- A decline in resource availability, biodiversity, and social stability
- An increase in costs of pollution, waste management, or taxes
- Ever stricter legislation and higher insurance premiums
- Lost investments
- A loss of good reputation

The Natural Step's Four System Conditions for a Sustainable Society

The four System Conditions of The Natural Step framework are all based on and derived from careful scientific analysis

Condition 1: In a sustainable society, nature is not subject to systematically increasing concentrations of substances from the earth's crust.

This means that we need to decrease our demand on fossils fuels and other substances being removed from the earth's crust. Society is currently so designed that we depend on an increasing flow of minerals, fossil fuels, and other substances to support manufacturing products, heating homes, powering cars, fertilizing agricultural lands, and driving the economy in many ways.

Putting the first system condition into practice therefore involves (1) substituting minerals that are scarce in nature with others that are more abundant, (2) using all materials extracted from the earth's crust efficiently and in tight technical cycles, and (3) systematically reducing dependence on fossil fuels.

Condition 2: In a sustainable society, nature is not subject to systematically increasing concentrations of substances produced by society.

Humans have the ability to create new substances and materials in response to the needs and wants of society. These include many compounds which do not occur naturally in nature, such as PCBs, pharmaceutical products, and pesticides. Some of these chemicals are persistent organic pollutants which are slow to break down in the environment and therefore have a tendency to bio-accumulate, with often unpredictable and negative effects.

Putting the second condition into practice therefore means (1) systematically substituting persistent and unnatural compounds with ones that are normally abundant and naturally occurring, or that at least break down more easily in nature, and (2) using all substances produced by society efficiently and in tight technical cycles.

Condition 3: In a sustainable society, nature is not subject to systematically increasing degradation by physical means.

The degradation of the physical integrity of the planet has an impact on the planet and on its ability to restore and regenerate itself. Examples of this degradation include the destruction of natural resources (such as forests and fisheries) through over-harvesting, the depletion of soil quality through industrial agriculture, extensive flooding from the building of large dams, and the increasing levels of built-up area from developments such as urban sprawl and road construction.

Putting the third sustainability condition into practice therefore means drawing resources only from well-managed ecosystems; systematically pursuing the most productive and efficient use of those resources and lands; and exercising caution in any activities which result in modification of nature.

Condition 4: In a sustainable society, people are not subject to conditions that systematically undermine their capacity to meet their needs.

While absolute levels of poverty around the world have declined since 1990, progress has been uneven, and the distribution of income and wealth both within and between nations remains inequitable. For example, the developed world (the global north), has 20% of the world's population, but consumes 80% of the world's resources while the poorest 20% of people consume only 1.3% of the world's resources. Over one billion people still live in extreme poverty, 845 million are chronically hungry, and 50,000 die every day of poverty-related causes. Clearly many people are currently not meeting their needs.

Putting this fourth sustainability condition into practice therefore means examining how decisions taken today might affect the ability of other people to meet their own needs, now and in the future

Backcasting from System Conditions

Backcasting is a methodology for planning that involves starting from a description of a successful outcome, and then linking the actual circumstances of today with that successful future outcome in a strategic way by asking "What shall we do today to get there?" Sometimes this can be a very daunting process when one is faced with seemingly insurmountable problems. Using decision making frameworks and creativity and imagination are essential for backcasting

The ABCD Planning Process

The ABCD process puts backcasting from principles into practice for sustainability planning and decision making.

Step A is for *awareness and understanding* and refers to the capacity building towards a shared understanding of sustainability within an organization. It also involves understanding the underlying science from which the system conditions are derived

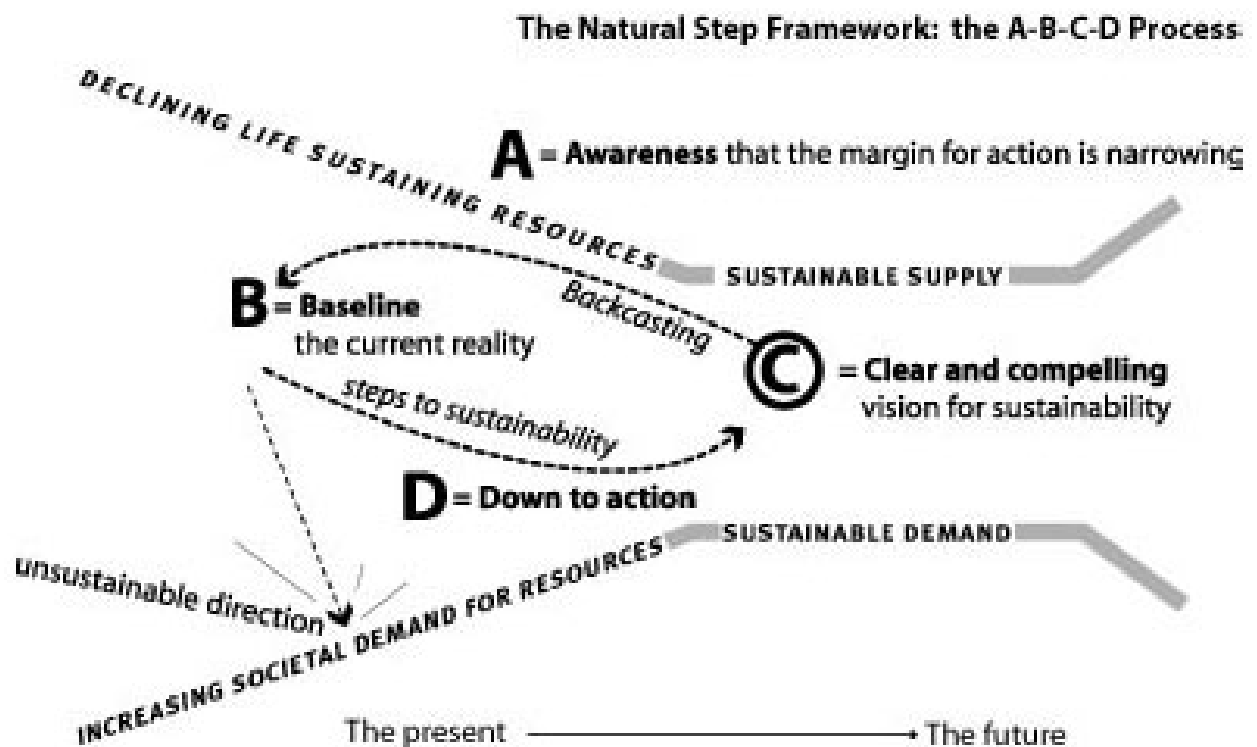
Step B refers to *baseline analysis* which involves doing an assessment of how we are doing and getting a realistic understanding of the flow of materials and energy in the community. It also involves taking into account resources, programs

and assets such as human capital and natural capital that are already helping the journey to sustainability

Step C is for a *compelling vision of the future*. This is a creative step in which an organization imagines what it would look like if it actually was sustainable and how it would provide the services that it provides now in alignment with sustainability principles

Step D is *down to action*. This is the core planning phase, which answers questions such as what are we going to do and by when? Are the actions going to move us towards sustainability and keep providing more opportunities and are they affordable?

The figure below captures these elements of the Natural Step Framework.



For more on The Natural Step
<http://www.naturalstep.ca/index.html>

Appendix II Stratford's Sustainability Plan

Resolution to join Partners for Climate Protection, a programme to assist municipalities to reduce greenhouse gas emissions.

<http://www.sustainablecommunities.fcm.ca/partners-for-climate-protection/>

THE TOWN OF STRATFORD RESOLUTION

No. SS002 -2008, FCM/ICLEI Partners for Climate Protection Program

Motion Carried √
Motion Lost
Motion Withdrawn

Council Chambers
Town Hall
April 9, 2008

Committee

Safety Services & Environment

Moved by Councillor

Diane Griffin

Seconded by Councillor

 Patrick Ross

WHEREAS the International Panel on Climate Change (IPCC) concludes in its 2007 *Fourth Assessment Report* that “there is new and stronger evidence that most of the warming observed over the last 50 years is attributable to human activities”; and

WHEREAS the IPCC concludes that human influences on the climate have likely contributed to a rise in the sea level during the latter half of the 20th century, changed wind and temperature patterns, and likely increased the risk of heat waves, the area of land affected by drought since the 1970s, and the frequency of heavy precipitation; and

WHEREAS the *IPCC Special Report on Emission Scenarios* (SRES, 2000) projects an increase in global greenhouse gas (GHG) emissions of 25 to 90 per cent between 2000 and 2030; and

WHEREAS the IPCC observes that warming resulting from human influences could lead to some abrupt or irreversible impacts, depending on the rate and magnitude of climate change; and

WHEREAS the IPCC anticipates the following impacts from climate change over the next century for North America:

- Decreased snow pack, more winter flooding, and reduced summer flows resulting from warming in western mountains, exacerbating competition for over-allocated water resources;
- Increased aggregate yields of rain-fed agriculture by five to 20 per cent, but with important
- variability among regions; and major challenges for crops that are grown close to their highest suitable temperature or that depend on highly used water resources;

- Increased number, intensity and duration of heat waves for cities that currently experience them, creating potential for adverse health impacts; and
- Increased stress on coastal communities and habitats as a result of the interaction of climate change impacts and development and pollution;

AND WHEREAS GHGs (e.g. carbon dioxide, methane, nitrous oxide), released from burning coal, oil and natural gas and from cutting trees and clearing land for agriculture and development, are the primary cause of climate change; and

WHEREAS the *World Mayors and Municipal Leaders Declaration on Climate Change 2005* asserts the need for joint authority and global action on climate change; and

WHEREAS municipal investments in building retrofits, community energy systems, water conservation, renewable energy technologies, waste reduction, landfill gas capture, fleet management, public transit and other sustainable measures reduce operating costs, help maintain community services, protect public health and contribute to sustainable community development while cutting GHG emissions contributing to climate change; and

WHEREAS the Federation of Canadian Municipalities (FCM) and ICLEI–Local Governments for Sustainability have established the Partners for Climate Protection (PCP) program to provide a forum for municipal governments to share their knowledge and experience with other municipal governments on how to reduce GHG emissions; and

WHEREAS over 155 municipal governments across Canada representing more than 65 per cent of the population have already committed to reducing corporate and community GHG emissions through the PCP program; and

WHEREAS PCP participants commit to working toward reducing GHG emissions in municipal operations by a suggested target of 20 per cent below 2000 levels, and a suggested target of six per cent below 2000 levels in the community within 10 years of joining the PCP program;

WHEREAS the PCP program is based on a five-milestone framework that involves completing a GHG inventory and forecast, setting a GHG reduction target and vision, developing a local action plan, implementing the plan, and monitoring progress and reporting results;

BE IT RESOLVED that the Town of Stratford communicate to FCM its participation in the PCP program and its commitment to achieve the milestones set in the PCP five-milestone framework;

BE IT FURTHER RESOLVED that the Town of Stratford appoint the following:

- a) Corporate staff person: Sustainable Economic Development Coordinator
 - b) Elected official: Councillor Diane Griffin
- to oversee implementation of the PCP milestones and be the points of contact for the PCP program within the municipality.

This resolution bears the recommendation of the Safety Services and Environment Committee as discussed at a meeting held on February 26, 2008 and the Committee of the Whole Council meeting held on March 26, 2008,

Appendix III Stratford's Sustainability Plan

Atlantic Canada Sustainability Initiative

The ACSI is a collaborative project designed to build capacity and momentum around sustainability in Atlantic Canada using The Natural Step framework as a guide. It was developed by a grass-roots network of municipalities, businesses and NGOs in Atlantic Canada in order to better understand the challenges and opportunities of sustainability and to move the region toward sustainable solutions. United by a common vision of a sustainable Atlantic Canada – and a common commitment to action – these organizations want to engage other communities, other businesses, and other levels of government to create a broad-based network that acts as a tipping point for greater sustainability in the region.

Charter members of ACSI are :

Aliant, Antigonish Sustainable Development, Bathurst Sustainable Development, Halifax Regional Municipality, Halifax Shambala Centre, iNova Credit Union, Jacques Whitford Ltd, Just Us ! Coffee Roasters, P'lovers, the Environmental Store, City of Saint John, Stewardship and Outreach Section, Nova Scotia Department of Natural Resources, Town of Stratford, Town of Wolfville.

Information on ACSI events and resources can be found at <http://www.atlanticsustainability.ca/index.htm>

APPENDIX IV PROPOSED REVISIONS TO PROCUREMENT POLICY

THESE REVISIONS ARE INTENDED TO PUT A SUSTAINABILITY LENS INTO THE CURRENT PROCUREMENT POLICY

1. INTRODUCTION

THE TOWN OF STRATFORD COUNCIL DIRECTS THE OPERATION OF THE TOWN THROUGH ITS APPROVED PROGRAMS AND POLICY. THE PURPOSE OF THIS POLICY IS TO ESTABLISH PROCUREMENT AND PURCHASING CRITERIA THAT ARE CONSISTENT WITH THE TOWN'S SUSTAINABILITY PRINCIPLES ADOPTED IN JUNE 2008. IT APPLIES TO ALL MUNICIPAL PURCHASING, INCLUDING EQUIPMENT, MATERIALS, PRODUCTS AND PROFESSIONAL SERVICES AND PROFESSIONAL AND ENGINEERING CONTRACTS.

2 OBJECTIVES

- A) TO LEVERAGE PURCHASING AND PROCUREMENT PRACTICES TO MAKE A POSITIVE CONTRIBUTION TO SOCIAL AND ENVIRONMENTAL SYSTEMS

- B) TO ENSURE THAT PROCUREMENT PRACTICES ARE ACCOUNTABLE, TRANSPARENT AND MEET THE CRITERIA OF STRATFORD'S DECISION MAKING FRAMEWORK.

3 *Guiding Principles*

- A) THE TOWN OF STRATFORD WILL ALIGN PURCHASING DECISION WITH ITS SUSTAINABILITY PRINCIPLES AND DEMONSTRATE OUR COMMITMENT TO REDUCING GREENHOUSE GAS EMISSIONS, ENHANCING QUALITY OF LIFE, PROTECTING THE ENVIRONMENT AND ENSURING ECONOMIC VIABILITY

- B) THE TOWN OF STRATFORD WILL ENSURE THAT PURCHASING DECISIONS ACHIEVE BEST VALUE FOR MONEY AND PROVIDE THE OPTIMUM COMBINATION OF QUALITY, SUSTAINABILITY AND SUITABILITY

- C) THE TOWN OF STRATFORD WILL EMPLOY MUNICIPAL PURCHASING ACTIVITIES THAT DEMONSTRATE OUR COMMITMENT TO THE FOUR SYSTEM CONDITIONS OF THE NATURAL STEP.
ELIMINATE STRATFORD'S CONTRIBUTION TO:

1. BUILD-UP IN CONCENTRATIONS OF MATERIALS EXTRACTED FROM THE EARTH'S CRUST
2. BUILD-UP IN CONCENTRATIONS OF MATERIALS PRODUCED BY SOCIETY
3. ONGOING PHYSICAL DEGRADATION OF NATURE
4. UNDERMINING OTHER PEOPLE'S ABILITY TO MEET THEIR NEEDS

4. BEST PRACTICES

A) TO COMMUNICATE STRATFORD'S COMMITMENT TO SUSTAINABILITY TO ALL SUPPLIERS AND CONTRACTORS AS A MEANS OF ENCOURAGING IMPROVEMENTS IN PRODUCT DEVELOPMENT AND AVAILABILITY

B) TO CONTRIBUTE TO INCREASED COMMUNITY CAPACITY BY SHARING PURCHASING GUIDELINES AND PRODUCT EVALUATIONS WITH THE PUBLIC



Sustainability Decision Making Framework Town of Stratford

This framework is a tool to address sustainability issues in planning and decision making by the Town of Stratford. It consists of a set of questions which allow for a sustainability analysis of projects, proposals and actions being considered. It is based on the four pillars of sustainability, social, cultural, environmental and economic. The questions in the framework address Stratford's vision for a successful sustainable community. The framework is qualitative but could be quantified and adapted in other ways for special purposes.

Project, proposal or action _____

Analysis carried out by _____

Date _____

Stratford Decision Making Framework

Social Principle

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

SOCIAL	IMPACT	What metrics can be used to measure impact /	How can we encourage positive effects and help mitigate or compensate for negative effects ?
How does this proposal meet the needs of Stratford residents and visitors (please write your comments)			
1. Is the information on this proposal accessible and understandable to the community?	+ve		
	-ve		
2. Does it promote inclusion and social equality ?	+ve		
	-ve		
3. Does it enhance the amenity or use of public space ?	+ve		
	-ve		
4. Does it contribute to increasing public safety?	+ve		
	-ve		
5. Will it increase client satisfaction with provision of town services ?	+ve		
	-ve		
6. Will the community be able to access this proposal regardless of ability ?	+ve		
	-ve		

7. Will this proposal improve the health and wellness of Stratford residents	+ve		
	-ve		

Stratford Decision Making Framework

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

ECONOMY	IMPACT	What metrics can be used to measure impact /	How can we encourage positive effects and help mitigate or compensate for negative effects ?
What are the economic benefits of this proposal to Stratford ? (please write in comments)			
1. Will this proposal increase tax revenues ?	+ve		
	-ve		
2. Will this proposal increase local purchasing, local products and local investment economy.	+ve		
	-ve		
3. Will the proposal increase the provision of goods and services in Stratford ?	+ve		
	-ve		
4. Will the proposal increase local employment ?	+ve		
	-ve		

5. Is the proposal consistent with an economy that is responding to the opportunities created by climate change ?	+ve		
	-ve		
6. Will this proposal help to promote Stratford as a sustainable community	+ve		
	-ve		
7. What effect will this proposal have on the existing transportation network (public and private)?	+ve		
	-ve		

Stratford Decision Making Framework

Ecological 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 who 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.

ENVIRONMENT	IMPACT	What metrics can be used to measure impact /	How can we encourage positive effects and help mitigate or compensate for negative effects ?
In what way does this proposal impact the natural environment of Stratford ? (write your comments)			
1. Does this proposal contribute to reducing greenhouse gas emissions ? (energy consumption)	+ve		
	-ve		
2. Does this proposal improve water quality ?	+ve		
	-ve		

3. Does this proposal contribute to resource conservation ?	+ve		
	-ve		
4. Does this proposal reduce levels of pollution (air, soil water) and the use of hazardous material	+ve		
	-ve		
5. What impact does this proposal have on the flora and fauna of Stratford	+ve		
	-ve		
6. Will this proposal improve stewardship of natural habitats and environmentally sensitive areas ?	+ve		
	-ve		
7. Will this proposal contribute to better waste management practices in Stratford ?	+ve		
	-ve		
8. Does this proposal encourage walking cycling and other forms of active transportation ?	+ve		
	-ve		

Stratford Decision Making Framework

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 to move steadily towards sustainability. 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.

CULTURE AND HERITAGE	IMPACT	What metrics can be used to measure impact /	How can we encourage positive effects and help mitigate or compensate for negative effects ?
What is the impact of this proposal on Stratford's culture and heritage (Please write you comments)			
1. Will this proposal enhance the recognition and preservation of the town's heritage ?	+ve		
	-ve		
2. Will this proposal enhance our connection to the existing natural environment ?	+ve		
	-ve		
3. Will this proposal increase cultural diversity ?	+ve		
	-ve		
4. Will this proposal contribute to the expression of creativity in Stratford ?	+ve		
	-ve		
5. Will this proposal enhance recreation activities in Stratford ?	+ve		
	-ve		
6. Will this proposal enhance arts and entertainment in Stratford	+ve		
	-ve		

7. Will this proposal contribute to identity and sense of place ?	+ve		
	-ve		

Stratford Decision Making Framework

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 reflects this in all aspects of its operations. Stratford empowers its people to take responsibility and work with collaborative spirit towards a common sustainable future.

CORPORATE	IMPACT	What metrics can be used to measure impact ?	How can we encourage positive effects and help mitigate or compensate for negative effects ?
1. Does this proposal give adequate return on financial investment?	+ve		
	-ve		
2. To what extent will the return on investment (financial, social and/or cultural) allow us to invest in future sustainability projects	+ve		
	-ve		
3. Will this proposal prevent any future moves towards sustainability?	+ve		
	-ve		
4. Does this proposal provide cost recovery or reduction possibilities.?	+ve		
	-ve		
5. Will this proposal enhance the value of the Town's assets?	+ve		
	-ve		

6. Does this proposal give adequate political return on investment ?	+ve		
	-ve		
7. Does this proposal contribute to employee well-being ?	+ve		
	-ve		
8. Have alternatives been considered ?			
9. Are the necessary partnerships in place to allow the proposal to proceed ?			
10. Is the proposal aligned with other plans ?			

SUMMARY

Provide a text summary of the sustainability analysis.

1. Meeting Social Needs

2. Stratford's Economy

3. Environmental Parameters

4. Cultural considerations

5. Fulfilling municipal roles and responsibilities

6. Other considerations

We, the reviewers of this proposal, are confident that we have taken the time to think broadly and holistically about the possible positive and negative impacts of this proposal. We believe that we have given sufficient consideration to how to measure and encourage positive impacts, and how to mitigate against, or compensate for negative impacts.

Please sign below

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