VILLAGE OF GLENWOOD

Strategic Plan Dated August 26, 2026

REVIEW

The Council of the Village of Glenwood met on August 26, 2026 to take part in an annual strategic planning session. The following documents were reviewed to help facilitate the process:

a) Village of Glenwood Strategic Plan 2025
b) Village of Glenwood Vision Statement
c) Village of Glenwood Community Goals

Discussion took place regarding the previous years strategic planning process and SWOT analysis, what goals and objectives are still relevant, and what makes Glenwood unique and worth fighting for.

Observation No. 1

Council found that the current vision statement for the Village is appropriate and worth fighting for.

"Glenwood is a tranquil place that offers a snapshot of historic western settlements. The Village provides residents and visitors alike with a variety of recreational and cultural opportunities, a relaxing atmosphere and a high quality of life."

Council observed that our Village tag line reinforces the vision statement, "Great Views, Great Living." Council members found that they agreed that a Village that offered residents an opportunity to live close to the land and enjoy a unique appreciation for the majestic surroundings of our area and that this is worth protecting and fighting for.

Strategic Planning Overview

SWOT (strengths, weaknesses, opportunities, and threats) was applied to assess the internal and external factors impacting the Village in 2025. The 2026 session reviewed each finding from 2025 and updated the factors.

1. Strengths:
    a. Excellent water source and supply

   b. Affordable properties with large lots and fair taxation
   c. Upgraded infrastructure with good services including irrigation, fire protective services, library, school, and community hall
   d. Thriving downtown business core
   e. Fresh air, no noise pollution, great views
   f. Animal friendly, friendly residents
   g. Low crime rates and low traffic
   h. Distance to services (25 minutes to 3 towns with all services)
2. Weaknesses:
   a. Distance to services
   b. Lack of housing, including seniors housing
   c. Lack of recreational opportunities
   d. No local ambulance services
   e. Religious and cultural disconnect
   f. Distance to neighbouring communities
   g. Loss of major employer
   h. Cold mix roads requiring constant upkeep
   i. No door to door garbage & recycling services
   j. Poor cell coverage
   k. Untidy premises
   l. Lack of volunteers
   m. Lack of employment opportunities
   ~~n. Weather extremes~~ (Council felt this is not an issue)
3. Opportunities
   a. Potential new industries for Saputo Building – Dryer is still in play
   b. Availability of vacant commercial property for development
   c. Potential for international trade to sell the Village location
   d. Establish closer ties with First Nations both culturally and economically
   e. Enhance tourism through events such as rodeos, pow wows, star gazing, farmers markets, and camping
   f. Promote volunteerism with residents
   g. Installation of fiber optic internet services
4. Threats
   a. Extreme weather, high winds, and wildfire (Council feels is a non-issue)
   b. Dissolution
   c. Aging population
   d. Poor youth retention
   e. Apathy
   f. Negative impacts on youth (trauma/drugs)

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Goals and Objectives

SMART (specific, measurable, achievable, relevant, and time valued goals)

Specific Objectives identified:

a) Promote the sale of the old Saputo building to a new agri-food manufacturing business. The utilization of this building is highly relevant to the economic health of the Village. Passage of time makes the opportunity less and less viable.
b) Work with Alberta Southwest association and Sean Miles to promote and attract potential businesses to the old Saputo building. Have a plan in place by October 1, 2026
c) Work with an interested party to develop a mobile/portable gas station to operate within the Village commercial district. Have a plan in place by December 30, 2026.
d) Community electronic signage to be completed by end of 2026. Project is underway but has hit snags that have pushed back the completion target.
e) Additional signage to be updated to better reflect the Village's current realities.
f) Council created a plan to create content for the Glenwood Gleanings Newsletter, each councillor would take turns from month to month.
g) Continue to pursue the establishment of a new RV Dump Site with Cardston County for Budget 2027.
h) Change focus on Capital projects for 2027 and beyond. Contract Wilde Bros Engineering to perform an asset management survey and develop 5 and 10 year asset management plans to improve water and sewer infrastructure. Less focus on cold mix asphalt street paving.

Approved by a resolution of Council on November 18, 2026.

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Mayor Peterson

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Chief Administrative Officer

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