



STRATEGIC PLAN DATED AUGUST 20, 2025

REVIEW

The Council of the Village of Glenwood met on August 20, 2025 to take part in a strategic planning session. The following documents were reviewed to help facilitate the process:

- a) Village of Glenwood Vision Statement
- b) Village of Glenwood Community Goals

Discussion took place regarding the historical background of the area including historic homes, the Cheese Museum, pioneer heritage and First Nations.

Recommendation No. 1

Council has added the words "and cultural to the Vision Statement so it reads as follows"

"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."

STRATEGIC PLANNING FRAMEWORK

SWOT (strengths, weaknesses, opportunities and threats) was applied to assess the internal and external factors impacting the Village:

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, excellent fire department, library, school, and community hall
 - d) Thriving downtown business core
 - e) Fresh air, no noise pollution, great views
 - f) Friendly residents and animal friendly
 - g) Low crime rates and low traffic numbers

2. Weaknesses:

- a) Distance to services (no gas station and medical)
- b) Lack of housing, including senior's 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 and recycling service
- j) Poor cell coverage
- k) Untidy Premises
- l) Lack of Volunteers
- m) Lack of employment opportunities
- n) Weather extremes

3. Opportunities:

- a) Possible change of use for Saputo building
- b) Availability of vacant commercial property for development
- c) Possible enhancement of international trade to sell the Village location
- d) Establish greater ties with First Nations both culturally and economically
- e) Enhance tourism through such events as rodeos, pow wows, star gazing, farmers markets, and camping
- f) Enhance volunteerism especially with younger residents
- g) Installation of fiber optics

4. Threats

- a) Extreme weather, high winds and wildfire
- b) Dissolution
- c) Aging population
- d) Poor youth retention
- e) Apathy
- f) Negative impact on youth (trauma/drugs)

Goals and Objectives

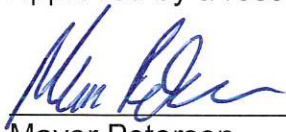
SMART (specific, measurable, achievable, relevant and time sensitive goals)

Specific Objectives identified:

- a) Sale and new operation in the old Saputo building (measurable and achievable only if interested parties respond) The operation of this building is relevant to the health of the Village and with the passage of time, the likelihood of a new business diminishes.
- b) Expansion of the tax base as per development at old Saputo building with a process to be undertaken showing outcomes by September 1, 2026.

- c) Increase in youth population and engagement is tied directly to Items a) and b) shown above.
- d) Seeking a gas station is a specific endeavour and is time sensitive with an completion date of December, 2026.
- e) Community electronic signage to be completed by Spring 2026 – this fits SMART as the project design work is already underway but there may be a lag time with time sensitivity.
- f) Additional Signage – includes points of interest on kiosks, GIS, seasonal restrooms and historical maps - completion time set for December 2026.
- g) Establishment of a new playground – completion time set for December 2026.
- h) Exploration of opportunities to partner with the Village school.
- i) Seek organizational support to encourage more volunteerism especially amongst the youth.
- j) Council to contribute information to the monthly Glenwood Gleanings.
- k) Help establish new service clubs such as Lions 4-H.
- l) Pursue the establishment of a new RV Dump Station on County property in 2026, in partnership with Cardston County.

Approved by a resolution of Council on December 10, 2025



Mayor Peterson



Chief Administrative Officer