



TOWN OF SUNDRE

STRATEGIC PLAN 2026

Prepared by:
Linda Nelson, CLGM, CTAJ, ACTAJ™, EMR
Chief Administrative Officer

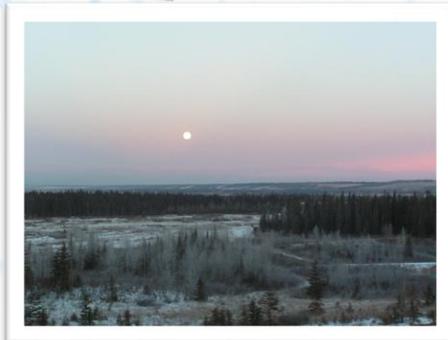
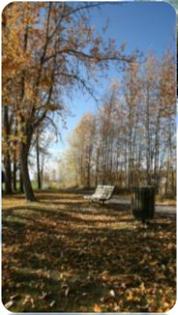


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Introduction and Executive Summary

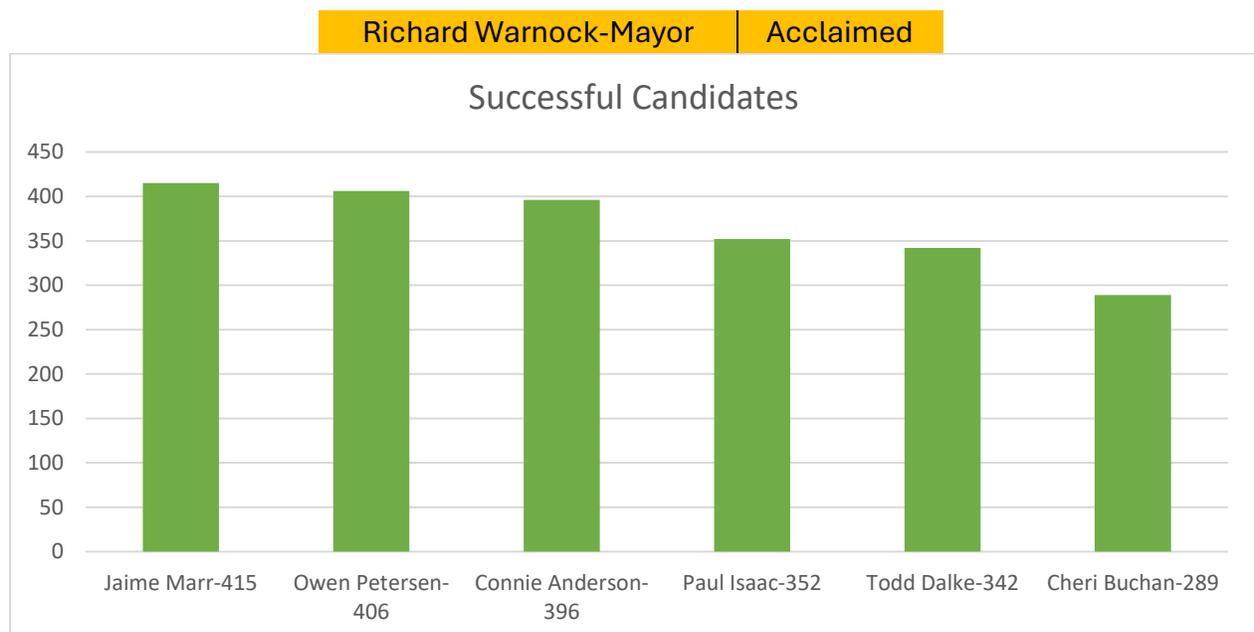
The Municipal Election was held on October 20, 2025. With the re-election of five incumbents, a returning Councillor from the previous 2018-2021 term, and the acclamation of Mayor Richard Warnock, Sundre voters have signaled their support for the Town's current path. In response to this mandate, and as a reflection of the continuity established in the recent election, Council will focus on refining the existing strategic plan rather than starting anew. This approach honors the community's endorsement of our current priorities while ensuring our goals remain current for the 2025–2029 term, extending into 2030.

The environment in which Council operates has changed over recent years, requiring Council to examine the services it delivers and examine the ways in which they are delivered. A strong influence in this respect is the changing nature of its electors, who expect a greater voice in Council decisions; require more information and understanding of the way it operates; and expect continued high levels of service. The strategy has, therefore, been developed in response to recognised organisational and community needs. It provides strategic direction and identifies key strategies to be taken over the next four years. It is informed by research from staff, information from the community, discussion with other local governments, desktop research and evaluation of best practice in leading government authorities.

This strategic plan is the result of a collaborative, day-long session between Council and Administration, dedicated to synthesizing community feedback into actionable priorities, with consideration for community input received through the consultations.

Recommendations made in this document represent a significant development in Council actions with implications for its people, processes, planning, and culture. Evaluation methods are proposed for each strategic pillar and strategy within the pillars.

This document will be reviewed and updated annually through initiatives brought forward by staff, in alignment with the five pillars within the plan. This will allow Council to test the efficacy of this strategy and the initiatives it proposes. More importantly, it will give insight into how Council is actually performing in the eyes of the community.



Welcome Message from Mayor and Council

Our Strategic Plan outlines clear direction for Council's upcoming term. This Plan serves as our mandate for the next four years, translating the electors' voice into actionable goals aimed at enhancing resident services and fostering a vibrant local economy. Our core mission is to enhance our community, making it an even better place to live, work, and visit.

We are committed to delivering top-tier services to our residents and seasonal residents, supporting our local businesses, and tourism - where Sundre is a destination of choice, fostering innovative growth opportunities, and improving our natural and public spaces.

Driven by community needs and the voices of our electors, this Strategic Plan charts the course for the next four years of Council leadership. We are dedicated to enhancing our community for residents and visitors alike, supporting local businesses, and ensuring excellent services through collaborative governance, strategic initiatives, and Council oversight.

Developed in partnership with our community, this plan integrates direct feedback from resident and business surveys, stakeholder consultations, and meetings with the Mayor and Council, directly informing the priorities of our January 2026 strategic planning workshop.

We look forward to providing four years of bold, dedicated leadership, and collaboration with our administration to achieve these shared goals, and deliver exceptional results for everyone in our community.



Back Row

Councillor Paul Isaac, Councillor Connie Anderson, Councillor Owen Petersen, Councillor Cheri Buchan

Front Row

Councillor Jaime Marr, Mayor Richard Warnock, Councillor Todd Dalke,

Welcome Message from CAO and staff

As CAO, I am honored to lead a professional staff and collaborate with a Council dedicated to delivering tangible results for Sundre. Our mission is simple: to ensure Sundre remains a place where people choose to live, work, and thrive. As we move forward in this four-year term, our updated Strategic Plan focuses on providing the efficient programs our residents deserve.

Our strategic roadmap is built on the conviction that quality of life drives our success as a premier community of choice. By equipping our team with the right tools and embracing a culture of continuous improvement, we are modernizing how we serve our residents. We remain inspired by our unique western heritage and are committed to earning trust daily through high-quality service. Together with our residents and stakeholders, we are building a stronger future for the town.



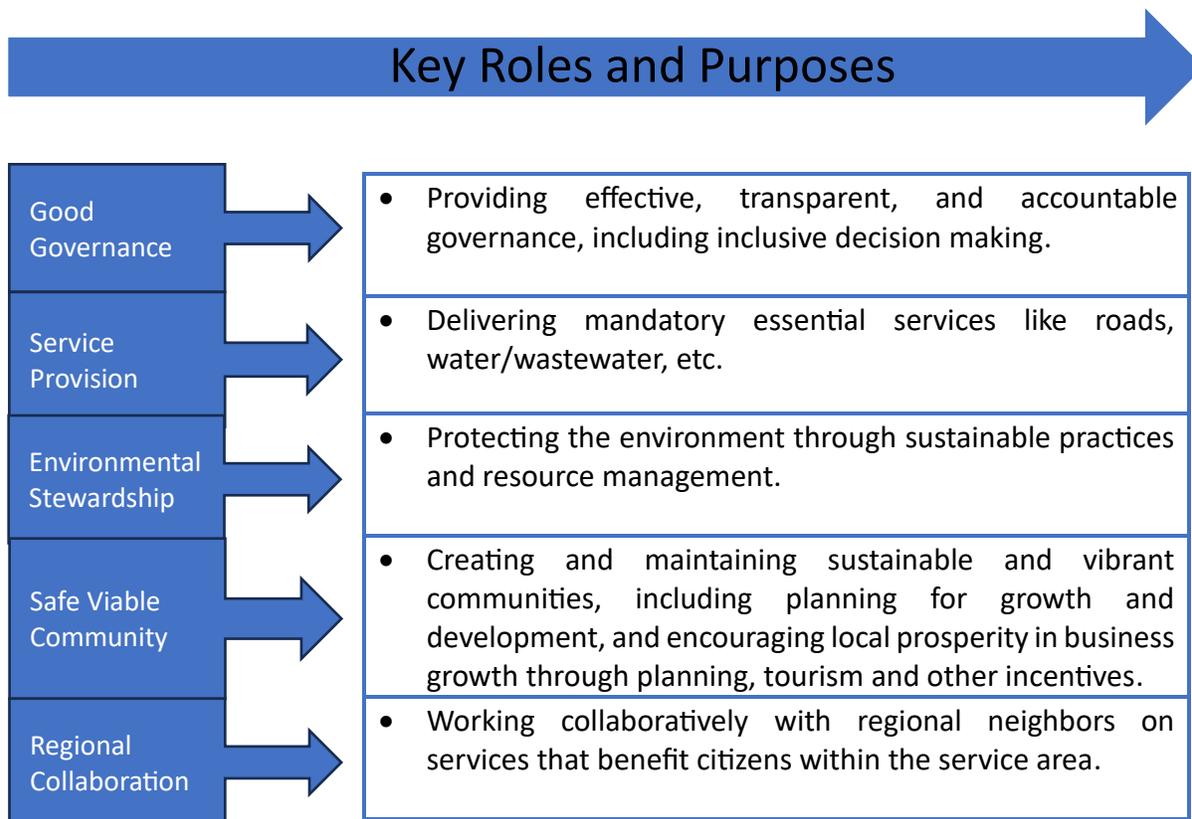
By focusing on continuous improvement and customer service, we aim to instill lasting confidence in our local government. We value the strength of our people and remain committed to collaborating with all stakeholders to enhance the unique culture and charm of our town.

Our employees are the backbone of this vision, bringing passion and excellence to everything they do. We are dedicated to serving with fairness and respect, and we look forward to working hand-in-hand with our residents—the true heart of Sundre—to keep our community vibrant.

Linda Nelson, CLGM CTAJ, ACTAJ™, EMR
Chief Administrative Officer

Purpose of Local Government

The purpose of local government (municipalities) is to provide essential services, foster viable communities, manage local infrastructure, and promote environmental well-being, all while operating under broad "natural person" powers granted by the province, allowing flexibility in delivering what's necessary for residents, from roads and water, to parks and planning, as outlined in the Municipal Government Act (MGA). Municipalities balance diverse resident needs, focus on local economic development and tourism, and ensure accountability and transparency in decision-making for the public good.



Legal Framework:

- Governed primarily by the **Municipal Government Act (MGA)**, which grants broad authority, and many additional Regulations, Acts and other legislation. Work with provincial bodies (like Municipal Affairs and Alberta Environment) to meet provincial standards.

How We Do It:

- Elected councils (mayors, councillors) make decisions by resolution, pass bylaws and set budgets, funded mainly by property taxes. Hold Town Halls (1 per year), network with other Government officials.

*Appendix 5 provides further information and clarification

Community Profile

I. Demographics and Population

Total Population & Density:

- Population (2021): (Note Federal census to be conducted in 2026)
 - 2,672 people (Town proper)
- Density (2021 population divided by square kms of Town:
 - ~10.84 sq km): ~246.4 people/km²

Population Growth Trends:

- 2016-2021:
 - Slight decline (-2.1%). This was due to the average number of people per household declining, despite there being more occupancy, due to retired couples replacing families (presenting a potential structural threat).
- Growth estimates from Alberta dashboard using data from 2021 census:
 - Provincial *estimates* place the population at 2,683 in 2025, making the estimated population growth stagnant. (*NOTE: Updated growth estimates to come in 2027 following 2026 census*)

II. Economic Characteristics

Major Local Employers:

Top 5 Employers (Town of Sundre-proper) – *NOTE: employment levels include part-time:*

1. Myron Thompson Health Centre (approx. 175)
2. Chinook's Edge School Division (approx. 86)
3. Freson Bros (approx. 65)
4. Mountain View Inn & Suites (approx. 40)
5. Town of Sundre (approx. 30)

Key Industries

Results are based on **North American Industry Classification System** (NAICS) codes collected when issuing business licenses for in-Town businesses only, and combined with local industry knowledge (i.e. being aware of the significance of the public sector as an employment area):

1. Service sector (i.e. Retail Trade, Tourism, Accommodation, and Food Services)
2. Public sector (schools, hospital, municipalities, Post Office, RCMP, province, etc.)
3. Personal & Automotive Services (i.e. Everything from hair to automotive shops, to pet care)
4. Construction and Trades
5. Resource and Industrial Support / Wholesale (i.e. oil and gas, machine shops, freight and towing, agricultural and industrial wholesalers)

Business Activity & Entrepreneurship Levels:

- Number of Businesses (in-town only):
 - Over 200 in town, including home-based (approx. 330+ regionally)
- Entrepreneurship Levels:
 - Approx 1 business per 7.5 people
 - 14.2% self-employment rate (2021) (this is greater than the provincial average of 10.1%)

III. Social and Cultural Environment

Community Organizations & Networks	Rec & Culture Facilities	Major Events
Service Clubs (Lions, Elks, Royal Purple)	Sundre Aquaplex (& 24/hr gym)	Winterfest
Sports Associations (Minor Hockey, Soccer, etc.)	Sundre Arena	Sundre Pro Rodeo
Sundre Allied Arts Society	Community Centre	Canada Day Car Show
Greenwood Neighborhood Place	Ball Diamonds	Canada Day Council BBQ
Sundre & District Chamber of Commerce	Curling Rink	Rodeo Parade
Sundre & District Agricultural Society	Pickle Ball Courts	Shady Grove Bluegrass Festival
Sundre & District Historical Society	Soccer Fields	Sundre Broncs, Bulls & Wagons
Sundre & District Aquaplex	Skatepark	Sundre Harvest Fest
Royal Canadian Legion	2 Outdoor Permanent Rinks	Culture Days
West Country Seniors' Centre	Rodeo Grounds	Halloween Candy Walk
Karate	Dance Schools (x2)	
Taekwondo	Performing Arts Centre	
Sundre Tourism Association	Golf	
Sundre Bike'n Ski Club	Camping	
Sundre Curling Club	Sundre & District Museum	
Sundre Rodeo & Race Association	Gazebo	
	Trails and Pathways (over 50 kms including single-track trails) (hiking, biking, cross-country skiing, fat biking, snowshoeing, tobogganing)	

Housing & Resident Profile:

- Low residential vacancy rate (0% residential vacancy rate in multi-family dwellings) in 2024.
- Over 1300 private dwellings.
- Percent owned vs rented:
 - Owned: ~77%
 - Rented: ~23%
- Household size: 2.1 people per household.
- Median home value (average 2025 selling price – all housing groups): \$381,900
- Median Income per household (2021, according to Alberta Regional Dashboard): \$94,380
- Average Commuting Time: 18.8 minutes
- Median age: 47.6 years

IV. Infrastructure and Physical Environment

Utilities & Communications Networks (water, wastewater, fibre optics)

- Water:
 - Town-owned and operated system
- Wastewater:
 - New state of the art electro-flocculation treatment facility funded and underway.
- Roads:
 - Roundabouts on Highway 27 represent a successful pilot project
 - 24.4 km of Town-owned roads.
 - 9 kms of provincial highways in Sundre (Hwy 22, 27, 760).
- Gas:
 - Town-owned and operated system (west side of Red Deer River).
 - Foothills Gas Co-op (east side of Red Deer River).
- Communications:
 - Fibre-optics throughout the majority of the built-up area of Sundre.

Natural Resources & Environmental Quality (air, water, climate)

- 319 days of bright sunshine per year
- Situated within the transitional region between Foothills and Boreal Forest natural regions.
- Glacier-fed river runs through Town.
- Hottest month: July – High average of 24 C, Low of 10 C.
- Coldest month: January - High average of -1 C, Low of -13 C.

VISION AND MISSION

VISION STATEMENT

To be a vibrant, safe, and inclusive community known for its strong economy, beautiful natural environment, high quality of life, diverse opportunities, tourism grounded in community, and focused on the future.

MISSION STATEMENT

To provide efficient, effective, and sustainable municipal services while fostering innovative opportunities for growth, and enjoyable recreational spaces for residents and visitors, by supporting businesses, volunteer organizations and community events.

Values

Our values guide how we work within the administration and with the community to achieve our objectives.

Integrity and Accountability | **Respect** | **Service Excellence and Innovation** | **Stewardship**
Collaboration/Teamwork | **Community First** | **Safety, & Well-Being**

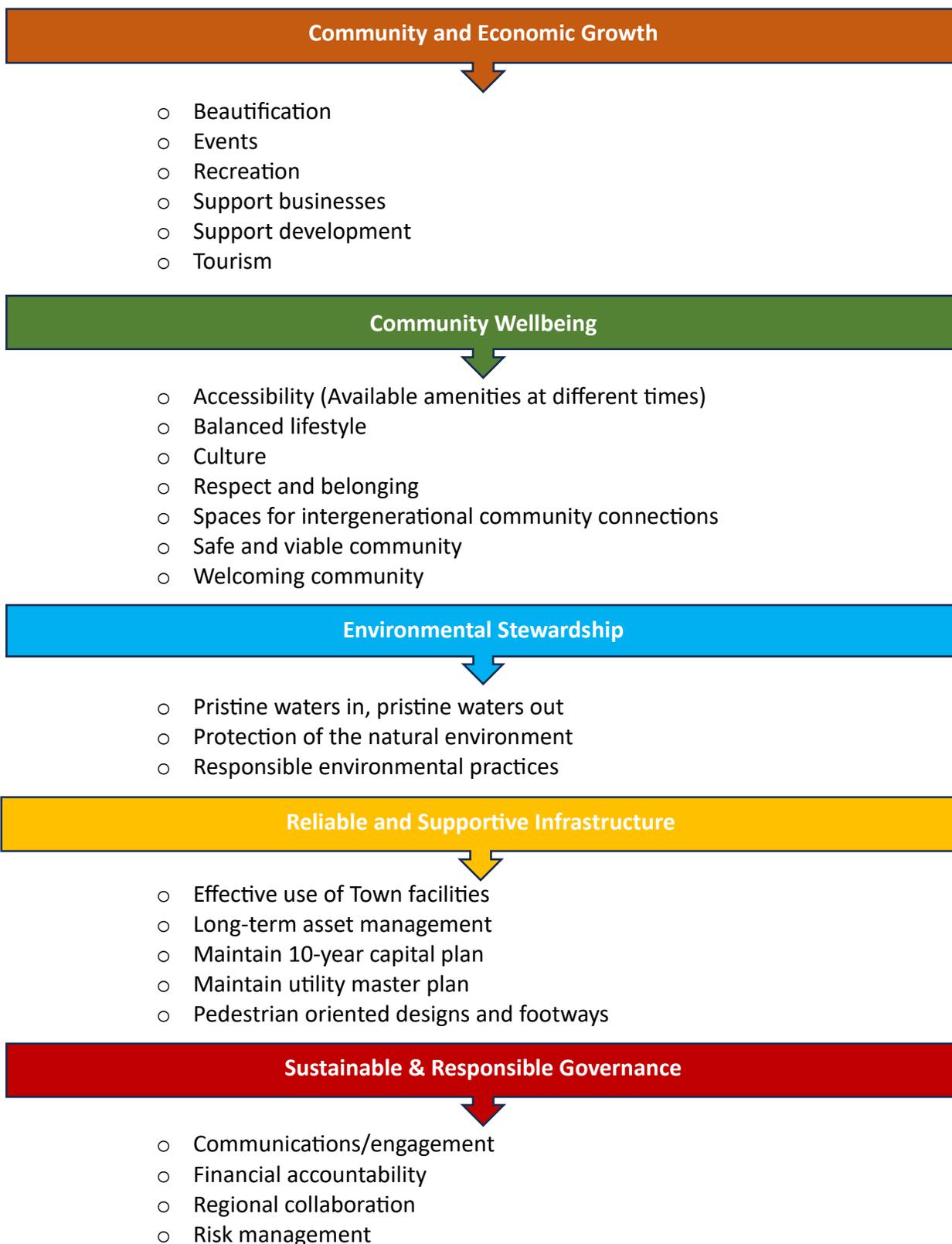
- **Integrity and Accountability:** We are honest, and ethical, in all our decisions and actions, earning the public's trust. We take ownership of our commitments and are responsible to our electors for our actions and the use of public resources.
- **Respect:** We treat all residents, visitors, stakeholders, and staff with fairness, dignity, and inclusivity, appreciating diverse perspectives.
- **Service Excellence and Innovation:** We are committed to providing high-quality, efficient, and responsive services that meet the community's changing needs. We embrace creativity, new ideas, and continuous improvement to find better solutions for the community.
- **STEWARDSHIP:** We responsibly manage the municipality's financial, environmental, and physical resources for both current and future generations. We respect and protect the land, water, and natural environment, balancing growth with care for the landscapes that define our way of life
- **Collaboration/Teamwork:** We work together effectively and seek out partnerships with the community, indigenous neighbors, other governments, and stakeholders to achieve common goals, and to strengthen services and opportunities.
- **Community First:** We value and support safe, caring communities that provide a rich mosaic of services to enhance the quality of life for all residents, recognizing that communities are a cornerstone of our strength and well-being, and care deeply about the outcomes.
- *Safety, & Well-Being:* We are committed to a safe, welcoming community where residents of all ages feel supported, included, and proud to call this place home.

Strategic Pillars

Our Strategic Pillars are the 5 core, long-term focus areas that support the Town’s vision, guiding major decisions, resource allocation, and daily activities to achieve our strategic goals. The 5 pillars will provide stability and direction, translating high-level strategic priorities into actionable, interconnected priorities.



Strategic Priorities



Key Performance Indicators

Monitoring performance as a governance body is important for councils to ensure they are fulfilling their legal, ethical, and strategic responsibilities effectively. By evaluating their own actions and processes, councils can identify opportunities for growth, ensure accountability, and ensure that their strategic direction aligns with community needs.

Regular self-assessment allows council members to reflect on their roles, enhance their effectiveness, and ensure they are contributing positively to the community. Areas for assessment include:

- **Improved Accountability and Transparency:** Monitoring helps ensure that individual members are meeting their legal and ethical obligations, which increases public trust and demonstrates responsibility to the community.
- **Enhanced Decision-Making:** By evaluating their own understanding of issues and their contribution to discussions, members can make better-informed, more strategic decisions.
- **Identifying Gaps and Development Needs:** Self-assessment helps identify areas where individual members may need further training, knowledge, or skill development to be more effective in their role.
- **Strengthening Team Dynamics:** When members understand their own strengths and weaknesses, it can foster better communication, trust, and collaboration within the council.
- **Ensuring Strategic Focus:** Monitoring ensures that individual actions and contributions are aligned with the council's broader, long-term strategic goals.
- **Correcting Under-performance:** Regular evaluation allows for early identification of issues, enabling members to address performance gaps before they negatively affect the organization.



To remain accountable to electors and achieve our long-term vision, Council will conduct an annual performance review during the Spring Strategic Planning workshop. These metrics will serve as the foundation for our ongoing Strategic Planning KPI progress reporting.

Strategic Planning Next Steps

Success of the Strategic Plan lies in how we implement the use of the Plan. The following *Next Steps* outline actions the Town can employ to implement and execute the Strategic Plan to ensure its success.

Communications

Upon Council approval, the Strategic Plan will be communicated internally and externally. Internally, the Vision, Mission, Core Values and Strategic Priorities will be presented and clarified to all staff. The Strategic Plan will be posted on the Town's website or otherwise be made available to the public who may wish to review it. The Vision, Mission and Values will be published on the Town's website, within the Town office and on key documents to ensure these statements are prominent for the staff and public.

Develop Key Performance Indicators

Staff will prepare key performance indicators (KPI's) that can be used to measure success of the plan for each Strategic Priority and for CAO performance related to these priorities. Further, Administration will develop performance measures for each department with alignment to success related to Strategic Priorities (via Business Plan objectives and performance goals, where applicable).

Business Planning

The Strategic Plan will form the foundation for Departmental Business Plans to be developed by Administration over the next few months. The Business Plans will outline the operational activities that will be executed to help achieve Council's Strategic Priorities.

Link Budget with Plans

By the end of 2026, Administration will develop a multi-year budget which will be presented to Council for approval. The operational budget and capital plan will provide the resources (capital infrastructure, facilities, equipment, human resources, funding) required to support the Business Plans which, in turn, will facilitate achievement of the Strategic Plan and Vision.

Align Decisions with Plans

Administration will enhance the section within the Council "Request for Decision" template which identifies alignment of each request with the Strategic Vision and Priorities. This informs both Council and the public about how the decisions before Council align with the Strategic Plan, creating transparency and connection.

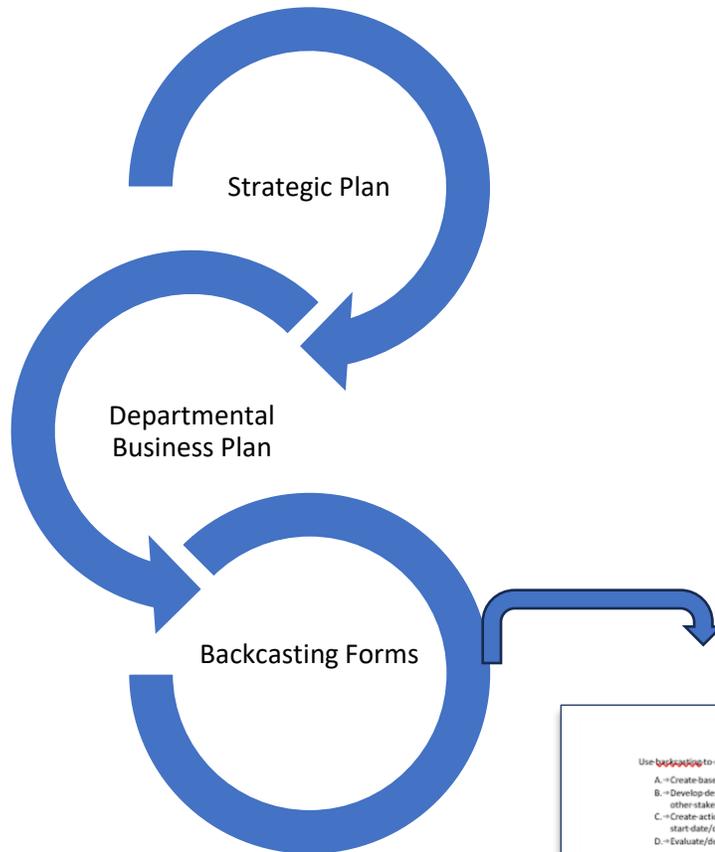
Review and Performance Measurement Reporting

Building in a regular review and reporting mechanism to the Strategic and Business Planning Process can help ensure the plan is kept alive and relevant to the everyday activities within the municipality. The Business Plan performance will be reported internally, while the progress on Strategic Priorities will be reported externally to the public.

The strategic plan process is a cycle consisting of 3 separate parts that span a 4-5-year period and includes key performance indicators and descriptions of success at the end of the cycle.

Hierarchy of Documents

- The Strategic Plan is the highest-level document; ↓
- The Departmental Business Plans will flow from the strategic plan; ↓
- The Backcasting forms are created by staff, in response to Council’s Vision, Mission and Goals. ↓
- The Strategic Plan is the “What”, the Backcasting forms are the “How”.



Backcasting Form ¶

Use [backcasting](#) to raise awareness ¶

A. → Create baseline information (Describe your project) ¶
 B. → Develop descriptions of success/outcomes (Outcomes are changes or effects that participants or other stakeholders of your project experience as a result of their involvement) ¶
 C. → Create action plans (estimate costs for materials, labor, other; where, when and how; estimate start date/completion date) ¶
 D. → Evaluate/describe your success ¶

1. Project Description ¶

(A) Baseline Information ¶

Create report that describes the purposes, roles and responsibilities, legal framework of local government that will be published on the Town website on a tri- or bi-monthly basis. ¶

(B) Description of Success (include SMART goals) (SMART goals are a framework for setting objectives that are Specific, Measurable, Achievable, Related, and Time-bound) ¶

Easy access to information better educates the public on municipal procedures and decisions, encouraging meaningful citizen participation and understanding of local issues. The reports enable citizens and stakeholders to hold the municipality accountable for its results, and actions. Council has the ability to direct citizens to specific reports on the website as a supplementary, fact-based response to specific questions, (e.g. why Council made a specific decision. Citizen questions to Council will help to inform the content of the reports. Information is presented in plain language, with key numbers and data points displayed prominently and clearly explained for a lay audience. ¶

(C) Action Plan ¶

Estimated Start Date	→	→	→	Estimated Completion Date ¶
June 2025	→	→	→	Ongoing ¶

Needs Assessment (What outside resources/materials are required for this project) ¶		
Staff time for research ¶		¶
Possible time for legal counsel if a legal opinion is required ¶		¶
Description of Resource/Materials ¶		
Local Council if required ¶	Estimated Costs ¶	Actual Costs ¶
Total Actual Costs ¶		¶
Description of Project/Action Steps ¶		
		Status ¶
Step 1. (kaupapa) report for publishing on the website describing the levels of government and their responsibilities ¶		¶
Step 2 Prepare a report for publishing on the website related to questions council is receiving from the public ¶		¶
Step 3 ¶		¶

(D) Evaluation (Results and lessons learned based on the description of success; how did this project contribute to meeting Council’s Strategic Priorities and Objectives?) ¶

Council has received positive feedback from citizens on relevance and satisfaction with the information in the reports, including clarification and understanding of why and how Council makes decisions. ¶

Conclusion

Co-created by Town Council and administration, the 2026-2029 Strategic Plan serves as our primary guide for growth and decision-making. Achieving its goals depends on a unified effort between Council and the administrative team. To navigate an ever-changing landscape, we treat this roadmap as a flexible framework, committing to frequent updates that ensure our strategies match the community's shifting needs. This will be accomplished through two annual strategic planning workshops, where goals and objectives that align with the strategic plan are discussed, leading to eventual preparation of the following year's budget.

Key Components Included:

- Joint Ownership
- Adaptability
- Continuous Improvement

Creation Credits

The following individuals participated in the initial creation of this strategic plan. Their contributions are significant and vital.

Members of Council

1. Richard Warnock, Mayor
2. Connie Anderson, Councillor
3. Cheri Buchan, Councillor
4. Todd Dalke, Councillor
5. Paul Isaac, Councillor
6. Jaime Marr, Councillor
7. Owen Petersen, Councillor

Members of Administration

1. Linda Nelson, Chief Administrative Officer
2. Chris Albert, Director of Corporate Services
3. Benazir Thaha Valencia, Director of Community Development
4. Ross Clews, Fire Chief
5. Sam Zhao, Peace Officer
6. Carl McDonnel, Contract Project Manager
7. Jon Allen, Economic Development Officer
8. Betty Ann Formstone, Executive Assistant

*Note, all staff had opportunity to participate through the survey.

Appendix 1 - PESTO Analysis

The PESTO analysis is a tool that helps to identify important trends and factors that may influence the Town now and into the future. This analysis includes consideration of Political, Economic, Social, Technological and Other factors. Below is the list of potential factors that may influence Sundre in the coming years:

POLITICAL

- Employment standards regulations...(WCB)
- ICF Agreements (Renewal)
- Lack of (citizen) understanding on municipal processes, boundaries, regulations
- LGFF funding and grants
- Local leaders not being supported by other levels of government
- Loss of knowledge – historical references
- MGA changes
- New OH & S legislation
- Provincial election (2027)
- Separation, recall petitions, effect of “grassroot” initiatives, global / social impacts
- Service level and efficiency
- Stewardship, leadership fatigue

ECONOMICAL

- Aging infrastructure – facilities, roads, underground infrastructure
- Complicated grant applications
- Diversified tax base
- Emergencies, fire, flood
- Funding for services
- Housing
- Local employment cost/wages
- Municipal taxes
- New budget cycle – identify needs over wants
- Provincial downloading onto municipalities – economic impact
- Tourism impacts

SOCIAL

- Aging population
- Housing
- Public engagement
- Social media

TECHNOLOGICAL

- Aging IT
- AI
- Cyber-crime attacks
- Interactive engagement, online ratings of services

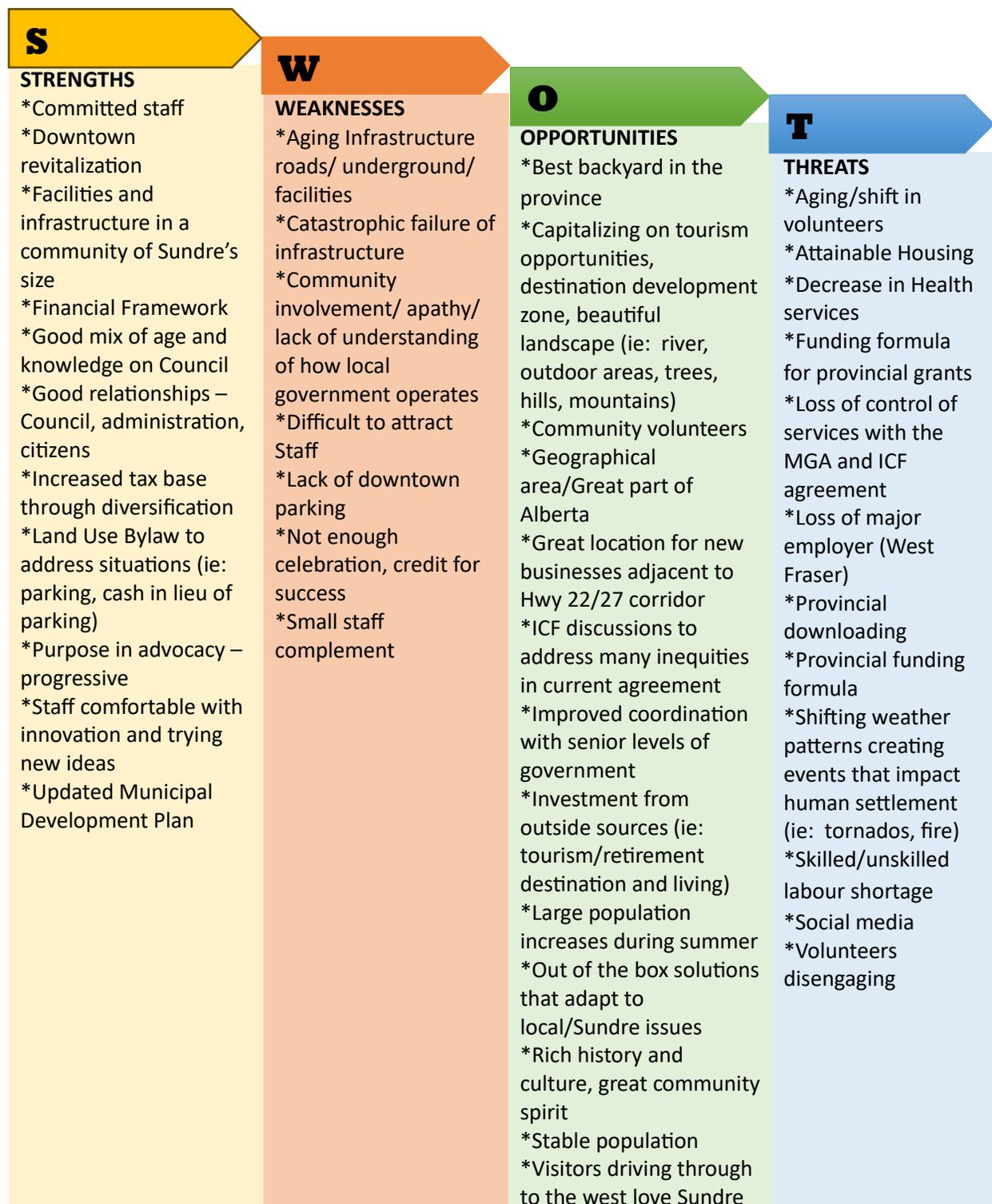
OTHER

- Emergency services and community safety
- Erosion of Snake Hill
- Storm water management
- Threats of flood/drought/wildfire
- Water conservation/wetlands



Appendix 2 - SWOT Analysis (strength, weakness, opportunity, threats)

A SWOT analysis is another tool for examining the current situation of the Town. This analysis involves probing into the Municipality's Strengths, Weaknesses, Opportunities, and Threats. The Strengths and Weaknesses are internal attributes of the Town, while Opportunities and Threats are external attributes of the environment. Strengths and Opportunities are helpful while Weaknesses and Threats are harmful to achievement of the Town's objectives.



Appendix 3 - Key Stakeholders

Stakeholders can be impacted by or have impact over an organization. Certain stakeholders have an interest in the organization's objectives, actions and policies while others may have the authority to influence the success or failure of the organization.

- Clearwater County
- Community Groups (Museum, GNP, Chamber, Community Van, Sundre Tourism Association, etc.)
- Developers
- Fortis (Franchise Fee)
- Library/PRL
- Local Golf Courses
- Mountain View County
- Mountain View Senior's Housing
- MP/MLA
- Municipal Affairs
- Museum
- Permanent residents
- Provincial Government Departments
- RCMP
- Rodeo
- Seasonal residents
- Sundre businesses
- Sundre Hospital
- Sundre Schools
- Surrounding businesses (West Fraser)
- Travel Alberta
- Visitors, tourists, travellers



Appendix 4 - Stakeholder Survey Results

Similar responses/topics are grouped together; responses are recoded as a percentage of total responses per question. Single, or less than 2 responses of a similar nature are not recorded.

Vision and Future Direction

These questions help define the long-term aspirations for the municipality.

1. What is your ideal vision for our community in 10 years?

Growth/More businesses/Thriving community/Tourism 76.5%
 More events/More to do/Recreation 23.5%

2. What does success look like for our community?

Growth/More Businesses/Thriving Community/Tourism.....74%
 More events/More to do/Recreation26%

3. Which economic sectors should we invest in to create local jobs and opportunities?

Growth in Commercial/Storefront/ Manufacturing/Tourism80%
 More events/Recreation based20%

4. How important is environmental sustainability in future projects?

Very Important	Somewhat Important	Not Important
48%	43.5%	8.5%

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

These questions help identify the municipality's current position and external factors to consider.

5. What do you consider to be our municipality's unique strengths and assets?

West Country/Location/Nature65%
 People22%
 More events/More to Do/Recreation.....13%

6. What opportunities exist for our community that we should leverage?

Growth/Tourism41%
 Recreation/Events.....32%
 Location/Nature27%

7. What major external threats or risks do you believe may negatively impact the municipality?

- Financial impacts/Overspending/Outpacing Infrastructure 31.25
- Environmental impacts (Fire, Drought, etc)25%
- Only one bridge/Highway traffic25%
- Rapid growth 18.75%

Services and Quality of Life

These questions gather feedback on specific municipal services and general living experience.

8. How satisfied are you with the overall quality of life in our community?

Very Satisfied	Satisfied	Not Satisfied
43.5%	56.5%	

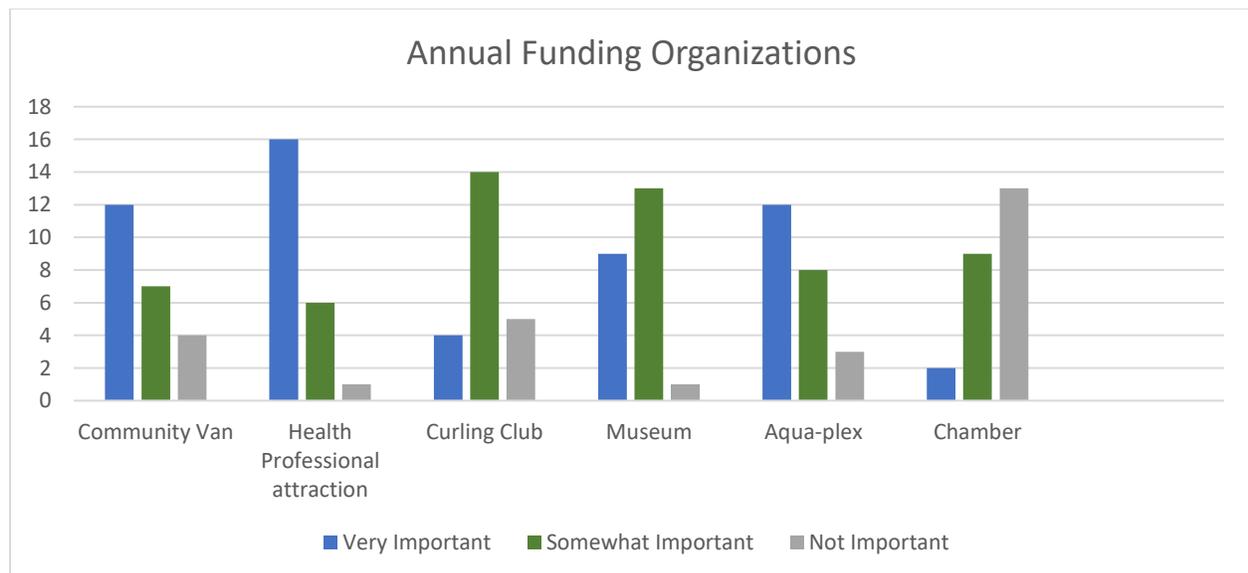
9. Which public services do you feel need the most improvement (e.g., road conditions)?

- Roads 55.5%
- Sidewalks /Paths/Trails..... 27.5%
- Infrastructure17%

10. Are there any existing programs or services that the municipality should consider reducing or no longer offering, and why?

- No 63.5%
- Maintain/Review annually 18.25%
- Stop shoveling snow for downtown businesses 18.25%

11. The Town currently funds a number of non-profit organizations through an annual funding agreement. How important are these organizations to your quality of life?



Community Engagement and Inclusion

These questions assess how the public wants to be involved and ensure diverse perspectives are heard.

12. The Town of Sundre currently offers numerous communication methods, including the Town website, Town Facebook, local newspapers, open houses, messages in our monthly utility bills, reports at Council meetings, open dialogue with the mayor at any time, open door policy for administration, and other, what is the best way for the municipality to communicate and consult with you on important matters?

Keep current (Newspaper/flyers/utility bills/email/website)61%
Social media39%

13. How can we ensure that all members of our diverse community feel included and represented in the planning process?

Survey50%
Keep current practice50%

14. What prevents you from participating more in local civic activities?

Time 55.5%
Not interested22%
Nothing 11.25%
Didn't know 11.25%

Other

15. What makes our municipality a great place to live, work, and play?

Location/Setting 62.5%
The people/Welcoming community 37.5%

16. What are your hopes and dreams for Sundre?

Tourism/Growth39%
Stays friendly/Retire-stay in community33%
More recreation & events28%

17. What changes would you like to see in our municipality in the future?

More growth/Shopping/Tourism/Destination 31.5%
More aesthetically pleasing/Keep Town looking nice 26.5
More to do/Events21%
Connectivity/Walkability/Trails.....21%

18. What about the present do you love and believe we need to preserve and enhance as we plan for the future?

River/Nature73%
Community27%

APPENDIX 5 - LEVELS OF GOVERNMENT & LEGAL FRAMEWORK

Municipal government	Provincial Government	Federal Government
Local road and water infrastructure and maintenance (including roads, water, sewer, wastewater, etc.)	Employer and Employee Supports	National defense and RCMP
Public transit	Landlord Tenant Support	Income tax
Property tax (municipal portion)	Education and schools	Currency and banking
Garbage and recycling collection	Healthcare, Mental Health, long term care and hospitals	Airports
Parks, pathways and recreation facilities	Municipal Affairs and Housing	Postal service
Planning, development, building, plumbing, gas, electric permits	Provincial transportation infrastructure and highways	Broadcasting and telecommunications
Fire protection	Natural resources	Immigration, Citizenship and support for Canadians abroad
Flood Control	Energy	Criminal law (Federal Law and Courts)
Municipal Enforcement and Animal Control	Property tax (provincial portion/education requisition)	Mortgages (Canadian Mortgage and Housing Corporation)
Family and Community Support Services (20% Municipal government/80% Provincial government)	Family and Community Support Services (80% Provincial government/20% minimum Municipal government)	Employment Insurance and social development
Economic development and Tourism	Policing (rural and province-wide protective services)	Fisheries, oceans and national parks
Business Licensing	Post-secondary education	Borders and passports
Social and cultural services (libraries, arts facilities, community events, cemeteries)	Social Services (treatment and specialized services, domestic violence shelters)	Charter of Human Rights
Heritage Preservation	Student Loan	National health care policy & some funding
Municipal Parking Lots and Structures	Indigenous Relations	Student Loans
	Agriculture and Food	Crown Indigenous Relations and Northern Affairs
	Children and Youth Services	Environment

	Community Safety and Correctional Services	Global Affairs and International Development
	Consumer Services	Canadian Culture and Heritage
	Economic Development, trade and employment	Infrastructure
	Environment	Innovation, Science, and Economic Development
	Francophone Affairs	International Trade
	Health Promotion and Sport	Natural Resources
	Infrastructure	Official Languages
	Labour	Public Safety and Emergency Preparedness
	Northern Development and Mines	Regional Development and Diversification
	Provincial Law and Courts	Transportation
	Research and innovation	Veterans Affairs
	Rural Affairs	
	Tourism and Culture	

Legal Framework

Alberta's municipal legal framework is centered on the [Municipal Government Act \(MGA\)](#), the primary statute guiding how cities, towns, villages, and other municipalities operate, develop land, provide services, and raise funds, while balancing council powers with citizen accountability. Key complementary laws include the Access to Information Act (ATIA) and the Protection of Privacy Act (POPA), ensuring transparency and privacy, and a number of other Regulations and Acts, (below). The framework defines municipal roles, responsibilities, planning processes, and how councils make decisions and interact with residents.

Key Aspects of the Framework (MGA)

- **Municipal Structure:** The MGA categorizes municipalities (Cities, Towns, Municipal Districts, Specialized Municipalities, etc.) and outlines their distinct natures.
- **Powers & Duties:** Councils have powers to develop policy, provide services, and carry out duties outlined in the MGA, balanced by their accountability to citizens.
- **Land Use & Planning:** The MGA, along with provincial frameworks like the [Land Use Framework](#) and the [Alberta Land Stewardship Act \(ALSA\)](#), governs municipal planning and development through statutory plans (MDPs, ASPs, IDPs).
- **Bylaws:** Municipalities create bylaws (local laws) under the MGA for community management, requiring clarity, fairness, and proper storage.
- **Public Participation:** The framework supports citizen involvement, allowing residents to influence local governance through formal and informal channels.

How it Works

1. **Establishment:** The MGA sets up the framework for local governance.
2. **Operation:** Municipalities use the MGA to create policies, manage land, and deliver services.
3. **Accountability:** ATIA, POPA and public participation mechanisms ensure transparency and resident input.
4. **Oversight:** The [Municipal Affairs](#) program provides advisory services and conducts reviews (MAP) to promote good governance.

In essence, the MGA is the comprehensive guide for how local governments function in Alberta, impacting daily life by defining how communities are managed and developed.

The MGA contains three major “themes” or areas of focus: governance; assessment and taxation; and planning and development.

Other important legislation includes:

- **Local Authorities Election Act:** The Local Authorities Election Act governs municipal elections by establishing procedures around campaigning, voting and counting of votes.
- **Emergency Management Act:** The Emergency Management Act (EMA) is the legislation that governs measures taken during an emergency and requires municipalities to establish an emergency plan. It outlines the roles and responsibilities of the Minister of Municipal Affairs, the provincial government, and local authorities. The EMA provides the authority for the granting of additional powers during a state of emergency or a state of local emergency and governs the coming into force, expiration, and termination of these states of emergency.
- **Employment Standards Code:** The Employment Standards Code establishes Alberta’s minimum standards of employment in many areas including payment of wages, hours of work, overtime, vacation and holidays, leave, and termination of employment. It establishes the processes by which an employee can seek recourse if the standards have not been met.
- **Cemeteries Act:** Awareness of the Cemeteries Act and its associated regulations may be necessary as some municipalities own and operate cemeteries. This legislation controls the disposition of human remains, ensures cemeteries meet the requirements of local authorities, and protects consumers who invest in pre-need cemetery supplies and services.
- **Forest and Prairie Protection Act:** The Forest and Prairie Protection Act enables the protection of the forests and prairies of Alberta from wildfire. This legislation makes the chief elected official, each councillor and the CAO, by virtue of their offices, fire guardians in and for the municipal district except that part of the municipal district that is within a provincial forest protection area.
- **Access to Information Act and Protection of Privacy Act:** These Acts establish the legislative framework for the Government of Alberta’s general policy on access to information and the protection of personal information in the public sector. It provides for public accountability through a right of access to records under the control of public bodies and mandates how a public body is to collect, use and disclose an individual’s personal information.

- **Highways Development and Protection Act:** The Highways Development and Protection Act sets out the responsibilities and powers of the authorities that oversee the various categories of highways and roads in Alberta. It also prohibits and limits certain developments near provincial highways and roads.
- **Interpretation Act:** This Act sets out guidelines for interpreting legislation (various presumptions, definitions, rules of statutory interpretation and construction) that apply to all Alberta Acts and Regulations, and who can act under legislation.
- **Oaths of Office Act:** This Act applies to oaths of allegiance, official oaths and judicial oaths. It provides that any person required by statute to make an oath is permitted to make a solemn affirmation instead of taking an oath.
- **Occupational Health and Safety Act:** The Occupational Health and Safety Act sets out the framework for health and safety in Alberta's workplaces, including municipalities.
- **Peace Officers Act:** This legislation establishes the roles of peace officers (non-police) in Alberta and allows different levels of government the opportunity to obtain peace officer status for community safety enhancement and specialized law enforcement needs. This Act establishes the requirement for authorization of employers and appointment of peace officers including the application process, suspension/cancellations, employer liability and responsibility, the role of the Director of Law Enforcement, oversight process and the mechanism for public complaints. It also establishes the offences and penalties under the Act.
- **Safety Codes Act:** The Safety Codes Act establishes a unifying framework for the administration of ten safety disciplines, each having their own safety codes and standards. The Public Safety Division of Alberta Municipal Affairs administers the framework established in the Safety Codes Act, including development of codes and standards adopted in Alberta, providing advice and technical support related to the Act to the public, industry, all municipalities and the Safety Codes Council, and monitoring the work of municipalities, corporations and agencies that administer the Act or provide services under the Act. The Public Safety Division also manages agencies under contract to provide services such as permits and inspections for municipalities that do not administer the Act in their jurisdiction.
- **Traffic Safety Act:** The Traffic Safety Act promotes safety on provincial highways, the definition of which includes any thoroughfare, street, road, trail, avenue, parkway, driveway, viaduct, lane, alley, square, bridge, causeway, trestle way or other place or any part of any of them, whether publicly or privately owned, or sidewalk that the public is ordinarily entitled or permitted to use.
- **Weed Control Act:** The Weed Control Act is the enabling legislation that defines the actions municipalities in Alberta must take with respect to weed control, issuances of notices and the conditions necessary for appeal.

Other Service Providers

- Alberta Government (Crown Lands)
- Alberta Transportation (Hwy 22/27)
- Cell/Internet – private service
- Fish and Wildlife
- Fortis
- RCMP
- Search and Rescue

APPENDIX - 6 FINANCIAL INDICATORS

Average Historical Composition of Operating Budget Based on 2023 to 2026 Budget Cycle		
Cash Outflow		
Operating Expenses	\$8,314,830	85.80%
Debt Principal Repayments	\$372,750	3.85%
Transfers to Savings	\$1,003,125	10.35%
	\$9,690,705	100%
Cash Inflow		
Operating Revenues	\$5,348,225	55.19%
Other Revenues	\$606,250	6.26%
Utilization of Savings	\$22,500	0.23%
Property Tax Revenue	\$3,713,730	38.32%
	\$9,690,705	100%
Five-Year Projected Capital Financing Composition Based on 2026 to 2035 Capital Plan		
Forecasted Expenditures	\$14,877,000	
Debt	\$5,050,000	33.95%
RSAs	\$5,391,000	36.24%
Grants & Other	\$4,436,000	29.82%
Projected Combined Capital Associated Restricted Surplus Account Balances		
Beginning Jan 2026	\$2,324,500	
Ending Dec 2030	\$1,883,500	



APPENDIX 7 – ANNUAL COUNCIL KEY PERFORMANCE INDICATOR CHART

	N/A	1	2	3	4	5
1. Role of the Mayor						
The Mayor has sufficient time to commit to the role	<input type="checkbox"/>					
The Mayor exhibits a leadership style and tone that promotes effective decision making, constructive debate and ensures that Council works as a team.	<input type="checkbox"/>					
2. Relationship with Administration						
Council's relationship with the Chief Administrative Officer is one of mutual respect and trust.	<input type="checkbox"/>					
The Mayor and Chief Administrative Officer work well together and their different skills and experience complement each other.	<input type="checkbox"/>					
The roles of Council and Town staff complement each other and do not conflict.	<input type="checkbox"/>					
Council evaluates the Chief Administrative Officer's performance annually based on clear and objective requirements/expectations.	<input type="checkbox"/>					
3. Meetings						
The number of Council and committee meetings are appropriate, including ad-hoc meetings when necessary.	<input type="checkbox"/>					
Council members regularly attend and actively contribute at meetings.	<input type="checkbox"/>					
Council meetings are well run and productive.	<input type="checkbox"/>					
Council understands its legal responsibilities under privacy legislation to keep topics in closed meetings of council and council committees confidential, and follows the rules of confidentiality for all council and council committee meetings.	<input type="checkbox"/>					
4. Council Committees						
Council committees are properly constituted and perform their delegated roles under clear terms of reference.	<input type="checkbox"/>					
Report back effectively and promptly to Council with sufficient time for Council to consider matters arising.	<input type="checkbox"/>					
5. Time Commitment						
Council members commit sufficient time to the Town to discharge their responsibilities effectively.	<input type="checkbox"/>					
Council members regularly attend special community events.	<input type="checkbox"/>					

6. Orientation and Training						
Council members receive proper orientation on commencement, and participate in ongoing training to meet individual development needs.	<input type="checkbox"/>					

7. Council Discussions						
Council meetings are characterized by a high quality of debate with robust and probing discussions – consistent with the guidance that an effective Council should not necessarily be a comfortable place, challenge, as well as teamwork are an essential feature.	<input type="checkbox"/>					
Uses the available data from Administration effectively.	<input type="checkbox"/>					

8. Council Culture						
Council creates a performance culture that drives value creation without exposing the Town to unnecessary risk.	<input type="checkbox"/>					
Council sets an appropriate tone that permeates through the entire organization.	<input type="checkbox"/>					

9. Quality of decision making						
Council makes well-informed high-quality decisions based on its strategic priorities.	<input type="checkbox"/>					
Appropriate processes are used to facilitate complex decisions – for example obtaining information from Administration as subject matter experts.	<input type="checkbox"/>					

10. Demonstrating Council Stewardship						
Council communicates effectively with all community members and takes into account their interests.	<input type="checkbox"/>					
Appropriate processes are used to facilitate complex decisions.	<input type="checkbox"/>					

Appendix 8 – Key Plans

- Business Plans
(Part of Strategic Plan)
- Capital Plan
<https://sundre.com/p/finance>
- Community Emergency Response Plan
<https://sundre.com/p/emergency-management-services>
- Financial Framework
<https://sundre.com/p/finance>
- Land Use Bylaw
https://sundre.municipalwebsites.ca/UploadFiles/Docs/201810LandUseBylawAmendedJan2025website_feSpPK.pdf
- Levels of Service
[https://sundre.municipalwebsites.ca/Editor/images/documents/Corporate%20Services/Level%20of%20Service%202025%20\(published\).pdf](https://sundre.municipalwebsites.ca/Editor/images/documents/Corporate%20Services/Level%20of%20Service%202025%20(published).pdf)
- Municipal Development Plan
<https://sundre.com/p/documents-downloads> in 'Statutory Plans'
- Multi-Year Budgeting Policy
<https://sundre.com/p/policies-by-laws> in 'Policies'
- Operating Plan
<https://sundre.com/p/finance>
- Passive Outdoor Recreation Use Plan
<https://sundre.com/p/east-side-campground>
- Public Participation and Engagement Policy
<https://sundre.com/p/policies-by-laws> in 'Policies'
- Restricted Surplus Policy
<https://sundre.com/p/policies-by-laws> in 'Policies'
- Trails Master Plan
<https://sundre.com/p/documents-downloads> in 'Policies'

Partnership Agreement

- Annual Funding Agreements
- FCSS
- Fire Services Agreement
- Intermunicipal Collaboration Committee
- Intermunicipal Development Plan



STRATEGIC PLAN 2026