



# Town of Stonewall Strategic Plan

March 2018

Prepared for:



Prepared by:



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# 1 INTRODUCTION



In the fall of 2017, the Town of Stonewall hired HTFC Planning & Design to facilitate the creation of a Strategic Plan that would guide the Town of Stonewall Council and administration, starting in the current year and looking up to 20 years into the future.

The Strategic Plan outlines specific action steps and responsibilities that will help the Town to realize its goals in a number of areas:

1. Parks, Recreation & Active Transportation
2. Residential, Commercial & Industrial Development
3. Infrastructure & Public Services
4. Tourism, Heritage & Events

Section 1.0 of this document provides an Introduction to the Strategic Plan, describing project goals and the methodology used to develop the plan.

Section 2.0 provides background information on the Town of Stonewall, including an analysis of demographics and trends based on census research. Also presented in Section 2 is a discussion on the current status of the four specific topic areas identified above, based on findings from the background research and feedback during the strategic planning session. This includes information on "Where we are now," "Where we want to be in 20 years," and the Key Drivers of Change.

Section 3.0 provides the details of the Strategic Plan, including goals and action steps for each of the four categories.

The Strategic Plan is designed to work as a "living document," which will be revisited on a regular basis. The Strategic Plan will provide a record of past goals and achievements that will help to guide the Town of Stonewall over the next decades, even though its leaders and its staff may change.

## 1.1 Methodology

The strategic planning process was undertaken in 4 steps: background research, a meeting with senior management, a strategic planning session with Council, and the development of a final Strategic Plan document.

The first step involved collecting and analyzing background information, including relevant reports, by-laws, maps, and other materials pertinent to the Strategic Plan.

On December 11, 2017, the project team staff met with senior management staff from the Town, including the Heritage Arts Centre Manager, the Parks & Arena Supervisor, the Municipal Emergency Coordinator, the CAO and the Assistant CAO. Other senior management staff members who were not able to attend the meeting provided their comments in writing. This meeting provided senior staff a chance to discuss the immediate priorities of each department, as well as overall Town priorities over a longer period of time. These findings informed the design of the strategic planning session with Council and directly contributed to a number of the specific action steps in the strategic plan.

During the third step of the process, the project team facilitated a strategic planning session with Town Council, which took place on January 13, 2018. The CAO and the Assistant CAO also attended this planning session. The strategic planning session provided an opportunity for Council to gather and work together to plan out positive actions that will help to meet the immediate and long-term goals of the Town of Stonewall and its residents. Once action steps were identified for achieving each goal, Council members voted on the objectives they thought should be municipal priorities.

The project team then organized the outcomes of the first three steps in the process into this Strategic Plan document.

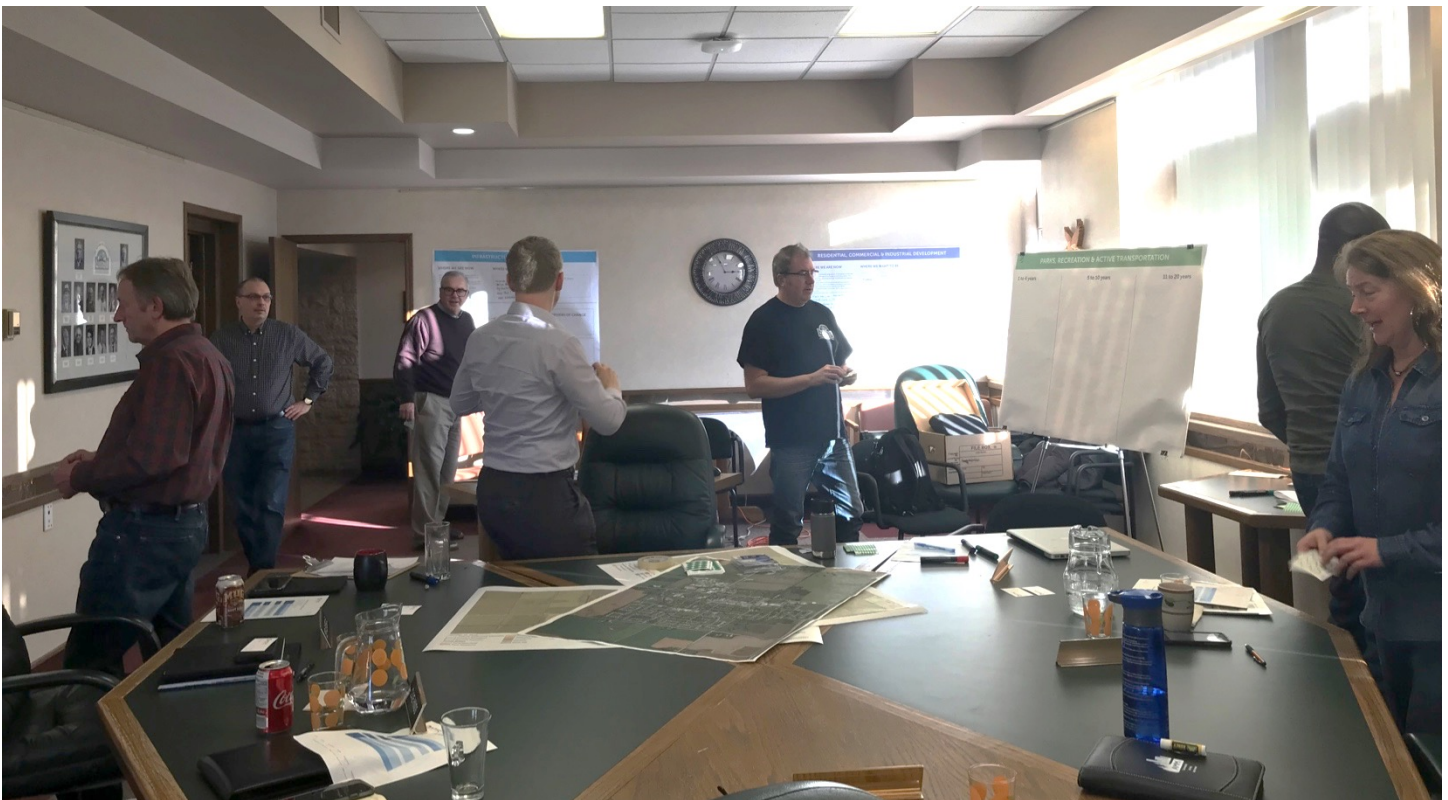


Figure 1: Council members vote on their priority objectives during the strategic planning session.

## 2 BACKGROUND INFORMATION

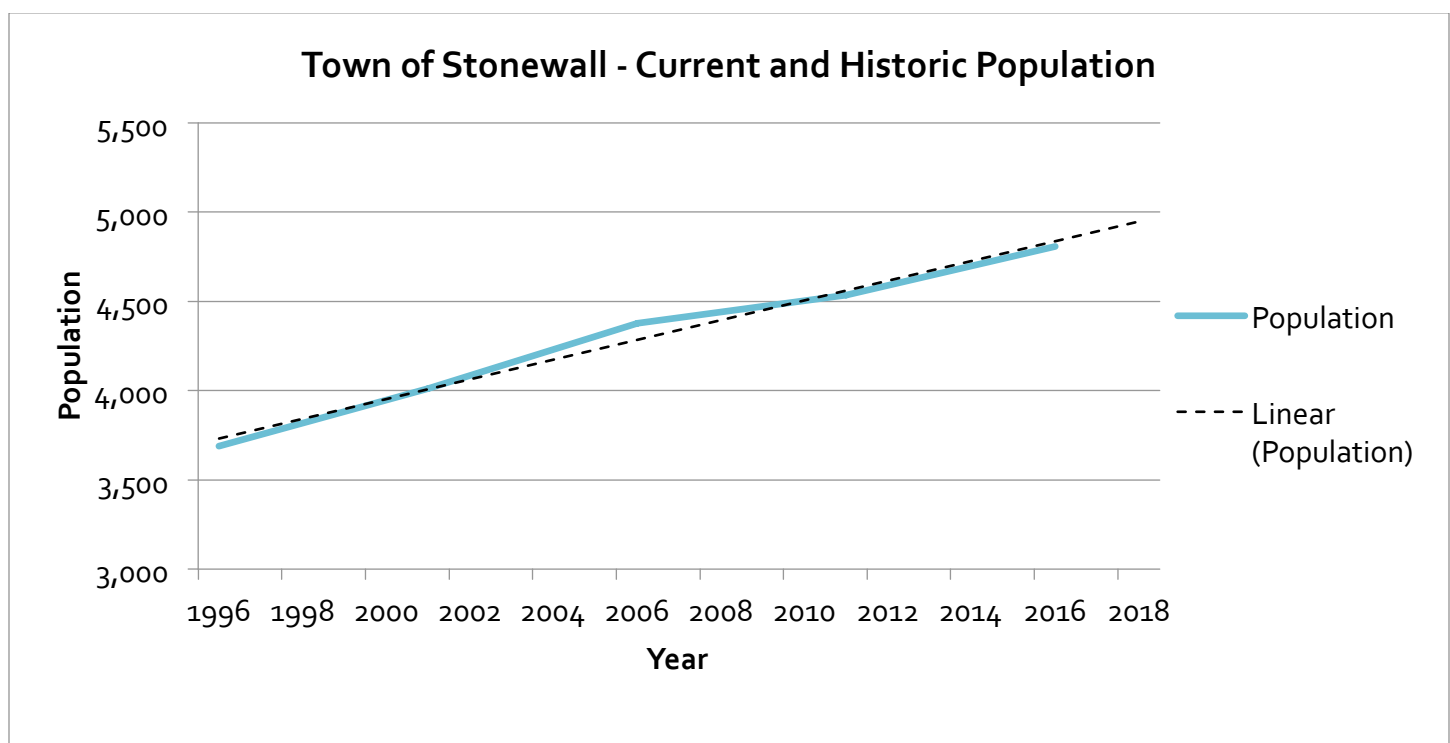
Analysis of existing conditions and future trends in a community are important when planning for the future. Population, migration, mobility, transportation, and employment are major drivers of change in towns like Stonewall. How these things fluctuate over time can impact decisions related to infrastructure investment, real estate demand, business attraction, and more.

This Strategic Plan encouraged Council members to think about these shifts in demographics and trends and how they may influence the action steps they identified during the strategic planning session. This type of future thinking helps to produce a proactive and resilient plan that will guide the Town over the next 20 years.

### 2.1 Demographics & Trends

The Town of Stonewall has grown from a population of 3,689 in 1996 to a population of 4,809 in 2016 (Statistics Canada). This is an increase of 1,120 people over this 20-year period.

The average 5-year growth rate for the Town of Stonewall over the 20-year period was 6.9%.<sup>1</sup> The fastest period of growth took place between 2001 and 2006, when the town grew by 9.1%. This growth rate slowed to 3.7% over the following 5 years.



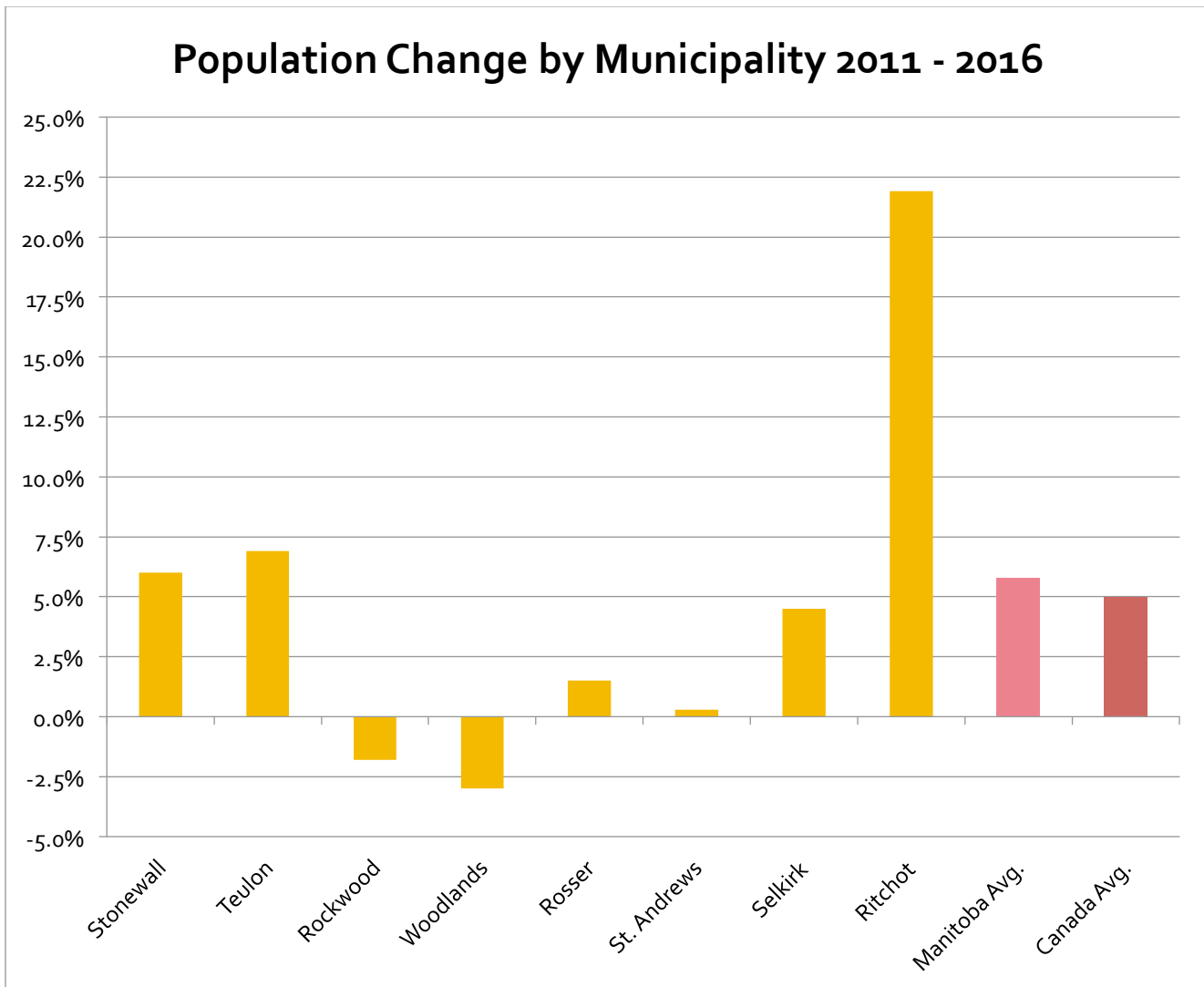
<sup>1</sup> This figure is later used to project the town's growth over the next 20 years.

## Population Change in Comparison to Other Municipalities

From 2011 – 2016, the Town of Stonewall maintained a strong growth rate of 6.0%. This compares to the average provincial growth rate of 5.8% over these same years and a Canada-wide average of 5.0%.

Stonewall's neighbor, the municipality of Rockwood, actually had a negative population growth over this period, losing 1.8% of its population. Nearby RM of Woodlands lost 3.0% of its population. The town of Teulon, however, had a slighter faster growth rate than Stonewall, with an increase of 6.9% between 2011 and 2016. In comparison, the RM of Ritchot was the fastest-growing municipality between 2011 and 2016, with a population growth of 21.9%.

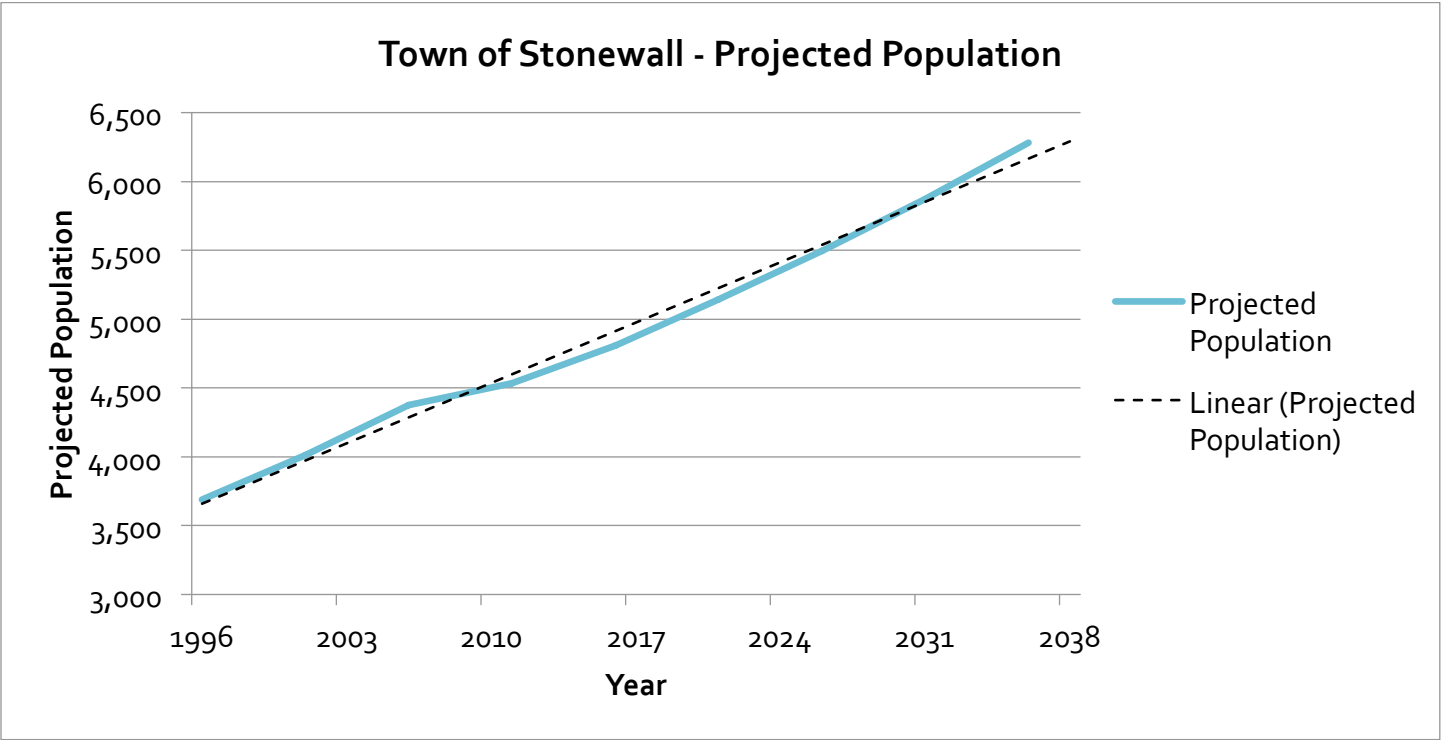
The chart below shows population change in a number of these other municipalities in comparison to the Town of Stonewall.





Projected Population Growth 2018 - 2038

If the 20-year average growth rate of 6.9% remains consistent and is extrapolated into the future, Stonewall will experience an increase of another 1,500 people over the next 20 years, to a total population of 6,280. However, the availability of large new areas for residential development in Stonewall could increase this growth rate significantly, bringing in the additional 1,500+ new residents in a much shorter time span. The Town will have to prepare for this potential for rapid growth.

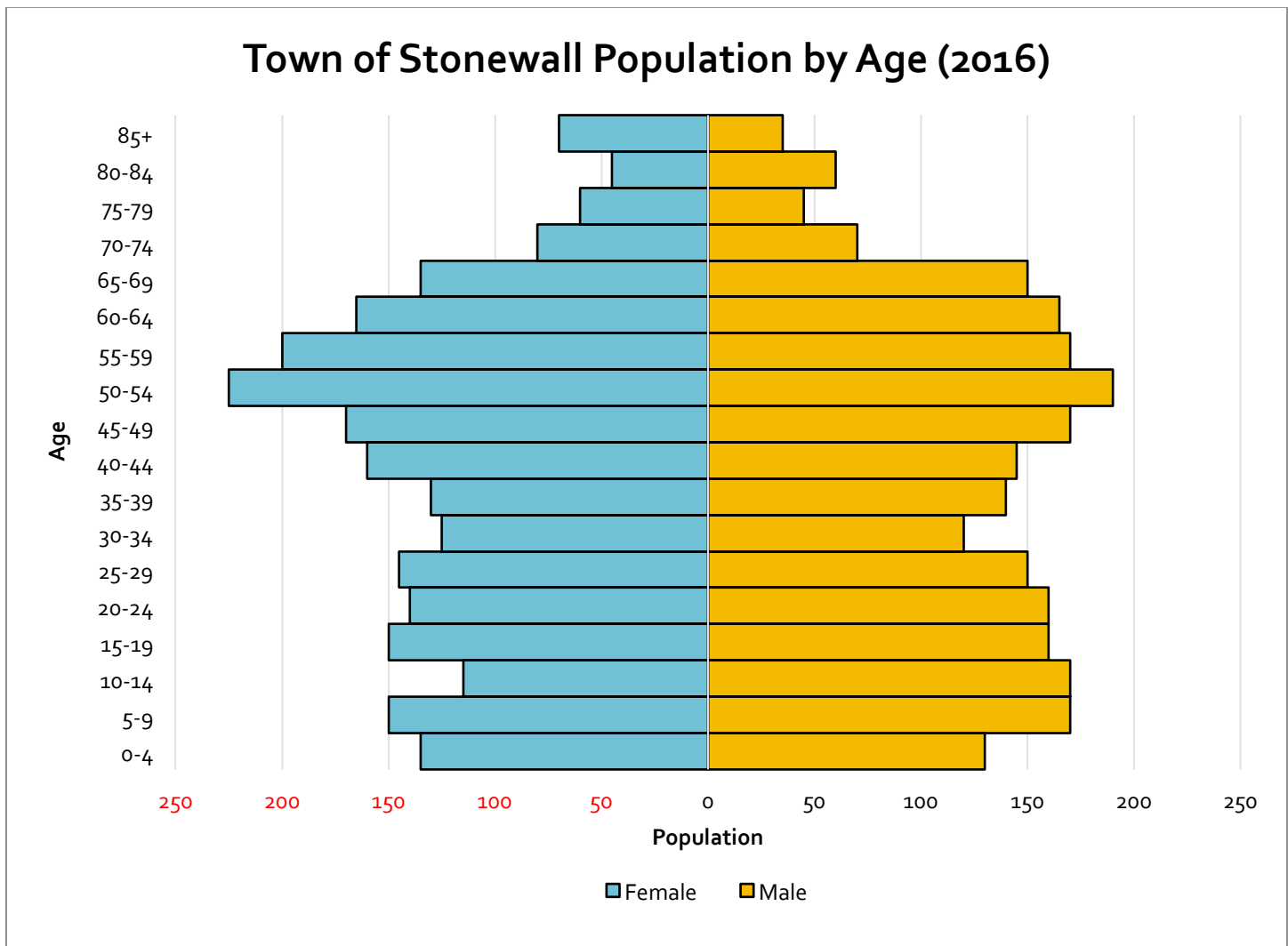


Year	Population	5-Year Change
2016	4,809	6.00%
2021	5,141	6.90% (historical avg.)
2026	5,496	6.90% (historical avg.)
2031	5,875	6.90% (historical avg.)
2036	6,280	6.90% (historical avg.)

## Demographics

Stonewall's population includes a rapidly growing number of older adults (the 65+ age group increased by 16.9% between 2011 and 2016) and a higher proportion of children (0 to 14 years old) than the average in other Canadian communities (18.2% in Stonewall, compared to a national average of 16.6%) (Statistics Canada, 2017).

The chart below shows the largest cohort of Stonewall residents is currently between the ages of 50-54. The next largest cohort is slightly older, between 55-59. In twenty years, these cohorts will be 70-79 years old, demonstrating the need for Stonewall to continue building its age-friendly infrastructure.



## 2.2 Status of Specific Topic Areas

The following pages outline the status of the four specific topic areas: Parks, Recreation & Active Transportation; Residential, Commercial & Industrial Development; Infrastructure & Public Services; and Tourism, Heritage & Events.



## 2.2.1 PARKS, RECREATION & ACTIVE TRANSPORTATION STATUS

### Where We Are Now

- **Recreation Facilities:** Ice Palace Arena Facility was built in 1955 and will need to be replaced or renovated
- **Baseball Fields:** Need some upgrades to continue holding high-caliber tournaments
- **Campgrounds:** Currently, there are 166 total campsites at the campground. 105 – 110 are seasonal. The rest are transient. There are currently no facilities to accommodate larger motor homes.
- **Kinsmen Lake:** Washroom and change facilities require renewal. Slides, swimming platforms or inflatables would improve experience for younger children.
- **Trees:** Parks department recently acquired chainsaws and a half-ton truck with a dumping back.
- **Active Transportation:** Currently, 6% of people commute by walking, 2% by cycling.

### Stonewall Commute Modes

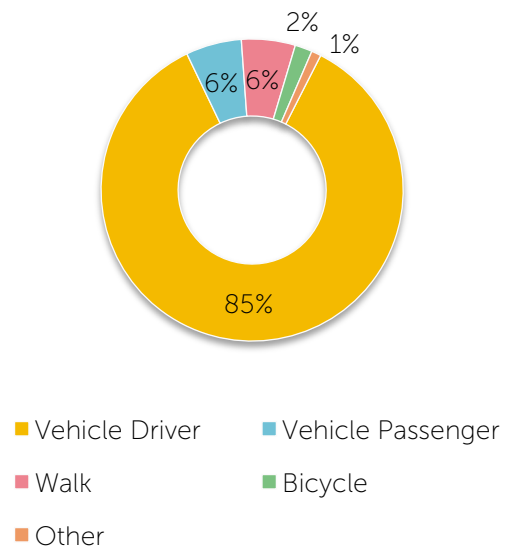


Figure 2: Stonewall commute modes (Statistics Canada, 2017)

### Where We Want To Be In 20 Years

- Increased seasonal camping and motor home sites (will bring economic development)
- Expanded active transportation trails
- Improved universal accessibility
- Stonewall parks and trails as all-season attractions
- Increase in development while preserving park space

### Potential Drivers of Change

- Aging population
- Climate change
- Introduction of Emerald Ash Borer (which may kill all ash trees in the next 10 years)
- Driverless cars / other transportation innovations
- Regional competition or cooperation

## 2.2.2 RESIDENTIAL, COMMERCIAL & INDUSTRIAL DEVELOPMENT STATUS

### Where We Are Now

- As described above, the population of Stonewall is now 4,809, which represents a change of 6.0% from 2011 (Statistics Canada). This compares to the provincial average of 5.8% growth rate.
- There are 1,733 occupied **private dwellings** in Stonewall (2016), which represent a change of 1.0% from 2011. Single-detached houses represent 88.2%. 4% are apartments. 3.8% are semi-detached houses. 2.3% are mobile dwellings and 1.7% are row houses.
- 11% of Stonewall households spent **more than 30% of their income on shelter costs** (compare to 10% spending more than this amount in the RM of Woodlands, 11% in the RM of Rockwood, and 21.6% in Teulon).
- **Unemployment rates** in Stonewall have climbed from 3.3% in 2001 to 5.1% in 2016

Municipality	Households reporting that their dwelling was in need of major repairs	Households not in suitable housing	Households spending 30% or more of 2015 total income on shelter costs
Stonewall	3.7 %	1.7 %	11.0%
Rockwood	8.6%	1.3%	12.0%
Teulon	7.1%	3.6%	21.6%
Woodlands	6.1%	2.4%	10.0%

Figure 3: Housing Suitability, Statistics Canada, 2017

### Where We Want To Be In 20 Years

- As described above, if present trends continue, Stonewall will experience an increase of 1,500 people over the next 20 years (to a total population of 6,280). However, new developments could increase the growth rate.
- Ideally, Stonewall grows in population to the size of a city while retaining its town character.
- Stonewall continues to provide quality housing options for seniors.
- Stonewall businesses continue to expand, increasing the town's revenue from property taxes

### Potential Drivers of Change

- Mortgage rate changes
- Available employment options
- Housing types and costs available (for different demographics)
- Interest from development community

## 2.2.3 INFRASTRUCTURE & PUBLIC SERVICES STATUS

### Where We Are Now

- The **Stonewall Fire Hall** was recently expanded. The **Fire Department** currently has 30 **volunteers**, combined with RM of Rockwood. The Department could benefit from having more volunteers.
- The **CODE RED system** started service in Stonewall in January. The service sends an email, text, phone call or app alert notification to people in an emergency area.
- **Fibre-optic cables** service more than half of the Town. But availability of high speed Internet in the other parts of town, including the industrial area, is currently unknown.
- **Most infrastructure** in Stonewall is relatively new and in good condition.
- **Street lighting and sidewalks** are limited or poor in some parts of town.
- The Town has received complaints about contents of **recycling bins** emptying onto streets (currently using open blue bins for recycling).



### Where We Want To Be In 20 Years

- Stonewall capitalizes on technological improvements (e.g. solar technology)
- Stonewall is prepared for natural disasters and other emergencies
- Stonewall has high rates of recycling, composting, and waste diversion
- By-law enforcement is improved in Stonewall

#### Potential Drivers of Change

- Police services (should Stonewall consider its own police force?)
- Changing technology (e.g. solar and wind power, materials with better fire rating)
- Changing environmental laws & taxes

## 2.2.4 TOURISM, HERITAGE & EVENTS STATUS

### Where We Are Now

- The Stonewall Quarry kilns were last assessed in 2003 – 2004. It was then estimated that \$750,000 was needed for preservation.
- Right now, **Quarry Days** (mid-August) is the only major festival in town (although there are other smaller events, e.g. Beer and Wine Festival in March)
- The Heritage Arts Centre is working with an **Interpretive Planner** to develop an interpretive plan to create a consistent style for signage in Stonewall.
- The **Stonewall Dominion Post Office** was designated as a Provincial Heritage Site in 1989
- Currently, the only hotel / motel in Stonewall is the Rockwood Motor Inn.



### Where We Want To Be In 20 Years

- Stonewall celebrates its history (e.g. by installing a statue of Alan Arnett McLeod)
- Stonewall's historic sites are preserved (e.g. the kilns and post office)
- A new hotel in Stonewall allows more visitors to stay and spend their time and money in town
- New tourist attractions and events encourage residents to attend and bring new people to Stonewall.

### Potential Drivers of Change

- Cost of heritage preservation / availability of heritage restoration grants
- Ensuring Stonewall is viewed as a unique destination
- Ability to engage residents who currently travel to Winnipeg for work and entertainment



### 3 STRATEGIC PLAN

The following pages contain Goals and Action Steps for each of the four categories discussed above. The Action Steps contain information on the tasks that should be accomplished in order to achieve the identified goals. Action Steps are provided for four time periods:

- Immediate – Actions that should be undertaken and completed this year (2018)
- Short-Term – Actions that should be undertaken and completed in the next 1 to 4 years (2019 – 2022)
- Medium-Term – Actions that should be undertaken and completed in the next 5 to 9 years (2023 – 2027)
- Long-Term – Actions that should be undertaken and completed in the next 10 to 20 years (2028 – 2038)

The Responsibility column outlines the person or persons who will be primarily responsible for ensuring the identified action items are undertaken; however, it is expected that the identified persons will involve other staff or partners to accomplish the tasks.

The Investment & Priority column outlines:

- a) The estimated investment and
- b) The priority level (as indicated by Council and senior administration).

#### 3.1 Estimated Investment

The following assessment is used to describe the estimated investment required to accomplish the identified action steps in the corresponding row:

- Minimal: Estimated cost under \$100,000
- Moderate: Estimated cost \$100,000 to \$500,000
- Major: Estimated cost more than \$500,000

#### 3.2 Priority Level

The following assessment is used to describe the priority level placed on the action steps by the Town of Stonewall Council and senior administration:

- If item was identified by senior administration, + one •
- For each Councillor that identified item as a top priority, + one •

Consequently, priorities are shown on a scale from • to ••••••.

Therefore, items that receive the maximum score of six dots were identified by senior administration and all Councillors as a top priority. If an action step was added to the list by Council members during discussion, but did not receive any votes as a top priority, it is still shown with the minimum one dot.

### **3.3 Goals**

The following pages in the Strategic Plan include detailed objectives and action steps that the Town of Stonewall intends to undertake to support goals in the following categories:

#### **Parks, Recreation & Active Transportation**

- Goal #1: Ensure recreation spaces meet the needs of Stonewall residents
- Goal #2: Expand active transportation trail network in and around Stonewall
- Goal #3: Plan for the long-term success of the Town of Stonewall's trees
- Goal #4: Ensure high quality campground services are available in Stonewall

#### **Residential, Commercial & Industrial Development**

- Goal #1: Provide opportunities for business growth and economic development in Stonewall
- Goal #2: Review policies and regulations to ensure they meet the diverse needs of Stonewall residents and businesses

#### **Infrastructure & Public Services**

- Goal #1: Improve transportation infrastructure and street lighting in Stonewall
- Goal #2: Provide effective fire response, police, and emergency medical services to Stonewall residents
- Goal #3: Offer quality waste management services to Stonewall residents
- Goal #4: Ensure efficient use and phasing of future water & wastewater infrastructure
- Goal #5: Offer other quality public services to Stonewall residents

#### **Tourism, Heritage & Events**

- Goal #1: Preserve the Town of Stonewall's heritage architecture and celebrate community focal points
- Goal #2: Offer more events and activities that appeal to residents
- Goal #3: Design tourism opportunities and events to entice visitors to Stonewall

# PARKS, RECREATION & ACTIVE TRANSPORTATION

## Goal #1: Ensure recreation spaces meet the needs of Stonewall residents

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Splash Pad	Support Kinsmen with fundraising for splash pad	Hire consultant to design details of splash pad Construct splash pad			Kinsmen / Heritage Arts Centre Manager	Major ● ● ● ●
2 Kinsmen Lake	Hire consultant to develop plan for Kinsmen Lake, with new design enhancements	Undertake upgrades at Kinsmen Lake, based on plan			CAO / Heritage Arts Centre Manager	Moderate – Major ● ● ● ●
3 Baseball Diamonds	Upgrades to baseball diamond #2 to bring up to tournament level	Upgrades and maintenance to other baseball diamonds			Heritage Arts Centre Manager	Minimal – Moderate ●
4 Recreation Coordinator	Hire regional Recreation Coordinator (coordinate with Rockwood / Teulon)	Recreation Coordinator works to coordinate activities and events in the region			CAO / Heritage Arts Centre Manager / Parks and Arena Supervisor	Moderate ● ●
5 Multi-use Recreation Facility	Finalize direction for future multi-use recreation facility (Would this be a multiplex? Would it have a walking / running track? Just a new rink to replace Ice Palace?)		Find funds / grants for facility	Construct new facility	Parks and Arena Supervisor	Major ● ● ● ● ● ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●

# PARKS, RECREATION & ACTIVE TRANSPORTATION

## Goal #2: Expand active transportation trail network in and around Stonewall

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Active Transportation Trails within Stonewall	Finalize long-term plan / design standards for local trails Examine ways to maximize trail usage year-round (e.g. ski trails in winter)		Expand trail network within Stonewall Maintain trails		Parks and Arena Supervisor	Moderate – Major ●
2 Regional Active Transportation Trails		Get regional recreation coordinator or consultant to finalize long-term plan for regional trails (coordinate with Rockwood / Teulon)	Invest in local and regional trail development (e.g. from Stonewall to Stony Mountain and Komarno) Plant shelterbelt trees along rail line trail heading east out of Stonewall	Complete regional trail network	Regional Recreation Coordinator (if hired) / Parks and Arena Supervisor	Moderate – Major ●

## Goal #3: Plan for the long-term success of the Town of Stonewall’s trees

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Tree Inventory	Prepare for Tree Inventory List (Hire staff, purchase equipment, etc.)	Complete Tree Inventory List (identifying all trees in town)			Parks and Arena Supervisor	Moderate <div><div></div><div></div></div>
2 Tree Replacement		Develop Tree Replacement Plan	Plant replacement trees		Parks and Arena Supervisor	Moderate <div><div></div></div>
3 Tree Maintenance	Acquire equipment necessary to treat or remove diseased trees (e.g. pruning equipment, new lift) Treat or remove diseased trees				Parks and Arena Supervisor	Moderate <div><div></div></div>

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●



# PARKS, RECREATION & ACTIVE TRANSPORTATION

## Goal #4: Ensure high quality campground services are available in Stonewall

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Campground Maintenance	Ensure campground facilities are adequately maintained				Parks and Arena Supervisor	Minimal ●
2 Campground Asset Management Strategy	Create and implement a Campground Asset Management Strategy		Monitor implementation of Strategy		Parks and Arena Supervisor	Minimal ●
3 Campground Long-Term Planning	Best practice report on seasonal camping	Develop long-term plan for campground development (addressing seasonal and transient camping balance, expansion, etc.)  Hire consultant to develop site plan for camping options			CAO / Parks and Arena Supervisor	Minimal – Moderate ● ●
4 Campground Improvements			Make physical improvements / changes to campground sites based on plans  Hire consultant to prepare marketing strategy for improved campground	Market improved campground	CAO / Parks and Arena Supervisor / EDO (if hired)	Moderate ● ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●

# RESIDENTIAL, COMMERCIAL & INDUSTRIAL DEVELOPMENT

## Goal #1: Provide opportunities for business growth and economic development in Stonewall

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Economic Development Officer	Hire Economic Development Officer (or an alternative)		EDO drives development in Town, looks for grants, prepares marketing material and resources, etc.		CAO / EDO (if hired)	Moderate ● ● ● ●
2 Existing Businesses	Engage existing businesses to understand what they need to expand	Produce creative marketing / promotion of existing businesses  Develop incentives that would help businesses to expand	Develop metrics to monitor and assess growth of business in Stonewall		EDO (if hired) / CAO	Minimal ● ● ●
3 Business Incubation Centre	Hire consultant to do feasibility study on a business incubation centre in Stonewall		If feasible, develop business incubation centre		EDO (if hired) / CAO	Major ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●

# RESIDENTIAL, COMMERCIAL & INDUSTRIAL DEVELOPMENT

## Goal #2: Review policies and regulations to ensure they meet the diverse needs of Stonewall residents and businesses

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Residential Supply and Demand Study	Hire consultant to undertake Residential Supply and Demand Study, which will help to inform Development Plan and residential development		Provide incentives for developers to provide affordable housing or rental options to meet demand, if identified		CAO / EDO (if hired)	Minimal ●
2 Urban Design Guidelines	Hire consultant to develop Town of Stonewall Urban Design Guidelines, which would require future commercial, residential, and industrial development to conform to town character				CAO	Minimal ●
3 Development Plan / Zoning By-Law Review	Support review of the South Interlake Planning District Development Plan  Incorporate Residential Supply and Demand Study Findings  Explore re-designating land to increase supply of available industrial and commercial space		Undertake Town of Stonewall Zoning By-Law Review  Incorporate Urban Design Guidelines & Residential Study findings  Rezone to increase space for industrial and commercial		CAO	Minimal – Moderate ● ● ●
4 Expansion of Municipal Boundaries			Examine expanding municipal boundaries to meet long-term demand		CAO	Minimal ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●

# INFRASTRUCTURE & PUBLIC SERVICES

## Goal #1: Improve transportation infrastructure & street lighting in Stonewall

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 - 2038)		
1 Street Lighting	Complete decorative lighting on Main Street Coordinate with MIT to improve lighting on Provincial roads		Enhance street lighting in other areas of town (e.g. 4 <sup>th</sup> Street East)		CAO / Works & Operations Supervisor	Moderate ● ● ● ● ●
2 Street Revitalization / Redesign (Main Street, 2 <sup>nd</sup> Avenue, etc.)	Hire consultant to undertake street designs for key streets in Stonewall:  1. Main Street revitalization (explore on-street bike paths, sidewalks, parklets, planting, etc.)  2. 2nd Ave. at Hwy 236 and/or at Main Street, etc. (explore roundabouts, gateway design, etc.)		Implement street revitalization / redesign plans		EDO (if hired) / CAO / Works & Operations Supervisor	Moderate – Major ● ● ● ● ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●



# INFRASTRUCTURE & PUBLIC SERVICES

## Goal #2: Provide effective fire response, police, and emergency medical services to Stonewall residents

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Fire / EMS Volunteer Base	Develop communication strategy that will help to find volunteers in the area	Find, train, and equip new volunteers			Municipal Emergency Coordinator / Fire Chief	Minimal ● ●
2 CODE RED Emergency Alert System	Implement plan to get community members to sign up with CODE RED emergency alert system	Assess % of community signed up to receive CODE RED alerts  Develop communication strategy to increase %, if necessary	Assess effectiveness of CODE RED system following emergency events  Modify notification system if required (e.g. are only the appropriate people being notified in case of emergencies?)		Municipal Emergency Coordinator	Minimal ●
3 Fire Department Equipment	Update equipment in Fire Hall (e.g. training material, technology, etc.)		Plan for larger long-term investments (e.g. new fire trucks)		Fire Chief	Moderate – Major ●
4 Police Force			Hire consultant to lead study to reassess whether or not Stonewall should have its own police force		CAO	Minimal ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●

# INFRASTRUCTURE & PUBLIC SERVICES

## Goal #3: Offer quality waste management services to Stonewall residents

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Curb-side Recycling Pickup	Investigate cost / feasibility of improved recycling boxes (e.g. with lids)	Replace recycling boxes across Town, if feasible			CAO / Works & Operations Supervisor	Minimal – Moderate ●
2 Curb-side Organic Pickup	Investigate cost / feasibility of implementing curb-side organic pickup in Stonewall	Implement curb-side organic pickup program, if feasible			CAO / Works & Operations Supervisor	Minimal – Moderate ● ●
3 Scrap Metal Recycling	Investigate feasibility of implementing a scrap metal recycling program in Stonewall	Implement scrap metal recycling program, if feasible			CAO / EDO (if hired)	Minimal – Moderate ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●

# INFRASTRUCTURE & PUBLIC SERVICES

## Goal #4: Ensure efficient use and phasing of future water & wastewater infrastructure

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Water Treatment / System	Undertake water supply & treatment study		Improve water supply / treatment plant as necessary Expand piped water services as new areas are developed (in conjunction with developers)		CAO / Works & Operations Supervisor	Moderate – Major ●
2 Lagoon / Wastewater System	Complete lagoon expansion		Ensure land is available for future lagoon expansion	Expand lagoon / wastewater system as needed to accommodate growth in Stonewall	CAO / Works & Operations Supervisor	Major ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from • to ●●●●●	Identified by senior administration, + 1 •	Identified by Councillor, + 1 •

# INFRASTRUCTURE & PUBLIC SERVICES

## Goal #5: Offer other quality public services to Stonewall residents

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Bylaw Enforcement	Investigate cost and feasibility of different bylaw enforcement options: Commissionaires, Stonewall Bylaw Enforcement Officer, regional option	Implement preferred option in bylaw enforcement	Assess effectiveness of bylaw enforcement. Revise approach if necessary.		CAO	Minimal – Moderate ● ●
2 High-Speed Internet	Contact MTS re: availability of high-speed internet in Stonewall  Investigate status of High Speed Crow's proposed tower	Investigate internet coverage across Stonewall (are there some areas where high-speed is not available – e.g. industrial park?)	Work with internet service providers to improve coverage in Stonewall, if necessary		CAO	Minimal ●
3 Internal Asset Management Plan	Complete Internal Asset Management Plan (assessing age and suitability of software, hardware, and other equipment for Town administration and office needs)		Upgrade software, hardware, and other equipment, following Internal Asset Management Plan		CAO	Minimal ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●

# TOURISM, HERITAGE & EVENTS

## Goal #1: Preserve the Town of Stonewall's heritage architecture and celebrate community focal points

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Stonewall Dominion Post Office	Assess feasibility of Town purchasing heritage post office on Main Street	If feasible, purchase post office	Apply for grants Repair building Secure new long-term tenant for building		CAO / EDO (if hired)	Major ● ● ● ●
2 Kilns at Quarry Park	Hire consultant to reassess the costs necessary to preserve the kilns	Seek Federal or Provincial heritage designation for Quarry (this could help to get access to grant funding for repairs) Acquire funding necessary to preserve kilns (through fundraising or grants)		Repair kilns	EDO (if hired) / Heritage Arts Centre Manager	Major ● ●
3 Alan Arnett McLeod Statue		Raise funds & community support for Alan McLeod (youngest recipient of the Victoria Cross) statue	Commission statue Install statue at prominent location in Stonewall		CAO / Heritage Arts Centre Manager	Moderate ●
4 Interpretive Signage / App	With consultant, develop Interpretive Plan with a style sheet to ensure that Quarry Park style is consistent with the rest of community for a unified look	Compile stories for new signs Install new signs in Quarry Park	New signage put up along Main Street New signage put up along walking trail Develop digital app to display heritage information for Stonewall sites	New interpretive signage in other parts Stonewall Maintain signage	Heritage Arts Centre Manager / Interpretive Planner / EDO (if hired)	Minimal – Moderate ● ● ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●



# TOURISM, HERITAGE & EVENTS

## Goal #2: Offer more events and activities that appeal to residents

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Stonewall Farmers' Market	Meet with organizers of the Stonewall Farmers' Market to see how market could be expanded or relocated for maximum exposure	Support identified improvements to Stonewall Farmers' Market			EDO (if hired) / CAO	Minimal ● ●
2 Events at Quarry Park	Organize brainstorming session to see what could be done to highlight existing events or host new events at Quarry Park (e.g. movies in summer, winter carnival, etc.)	Provide support to events at Quarry Park, based on brainstorming session, community poll, etc.			Heritage Arts Centre Manager / EDO (if hired)	Minimal ● ●
3 Time Capsule	Investigate whether or not there is an existing Stonewall time capsule	Plan for a new Stonewall time capsule and event to bury capsule (on important date, such as Stonewall's 150 <sup>th</sup> anniversary in 2028)			CAO / Heritage Arts Centre Manager	Minimal ● ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from ● to ●●●●●	Identified by senior administration, + 1 ●	Identified by Councillor, + 1 ●

# TOURISM, HERITAGE & EVENTS

## Goal #3: Design tourism opportunities and events to entice visitors to Stonewall

Item	Action Steps				Responsibility	Investment & Priority
	Immediate (2018)	Short-Term (2019 - 2022)	Medium-Term (2023 - 2027)	Long-Term (2028 -2038)		
1 Hotel		Arrange meetings with hotel developers & discuss incentives to bring a new hotel to Stonewall			EDO (if hired) / CAO	Moderate – Major ● ● ●
2 Stonewall Video	Meet with Stonewall Collegiate to gauge interest from high school program to make film featuring the story of Stonewall (showcasing shops, locations, etc.)	Make video, with professional videographer and/or local high school students			CAO / EDO (if hired)	Minimal ●
3 Tourism Plan to Assess Other Tourism Opportunities	Hire consultant to undertake Stonewall Tourism Plan to assess opportunities for tourism, including experiential tourism, Stonewall bus tours, events on Main Street, promoting the town to the Film Industry, etc.				EDO (if hired) / CAO	Minimal ●

Investment & Priority Legend	Investment (Estimated):	Minimal: Under \$100,000	Moderate: \$100,000 to \$500,000	Major: More than \$500,000
	Priority:	Scale from • to ●●●●●	Identified by senior administration, + 1 •	Identified by Councillor, + 1 •

## 4 CONCLUSION

### 4.1 Ongoing Implementation & Evaluation

The successful implementation of the elements contained in this Strategic Plan relies on timely and accurate information regarding action step progress. For each action step, progress should be observed and recorded by the Town of Stonewall, building an index so that a baseline exists with which to compare in the future. Measuring, monitoring, and data collection are a critical component of good planning practices.

When action steps are implemented, the Town of Stonewall should evaluate if the step helped to achieve the larger goal that was identified. This is an opportunity, as well, to re-assess and re-adjust action steps in a way that will reflect recent changes in the Town over time. Other measurement and monitoring tools that may be employed over the next 20 years to monitor the Plan's success include:

- Recording baseline indicators;
- Comparing with annual statistics; and
- Polling residents and stakeholders to assess opinions and changes.

### 4.2 Summary

The Town of Stonewall's Strategic Plan includes goals and action items that will help to build upon the Town's existing strengths and capitalize on opportunities.

The Strategic Plan provides the Town of Stonewall with goals, objectives, and action steps in four topic areas:

1. Parks, Recreation & Active Transportation
2. Residential, Commercial & Industrial Development
3. Infrastructure & Public Services
4. Tourism, Heritage & Events

These action steps were developed by Council and senior administration and are intended to guide the Town of Stonewall both in the near future and over the next 20 years.

Pursuing the action items outlined in the Plan will help the Town to generate community and economic development, inspire active collaboration, develop innovative partnerships, and provide greater public visibility for decision making.