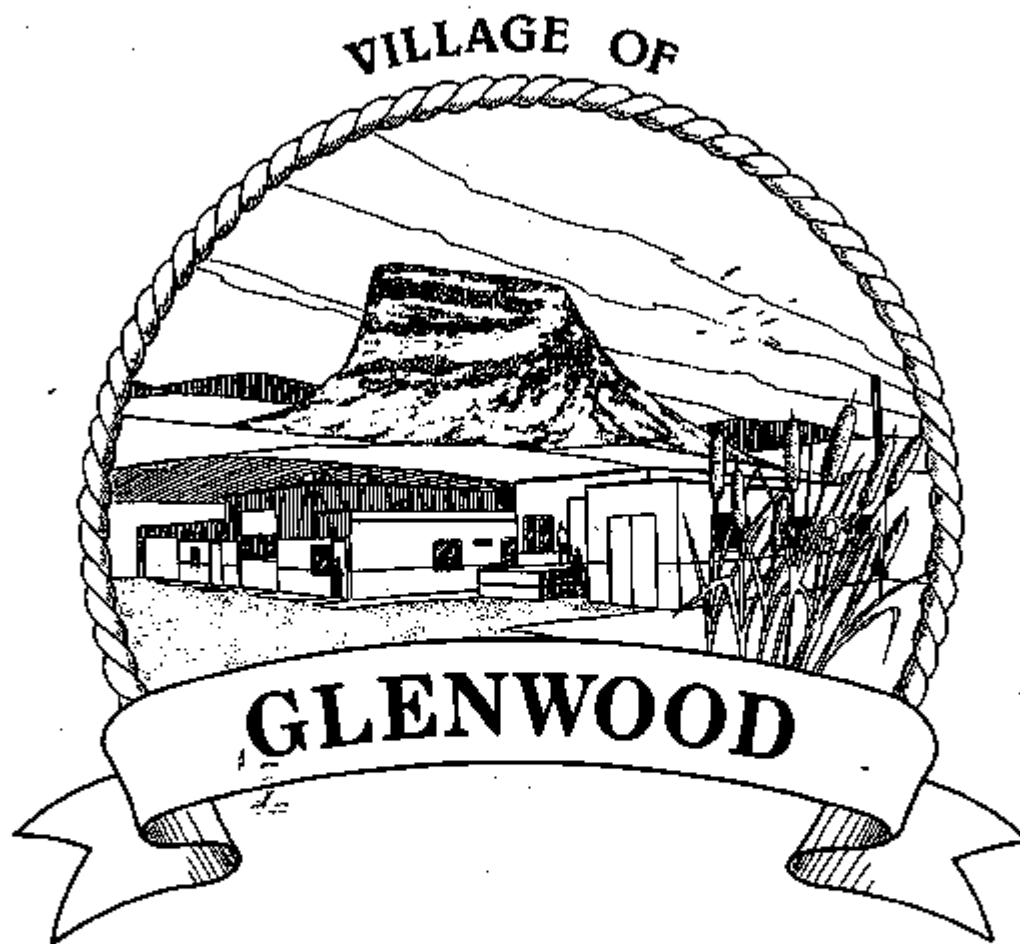


GOVDC
CA3
AL
OMR
15
G53
1992

N RIVER REGIONAL PLANNING COMMISSION,
Glenwood.



1
2
GENERAL MUNICIPAL PLAN
ADOPTED BY
BYLAW No. 170-90/91

GOVDC
CA3 AL OMR 15 G53 1992
Oldman River Regional
Planning Commission
Village of Glenwood general
municipal plan. --
35057007687048

**VILLAGE OF GLENWOOD
GENERAL MUNICIPAL PLAN**

**Oldman River Regional Planning Commission
January 1992**

TABLE OF CONTENTS
GENERAL MUNICIPAL PLAN
ADOPTED BY BYLAW No. 170-90/91

	Page
1. DEFINITIONS	1
2. INTRODUCTION	3
3. COMMUNITY GOALS	5
4. POPULATION	7
5. RESIDENTIAL LAND USE	11
6. COMMERCIAL AND INDUSTRIAL LAND USE	13
7. PUBLIC AND RECREATIONAL LAND USE	15
8. MUNICIPAL SERVICES	17
9. FUTURE GROWTH AND PATTERN OF DEVELOPMENT	19
10. IMPLEMENTATION	23

APPENDIX I - Questionnaire Summary

APPENDIX II - Relevant Regional Plan Policies

LIST OF MAPS

MAP		Page
1	REGIONAL LOCATION..... following	4
2	EXISTING LAND USE..... following	9
3	MUNICIPAL SERVICES	following 18
4	GENERAL MUNICIPAL PLAN GUIDE MAP..... following	18

LIST OF FIGURES

FIGURE		Page
1	POPULATION PYRAMIDS	following 8

LIST OF TABLES

TABLE		Page
1	POPULATION CHANGE	7
2	POPULATION PROJECTIONS	8
3	OCCUPIED RESIDENTIAL LAND	11
4	HOUSING INVENTORY	11
5	VACANT RESIDENTIAL LAND	12
6	STATUS OF COMMERCIAL AND INDUSTRIAL LAND	13

**VILLAGE OF GLENWOOD
GENERAL MUNICIPAL PLAN
Adopted by Bylaw No. 170-90/91**

The Council of the Village of Glenwood in the Province of Alberta, in accordance with the provisions of the Planning Act, RSA 1980, as amended, enacts as follows:

1. DEFINITIONS

Unless otherwise provided in this part, a word or term takes the definition given in the Planning Act. For the purposes of this general municipal plan the following definitions are to be applied.

Act means the Planning Act, Chapter P-9 of the Revised Statutes of Alberta, 1980 and subsequent amendments.

Commission means Oldman River Regional Planning Commission.

Council means the council of the Village of Glenwood.

Development has the same meaning it has in the Act.

May means within a context of a policy, that a discretionary action is permitted.

Regionally significant area means a public park, designated historic or archaeological site, environmentally sensitive area, forest reserve or any similar facility owned and/or administered by any level of government.

Shall means within the context of a policy, that the action is mandatory.

Should means within the context of a policy, that the action is recommended.

2. INTRODUCTION

In Alberta, the Planning Act has established a system of land use planning that consists of various levels of legislative planning documents and Bylaws. A general municipal plan is an optional (for a community with a population of less than 1000) planning document under the Planning Act that provides land use policies and guidelines. However, sections 61, 62 and 63 of the Act specifically authorize the Village of Glenwood to prepare such a plan:

- 61 (2) *A council to which subsection (1) does not apply may, by by-law passed in accordance with Part 6, adopt a plan for the municipality to be known as the "(name of the municipality) General Municipal Plan".*
- (3) *The council of two or more municipalities may, by each passing a by-law in accordance with Part 6, adopt a joint general municipal plan to include those areas of land lying within the boundaries of the municipalities that the councils consider necessary and on its adoption the joint general municipal plan shall be considered to be a general municipal plan for all purposes.*
- 62 *A council shall, during the preparation of a general municipal plan, provide an opportunity to those persons affected by it of making suggestions and representations.*
- 63 *A general municipal plan shall:*
- (a) *describe:*
 - (i) *the land uses proposed for the municipality; and*
 - (ii) *the manner of and the proposals for future developments in the municipality;*
 - (b) *designate or describe the areas of the municipality that would, in the opinion of council, be suitable for an area structure plan or an area redevelopment plan or both;*
 - (c) *contain any other matter that the council considers necessary.**

Although the Village of Glenwood adopted its first land use Bylaw in August of 1979, with the latest version adopted in February of 1985, this is their first general municipal plan. Most GMPs tend to be guideline documents that recommend strategies for future patterns of growth and development. In effect, a GMP describes a community as it is and proposes what it could become.

As a prelude to the preparation of this plan, a detailed questionnaire was distributed to every household in Glenwood. The response was excellent, with just over half the households sending in completed surveys (see Appendix I for detailed results). As far as possible the concerns of residents are addressed in the plan. Virtually all of them consider Glenwood a very livable community, however, a number of improvements were suggested. Actions to resolve some of these concerns could be initiated locally; others, such as job creation, are more challenging.

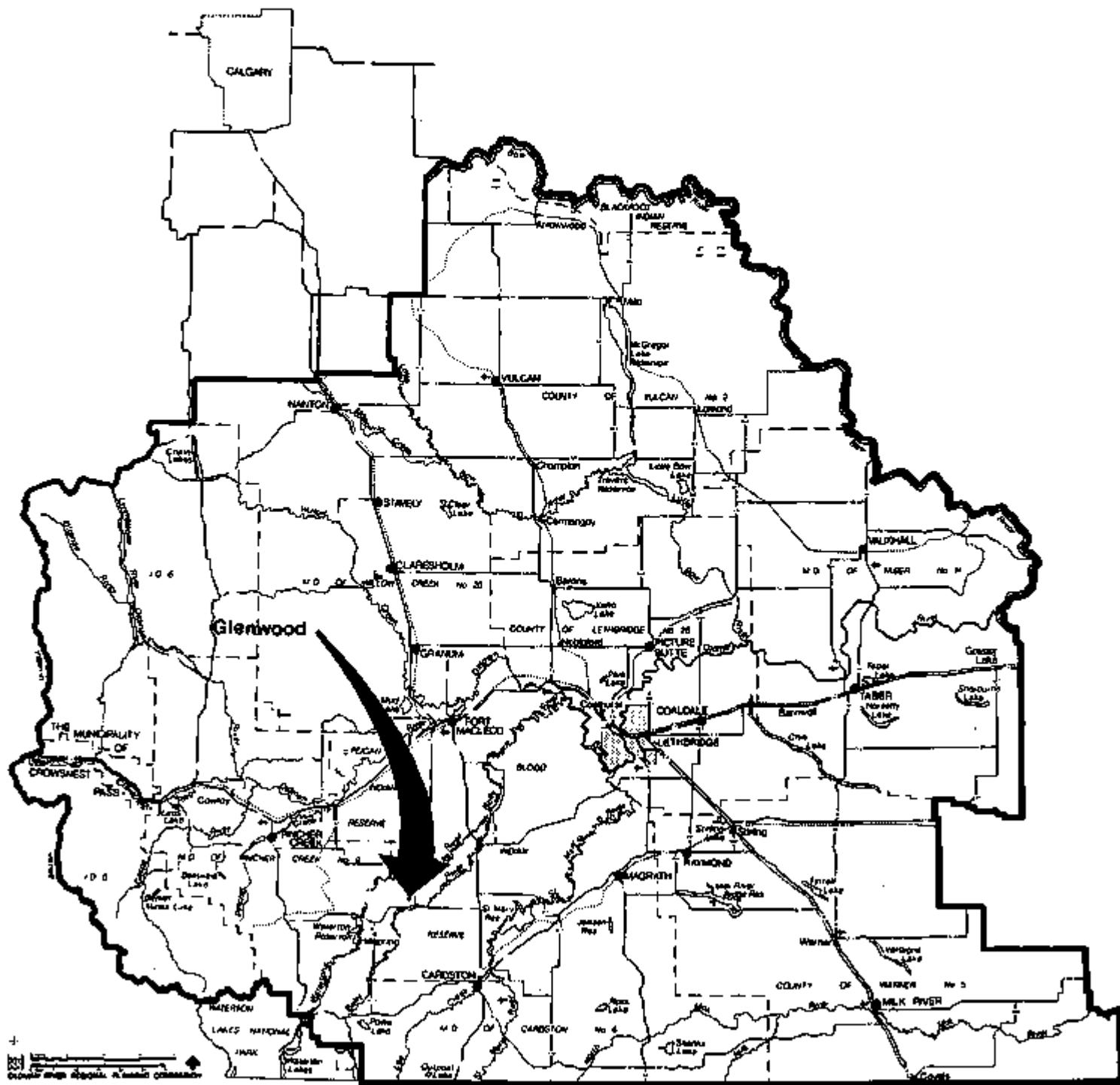
On the basis of the survey results, discussions with council and public meetings certain broad goals are proposed for the community. Specific objectives and policies are then presented under various categories. The plan concludes with a list of "action" proposals for implementing the

policies. The basis for the objectives and policies is established in a discussion of the circumstances, including alternative policies where applicable.

The plan examines the community's needs and its potential in several broad areas: public and private sector facilities, growth management, town beautification and economic development and diversification, while also considering the relevant policies and recommendations of the Regional Plan (see Appendix II). Since virtually all of these affect or are affected by land uses, the plan examines this aspect in some detail, including recommended changes to Glenwood's Land Use Bylaw.

The agricultural community of Glenwood was incorporated as a village in 1908 (for location see Map 1). By 1932 there were four grain elevators in operation and in 1941 the now famous cheese factory was built. In the 1970's the policy of closing some of the CPR branch lines put an end to the grain elevator operation and since then three of them have been torn down. The cheese factory continues to be an important element to the local economy and is presently undergoing a multi-million dollar expansion. There is considerable interest in the potential for various tourism and/or craft-oriented enterprises and a very active economic development committee is working with residents to help realize these possibilities.

VILLAGE OF GLENWOOD GENERAL MUNICIPAL PLAN REGIONAL LOCATION



MAP 1

3. COMMUNITY GOALS

3.1 Introduction

When determining the goals for a general municipal plan, it is important to ensure that the residents are involved in a meaningful way. To help achieve this, a general municipal plan questionnaire was distributed to every household in the community in the fall of 1988. The results indicated residents feel that overall town beautification, the expansion of industry and the promotion of tourism are needed. In addition, residents are concerned with the appearance of downtown, social and recreation programs, police services, dog control, street signs, house numbers, shopping and transportation services. The goals listed below are based on these questionnaire results.

Residents will have further opportunities to express their opinions and add to these goals and objectives at a public hearing preceding the plan's adoption.

3.2 Goals

1. To encourage economic growth and diversification in order to provide more employment opportunities, a broader tax base, and wider range of municipal services.
2. To ensure municipal goals and objectives reflect the needs and desires of residents.
3. To enhance the quality of life in Glenwood through improved shopping and services.

4. POPULATION

4.1 Introduction

Population figures for the past twenty years shown in Table 1 indicate a relatively stable population for several years with an increase in growth during the late seventies and throughout the eighties. This differs with the situation many small towns and villages found themselves in as many tended to grow during the 1970's but experienced little or no growth beyond 1981 as a result of the province-wide recession. Much of Glenwood's growth can be attributed to its attractiveness as a bedroom community for residents employed in Cardston and the Blood Indian Reserve as well as its quiet lifestyle and in-migration of large families, rather than increased employment opportunities.

Table 1
POPULATION CHANGE

Year	Population	Change	Total % Change	Annual % Change
1966	194	-	-	-
1971	200	+6	3.1	0.6
1976	199	-1	-0.5	-0.1
1981	259	+60	30.2	5.4
1986	304	+45	17.4	3.3

4.2 Population Projections

Population projections are the numerical outcome of a set of assumptions made about future trends, usually with reference to the trends of the past. Projections are conditional; they show what a population would be if these assumed trends actually occurred. It must be emphasized that they are not predictions and in small centres, population changes are often extremely volatile.

Population projections of the population as a whole or of particular age groups can be helpful in anticipating increased demands for residential and non-residential development as well as social, recreational, educational, physical and health facility needs. As satisfying these demands requires time for budgeting and, in some cases land for construction, advance knowledge of such trends is always beneficial. Where specific needs are identified they can be included in the planning process; for example, in the general municipal plan or the capital expenditures budget.

The following limitations to the use of population projections should be noted:

- Projections are only as accurate as the data and assumptions on which they are based;
- In general, the smaller the initial population, the greater the error to be expected;
- The further into the future the projections are carried, the less reliable the projection;
- The accuracy of the projected results also relies on how representative the base time period is of the typical growth experienced by the municipality;
- Various forces affect population change. The most common are: migration, birth, death, fertility, and social, economical or political changes. Projections incorporating the greatest number of these elements tend to be closer to reality.

Two population projection techniques are employed here. The first simply involves making different assumptions about the compounded annual rate of change, then calculating the outcome over a period of years. For example, slow growth of less than 2 percent a year or moderate growth of 2 percent to over 3 percent and so forth (see Table 2). It is easily updated to reflect new census data or new anticipations about local prospects.

The second is a more sophisticated approach known as the cohort survival method. By integrating birth, death and migration rates in a series of mathematical formulae it can produce remarkably accurate projections for larger population bases, such as a metropolitan area or an entire province. It is of limited benefit to small centres because migration in and out of the community is so sensitive to shifts in the local economy. One way to help offset this is by using economic growth projections to anticipate likely shifts in migration.

The following projections are based on:

- Census Canada from 1966, 1971, 1976, 1981 and 1986.
- Where feasible, figures have been adjusted to reflect significant boundary changes due to annexation or incorporation of hamlets.
- As changing economic, political and social forces are difficult to quantify and factor into a projection, assumptions about them have not been included.
- The projections have been unilaterally applied to all municipalities regardless of size.
- Projections were done for 5-year intervals over the next 25 years, (1991, 1996, 2001, 2006, 2011).

Table 2
POPULATION PROJECTIONS

Year	1% Annual Growth	2% Annual Growth	3% Annual Growth	4% Annual Growth	Cohort Survival Method 1976 - 1996	Cohort Survival Method 1981 - 1986
1986	304	304	304	304	305	305
1991	319	334	350	365	390	380
1996	335	367	402	438	467	449
2001	352	403	462	526	555	516
2006	370	443	531	631	658	604
2011	389	487	611	757	772	702

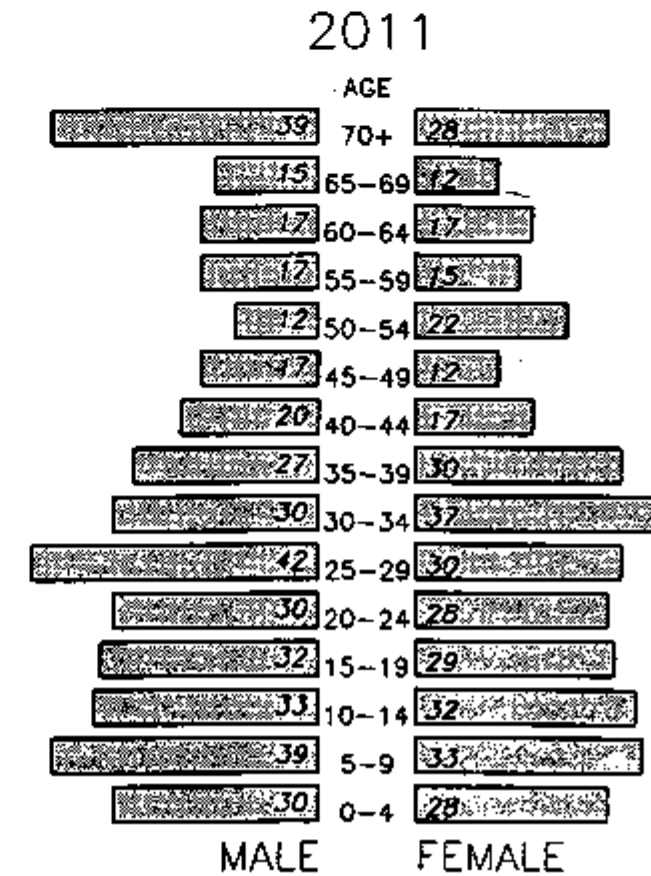
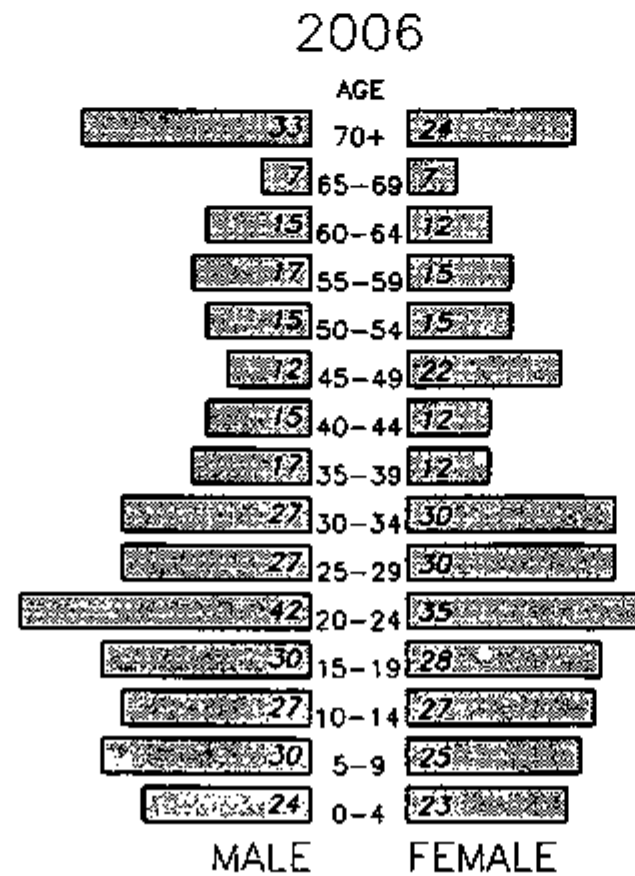
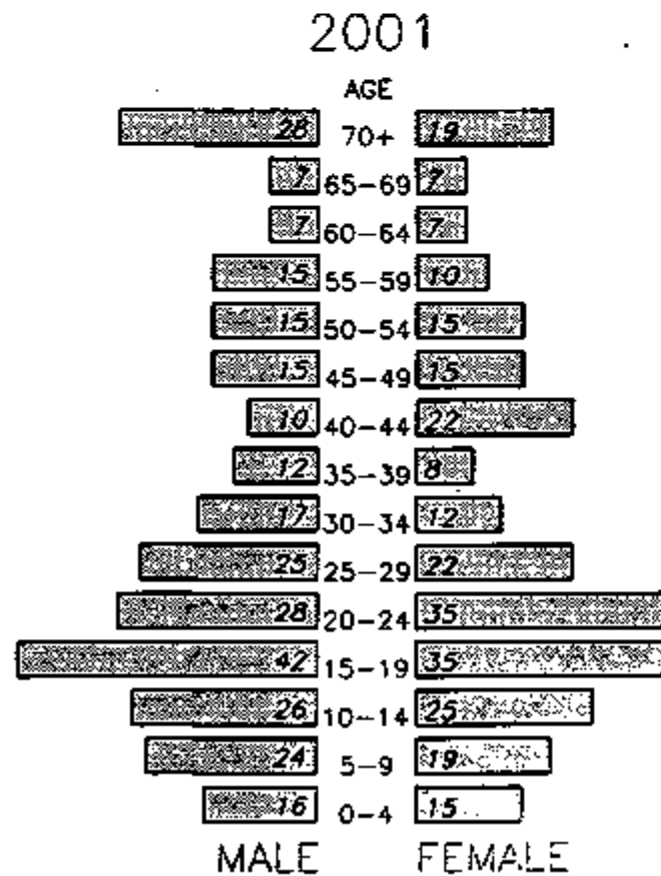
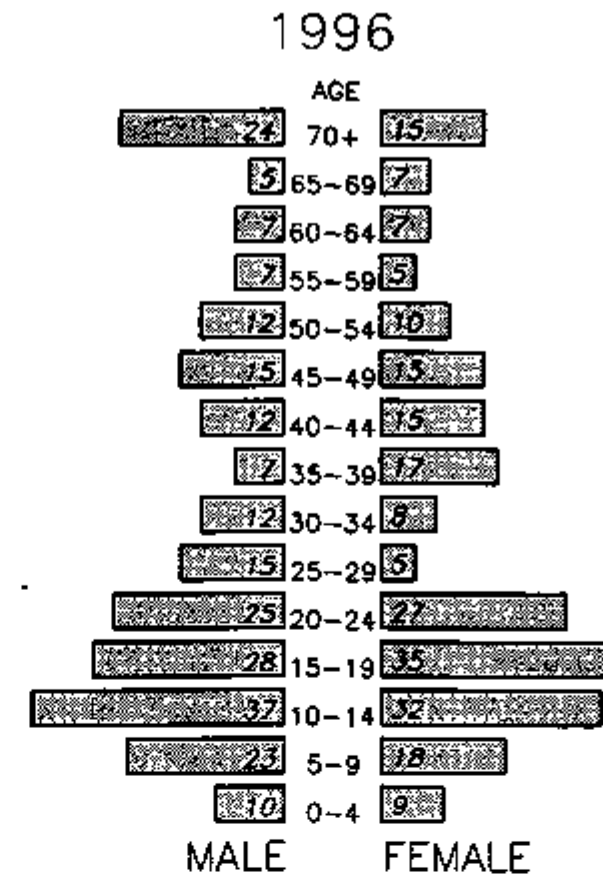
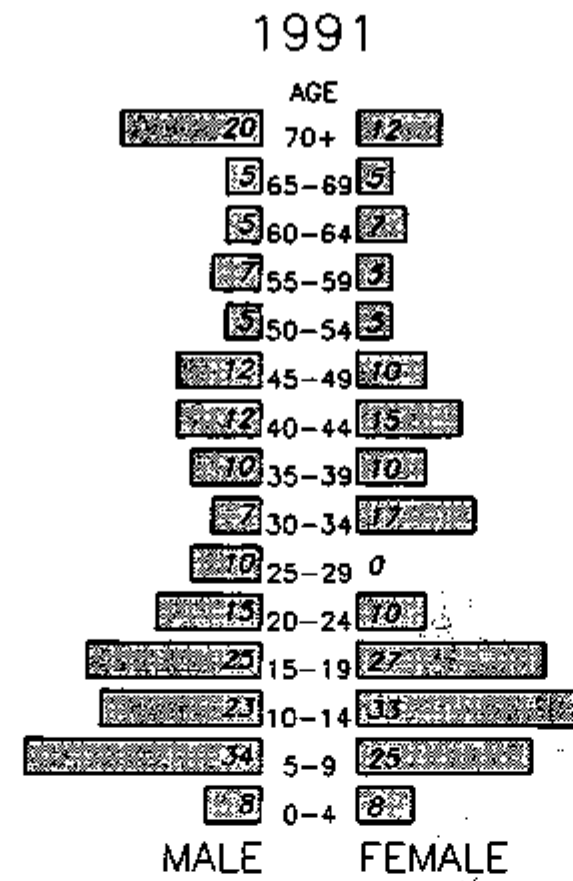
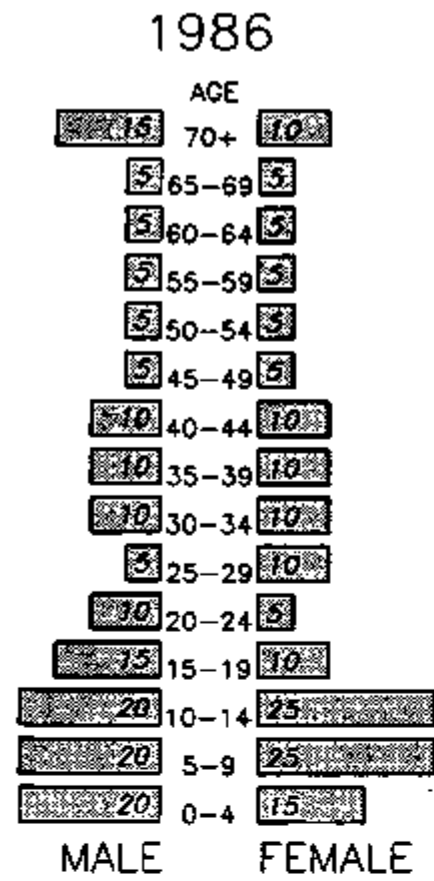
Population pyramids showing the projected sex and age distribution of the population for the next 25 years (1986 - 2011), using the cohort survival method, are presented in Figure 1. The figures are based on the pattern of population change from 1976 - 1986. Note the potential for growth in the 30 years old and younger segment, especially at a time when many small towns and villages are seeing an increase in senior citizens and losing younger residents due to a lack of job opportunities and perceived amenities. This trend, if continued, would tend to keep a community vibrant and increase its potential for further growth.

Responses to the questionnaire survey (see Appendix I), indicate most residents prefer a slow to moderate rate of growth for Glenwood.

VILLAGE OF GLENWOOD GENERAL MUNICIPAL PLAN

POPULATION PYRAMIDS

COHORT SURVIVAL METHOD (1976-1986)



TOTAL POPULATION

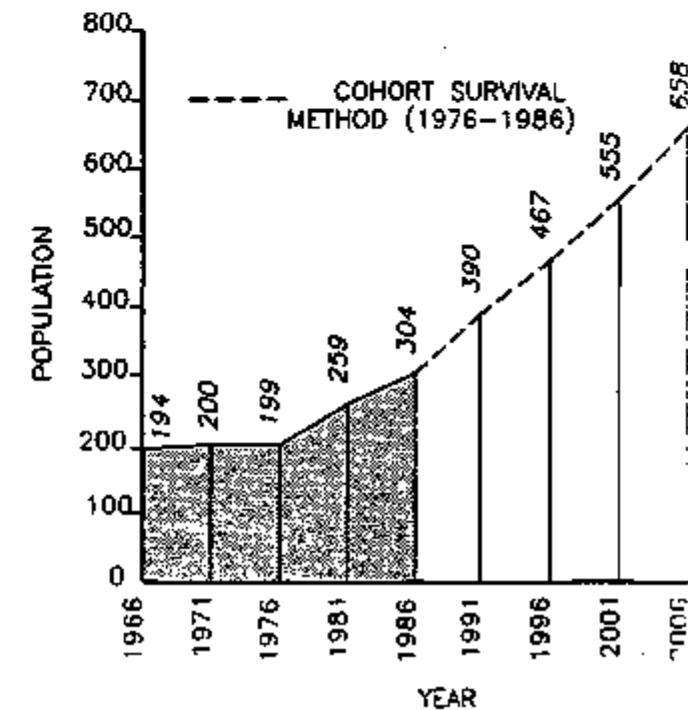


FIGURE 1

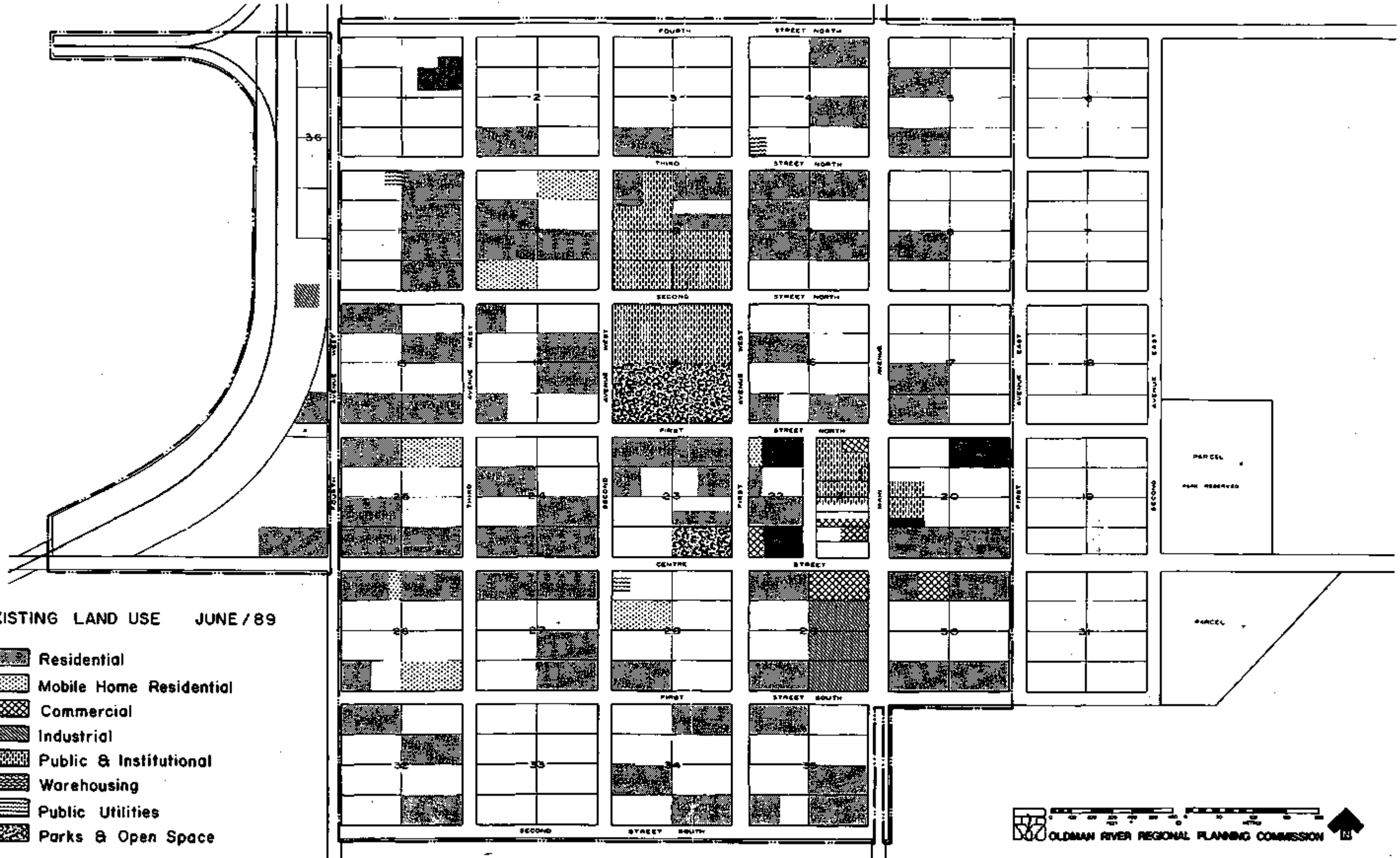
4.3 Objectives

1. To encourage a slow to moderate rate of growth for Glenwood.
2. To use available means to anticipate possible trends and changes in the population structure.

4.4 Policies

1. In keeping with the responses from the general municipal plan questionnaire, a slow to moderate growth rate is to be encouraged.
2. Population projections and any other available means will be utilized to anticipate possible trends and changes in the population structure.

VILLAGE OF GLENWOOD GENERAL MUNICIPAL PLAN



MAP 2

6. RESIDENTIAL LAND USE

5.1 Introduction

Residential development occurs throughout Glenwood and due to the original pattern of subdivision the average lot is quite large; each one measures one acre. Although some lots have been subdivided into smaller units, a large amount of underutilized land remains. At this time, 80 acres of occupied residential land exists in Glenwood (see Table 3 and Map 2).

There are two types of housing in Glenwood: the single family dwelling and the mobile home. Of the 90 dwellings, single family are the most prevalent. The majority of the houses were built before 1961, however, 32 have been constructed since 1975, reflecting the healthy growth in recent years. Mobile homes make up the remaining seven dwellings and most of them were constructed during the 1970's and 1980's (see Table 4). It is unclear whether a potential demand exists for a limited amount of multiple family housing, for example, a fourplex or sixplex apartment development.

Table 3
OCCUPIED RESIDENTIAL LAND
VILLAGE OF GLENWOOD

Type	Residential Lots (1 acre each)
Single Family Dwelling	75
Mobile Home	<u>5</u>
TOTAL	80

Table 4
HOUSING INVENTORY
VILLAGE OF GLENWOOD

Age	Single Family Dwelling	Mobile Home	Total
Pre 1961	47	1	48
1961 - 1966	--	--	--
1966 - 1971	1	--	1
1971 - 1976	3	3	6
1976 - 1981	20	2	22
Post 1981	<u>11</u>	<u>1</u>	<u>12</u>
TOTAL	62	7	69

Glenwood also has a large supply of vacant residential land. As seen in Table 5 there are 82 lots that are vacant but fully serviced, 20 lots with water service only, 6 lots with sewer service only and 19 lots that are unserviced, for a total of 127 lots or 127 acres of vacant residentially designated land. However, in terms of larger conventional urban lots, eg. 8000 square feet minimum, a potential capacity for over 635 additional residential lots exists. In effect, Glenwood has enough serviced land to accommodate more than double its current population on the present large lots with room for a 10-fold increase if these lots were replotted to more conventional urban parcels. Because the cost of servicing vacant land is quite high for a small municipality, growth should be channeled to areas of Glenwood that are already fully serviced.

Table 5
VACANT RESIDENTIAL LAND
VILLAGE OF GLENWOOD

<u>Type</u>	<u>Residential Lots (1 acre each)</u>
Serviced	82
Water service only	20
Sewer service only	6
Unserviced	<u>19</u>
TOTAL	127

5.2 Objectives

1. To ensure an adequate supply of serviced and unserviced residential land is available to meet future growth requirements.
2. To channel growth to fully serviced areas of Glenwood before those that require additional servicing.
3. To ensure there is an adequate variety in housing types available.

5.3 Policies

1. The land use Bylaw will be reviewed to be consistent with the general municipal plan.
2. The use of existing serviced lots before the development of unserviced lots will be encouraged.
3. The land use Bylaw should make provision for different types of housing to accommodate varying lifestyles and economic groups.

6. COMMERCIAL AND INDUSTRIAL LAND USE

6.1 Introduction

At the present time commercial and industrial development in Glenwood is limited. Enterprises include: a general store, a laundromat, a service station, the Chopping Block and the Glenwood Cheese Factory. As seen in Table 6 there is 4 acres of land presently designated for commercial development in Glenwood. Of these 4 acres, 2.5 are occupied with commercial land uses, leaving 1.5 acres for future commercial development.

Table 6
STATUS OF COMMERCIAL AND INDUSTRIAL LAND
VILLAGE OF GLENWOOD

<u>Land Use</u>	<u>Occupied Acres</u>	<u>Designated Acres</u>
Commercial	2.5	4.0
Industrial/Warehousing	3.0	14.0
Warehousing	<u>1.0</u>	<u>24.0</u>
TOTAL	6.5	42.0

The Glenwood Cheese Factory accounts for the 3.0 acres of industrial development and is recently undergoing a multi-million dollar expansion including the addition of a whey drying plant. The factory's present location beside a residential area is a concern because of increased truck traffic due to the expansion and the noise. The addition of landscaping and screening should be considered to help correct this. In addition, a feasibility study is being done on turning part of the old factory into a museum on the cheese making industry to attract tourists to Glenwood. The annexation of land for industrial development doesn't seem necessary as Glenwood has an additional 12 acres designated for that purpose, located mainly to the east of existing development; ample for any potential demand during the 1990's.

Glenwood also has 24 acres of land designated for warehousing located in the old railway grounds. One elevator still exists but it is not operational and takes up about one acre. This area is also available for future development but as it is adjacent to residential development, both single family and mobile home, caution should be exercised to keep conflicts at a minimum.

Respondents to the general municipal plan questionnaire circulated in the fall of 1988 expressed concern over the appearance of the downtown and the limited shopping opportunities. They indicated they would like to see new services such as a restaurant, a bank, another grocery store, and a service station with a mechanic which has recently reopened. The expansion of industry, increased job opportunities and promotion of tourism with the addition of a multi-cultural center, museum, tourist accommodations and increased advertising were among the related objectives and proposals.

Since this questionnaire was circulated several positive steps to promote economic development have been taken. The administration circulated an economic development questionnaire sent out in the summer of 1990 asking residents what new services they would support and if they were willing to invest in a cooperative industry. Also, Glenwood has joined the Chinook Country

Tourist Association and hopes to erect a sign advertising Glenwood on a major highway. The cultural heritage of the area with its Mormon, Hutterite and Native Indian populations as well as the skills and knowledge of the residents could be developed and expanded upon.

6.2 Objectives

1. To ensure enough suitable commercial and industrial land with minimal conflicts is designated to meet future demands.
2. To encourage the use of landscaping techniques to screen and enhance the appearance of industrial areas.
3. To expand employment opportunities in the area through the adoption of effective economic development strategies.

6.3 Policies

1. The land use Bylaw will be amended to more accurately reflect existing and potential commercial and industrial sites.
2. The land use Bylaw will be amended as necessary to ensure minimum conflicts between incompatible uses.
3. Trees, shrubbery, and other landscaping techniques to screen industrial areas should be incorporated into new developments wherever possible.
4. The council and business owners should maintain close liaison with the local economic development committee to attract new investment and job opportunities.
5. The municipality should work together with the local economic development committee to attract more development and residents.

7. PUBLIC AND RECREATIONAL LAND USES

7.1 Introduction

The Village of Glenwood has several public land uses. The Glenwood school provides educational services from kindergarten through grade eight. It serves students from the village and surrounding rural areas including nearby parts of the Blood Indian Reserve. Senior high school students are bussed into Cardston. Other public land uses include the village office, library, post office, village shop and Church of Jesus Christ of Latter-Day Saints.

Many recreation opportunities are available as well. Glenwood has two parks; the first is quite large, directly south of the LDS church and contains playground equipment, ball diamonds and tennis courts. The second is a memorial to soldiers killed during battle and includes a cenotaph. In addition, an outdoor ice rink and future outdoor riding arena expand recreation opportunities. The Glenwood recreation board organizes many events and activities such as little league baseball and mini-basketball tournaments. Springlen Park is a joint collaboration of the villages of Glenwood and Hill Spring, located 11 kms from Glenwood. It is open to the public and includes picnic facilities, playground equipment, ball diamonds and open areas in a very picturesque setting beside the Belly River.

7.2 Objectives

1. To maintain the present level of education and recreation opportunities.
2. To ensure services provided are responsive to residents needs.

7.3 Policies

1. The municipality should work together with the local economic development committee in attracting more development and residents to the village whereby increasing school enrollments and the operating efficiency of the school.
2. The Glenwood recreation board and council should coordinate their efforts to provide quality recreation opportunities for residents.

8. MUNICIPAL SERVICES

8.1 Introduction

(a) Sewage and Water Facilities

Sewer and water services are available to all occupied residential and nonresidential users, as well as several vacant commercial sites. As seen on Maps 3 and 4, some extension of services to areas designated for future industrial development may be necessary eventually.

Glenwood is served by an artesian well located in the fringe area just outside of the village, as well as a water tower and five fire hydrants within the village. In addition, rural water service is provided to the surrounding rural area via eight distribution lines:

- south along Main Street;
- west along Centre Street;
- northeast along Main Avenue;
- north on two lines from Fourth Street North;
- north along Fourth Avenue West;
- southwest along two lines alongside the railroad tracks.

(b) Protection and Health Services

Glenwood has recently entered into a fire protection agreement (the Mid-River Fire Commission) with the Village of Hill Spring which involves the sharing of manpower, equipment and costs. Glenwood itself has its own fire hall with 2 vehicles and 10 voluntary fire fighters, and Hill Spring has 1 vehicle and also 10 voluntary fire fighters.

Police protection is provided to Glenwood by the RCMP from the Cardston detachment. As a significant number of respondents rated police protection poor to very poor in the GMP questionnaire, this could be an area where improvement is needed.

The Cardston hospital, 30 km away, serves the health care needs of residents and provides an ambulance service. There are numerous doctors and dentists located in Cardston as well as a Chinook Health Unit office. Health services received high ratings from respondents to the questionnaire.

8.2 Objectives

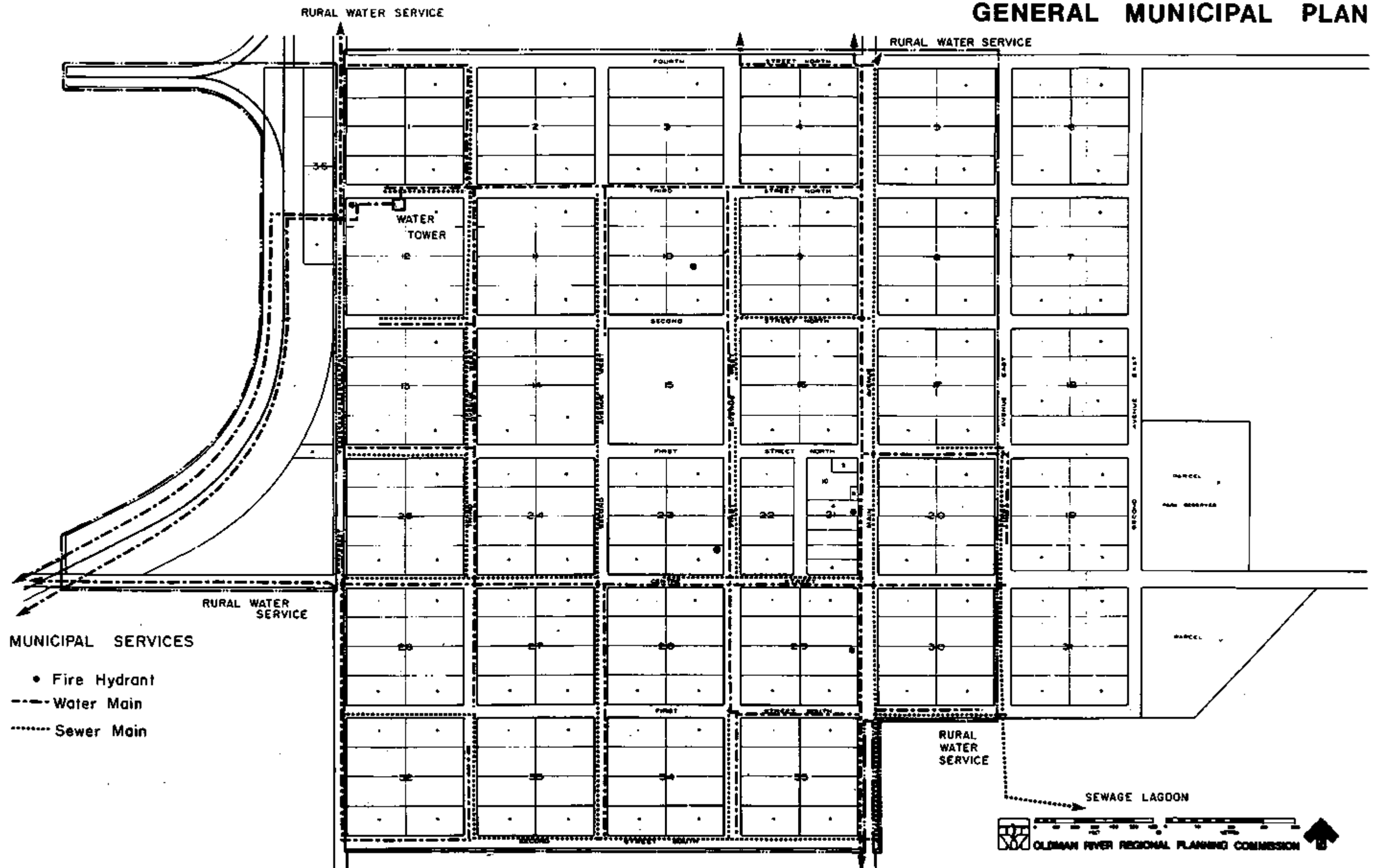
1. To ensure the high quality of protection, sewage and water and health services is maintained.
2. To improve any areas of municipal services that are lacking.



8.3 Policies

1. A priority shall be placed on providing and maintaining the present high quality of municipal services.
2. The community's sewer and water facilities should be regularly maintained to ensure the smooth delivery of services.
3. The evidence of resident dissatisfaction with police services should be examined and discussions initiated with the RCMP to resolve this concern.

4. More adequate dog control as well as weed and pest control should be introduced and implemented.

VILLAGE OF GLENWOOD GENERAL MUNICIPAL PLAN

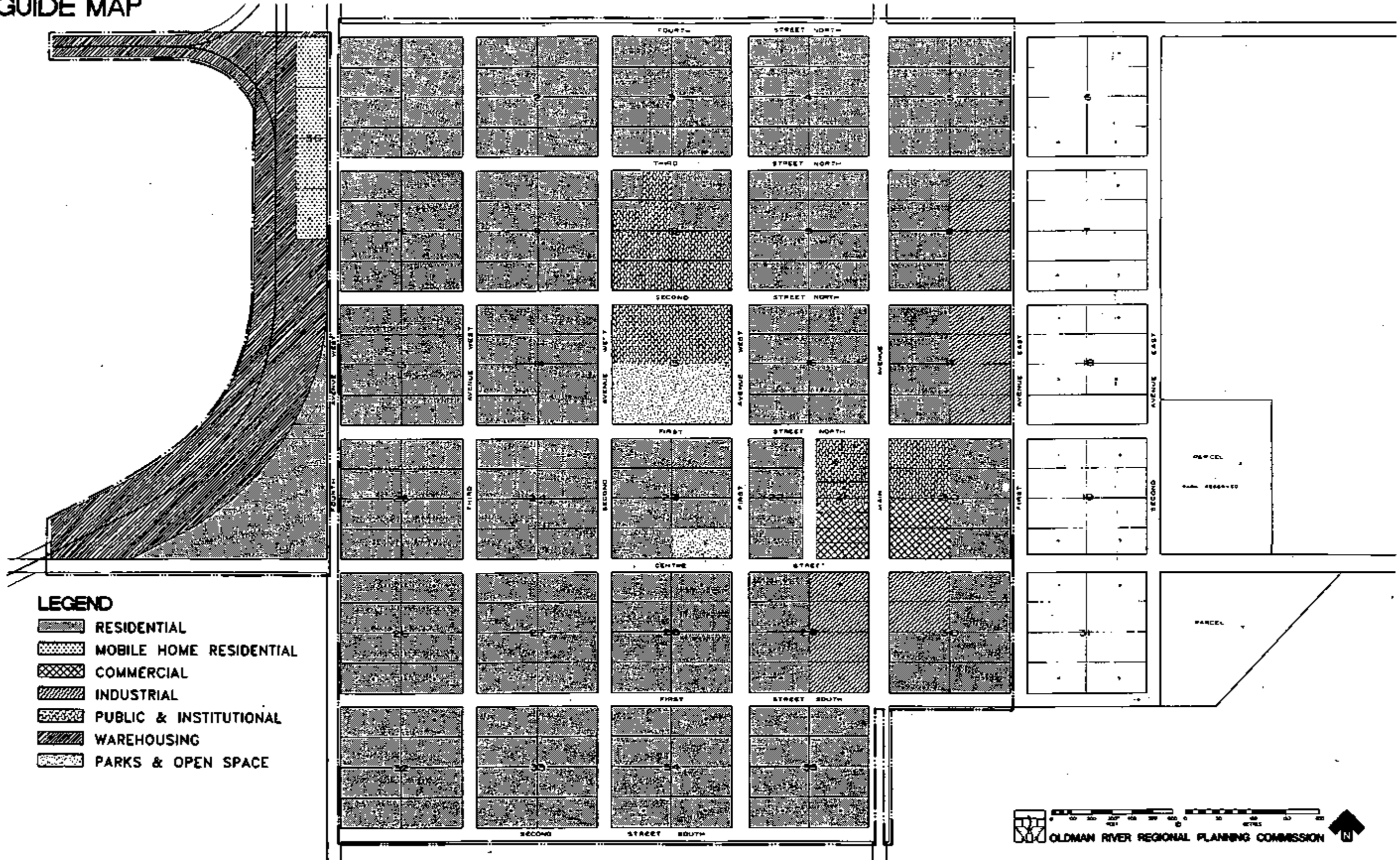



 OLDMAN RIVER REGIONAL PLANNING COMMISSION
 

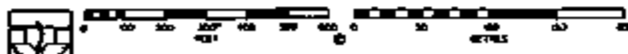

MAP 3

VILLAGE OF BLENTHOOD
GENERAL MUNICIPAL PLAN

GUIDE MAP



- LEGEND**
-  RESIDENTIAL
 -  MOBILE HOME RESIDENTIAL
 -  COMMERCIAL
 -  INDUSTRIAL
 -  PUBLIC & INSTITUTIONAL
 -  WAREHOUSING
 -  PARKS & OPEN SPACE



 OLDMAN RIVER REGIONAL PLANNING COMMISSION

MAP 4

9. FUTURE GROWTH AND DEVELOPMENT

9.1 Introduction

In the past, towns and villages grew and prospered often as a result of good economic conditions and outside investment into the community in the form of commercial or industrial development creating jobs and spawning residential development. As the economy has worsened and outside investment isn't as forthcoming as it once was, municipalities must explore new methods of economic development to keep themselves growing rather than stagnating and perhaps dying altogether.

Different methods of economic development exist; many focus on the promotion of a municipality in order to attract new investment. However, a potentially more effective avenue is to build upon strengths and attractive features already existing and examine investment opportunities from within the municipality. For instance, the Village of Glenwood is situated in the midst of several world class tourist attractions such as Head Smashed-In Buffalo Jump, Waterton Lakes National Park and the Remington Carriage Collection, functions as a dormitory community for residents employed in the Town of Cardston and the Blood Indian Reserve and finally has recently enjoyed a boost to the local economy with the multi-million dollar expansion to the Glenwood Cheese Factory. Each of these strengths: tourism, dormitory development and industrial development, as well as a combination of all three, is examined in detail and expanded upon in the following section.

9.2 Development Alternatives

(a) Tourism

Tourism is one of the fastest growing industries today and with Alberta's pristine mountain scenery, clean air and world class tourist attractions it is an area to be capitalized on and developed fully. Glenwood's central location close to Waterton Lakes National Park, Head Smashed-In Buffalo Jump, the soon to be opened Remington Carriage Collection and the historic Trail of the Great Bear which starts in Yellowstone National Park, runs through Waterton Lakes National Park and ends in Banff National Park opens up many opportunities to capture a part of the tourist dollar.

Visitors to these attractions are often day users travelling by car, recreational vehicle and increasingly bicycles. Visitors are also often senior citizens who are at a time in their lives when they have the income and time to travel. By providing services that cater to these groups and complement their day's activities, Glenwood could capture a portion of the tourism market. For example, Glenwood could be one stop in a bicycle network of bed and breakfast establishments or hostels corresponding with the Trail of the Great Bear or into British Columbia. Another example could be the development of a recreational vehicle park adjacent to the proposed riding arena with amenities such as water and sewage hook-ups to provide tourists with a central location from which to explore area attractions. In addition to rodeo events occurring at the riding arena, other activities catering to senior citizens such as square dancing, lawn bowling, fishing and golfing could be arranged either by developing them in Glenwood or arranging tours to facilities in neighboring towns. Sightseeing tours could also be arranged to the Blood Indian Reserve for native festivities and traditional ceremonies or dances or with native guides for hunting and fishing trips. Another possibility for the younger tourist could be a historic canoe trip down the Belly River through the Blood Indian Reserve with historic Indian sites interpreted by the tour guide. Additional activities or enterprises could be developed to keep tourists in Glenwood such as a farmers market or open air market featuring fresh produce, homemade goods, crafts and hobbies and antiques. As Glenwood has such large lots a back portion of each

lot in a particular block could be utilized forming a pedestrian laneway from one end to the other. This laneway could become an outdoor market with each property owner having a stall or workshop to showcase their crafts, hobbies, produce, homemade foodstuffs, antiques or home occupations. The village could also capitalize on its famous Glenwood Cheese by offering samples of it in a snack bar or restaurant setting with other homemade items made with products from the area such as bread, jams, pickles, vegetables and so on. In addition, a proposed museum highlighting the history of cheese making in Glenwood could entice tourists to stay longer.

So far ideas have been discussed on how to encourage more tourists to come to Glenwood by capitalizing and expanding on potential which already exists in the community. However, there are other valuable tourism and socio-economic trends that could be capitalized on as well. For example, many Canadian senior citizens nicknamed the "snowbirds" go south to the United States for the winter months. If there are any "snowbirds" from the Glenwood area an exchange program or adopt-a-neighbour program could be started to encourage more Americans to come north for the summer months to enjoy Canadian hospitality from friends they've met during the winter months. Another trend is the growing concern people have with physical fitness and health in general which has resulted in the growth of health spas and resorts. However, many of these are located in Eastern Canada and the United States so there are few health spas or resorts taking advantage of Western Canada's glorious mountain and prairie scenery, clean air and hospitality. With the Village of Glenwood being in such a scenic location the development of a health spa or resort perhaps on the dude ranch theme would draw people into the area.

(b) Dormitory Development

Although many of Glenwood's residents are employed within the village, it still functions to some extent as a dormitory community to towns such as Cardston where a number of residents are employed (See Appendix I, Section 4.3). People choose to reside in Glenwood and then look for employment or when they are employed elsewhere based on the qualities they like about the community. The large one-acre residential lots provide extra space for large families, hobbies such as gardening or those that require workshops, and contribute towards an uncrowded, quiet lifestyle. Many of the roads are paved and in good condition and municipal services such as sewer and water provision and fire protection are available. Glenwood's location near several employment sources as well as recreation opportunities provided by mountains, lakes and parks is also a definite asset.

In order to capitalize on the existing dormitory development, current assets should be expanded upon to encourage more people to call Glenwood home. For example, the family atmosphere and quiet lifestyle should be preserved by discouraging subdivision of one-acre lots into many smaller parcels, favoring single family dwellings and mobile homes as the preferred housing stock, enacting a noise or nuisance bylaw and to restrict industrial development to that of a clean or manufacturing nature, away from residential development (see Map 4). Commercial development, particularly personal services such as gas station, convenience store, banking facilities, hair dresser and dry cleaner, as well as retail shopping and a restaurant should be encouraged to increase the residents' quality of life. Recreational opportunities could also be expanded with the addition of a community center or family fun center with a bowling alley, video games, area for crafts and hobbies and room to hold dances. Other possibilities include mini-golf, walking trails, a concession stand at the skating rink selling hot chocolate and hot dogs and a bandstand and outdoor picnic area adjacent to the sportsfield for weekend events. Glenwood's location near the mountains and numerous lakes could facilitate skiing, hunting or fishing trips. In addition, residents of Glenwood and those of the surrounding rural area could develop a program where village children could experience farm life by adopting a horse and looking after it or another farm animal such as cows or pigs and raising them for competition such as the 4-H does to increase their exposure to different lifestyles.

(c) Industrial Development

Industrial development is in a period of upswing currently in Glenwood as the Cheese Factory is undergoing a multi-million dollar expansion. While this expansion will not increase the work force significantly, one benefit will be an increase in the number of milk trucks coming into Glenwood. One economic development strategy would be to capitalize on this increase in truck traffic by offering services truckers could use such as a restaurant or rest stop which could then also be used by local residents and visitors. The restaurant could feature products from the Cheese Factory in its recipes as well as produce grown locally which could also be an area of expansion in the form of market gardens or citizen cooperatives. Vegetables grown in the market garden could be left for clients to pick and choose or could be sold in a farmers market setting or could be processed and canned by a new plant in the community, perhaps owned and operated by the citizens of Glenwood. The citizen cooperative idea has already been mentioned in an economic development committee questionnaire sent out to the residents of Glenwood and received positive response. A citizen cooperative could also market homemade jams, jellies and marmalades made from local berry bushes, pickles made from cucumbers or herbs grown, dried and packaged. All these products could be marketed under the same "brand" name or with the same labels and packaging to create a product that would be readily recognizable to the consumer.

Another avenue would be to pursue companies presently involved in the food processing industry in hopes that they would take advantage of Glenwood's location and access to raw materials that is necessary. The Glenwood area currently supports grain farms, dairy and cattle operations. The local economic development committee could play a large role in this approach.

In addition, current trends in the industrial sector could be researched and explored to identify any that could be capitalized on. For example, the quality of the environment and specifically the recycling movement have received a lot of media attention lately and as more consumers demand products that are more environmentally friendly, create less waste and can be recycled, companies are scrambling to keep up. There could be a product that could be produced locally with little overhead in this category such as canvas shopping bags that people use for grocery shopping instead of paper or plastic bags.

(d) Combination Development

This alternative would combine the most feasible options from each of the above alternatives to allow for a more balanced growth of Glenwood's economy. A combination of all three alternatives would allow an incremental approach to be taken where one or two ideas could be implemented at one time whenever feasible. Feedback on the success or failure of these ideas would determine which ideas would be the next to be implemented and what their focus would be. A process could then be set up following this model with a time frame and monitoring process in order to guide future growth and development in accordance with proposed future land uses as illustrated in the General Municipal Plan Guide Map (see Map 4).

10. IMPLEMENTATION

10.1 Introduction

Once the land use issues have been identified and policies developed to deal with them, a process or formula for putting these policies into action or implementing them must be devised. Often the strength of a general municipal plan is measured by its implementation process as policies to deal with issues are useless without a mechanism to activate them. This has been achieved with the use of action statements and corresponding time frame for each policy.

10.2 Implementation Strategy

	Policy	Action Statement	Timing
4.4.1	In keeping with the responses from the general municipal plan questionnaire a slow to moderate growth rate is to be encouraged.	Monitor: land and housing needs as well as economic activity.	Ongoing
4.4.2	Population projections and any other available means will be utilized to anticipate possible trends and changes in the population structure.	Action-oriented.	Annual
5.3.1	The land use Bylaw will be reviewed to be consistent with the general municipal plan.	Monitor and amend land use Bylaw as necessary.	Ongoing
5.3.2	The use of existing serviced lots before the development of unserviced lots will be encouraged.	Action-oriented.	Ongoing
5.3.3	The land use Bylaw should make provision for different types of housing to accommodate varying lifestyles and economic groups.	Administer the land use Bylaw and monitor growth and economic trends.	Ongoing
6.3.1	The land use Bylaw will be amended to accurately reflect existing and potential commercial and industrial sites.	Amend and administer the land use Bylaw.	Ongoing
6.3.2	The land use Bylaw will be amended as necessary to ensure minimum conflicts between incompatible uses.	Review and amend the land use Bylaw as appropriate.	Upon adoption of the GMP
6.3.3	Trees, shrubbery and other landscaping techniques to screen industrial areas should be incorporated into new developments whenever possible.	Action-oriented.	Whenever feasible

	Policy	Action Statement	Timing
6.3.4	The council and business owners should maintain close liaison with the local economic development committee to attract new investment and job opportunities.	Act on questionnaire results, residents ideas and form an economic development strategy.	New Program
6.3.5	The municipality should work together with the local economic development committee to attract more development and residents.	Action-oriented.	Ongoing
7.3.1	The municipality should work together with the local economic development committee in attracting more development and residents to the village whereby increasing school enrollments and the operating efficiency of the school.	Schedule meetings, joint committees and other liaison mechanisms. Provide financial assistance.	Ongoing with long- and short-term objectives
7.3.2	The Glenwood recreation board and council should coordinate their efforts to provide quality recreation opportunities for residents.	Regular meetings and increased flow of information.	Ongoing
8.3.1	A priority shall be placed on maintaining the present quality of municipal services.	Monitor: growth trends, needs and stresses on services.	Ongoing
8.3.2	The community's sewer and water facilities should be regularly maintained to ensure the smooth delivery of services.	Comprehensive maintenance program.	Ongoing
8.3.3	The evidence of resident dissatisfaction with police services should be examined and discussions initiated with the RCMP to resolve this concern.	Action-oriented.	Short term
8.3.4	More adequate dog control as well as weed and pest control should be introduced and implemented.	Action-oriented.	Long term

10.3 Land Use Bylaw

The land use Bylaw and any land use Bylaw amendments adopted by the Village of Glenwood shall be in accordance with and shall complement the provisions of this general municipal plan.

10.4 Other Statutory Plans

For any area of the Village of Glenwood, an area structure plan may be adopted. Any such plan shall be in accordance with the provisions of this general municipal plan.

10.5 General Municipal Plan Review

This general municipal plan should be reviewed to reflect changing needs and conditions whenever considered necessary by council.

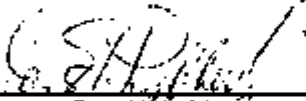
10.6 Amendment and Date of Commencement

The procedure for amendment or repeal of this general municipal plan is prescribed in the Act. This General Municipal Plan comes into effect on January 9, 1992.

10.7 Adoption

General Municipal Plan adopted by By-law No. 170-90/91 and READ a first time

this 14th day of November, 1990.

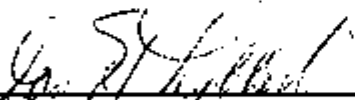


Mayor - Dan H. Lybbert



Municipal Administrator - B. Law

READ a second time this 9th day of January, 1992.



Mayor - Dan H. Lybbert



Municipal Administrator - B. Law

READ a third time and FINALLY PASSED

this 9th day of January, 1992.



Mayor - Dan H. Lybbert



Municipal Administrator - B. Law

APPENDIX I

QUESTIONNAIRE SUMMARY

**VILLAGE OF GLENWOOD
GENERAL MUNICIPAL PLAN**

RESPONSE TO THE QUESTIONNAIRE

**Oldman River Regional Planning Commission
December 1989**

CONTENTS

- I. Introduction
- II. Summary
- III. Responses
- IV. Sample Questionnaire

I. INTRODUCTION

I. INTRODUCTION

As part of the preparation of a general municipal plan for the Village of Glenwood, Village Council authorized the circulation of a questionnaire to all households in the Village.

The questionnaire was drafted with the assistance of the Economic Development Committee and delivered to all households in the Fall of 1988. Response rate for the questionnaire was 50.6% (39 questionnaires were returned).

II. SUMMARY

II. SUMMARY

Analysis of the questionnaires completed by Glenwood residents indicates that:

1. The majority of Glenwood residents, approximately 56% have lived in Glenwood for less than 15 years and roughly 74% have lived in their present home for less than 15 years. This indicates most residents are fairly new to the community which is supported by Section 1.3 stating that only 5.1% of the respondents were born in Glenwood, the remainder originating in a variety of locations in Alberta and the U.S.A. Several reasons were given as to why residents chose to live in Glenwood including employment, being close to family, good place to raise a family and a good lifestyle (see Section 1.4).
2. Most residents 54% were in favour of a moderate rate of growth (over two new residences or at least 2% growth per year) for Glenwood (see Section 2.2). Residents cited employment opportunities made possible by a diversified industrial and commercial base as important factors favouring moderate growth.
3. Residents were generally satisfied with most services and features of living in Glenwood, however, some concern was expressed about the appearance of downtown, social and recreational programs, police services, dog control, street signs and house numbers, and shopping and transportation services (see Section 2.2).
4. A majority of residents (see Section 2.3) were opposed to village involvement in land development for residential or commercial purposes, while a significant majority supported the need for main street and overall town beautification, the expansion of industry and the promotion of tourism. In addition, there were a great variety of suggestions as to what might be done towards accomplishing these goals such as a multi-cultural center or museum, a variety of tourist accommodations and increased advertising of Glenwood.
5. Roughly 20% of Glenwood residents shop within their town for groceries, hardware and household and entertainment needs. Larger centers in the region such as Cardston, Lethbridge and Pincher Creek received the bulk of the Glenwood residents' business for their clothing, automotive, personal, financial, farm and ranch and building needs. Glenwood residents primarily shop outside of the village because of more competitive prices and selection (see Section 3.2 and 3.3) and would like to see a variety of new services in their town including a service station with mechanic, a restaurant, grocery store and bank.
6. Primary employment location for Glenwood residents is in their village while a significant number also commute to Cardston (see Section 4.3). 31% of female residents are employed as housewives, 9.5% in the Medical/Professional field, 9.5% in the clerical field and 9.5% in education. 52.4% of the female residents are employed full-time, the remainder are part-time/seasonal, retired or unemployed. Of the male respondents, 20.5% are employed as labourers, followed by 15.4% in agriculture and 10.3% in education. Most of the male residents are employed full-time or are retired.
7. Respondents indicated that they had numerous skills that could be of use of potential employers (see Section 4.4).
8. The vast majority of respondents, 82% rated Glenwood as a good or excellent place to live due to the small town atmosphere, feeling of community and good environment to raise family (see Section 4.5 and 4.6).

III. RESPONSES

III. RESPONSES

SECTION 1 - GENERAL

1.1 How many years have you lived in Glenwood?

	No. of Respondents	Percent
0-4	4	10.3
5-9	6	20.5
10-14	10	25.6
15-19	2	5.1
20-24	3	7.7
25-29	1	2.6
30-34	3	7.7
35-39	0	0.0
40-44	2	5.1
45-49	2	5.1
50-54	1	2.6
55-59	0	0.0
60+	3	7.7
No response	0	0.0
TOTAL	39	100.0

1.2 How many years have you lived in your present residence?

	No. of Respondents	Percent
0-4	12	30.8
5-9	7	17.9
10-14	10	25.6
15-19	2	5.1
20-24	1	2.6
25-29	0	0.0
30-34	1	2.6
35-39	0	0.0
40-44	3	7.7
45-49	0	0.0
50-54	0	0.0
55-59	1	2.6
60+	1	2.6
No response	1	2.6
TOTAL	39	100.0

1.3 Where did you live before you moved to Glenwood?

	No. of Respondents	Percent
Always lived here	2	5.1
Calgary	7	17.9
Lethbridge	1	2.6
Cardston	3	7.7
Other M.D. of Cardston	9	23.1
Other Alberta	7	17.9
Other Canada	1	2.6
U.S.A.	6	15.4
No response	3	7.7
TOTAL	39	100.0

1.4 Most important reason why our household chooses to live in Glenwood.

	No. of Respondents	Percent
Employment	11	28.2
Close to family	5	12.8
Good place to raise a family	4	10.3
Own our own home here	3	7.7
Born and raised here	2	5.1
Location	2	5.1
Farmed in area	2	5.1
Good lifestyle	3	7.7
Country environment	2	5.1
Other	4	10.3
No response	1	2.6
TOTAL	39	100.0

SECTION 2 - ATTITUDES

2.1 In the future would you like to see Glenwood:

	No. of Respondents	Percent
Remain the same size	3	7.7
Grow slowly	9	23.1
Grow moderately	21	53.8
Grow rapidly	6	15.4
No response	0	0.0
TOTAL	39	100.0

Questionnaire No. Comments:

- 1 We would like to see moderate growth. If some industry came here then growth may have to be a little more rapid to house workers.
- 4 I wouldn't mind though to see it grow faster.
- 5 I like it the way it is, but no growth means we grow backwards.
- 7 There is no where for any one to work other than Alpha and the school.
- 13 Right now our school would have lost a teacher if we didn't have $\frac{1}{3}$ natives. Unless we see some growth, our standard of education could be in jeopardy.
- 14 More growth would be better for the schools.
- 20 There would be too many by-laws and such if it got bigger. If a person wants all that they should move to a bigger town.
- 21 Glenwood needs more industry to keep the younger people at home.
- 22 To retain our youth meaningful occupations must exist in order for them to consider remaining. Currently there are three occupations: 1. Education - a teacher; 2. Cheese factory worker; 3. Agriculture.
- 23 Bring in industry to attract residents.
- 27 Would like to see Glenwood grow, if enough industry came in that need to employ people. Otherwise stay the same.
- 29 Slow growth as needed to establish a diversified commercial and industrial base.
- 33 I realize that whether we want it to grow or not - it will!
- 35 We must grow, we cannot stay the same.

37 Not enough income for more families.

38 It will either grow or disappear.

2.2 Ratings

FEATURE	RATING (NO. & %)											
	Excellent		Good		Average		Poor		Very Poor		No Response	
2.2.1 Appearance:												
1. General appearance of the village	2	5.1	21	53.8	13	33.3	3	7.7	0	0.0	0	0.0
2. Appearance of the downtown	0	0.0	7	17.9	20	51.3	12	30.8	0	0.0	0	0.0
3. Appearance of main entrances to the community	0	0.0	17	43.8	19	48.7	3	7.7	0	0.0	0	0.0
4. Appearance of residential areas	0	0.0	15	38.5	21	53.8	2	5.1	0	0.0	1	2.6
2.2.2 Recreational Facilities:												
1. Winter recreational facilities	1	2.6	17	43.8	12	30.8	7	17.9	0	0.0	2	5.1
2. Summer recreational facilities	1	2.6	18	46.2	10	25.6	9	20.5	0	0.0	2	5.1
3. Parks	7	17.9	25	64.1	5	12.8	2	5.1	0	0.0	0	0.0
4. Playgrounds for school children	7	17.9	23	59.0	6	15.4	2	5.1	0	0.0	1	2.6
2.2.3 Social and Recreational Programs for:												
1. Children	2	5.1	19	48.7	10	25.6	4	10.3	1	2.6	3	7.7
2. Teenagers	0	0.0	12	30.8	13	33.3	10	25.6	1	2.6	3	7.8
3. Adults	0	0.0	10	25.6	13	33.3	12	30.8	2	5.1	2	5.1
4. Senior Citizens	1	2.6	13	33.3	13	33.3	10	25.6	0	0.0	2	5.1
2.2.4 Cultural Facilities:												
1. Community room	9	23.1	17	43.8	6	12.8	3	7.7	2	5.1	3	7.7
2. Library	14	35.9	21	53.8	3	7.7	1	2.6	0	0.0	0	0.0
2.2.5 Protection:												
1. Fire	1	2.6	19	48.7	15	38.5	14	19.3	0	0.0	0	0.0
2. Police	0	0.0	10	25.6	11	28.2	11	28.2	6	15.4	1	2.6
3. Dog control	0	0.0	4	10.3	11	28.2	10	25.6	14	35.9	0	0.0
4. Weed and pest control	0	0.0	4	10.3	13	33.3	13	33.3	7	17.9	2	5.1

FEATURE	RATING (NO. & %)							
	Excellent	Good	Average	Poor	Very Poor	No Response		
2.2.6 Health Services:								
1. Hospital (Cardston)	7 17.9	22 56.4	8 20.5	2 5.1	0 0.0	0	0.0	
2. Ambulance service	4 10.3	17 43.6	13 33.3	2 5.1	0 0.0	3	7.7	
3. Doctors	6 20.5	17 43.6	12 30.8	1 2.6	0 0.0	1	2.6	
4. Dentists	9 20.5	16 41.0	12 30.8	1 2.6	0 0.0	2	5.1	
5. Public Health Unit	8 20.5	22 56.4	8 20.5	1 2.6	0 0.0	0	0.0	
2.2.7 Education:								
1. Pre-school	5 12.8	10 25.6	0 0.0	4 10.3	4 10.3	16	41.0	
2. Kindergarten	9 23.1	22 56.4	3 7.7	0 0.0	0 0.0	5	12.8	
3. Elementary school	13 33.3	19 48.7	2 5.1	0 0.0	0 0.0	5	12.8	
4. School bussing	7 17.9	19 48.7	6 15.4	0 0.0	0 0.0	7	17.9	
5. Use of school facilities after hours	9 23.1	14 35.9	6 15.4	4 10.3	0 0.0	8	15.4	
2.2.8 Village Administration:								
1. General administration	6 20.5	20 51.3	7 17.9	2 5.1	0 0.0	2	5.1	
2. Community planning	3 7.7	14 35.9	15 38.5	4 10.3	0 0.0	3	7.7	
3. Access to local government	5 12.8	21 53.8	7 17.9	3 7.7	0 0.0	3	7.7	
2.2.9 Roads & Streets:								
1. Maintenance	2 5.1	15 38.5	17 43.6	5 12.8	0 0.0	0	0.0	
2. Snow removal	2 5.1	15 38.5	14 35.9	6 15.4	2 5.1	0	0.0	
3. Sidewalks	1 2.6	13 33.3	19 48.7	5 12.8	0 0.0	1	2.6	
4. Street signs and house numbers	1 2.6	18 46.2	17 43.6	2 5.1	0 0.0	1	2.6	
5. Downtown parking	1 2.6	18 46.2	17 43.6	2 5.1	0 0.0	1	2.6	
6. Traffic flow downtown	4 10.3	16 41.0	12 30.8	3 7.7	0 0.0	4	10.3	
2.2.10 Utilities:								
1. Water system	15 38.5	18 46.2	4 10.3	2 5.1	0 0.0	0	0.0	
2. Sanitary sewer	13 33.3	23 59.0	3 7.7	0 0.0	0 0.0	0	0.0	
3. Storm drainage	3 7.7	12 30.8	13 33.3	3 7.7	3 7.7	5	12.8	
4. Garbage transfer site	3 7.7	21 53.8	12 30.8	3 7.7	0 0.0	0	0.0	
2.2.11 Other:								
1. Job opportunities	0 0.0	1 2.6	13 33.3	17 43.6	6 20.5	0	0.0	
2. Local shopping and services	0 0.0	1 2.6	10 25.6	21 53.8	6 15.4	1	2.6	
3. Transportation services	0 0.0	0 0.0	8 20.5	12 30.8	13 33.3	6	15.4	
4. Service clubs and organizations	0 0.0	13 33.3	14 35.9	7 17.9	2 5.1	3	7.7	

- | Questionnaire No. | Comments |
|-------------------|---|
| 1 | A combination garage, ice cream parlour, snack bar and new grocery store required. |
| 4 | Would be nice to have good grocery store, some hardware and the bank. At least that! |
| 5 | Need a "service station" with a mechanic. |
| 10 | Glenwood Lions Club has been in community for 43 years - has a hall that is available for public use. |
| 13 | Virtually no jobs to keep youth here. No restaurant or fast food services. 4-H struggling. Lions struggling. Minor football, baseball High School requires tremendous travel with no organized transportation. |
| 14 | I think a grant should be given to Van & Dan's to upgrade and modernize their store. |
| 16 | More sidewalks, street signs and house numbers. |
| 19 | The person in charge of snow removal should be taught how to do this properly so he does not leave a large bank of snow behind parked cars or in shovelled-out driveways. Put snow on the other side of the road where no one lives. I use garbage transfer site very seldom because of the hours - should be opened later. |
| 22 | No structure exists to attract or retain industry to stimulate job growth. Population base does not justify local shopping or services. |
| 33 | New sign is great. Lack of water hydrants. Too much chlorine in water. Garbage transfer site needs extended hours (at least one evening per week). |

2.3 Goals and Objectives

	AGREE		DISAGREE		RESPONSE	
	No.	%	No.	%	No.	%
1. Should the village buy land for residential purposes?	10	25.6	23	59.0	6	15.4
2. Should the village give away land for commercial purposes?	14	35.9	22	56.4	3	7.7
3. Should the village commence a main street beautification program?	26	66.7	8	20.5	5	12.8

	AGREE		DISAGREE		RESPONSE	
	No.	%	No.	%	No.	%
4. Should employment opportunities within Glenwood be expanded by attracting more industry?	35	89.7	2	5.1	2	5.1
5. Should the appearance and "liveability" of Glenwood be improved by developing a town beautification project which would include redevelopment of deteriorated property through facelifting and landscaping?	29	74.4	9	23.1	1	2.6
6. Should tourism potential in the Glenwood area be promoted?	22	84.6	3	7.7	3	7.7

Questionnaire No. Comments:

- 1 The village should not give away land for commercial purposes unless a worthwhile, viable industry would establish here and put up a reasonable sum as guarantee which they would get back if established within 12 months.
- 5 Stay a small town.
- 12 Because we are very small we don't have the services like a garage or swimming pool here. We should actively work as a group and give our business to the center that gives us the best deal.
- 13 Tourism will be difficult. Tourists from Smashed-In-Head will go to Cardston for Carriage Collection or vice versa. Without a good restaurant, motels, we are not very competitive. A huge cultural centre with Hutterite Colony tours, Blood Band crafts and performances, cheese factory tours might help.
- 14 New industry - then expand residential area.
- 21 Glenwood should try for a plan or maybe some process like meal or sausage, or chicken broilers, etc.
- 22 Promotion of art and cultural skills possessed by current residents - our only money making asset is our people, their skills and talents. We should develop our culture.
- 23 The village should give away land for commercial purposes only under special circumstances. Encourage residents to develop boulevards, tree-wise, etc. instead of demanding removal of such.
- 30 Need better policing and by-law enforcement. Also need a 5-member council.

- 36 More sidewalks, more residential fire hydrants.
- 37 Limit one dog per household, and that fenced to owners yard.
- 2.4 What would you suggest should be done to bring tourism, industry and commercial development to Glenwood?
- 1 To bring tourists into the area there must be gas, eats and accommodation available. Accommodation could be a nicely located trailer park with sewer, water, electricity, washroom, etc. facilities. Make sure large attractive signs are located at each entry to the village. Get streets and avenues named or numbered. Get brochures out to all tourist information centres across U.S. and Canada.
 - 2 Entrance sign on highway stating food, gas, phone (the pictures).
 - 4 Have some signs, on the main roads, of facilities available in Glenwood and have street signs so the addresses of small attractions could be easily found.
 - 13 If you could get a multi-cultural centre with restaurant, etc.
 - 17 The highways into Glenwood need to be upgraded to the highest load capacities for trucks our only transportation Highways 505, 810 and 507.
 - 19 Bed and breakfast in country for city people or foreign visitors.
 - 21 Allocation of land and available resources such as water and sewer development.
 - 22 Blue Trail Project through regional, provincial and federal Tourism, Department of Transport Highway Department upgrade Blue Trail to promote its use by to and from Calgary Waterton. Utilization of river cliffs area for recreation and sports events. A low rent R/V storage compound with R/V service industry.
 - 23 Commercial development can be offered compensations - reclassify areas if necessary.
 - 24 Stampede. An appearance or day which is something only done in Glenwood to bring in tourists. Give us something to use to advertise Glenwood.
 - 26 Wider goods produced by Glenwood Cheese Factory. Have another base industry other than dairy factory such as housing industry; goods and services applicable to this quiet and open spacious community.
 - 27 For tourism - museum.
 - 29 Tourism - services must be established to provide for tourists and a town theme should be found and followed. Industry - town council must decide the types of industry that matches the needs of our village and establish an environment to bring those industries to town. Commercial Development - opportunities must be available for cottage industry in residential areas, while an industrial area should be provided for larger industry.

SECTION 3 - SHOPPING

3.1 Where do you purchase the following items?*

	Glenwood	Cardston	Lethbridge	Pincher Creek	Calgary	Other	No Response
1. Groceries	8 20.5	23 59.0	12 30.8	9 23.1	0 0.0	3 7.7	0 0.0
2. Clothing	3 7.7	10 25.6	28 71.8	4 10.3	4 10.3	3 7.7	0 0.0
3. Hardware & Household	7 17.9	25 64.1	17 43.6	10 25.6	1 2.6	0 0.0	0 0.0
4. Automotive Supplies & Services	2 5.1	30 77.0	15 38.5	1 2.6	1 2.6	3 7.7	0 0.0
5. Personal Services	5 12.8	30 77.0	7 17.9	2 5.1	0 0.0	1 2.6	2 5.1
6. Financial Services	0 0.0	35 89.7	3 7.7	4 10.3	1 2.6	1 2.6	0 0.0
7. Entertainment	9 23.1	9 23.1	22 56.4	2 5.1	3 7.7	1 2.6	8 15.4
8. Farm & ranch supplies	1 2.6	6 15.4	6 15.4	9 23.1	0 0.0	0 0.0	23 59.0
9. Lumber & Building Supplies	1 2.6	22 56.4	10 25.6	16 41.0	0 0.0	0 0.0	4 10.3

3.2 If you shop outside of Glenwood, why do you do so?

	Reason #1		Reason #2	
	No.	%	No.	%
Not available here	9	23.1	2	5.1
Variety/selection	4	10.3	4	10.3
Better prices	11	28.2	3	7.7
Better quality	2	5.1	0	0.0
Other	0	0.0	1	2.6
No response	13	33.3	29	74.4
TOTAL	39	100.0	39	100.0

*For many items respondents indicated purchases were in more than one community.

3.3 What services would you like to see become available in Glenwood?

	No. of Respondents	Percent
Service station with mechanic (unleaded gas)	7	16.7
Fast food outlet/ restaurant	6	14.3
Grocery store	5	11.9
Bank	5	11.9
Convenience store/ snack bar	4	9.5
Clothing store	2	4.8
Cheaper gas	2	4.8
Other*	11	26.2
TOTAL	42	100.0

*Other included: electrical, hardware, transportation, repair shop, recreation, a laundromat, doctors office, drug store, swimming pool, theatre and a motel.

SECTION 4 - BACKGROUND

4.1 Sex of person(s) completing questionnaire.

	No. of Respondents	Percent
Male	18	46.1
Female	12	30.8
Couple	9	23.1
No response	0	0.0
TOTAL	39	100.0

4.2 How many people in each age group in your household?

	Number	Percent of 150
0-4	13	8.7
5-9	31	20.7
10-14	14	9.3
15-19	11	7.3
20-24	6	4.0
25-29	9	6.0
30-34	7	4.7
35-39	9	6.0
40-44	4	2.7
45-49	7	4.7
50-54	4	2.7
55-59	5	3.3
60-64	4	2.7
65-69	14	9.3
70+	12	8.0
TOTAL	150	100.0

Total Family Size

No. of Families	No. of Respondents	Individuals
1	3	3
2	11	22
3	7	21
4	4	16
5	5	25
6	5	30
7	1	7
8	1	8
9	2	18
TOTAL	39	150

4.3 Occupation

Female Occupation

	No. of Respondents	Percent
Housewife	13	31.0
Student	2	4.8
Medical/Professional	4	9.5
Clerical	4	9.5
Personal services	2	4.8
Sales	2	4.8
Laborer	3	7.1
Education	4	9.5
Food & beverage	2	4.8
Other	3	7.1
No response	3	7.1
TOTAL	42	100.0

Female Occupation - Location

	No. of Respondents	Percent
Glenwood	28	66.7
Cardston	8	19.0
Lethbridge	0	0.0
Pincher Creek	1	2.4
Variable	0	0.0
Other	1	2.4
No response	4	9.5
TOTAL	42	100.0

Female Occupation - Status

	No. of Respondents	Percent
Full-time	22	52.4
Part time/seasonal	13	31.0
Retired	6	14.3
Unemployed	1	2.4
No response	0	0.0
TOTAL	42	100.0

Male Occupation

	No. of Respondents	Percent
Labour	8	20.5
Agriculture	6	15.4
Education	4	10.3
Business/Management	3	7.7
Medical/Professional	1	2.6
Construction/Trades	3	7.7
Mechanic	1	2.6
Student	1	2.6
Truck driver	1	2.6
Other	3	7.7
No response	8	20.5
TOTAL	39	100.0

Male Occupation - Location

	No. of Respondents	Percent
Glenwood	20	51.3
Cardston	4	10.3
Lethbridge	0	0.0
Pincher Creek	0	0.0
Variable	3	7.7
Other	2	5.1
No response	10	25.6
TOTAL	39	100.0

Male Occupation - Status

	No. of Respondents	Percent
Full-time	24	61.5
Part time/seasonal	3	7.7
Retired	11	28.2
Unemployed	0	0.0
No response	1	2.6
TOTAL	39	100.0

4.4 Skills that could be of use to potential employers.

	No. of Respondents [*]
Carpenter/construction	4
Sewing	4
Clerical	3
Agriculture	3
Speech	2
Organizational	2
Mechanical	2
Electrician	2
Drafting	2
School teacher	2

^{*}Many respondents stated that they had more than one skill.

Other skills mentioned by a single respondent:

horticulture	work with cattle	painting
landscape designing	marketing	computer
accounting	research	inventory control
musician	staff management	product promotion
planning	financial administration	corporate analysis
cooking	housekeeping	retail management
4-H club leader	personal relations	printing
knitting	business consultant	graphic arts
horsemanship	crafts	

4.5 Generally, how do you rate Glenwood as a place to live?

	No. of Respondents	Percent
Excellent	15	38.5
Good	17	43.6
Average	3	7.7
Poor	2	5.1
Very poor	0	0.0
No response	2	5.1
TOTAL	39	100.0

4.6 Please give reasons why you either like or dislike living in Glenwood.

1. We like Glenwood because it's our home. It's a friendly community. It's convenient to main centres and parks and recreation areas, boating, fishing, skiing, etc.
2. Good place to raise children - however, small communities do have drawbacks - very far from public entertainment, shopping. But nice people and caring.
3. The people are wonderful and the feeling of love and concern is forever present. Family is a big asset.
4. People are great, friendly, everyone knows everyone. We are willing to share feelings. Teachers are excellent. We have lovely church and when it comes to vote for or against the outside influences creeping in, we have 100% vote for or against. and the peace is great.
5. Small town atmosphere. Feel safe. Lots of family here. Good people.
6. We like it because it's home.
7. We like it here. It is a close knit community. A good place to live and to have our children come home to visit.

9. We like Glenwood because it has wonderful neighbours, it's quiet, good place for kids.
10. We like Glenwood because it has been our home for many years. All our married life. Our children have been raised here. Our friends and some of our family are here.
11. We like Glenwood because it's a good place to raise a family and we have good utility services and good highway access to other points.
12. A great place to raise kids. Knowing everyone in the village helps in many ways. The strong influence of the way of the Church of Jesus Christ of Latter-day Saints is appreciated.
13. The amount of travel if your teenagers participate in sports in High School or minor league is difficult. Not being able to go out for a hamburger, etc. or a pop is frustrating. The carefree life is great. In 30 years I've never locked my house. The Mormon Church sets a high standard for the community and provides great services such as sports leagues, scouting programs, etc. I would not want tourism, commerce, etc. if it means bringing in social problems.
14. It's a close family group. The young people are united and grow up as good, stalwart and strong people. Our young people are our greatest export when they go out into the world.
15. Glenwood is a nice quiet town, good people and is centrally located between Cardston, Fort Macleod, Pincher Creek and Waterton Park.
16. It provides a good environment to raise children away from the busy lifestyle of the city.
17. I like living in Glenwood because it is quiet and peaceful with good neighbours and friends.
18. Friendly community. Church centered.
19. I like the genuine friendship of the area. I like the ruralness of Glenwood.
20. It's quiet, not crowded, small, the lots are big so you're not looking in your next door neighbour's windows all the time. I can have my horses in my barnyard for easy access. Plenty of room for parking in my own yard. Room for our crab apple and other trees and gardens, barbecue and outside table.
22. Like family security, close proximity to school and church. Children explore village area at will. Minimum social concerns. Lack of criminal influence.
23. I like to live in my house - consequently I have to live here.
24. Too small, no shopping, no jobs.
25. It is a close community where everyone knows each other.
26. Good educational facilities and professional teachers that care.
27. Like nice mountain view and most people are very good.
29. Small community with high moral and religious values. A good place to raise children. We like the freedoms here and don't want to lose them.

30. Only reason we dislike it is because no matter where so go, we are on the highway (mostly across the Blood Reserve) for at least $\frac{1}{2}$ hour or more.
31. Great people, lots of room, good utilities.
32. I dislike the travel that is necessary for medical services and recreational and shopping activities but the community spirit makes living here worthwhile. There are good people in this community and we don't have the problems of vandalism, etc. that become prevalent in larger centres.
33. Love the people, the country living, able to raise our own food (animals and garden). Secure feelings concerning safety and youth programs. Wished the distances were not so great to larger centres.
34. Good people. Poor shopping and entertainment.
36. Centrally located between Cardston, Fort Macleod, Pincher Creek, Waterton. Seclusion, quiet. Home, relatives and friends. Work is close. Mountains are close.
38. 20 dogs per family?

APPENDIX II

RELEVANT REGIONAL PLAN POLICIES

APPENDIX II

RELEVANT REGIONAL PLAN POLICIES

The Oldman River Regional Plan states that:¹

"In formulating policies to guide future growth, development and land use in the region, the following principles have applied:

- * The Regional Plan permits municipal government the degree of flexibility they need to meet the requirements of the Act and to satisfy local aspirations.*
- * The policies contained in the Plan act as a guideline or framework for municipalities as they prepare their own more detailed plans. Most of the policies are, therefore, advisory and are present as recommendations to member municipalities."*

A Regional Plan for the Oldman River Region came into effect on April 1, 1985. This plan recommends that:

3.2 Urban municipalities should:

- (a) develop in a generally compact form and use as little agricultural land as possible when expanding urban areas or uses;*
- (b) discourage and avoid premature or discontinuous urban expansion, subdivision and development; and*
- (c) ensure orderly and contiguous urban expansion, subdivision and development.*

3.3 *Each urban municipality, as part of its general municipal plan preparation or review process should prepare and adopt a strategy for the expansion and development of the community for a reasonable time into the future. Such urban expansion strategies should indicate the location or direction of urban expansion, broad land use requirements, and when lands will likely be needed for urban expansion.*

3.4 *Urban general municipal plans, through their urban expansion strategies, should provide for the orderly, economic, rational and efficient expansion of urban boundaries and should ensure planned and orderly community, neighbourhood, industrial and commercial growth.*

3.5 *Urban expansion strategies should ensure that sufficient land for all forms of urban development is available when required, and that the timing of urban expansion allows for sufficient time for proper planning, design and servicing.*

3.6 *When preparing an urban expansion strategy, an urban municipality should evaluate as thoroughly as possible all the advantages and disadvantages of various options or alternatives. The following criteria or matters should be used as a guideline in formulating an urban expansion strategy within or outside the existing boundaries of an urban center:*

- (a) the overall growth and development objectives of the evolving urban municipality and how the expansion strategy proposes to implement them;*

¹"Oldman River Region: Regional Plan", ORRPC, September 1984, p. 13-24

- (b) existing land use and settlement patterns beyond the built-up area of the municipality which would be difficult to satisfactorily develop for urban uses;*
- (c) existing land use and settlement patterns beyond the built-up area of the municipality and the location of irrigated or potentially irrigable areas, if possible;*
- (d) the agricultural capacity of soils beyond the built-up area of the municipality and the location of irrigated or potentially irrigable areas, if applicable;*
- (e) the location of important non-renewable resources;*
- (f) the impact of urban expansion options on the community's financial position, existing services, facilities, infrastructure and transportation networks;*
- (g) the ease of relative cost of servicing alternative urban expansion options;*
- (h) the impact of urban expansion options on rural residents and on the rural municipality's financial position;*
- (i) the impact of urban expansion on the delivery and provision of services within the rural municipality;*
- (j) existing and potentially required transportation facilities; and*
- (k) other relevant matters.*

3.9 Urban municipalities should conserve and protect better agricultural land within their boundaries until these lands are needed, in the opinion of the urban municipality, for orderly, logical and continuous urban development.

3.10 Urban municipalities should attempt to ensure that there is a sufficient supply and adequate choice of housing types to serve the needs of all income and social groups.

3.16 Municipalities should ensure that industrial parks are properly located, planned and attractive, and should encourage the efficient use of industrial land in the region's communities.

UNIVERSITY OF LETHBRIDGE

3 5057 00768 704 8