



A Great Place to Call Home



STRATEGIC PLAN

2023-2028 UPDATE

ACKNOWLEDGEMENTS



MUNICIPAL COUNCIL

Mayor Sandra Smith

Deputy Mayor Peter Bullivant

Councillor Ron Maryniuk

Councillor Kimberly Newman

Councillor Walter Badger

CHIEF ADMINISTRATIVE OFFICER

Wally Melnyk

Stonewall's Municipal Council would like to thank everyone who contributed to the development of our Strategic Plan and this subsequent update. Our sincere appreciation goes out to all the community members, business owners, and frequent visitors who took the time to participate in the online survey associated with this 2023 update. The amount of feedback we received exceeded our expectations and, as we move forward with implementing the Strategic Plan, we hope to continue growing this enthusiasm and expanding the reach of future engagement efforts.

TABLE OF CONTENTS

1.0	INTRODUCTION	P.1
2.0	STRATEGIC PRIORITY AREAS	P.3
3.0	STRATEGIC ACTIONS	P.15

1.0 INTRODUCTION

The Town of Stonewall is looking toward the future and building on the strengths of its past and building a municipal culture of exceeding a “good enough” standard.

Stonewall is a truly unique community, with attractions, architecture, and streetscapes deeply rooted in its prosperous history of limestone extraction. Over time, the protection and celebration of these assets has surely contributed to the Town’s success, setting it apart from other municipalities.

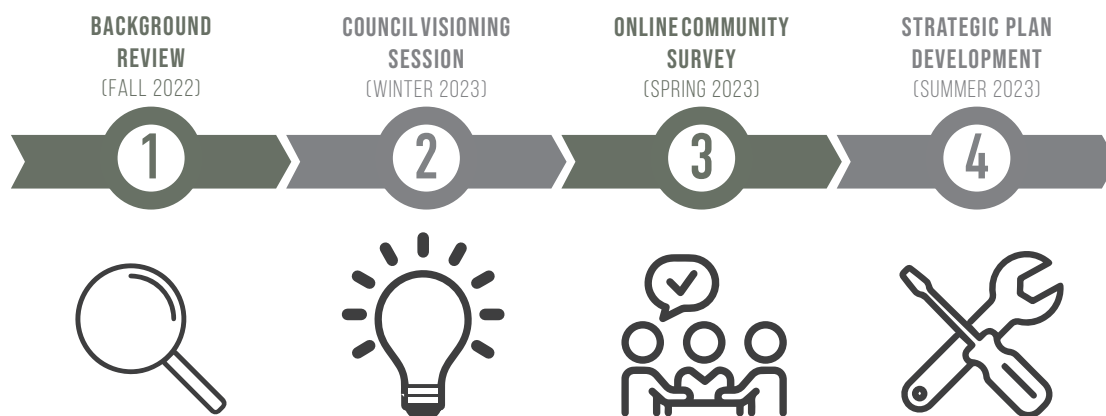
Beyond its one-of-a-kind character, the Town offers residents many important amenities, from health, recreation, and education services to a variety of commercial, entertainment, and cultural establishments. In fact, the demand for what Stonewall offers has propelled it to become one of the most attractive municipalities in all of Manitoba. Today, as its population now exceeds 5,000 residents, the Town of Stonewall has truly defined itself as a great place to call home.

At the same time, the Town continues to face a range of new and evolving challenges, originating from both outside and within the community. Current inter-municipal competition for industrial, commercial, and residential development in the Winnipeg Metro Region is growing. There are also limited employment and residential lands available to accommodate new development within the Town’s boundaries. Sustainability and green initiatives are growing considerations, should be seen as an opportunity, and also offer new and diversified avenues for economic growth. The median age of Stonewall’s residents is rising and, as is the case in many communities across the Province, changing the landscape of demand for housing and community services.

As such, the intent of this Strategic Plan is to outline a path forward for the Town over the next 5-years, ensuring strategies are in place to address current and emerging challenges, while also embracing opportunities and – ultimately – helping to guide Stonewall toward the future it envisions.

1.1 PROCESS OVERVIEW

This Strategic Plan is an update to Stonewall’s original 2020-2025 plan. In updating this document, a major emphasis was placed on gathering feedback from community members, including elected officials, administrative staff, special interest groups, and residents. The key steps in the process can be summarized as follows:



1.2 BUILDING ON THE MOMENTUM

There is a lot happening in Stonewall! From taking important measures to prepare for future growth, to improving services for its community members, the Town is quickly progressing forward with no sign of slowing down. The following offers just a brief summary of recent changes since the last Strategic Plan was developed, including:

- Extended municipal servicing to key developable industrial lands;
- Improved internet and cellular connectivity infrastructure;
- Enacted a Heritage By-law establishing an official Heritage Committee;
- Incorporated sustainability into the infrastructure decision-making process;
- Surveyed local residents about their impressions of life in Stonewall;
- Completed the Quarry Park Master Plan;
- Completed the process to annex lands from the RM of Rockwood;
- Enhanced the Municipal Communications Strategy;
- Progressed on the development of a continuing care retirement community; and
- Invested in the restoration of the first of three of the historic kilns in Quarry Park.

1.3 DEFINING THE DESTINATION

It is crucial for the Town of Stonewall to define where it wants to go before it can chart a clear path forward. As such, the goals, objectives, and strategic actions outlined in this Plan have been developed in accordance with the following guiding principles:

- Embrace and promote what makes the Town of Stonewall special;
- Provide a high quality of life for residents of all ages and abilities;
- Balance responses to current challenges with those of the future;
- Ensure accountability to residents and encourage their involvement;
- Protect the long-term viability of the community for generations to come; and
- Promote a culture of decision-making that strives for more than “good enough”.

2.0 STRATEGIC PRIORITY AREAS

This section covers **six (6)** strategic priority areas, as identified by Municipal Council and through the engagement process, including:

- (1) Community and Economic Development;
- (2) Housing and Growth Management;
- (3) Culture, Recreation and Mobility;
- (4) Community Identity and Adaptation;
- (5) Partnerships and Communication; and,
- (6) Sustainability and Resilience.

2.1 COMMUNITY AND ECONOMIC DEVELOPMENT

Stonewall has historically benefited from its location, including the presence of mineral resources and prime agricultural lands, as well as its proximity to larger urban centres. While this continues to serve as an advantage, the Town stands to benefit by taking a more proactive approach to economic development, which may open up new opportunities. At the same time, with a solid foundation of local employers, the Town must work with its current businesses and industries to improve on their success and build on their value to the community, both as employers and service providers.

2.1.1 CHALLENGES AND OPPORTUNITIES

- A. **Employment Lands** – currently, there is an 85/15 percent split between residential and employment lands and buildings. Stonewall must strike a balance between consideration for expanding the tax base, job creation, and business attraction, while also strengthening its identity as a residential community.
- B. **Strong Community Identity** — the Town’s unique identity and heritage, along with its special cultural attractions and amenities, is not something that should be taken for granted. This is an asset that can be leveraged to further set the Town apart from surrounding municipalities of a similar size.
- C. **Regional Competition** – proximity to the City of Winnipeg has its advantages, but it also means many residents often access services and amenities outside the community. Overall, regional competition for residential, commercial, and industrial development continues to grow, elevating the importance for the Town to define and build on its competitive advantages.
- D. **Local Business Base** – there are many great businesses and organizations already established within the community, which means the Town has a great foundation to build from to support local businesses and ensure residents can meet day-to-day needs.
- E. **Quality of Infrastructure** – many local business owners and residents report that existing infrastructure does not meet their current needs, such as the availability of water servicing in certain employment areas, green infrastructure ambitions, and high quality of design for the pedestrian realm.

Upgrading local infrastructure received an average priority rating of 4/5 in both surveys – the second highest overall.

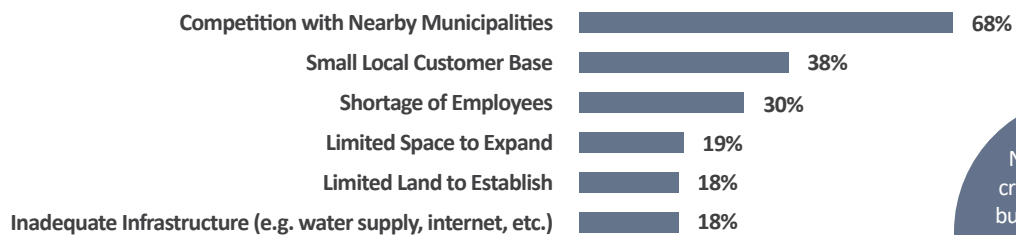


2.1.2 COMMUNITY GOALS AND OBJECTIVES

GOAL 1 Create a Supportive Environment to Attract and Retain Businesses.

- Promote the Town's unique identity to help attract visitors and new industries.
- Ensure an adequate supply of employment lands are available for future development, while promoting advantages such as low land acquisition costs.
- Encourage those living, working, and visiting the Town to support local businesses.
- Increase the profile of local makers, artists, and businesses who currently lack storefront space.
- Manage the availability, quality, sustainability, and capacity of infrastructure to support businesses and lead with a focus on green approaches to long term infrastructure needs.
- Focus business attraction to geographic areas that meet the other strategic ambitions of the Town.

When asked what the greatest challenges are facing local businesses, follow-up survey participants answered as follows:



New residents are crucial in supporting businesses struggling to maintain staffing levels and attract customers

GOAL 2 Enhance Main Street as a Community Hub for Commercial and Retail Services.

- Direct commercial developments of an appropriate scale to Main Street.
- Identify and address barriers to establishing and/or expanding businesses, including high rental rates.
- Maintain a supply of commercial space that ranges in size and affordability.
- Reduce the number of existing commercial vacancies along Main Street, with focused attraction strategies.
- Improve connections, accessibility, and wayfinding to Main Street from local attractions.
- Enhance the public realm and consider planning tools to create a Main Street focus to Stonewall's future vision.

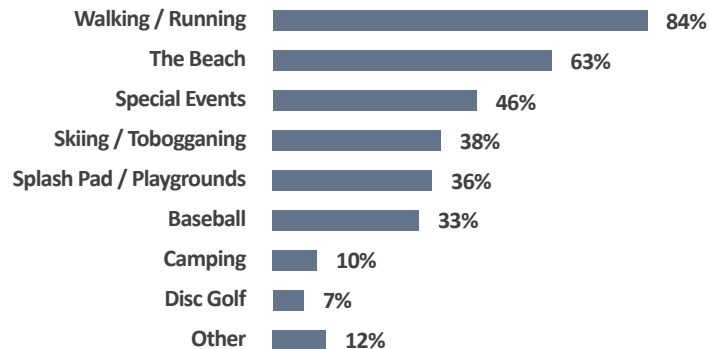
GOAL 3**Enable Opportunities for Improving and Expanding Local Tourism.**

- Increase the number of annual visitors to Stonewall's attractions and events.
- Leverage seasonal tourism to expand the customer base for local businesses.
- Implement the Quarry Park and Campground Master Plans and promote improvements.



- Grow annual attendance at Quarry Park by expanding the types of events and programs offered through all seasons.

When asked what brings people to the park, participants in the Quarry Park Master Plan Survey responded:



- Prioritize investments in attractions and amenities that start by benefitting the local residents.
- Encourage partnerships between local businesses and/or stakeholders to pilot initiatives that test events, and / or programming that considers risks and challenges to long term commitments.
- Align tourism initiatives with Stonewall's unique identity.

2.2 HOUSING AND GROWTH MANAGEMENT

Providing an adequate range of housing options is crucial for attracting and retaining residents. There is a pressing need for more affordable and entry-level housing in Stonewall, to allow young people to remain in the community, accommodate employees at local businesses, and enable seniors to age in place. While Stonewall has recently finalized the expansion of its boundaries in order to accommodate future growth, it must also take appropriate measures to ensure new housing is of an appropriate type, size, tenure, and cost to meet changing housing demands.

2.2.1 CHALLENGES AND OPPORTUNITIES

- A. Residential Lands** – The Town’s annexation of lands from the RM of Rockwood will nearly double its current size, creating numerous opportunities for residential growth. Stonewall must manage this growth responsibly to ensure local needs are met efficiently and effectively, while also attaining and moderating a manageable population growth rate of at least 2% annually.
- B. Changing Demographics** – according to census information, the proportion of older adults in the community is increasing at an accelerated rate, with the number of residents aged 65+ growing by over 40% between 2016 and 2021, while those aged 0-14 declined by 0.5% during the same period. This will have a significant impact on the types and sizes of homes in demand.
- C. Regional Competition** – although Stonewall has many unique characteristics to offer, other municipalities in the Winnipeg Metro Region have become more active in implementing growth and economic development strategies. To elevate its competitive edge the Town may need to be more proactive in implementing its own growth and economic development strategies, and leveraging its key assets such as the Stonewall and District Health Centre.
- D. Housing Affordability** – the average cost of housing is increasing within Stonewall, which was identified as a major issue by stakeholders and residents for attracting first-time home owners into the community, as well as retaining younger generations who grew up in the Town. In addition, housing affordability is key to creating an employment base for local business needs.
- E. Housing Diversity** – Although variety in dwelling types has been improving, the Town’s housing supply still lacks diversity, comprised of 78% single detached homes, 74% owner occupied homes, and 65% homes with 3 or more bedrooms, making it difficult for residents to downsize locally or access rental options.

2021 Data on Housing Typology

TOTAL	
Single-detached housing	78%
Semi-detached and row-housing	5.1%
Apartments	1.6%
Other housing types	2%

Source: Statistics Canada, 2021

2.2.2 COMMUNITY GOALS AND OBJECTIVES

GOAL 4 Provide Suitable Housing Options for the Town's Evolving Needs.

- Expand seniors' housing options to offer more opportunities for aging in place.
- Increase the number of rental units available within the community.
- Encourage new residential developments to include smaller and more affordable and accessible options.
- Minimize the number of current residents who may move as a result of the housing supply.
- Ensure housing options are available to first-time home buyers and younger generations.
- Consider residential development in a manner that enables development plan goals (namely: Main Street revitalization)

When asked what types of new housing are most needed in the community, survey participants answered as follows:

SENIORS HOUSING



3+ BEDROOM OWNERSHIP



1-2 BEDROOM RENTAL



BACHELOR RENTAL



1-2 BEDROOM OWNERSHIP



SHORT-TERM STAY



Fewer residents planning to move are seeking to remain in Stonewall, likely due to high housing costs

GOAL 5 Manage and Support Population Growth and Residential Development.

- Provide an adequate supply of residential lands to support long-term growth.
- Expand the capacity of community services to support future population increases.
- Encourage development to occur in a contiguous manner with existing built-up areas.
- Expand the local tax base by promoting and facilitating higher-density residential growth in infill and greenfield developments.
- Ensure planning policies and development regulations are in keeping with current needs.
- Monitor the quality and capacity of servicing infrastructure to support new development.
- Take advantage of upcoming Development Plan and Zoning By-law reviews to meet the strategic ambitions of the Town of Stonewall (e.g. consider changes to parking requirements, bulk standards, and use permissions to prioritize affordable and higher density residential development in the Main Street area).

2.3 CULTURE, RECREATION, AND MOBILITY

The residents of Stonewall and the surrounding region are well served by a variety of recreational and cultural facilities that are relatively inexpensive to access. As well, the Town has established a solid foundation of paths and sidewalks connecting these facilities, which further support active lifestyles and opportunities for social interactions. These facilities are, however, in different stages of their life cycle, with some showing signs of deterioration due to age and popular use. Moreover, trends in cultural and recreational activities continue to create new facility demands, while also transforming the way residents choose to move through the community. As such, the Town must be strategic about investing in these areas moving forward, ensuring its residents and regional partners are meaningfully involved in discussions to protect the long-term success of these facilities.

2.3.1 CHALLENGES AND OPPORTUNITIES

- A. Shifting Preferences** – the landscape of organized sports and non-organized recreational activities is evolving, while at the same time the Town’s population is changing, all of which is creating a new set of preferences for recreational, cultural, and transportation facilities.
- B. Town Structure** – the Town is well structured to support active transportation facilities, with its relatively compact form shortening distances between locations, and the existing active transportation path along the decommissioned rail line serving as the spine of the system.
- C. Social Cohesion** – it is clear the residents of Stonewall are very socially active, with a variety of established local groups who will continue to support cultural and recreational facilities by volunteering, hosting events, organizing festivals, and attending regular programming.
- D. Regional Support** – the Town serves as a regional hub for recreational and cultural activities. This role was recently strengthened with the hiring of a joint Recreation Facilitator with the RM of Rockwood, which will allow for more effective partnerships and resource management.
- E. Facility Quality** – the Town’s cultural and recreational facilities are at significantly different stages of their respective life cycles. In particular, the state of the Ice Palace will require immediate attention, while the Heritage Arts Centre is beginning to show signs of aging.

When asked how they would rate the quality of existing recreational amenities, survey participants answered as follows:

PARKS + OUTDOOR RECREATION



3.6

INDOOR RECREATION



3.0

2.3.2 COMMUNITY GOALS AND OBJECTIVES

GOAL 6

Provide Quality Recreational and Cultural Facilities for Residents and Regional Users.

- Undertake the development of a regional recreation master plan to optimize investment in recreation / sport that is commensurate with maintaining a healthy population, manages volunteer capital, and rationalizes facility development.
- Increase the diversity and accessibility of recreational and cultural facilities within the community.
- Consider design approaches that can accommodate multiple user groups in a single facility.
- Strengthen regional partnerships to manage recreational facilities more efficiently.
- Explore opportunities for raising additional funds to invest in new and improved facilities.
- Implement asset management practices at existing recreational facilities are ready to meet potential future demands.
- Pursue the redevelopment / modernization of the Veterans Memorial Sports Complex Site.
- Establish recreational priorities of community members to guide future investments.
- Continue to implement the recently completed Quarry Park Master Plan.

Existing recreation and cultural facilities rated out of five (2023 survey):	
ORGANIZED SPORTS PROGRAMS	3.6
SPECIAL EVENTS / FESTIVALS	3.4
PUBLIC GATHERING PLACES	3.2
FITNESS ACTIVITIES	3.0
VISUAL ARTS / CRAFTS	2.9

GOAL 7

Expand and Improve the Town's Active Transportation Network.

- Identify gaps and barriers to participation in the Town's existing active transportation network.
- Improve / enhance connectivity between key destinations and residential neighbourhoods.
- Integrate new design options for safer and more accessible active transportation infrastructure.
- Increase the number of residents and visitors who use modes of active transportation.
- Improve wayfinding and interpretive signage along the active transportation network.

GOAL 8

Enhance Main Street as a Community Hub for Cultural and Recreational Activities.

- Enhance the connection between Quarry Park and Main Street as a people focused environment.
- Support the diversification of land uses along Main Street to create a complete street where people can live, work, access daily needs, and pursue recreational activities.
- Identify opportunities for new facilities along Main Street that could increase cultural events.
- Increase use and activation by maintaining the quality of parks and public spaces.
- Prioritize the pedestrian experience to improve comfort, safety, visual interest, and wayfinding.
- Encourage and enable outdoor events, festivals, and markets throughout all seasons.

2.4 COMMUNITY IDENTITY AND ADAPTATION

The legacy of the limestone quarry is evidenced throughout the community, from the facades of heritage buildings along Main Street to the historic kilns in Quarry Park. Building on these assets, Stonewall is able to offer residents and visitors an experience that is unique to any other prairie destination, which should continue to be strengthened moving forward. However, while celebrating the past is important, the Town must also focus on adapting to the challenges of today. In doing so, Stonewall can further define itself as a community with a promising future, while also celebrating the unique heritage upon which its current success has been built.

2.4.1 CHALLENGES AND OPPORTUNITIES

- A. **Changing Demographics** – although the Town has a higher than average proportion of older adults, it is also home to many youth and younger adults who have their own aspirations and priorities for the future, which need to be taken into consideration moving forward.
- B. **Unique Destination** – there are special attractions found in Stonewall that set it apart from other municipalities, including the amenities and historical resources found in Quarry Park, as well as the various festivals and community events that are held throughout the year.
- C. **Strong Community Identity** – while many municipalities struggle to find an identity, Stonewall has long established itself as the quarry community, which it can continue to enhance through strategic investments and broadcast through promotional initiatives.

When asked what they feel is unique or special about the Town of Stonewall, survey participants provided the following quotes:

*“Stonewall has a little bit of everything.
It is a perfect size, and you can live a
stable life here.”*

*“It’s a beautiful, peaceful little town.
It’s quiet and I love the flowers on the
boulevards in summer.”*

“Its heritage.”

*“Well maintained, was a great place to
grow up and always something to do.
Proud to tell people I live in Stonewall.”*

*“The people - I came from a
minority group and people here
are friendly and inclusive.”*

2.4.2 COMMUNITY GOALS AND OBJECTIVES

GOAL 9 Protect and Promote the Town's Unique Heritage Assets.

- Strengthen connections between the Town's heritage and its identity.
- Increase active and passive programming and educational resources related to local heritage assets.
- Ensure adequate resources are available to maintain the integrity of heritage assets.
- Increase the number of annual visitors to the Town's historically significant attractions.
- Prevent damage to or destruction of heritage assets from incompatible uses.
- Continue to support the redevelopment of the Quarry Park Kilns.
- Recognize and celebrate the indigenous history of the land.

GOAL 10 Enhance Main Street as a Focal Point for Defining the Town's Identity.

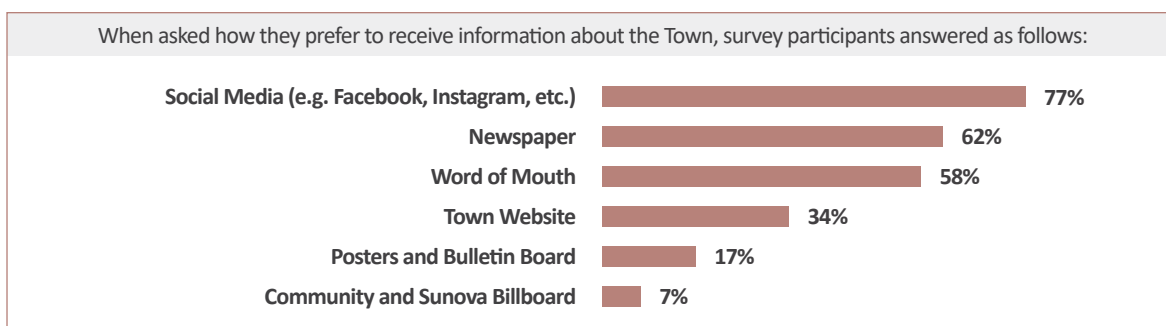
- Improve the Town's key gateways along Main Street, including the Quarry Park entrance.
- Develop a plan and/or policies for the preservation and modernization of key municipal heritage assets on Main Street, including Town Hall and the Post Office.
- Develop mechanisms to support reinvestment into properties by private landowners.
- Integrate key aspects of the Town's heritage into placemaking initiatives.
- Engage local youth about their preference for future public realm investments.
- Explore implementing design/character guidelines for Main Street to build a distinct identity through building elements, signage, and wayfinding, which could then expand to other parts of Stonewall.
- Pursue piloting innovative pedestrian-oriented enhancements As temporary installations to test long term capital investment to public infrastructure.

2.5 PARTNERSHIPS AND COMMUNICATION

The residents of Stonewall are its greatest asset, along with the local businesses, employees, seasonal visitors, and multitude of others who make important contributions to the community each day. Beyond its boundaries, the Town also stands to benefit greatly from partnerships with its municipal neighbours, fellow members of the Winnipeg Metropolitan Region, and other levels of government. Strengthening partnerships and communications with these various actors, both outside and within the community, will be a fundamental part of the Town's continued success.

2.5.1 CHALLENGES AND OPPORTUNITIES

- A. **Engaged Community** – as demonstrated by the number of responses to recent online surveys, Stonewall's community members are engaged in local initiatives and enthusiastic about taking part in planning for the future, which the Town should continue to embrace.
- B. **Regional Support** – the Town will continue to be affected by what happens in neighbouring and nearby municipalities. As a member of the Winnipeg Metropolitan Region, however, there is an opportunity to strengthen partnerships and joint regional planning efforts.
- C. **Emerging Opportunities** – although the provincial and federal landscape of funding and program initiatives is constantly changing, the Town should continue to look for potential partnership opportunities in support of implementing its strategic actions.
- D. **Established Platforms** – having reliable ways to access information has never been more important, and while the Town does currently use a variety of mediums to effectively communicate with residents, this is an area that it can continuously look to improve in.
- E. **Stronger Advocacy** – the Town will take a more proactive approach in lobbying senior levels of government for crucial resources and critical services, such as healthcare, which residents depend on but are outside Town jurisdiction.

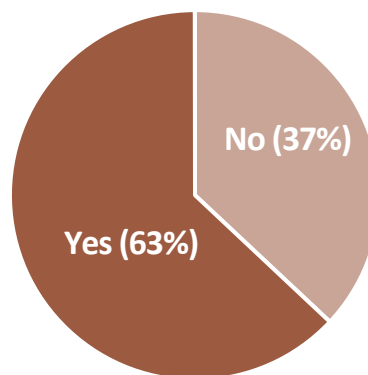


2.5.2 COMMUNITY GOALS AND OBJECTIVES

GOAL 11 Improve Communications with Community Members and Local Stakeholders.

- Promote opportunities for community members to participate in civic matters.
- Focus communications on preferred platforms, such as social media and the local newspaper.
- Ensure community members are able to engage with elected officials.
- Hold an annual open house to disseminate information about recent municipal actions and future plans to foster a better understanding amongst the public of how Town administration and elected officials are working to improve life in Stonewall and achieving strong returns on municipal investments.
- Work with local organizations and interest groups to help reach a broader audience.
- Adapt approaches to communication over time to continue meeting local needs.

When asked if they felt they have adequate opportunities to communicate with the Town's Council, survey participants answered as follows



Survey participants identified email and social media as preferred approaches for improving/expanding communications with the Town's Council moving forward.

GOAL 12 Cultivate Partnerships to Help Advance the Town's Interests.

- Access programs and funding opportunities through federal and provincial agencies.
- Continue to build partnerships with surrounding municipalities, such as the RMs of Rosser, Rockwood, and Woodlands, on items of regional interest, including water treatment.
- Continue to take part in planning initiatives with the Winnipeg Metropolitan Region, building on Stonewall's role as an Urban Centre.
- Work with the South Interlake Planning District to update policies and regulations.
- Strengthen collaboration between the Town and local businesses.
- Establish connections with specialized organizations working toward shared objectives, such as more age-friendly communities.

2.6 SUSTAINABILITY AND RESILIENCE

As the effects of climate change become increasingly apparent, the Town of Stonewall must consider how best to address these challenges while becoming a leader in adopting innovative and forward-thinking approaches to making the community a more sustainable place to live, work, and play. By taking proactive steps to increase efficiency and resilience, Stonewall can also place itself at the forefront of new economic opportunities, supporting growth while considering low environmental impact, waste reduction, and renewable energy use.

2.6.1 CHALLENGES AND OPPORTUNITIES

- A. Changing Climate** – as climate conditions continue to change and become less predictable the stability of economies and natural resources in communities will be put at greater risk. This is a reality the Town must prepare for as it continues to plan and invest in its future.
- B. New Legislation** – the Federal Government is currently implementing a framework across the prairies to promote economic sustainability, growth, and employment by developing infrastructure for climate change adaptation, clean energy, and a green economy. This initiative, linked to the Building a Green Prairie Economy Act, could help Stonewall to achieve its sustainability goals.
- C. Strong Foundations** – Stonewall Climate Change Local Action Plan provides a blueprint for the Town to undertake impactful changes to increase sustainability within the community. Implementing the directives within the Action Plan is now crucial.

GOAL 13 Advance Sustainability Initiatives from the Town's Climate Change Local Action Plan.

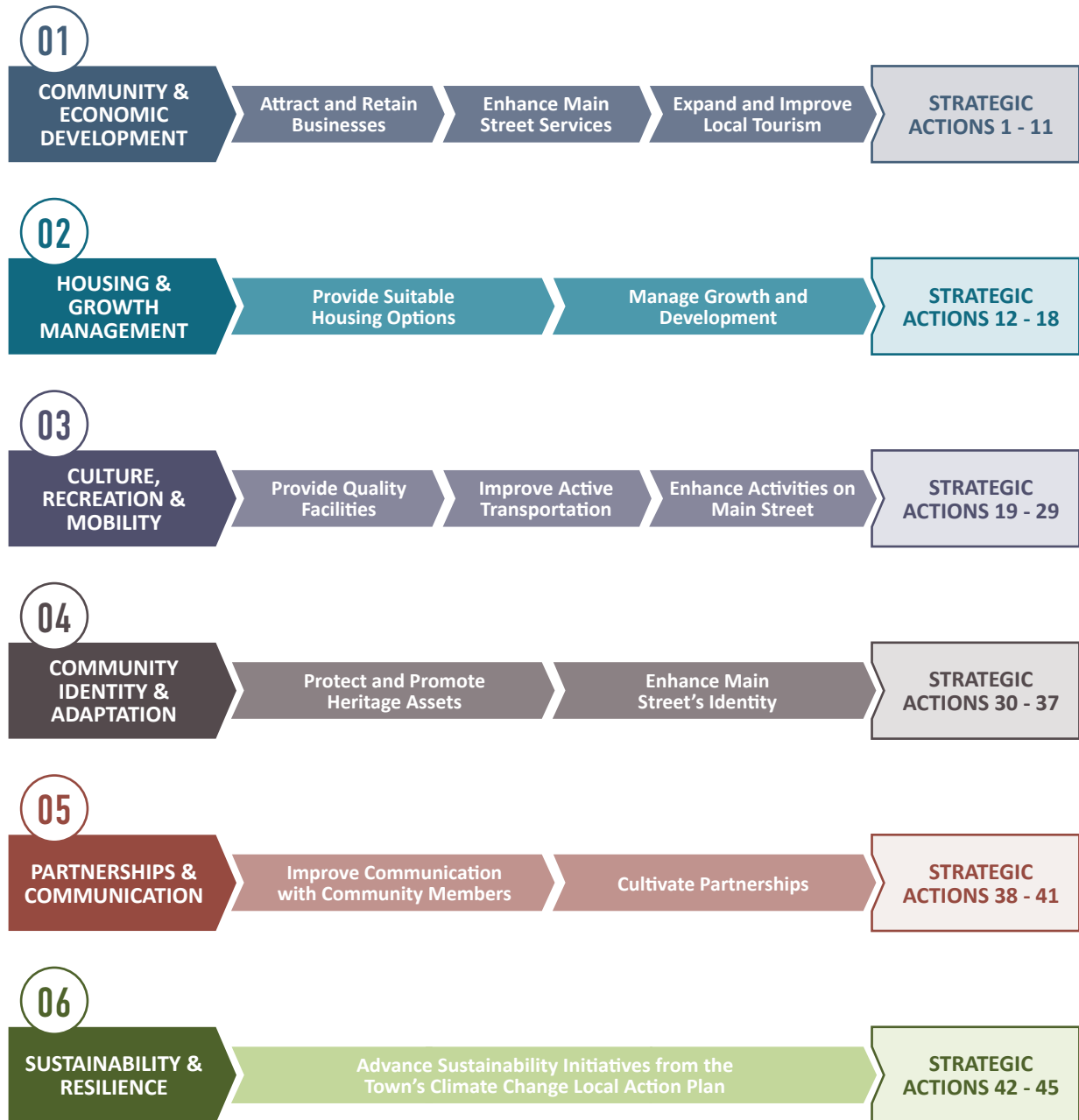
- Increase climate change awareness in the community, including how residents and businesses can help.
- Set an example by implementing sustainable stormwater management solutions in key areas, such as Main Street and Veterans Memorial Sports Complex (and in future development planning)
- Improve local resiliency to potential risks and disruptions caused by climate change.
- Protect the health, safety, and well-being of community members and visitors.
- Ensure plans are in place to respond to emergency events associated with climate change.
- Consider the circular economy. Reduce waste, energy consumption, and greenhouse gas emissions in the Town, while also optimizing the use of renewable energy sources.
- Reduce fossil fuel reliance associated with Municipal Operations.
- Work with regional partners and municipal neighbours to develop and implement leading-edge initiatives, such as organic composting services.

Advancing sustainability efforts received an average priority rating of 3.6/5 from survey participants – the second lowest overall.



3.0 STRATEGIC ACTIONS

The strategic actions outlined in this section will be fundamental for advancing the Town of Stonewall toward the future it envisions. For each strategic action the level of priority is identified, as determined by Council and feedback from the community, along with the potential lead(s) and partner(s). The following diagram illustrates the way in which strategic actions have been structured around the six (6) priority areas and corresponding community goals established in Section 2.



COMMUNITY GOALS	STRATEGIC ACTIONS	PRIORITY LEVEL	LEAD(S)	PARTNER(S)
Community and Economic Development Plan				
GOAL 1: Create a Supportive Environment to Attract and Retain Businesses.	A1: Hire an Economic Development Officer (EDO).	High	CAO / Council	Chamber of Commerce
	A2: Partner with the private sector to develop an industrial park on the designated employment lands located south of Provincial Highway 67.	High	CAO / Public Works	Industrial Landowners
	A3: Initiate a buy/hire local campaign encouraging collaboration between the Town's businesses and industries and offering incentives to shop locally.	Medium	CAO/ EDO	Chamber of Commerce
	A4: Complete a targeted retail and commercial strategy to inform an incentive-based program for new and expanding businesses/industries that encourages investment in specific areas of the Town, aligning with other strategic actions.	High	CAO/ EDO	Province of Manitoba / Chamber of Commerce
GOAL 2: Enhance Main Street as a Community Hub for Commercial and Retail Services.	A5: Create an inventory of vacant commercial space along Main Street and assess trends in the potential contributing factors such as cost, size, and condition.	High	CAO/ EDO	Chamber of Commerce
	A6: Consider the purchase of underutilized commercial properties to establish more control over the affordability of local rental space and encourage new occupants.	Medium	CAO/ EDO	Commercial Landowners
	A7: Create a program to provide local makers, artists, and home-based businesses with rotating incubator space to sell/promote goods and services.	Medium	CAO/ EDO	RM of Rockwood / Local Business Owners, Artists, Makers, etc.
	A8: Strengthen wayfinding signage and other cues (including Apps) from key gateways, community attractions, and public facilities to Main Street.	High	Council	Chamber of Commerce
GOAL 3: Enable Opportunities for Improving and Expanding Local Tourism.	A9: Create a business plan, including branding, marketing, programming, etc., for the Stonewall Core (Quarry Park, Main Street, South End Recreation Lands) that emphasizes the unique heritage qualities, pedestrian scale, and opportunities to hold events.	High	CAO/ EDO	Festival / Program Facilitators
	A10: Coordinate the scheduling of community festivals and events with local businesses to encourage them to extend their hours and become multi-seasonal.	High	CAO/ EDO	Chamber of Commerce
	A11: Proceed with the phased implementation of the Quarry Park Master Plan, starting with upgrades to power facilities and campground expansion plans.	Medium	CAO/ EDO	Travel Manitoba / Western Economic Development

COMMUNITY GOALS	STRATEGIC ACTIONS	PRIORITY LEVEL	LEAD(S)	PARTNER(S)
Housing and Growth Management				
GOAL 4: Provide Suitable Housing Options for the Town's Evolving Needs.	A12: Complete market study and business case for a seniors' housing project and use this information to advocate for and market this type of project.	High	CAO/ EDO	Developers / Community Service Clubs
	A13: Use the recently completed Land Supply and Demand Study to develop a growth management strategy for supporting projected population growth, including targets for affordability, infill development, and alternative types of housing, while also identifying an appropriate absorption rate to manage public concerns related to growth. This action should be undertaken in coordination with the impending annexation and possible Town of Stonewall Secondary Plan.	Medium	CAO	SIPD / Winnipeg Metro Region
	A14: Review the Town's Zoning By-law to ensure regulations, such as parking requirements and lot sizes, allow for desired residential development. The Zoning By-law should also support the goals of the forthcoming SIPD Development Plan.	Medium	CAO / Council	SIPD
	A15: Conduct a review of the SPRUCE program following the first 3-year term and make changes to the terms and/or criteria as needed.	Medium	CAO / Council	Developers
GOAL 5: Manage and Support Population Growth and Residential Development	A16: Take advantage of the SIPD Development Plan review and collaborate on a strategy for future re-gional growth and development.	High	CAO	SIPD / Winnipeg Metro Region
	A17: Create a Secondary Plan for the annexed lands, engaging residents in the process and undertake a servicing infrastructure assessment to determine required upgrades to support new development.	High	CAO	RM of Rockwood / SIPD
	A18: Enable and support multi-unit and mixed-use residential developments along Main Street between 2nd Avenue North and 3rd Avenue South by addressing barriers in the review and approval process, as well as considering financial incentives to stimulate investment.	Medium	CAO/ Council	SIPD / Developers

COMMUNITY GOALS	STRATEGIC ACTIONS	PRIORITY LEVEL	LEAD(S)	PARTNER(S)
Culture, Recreation and Mobility				
GOAL 6: Provide Quality Recreational and Cultural Facilities for Residents and Regional Users.	A19: Complete a Recreation Master Plan, including an assessment of the quality of existing facilities in the community, and a roadmap for the redevelopment/modernization of the Veterans Memorial Sports Complex Site.	Medium	CAO/ Recreation Facilitator	RM of Rockwood
	A20: Complete a feasibility study for an indoor recreation centre, including a community pool, walking track, fitness centre, and other complementary indoor facilities.	High	Recreation Director	Provincial Government / Federal Government / RM of Rockwood / Other Nearby Municipalities
	A21: Implement asset management practices and review current recreation reserve policies to ensure annual contributions are adequate to support future facility upgrades and/or replacements.	Low	Recreation Director	RM of Rockwood
	A22: Create a Community Investment Fund to support projects that offer significant public value or social benefits, such as upgrades to community amenities.	Low	CAO / Recreation Director	Chamber of Commerce / Residents
GOAL 7: Expand and Improve the Town's Active Transportation Network.	A23: Develop active transportation strategy, prioritizing accessibility, safety, and improving overall user experience, as well as filling network gaps and forming connections to new neighbourhoods.	High	Council	Save the Kilns / Province of Manitoba
	A24: Advocate for a broader regional network of recreational trails and establish new connections to the Town's inner network.	High	Council / Heritage Committee	Trails Manitoba / Winnipeg Metro Region
	A25: Market the Town's active transportation network to promote healthy lifestyles, reduce emissions from automobiles, help attract new residents, and support local tourism opportunities.	High	Recreation Director	Trails Manitoba
GOAL 8: Enhance Main Street as a Community Hub for Cultural and Recreational Activities.	A26: Develop a Main Street Vision Plan extending from Quarry Park through to the South End Recreation Lands that encourages infill development, promotes programming opportunities, and enhances existing character.	High	CAO	Community Service Clubs / Residents / Local Businesses / Chamber of Commerce
	A27: Create a pilot program for converting on-street parking spaces into seasonal patios.	High	CAO	Chamber of Commerce
	A28: Enable temporary amenities in appropriate locations to promote more cultural and physical activities along Main Street, such as an outdoor stage, recreation facilities, and retail kiosks.	High	Festival and Events Coordinator	Program Facilitators / Local Businesses
	A29: Create an easy-to-use system for holding events, including requesting street closures, reserving public facilities, installing temporary infrastructure, etc.	High	Festival and Events Coordinator	Program Facilitators

COMMUNITY GOALS	STRATEGIC ACTIONS	PRIORITY LEVEL	LEAD(S)	PARTNER(S)
Community Identity and Adaptation				
GOAL 9: Protect and Promote the Town's Unique Heritage Assets.	A30: Continue to invest in the protection and restoration of the Kilns in Quarry Park.	High	Council	Save the Kilns / Provincial Government
	A31: Working with the Heritage Committee, pro-actively identify and pursue heritage status for existing buildings and resources that are not currently designated but offer great value to the public.	High	Council / Heritage Committee	Manitoba Historical Society
	A32: Review applicable Town By-laws and development regulations to ensure adequate protections are in place for local heritage assets.	Medium	CAO	SIPD
	A33: Expand opportunities for heritage resource walking tours in the Town by reaching out to allied agencies that help in promoting this type of work.	Medium	Heritage Committee	Winnipeg Architecture Foundation / On the Spot Manitoba / Storefront MB
	A34: Review existing interpretive heritage elements to identify opportunities to recognize the Indigenous history of the Town.	Medium	Heritage Committee	Local Indigenous Community
GOAL 10: Enhance Main Street as a Focal Point for Defining the Town's Identity.	A35: Create a Storefront Improvement Program using property tax revenue to offset the costs of eligible improvements.	High	CAO / EDO	Provincial Government
	A36: Develop guidelines for storefront improvements to enhance Stonewall's unique character along Main Street, including signage, lighting, materials, etc.	High	CAO / Council	Local Businesses / Chamber of Commerce
	A37: Test proposed enhancements to Main Street through a pilot project for temporary installations (tactical urbanism)	Medium	CAO / EDO	Local Businesses / Chamber of Commerce

COMMUNITY GOALS	STRATEGIC ACTIONS	PRIORITY LEVEL	LEAD(S)	PARTNER(S)
Partnerships and Communication				
GOAL 11: Improve Communications with Community Members and Local Stakeholders.	A38: Develop a strategy for increasing engagement with new residents and local youth, including student groups.	High	Designated Town Staff Member	Community Service Clubs / Student Groups
	A39: Enhance relationship with Town newspaper to promote events, share opportunities for engagement, and communicate progress on Strategic Actions from this Strategic Plan.	Medium	Designated Town Staff Member	Town Newspaper
	A40: Hold an annual Open House, open to all residents of the Town, where the public can learn about key actions and plans being undertaken by elected officials and municipal administration.	Medium	CAO / Council	Local Residents
GOAL 12: Cultivate Partnerships to Help Advance the Town's Interests.	A41: Continue to pursue joint planning initiatives, as well as partnerships with specialized organizations and other levels of government, based on the strategic goals and objectives contained herein.	High	Council	Provincial Government / Federal Government / RM of Rockwood / RM of Rosser / SIPD / Town of Teulon

COMMUNITY GOALS	STRATEGIC ACTIONS	PRIORITY LEVEL	LEAD(S)	PARTNER(S)
Sustainability and Resilience				
GOAL 13: Advance Sustainability Initiatives from the Town's Climate Change Local Action Plan.	A42: Enforce the protection of existing healthy trees and the planting of new vegetation and trees throughout the Town that are native, non-invasive, and climate resilient.	High	By-law Officer	Developers
	A43: Develop a community education program identifying potential impacts of climate change in the Town and outlining the different ways residents can help.	Medium	Designated Town Staff Member	ECO West / Community Groups
	A44: Establish guidelines for sustainable development, including solar optimization and alternative energy sources for homes, as well as integrating green infrastructure into larger scale subdivision plans.	Medium	CAO	ECO West / Federal Government
	A45: Review municipal operations to identify areas where Stonewall can demonstrate leadership in reducing fossil fuel reliance and adopting sustainable practices.	Medium	Designated Town Staff Member	Operations Staff

SCATLIFF + MILLER + MURRAY

visionary urban design + landscapes