



# Town of Mundare

Integrated Community Sustainability Plan



March, 2010

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## SECTION 1: INTRODUCTION

### 1.1 ABOUT THIS PLAN

The Town of Mundare Sustainability Plan is an integrated Municipal Sustainability Plan (ICSP). The Plan was initiated to provide the community with a shared action plan for building a sustainable, common future. The Plan's underlying assumption is that in order to realize our vision for a sustainable Mundare, we must encourage every citizen, household, organization and institution in our community to get involved. **We need to foster a Culture of Responsibility.**

A Culture of Responsibility generates opportunities for the empowerment of individual citizens and the collective community to participate and interact as responsible stewards to ensure the economic, social, ecological, and environmental sustainability of our community. As we move towards realizing the goals and objectives laid out in this plan, we will continually increase the empowerment of the community by:

- developing a strong and shared sense of leadership for our future;
- building robust networks and community relations throughout the Town of Mundare;
- encouraging education and mutual learning; and ensuring effective and respectful communication.

In addition, our decision making will be based upon:

- duty to community and to citizenship;
- equity in balancing all voices, goals, and interests;
- fair and legitimate conflict and dispute resolution; and
- responsible and responsive action.

This Plan provides us with the infrastructure necessary to guide our community as we strive to achieve our sustainability goals and objectives and realize the Pillars of Sustainability identified in this Plan. By working towards achieving the vision set forth in these pillars we will build the kind of Town we want for ourselves, our children and our grandchildren.

### 1.2 HOW WAS IT DEVELOPED?

The genesis of the Town of Mundare Integrated Community Sustainability Plan (ICSP) stems from the Federal initiative **Building Canada**. **Building Canada** is a major infrastructure Plan worth \$33 billion over seven years (2007-2014) which provides “stable, flexible and predictable funding to Canadian Municipalities” to build a stronger economy, a cleaner environment and better communities.<sup>1</sup> A component of Building

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<sup>1</sup> Infrastructure Canada - Building Canada. (2007). “Information Sheet: The Government is Taking Action on a Stronger Economy, a Cleaner Environment and More Prosperous Communities.”

Canada is the transfer of revenue from gas taxes to municipal governments through provincial-territorial agreements. For municipalities to receive their share of the transferred funds they are required to have an ICSP.

The Town of Mundare saw the requirement to develop an ICSP as a unique opportunity to create a plan to guide future community growth and development based on principals of sustainability. The Town of Mundare ICSP was created through internal and external consultation and cooperation. The Plan incorporates feedback from stakeholders, staff and Council as well as research into best planning practices and case studies from other Alberta communities.

### 1.3 OUR APPROACH

In developing the Town of Mundare ICSP, we used the Brundtland Commission's definition of sustainable development as our starting point for understanding sustainability.

This report defines sustainable development as:

**“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”**

In our approach to sustainability, we focused on three key ideas:

1. **Think long term.** This allowed us to get creative, to think about big, long-term trends and helped us think about how the Town may prosper well into the future.
2. **Look at the whole.** We wanted consider all elements of life in Mundare — how we build our community, our economy, our culture, how we govern ourselves, our natural environment and how we connect and support one another. Taking a holistic and comprehensive approach to understanding Mundare provides us with a better understanding of how we relate to ourselves and our region.
3. **See the connections.** Systems at work within the Town are connected locally and regionally. Throughout the planning process we talked about the challenges associated with focusing on the details without losing site of the “big picture”. This approach to valuing both the parts (systems within the community) as well as the whole has been one of the priorities of this project. Our culture influences our economy. How we build the community influences our natural environment. How we relate to each other influences how we make decisions. Acknowledging and trying to understanding these connections will help us meet our needs as a community now and well into the future.

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<http://www.buildingcanada-chantierscanada.gc.ca/plandocs/bg-di/bg-di-fs-fr-eng.html> Retrieved: 6 November 2009.

## 1.4 WHY SUSTAINABILITY MATTERS

The purpose of incorporating sustainability into the operations and direction of the Town is two-fold. First, sustainable development integrates five (5) key perspectives – **economic, arts & culture, social, environmental and governance** – into the town’s long-term planning in order to develop a more holistic and balanced approach to decision-making. Sustainability strategies can help stabilize environmental degradation, protect the economic resource base, and enhance the health and well being of all residents.

Second, committing to sustainable development is a simple and prudent approach to long-range planning. For example, a secure and adaptable future is a primary concern of the town in its role as a provider of major services. The town invests a large amount of money each year in maintaining and enhancing municipal systems to provide services and infrastructure in areas such as roads and transportation, potable water, waste management, wastewater treatment, and recreation. We as a community could not function without these systems. From a risk-management perspective alone, the cost of assuming a reactive role most often surpasses the cost of planning ahead; thus it is valuable to invest in keeping these systems working properly over the long term. The present and future state of the Town of Mundare is the responsibility of both the current decision makers and the community itself.

## 1.5 THE FIVE PILLARS

Focusing on the five pillars of the ICSP will allow the Town to set goals and targets to facilitate the standardization of energy efficient technologies and promote wide ranging resource conservation throughout the entire community using both formal and explicit process and non-formal individual and community based initiatives.

Broad goal statements for the five key pillars of sustainability incorporated into this Plan are briefly described below:

**1. Arts & Culture:** Create a vibrant and festive community through the promotion of a strong sense of heritage and community pride.

**2. Social:** Work as a community to ensure:

- tolerance and respect,
- friendly and cooperative behaviour in neighbourhoods,
- low levels of crime and anti-social behaviour, and
- the provision of a sufficient range of social and affordable housing.

**3. Environment:** Initiate measures which ensure a quality environment through efficient utilization of resources available at present and in the future, mitigating negative environmental impact, and being respectful of the needs of our future generations.

**4. Economy:** Create a flourishing and diverse local economy through the promotion of a strong business community with links to the regional economy, diverse job creation and sufficient land and buildings to support economic prosperity as well as change.

**5. Governance:** Commitment to a democratic system which allows for effective and inclusive participation, representation and leadership through a transparent and accountable governance system, a strong inclusive community and volunteer sector.

## 1.6 HOW CAN WE USE THIS PLAN?

There are a number of projects which are eligible for ‘New Deals for Cities and Communities’ funding. This Sustainability Plan will provide the Town and larger community with access to funding for these types of projects. Funding is dedicated to programs which better the environment. The following are examples of projects eligible for funding as cited in the Administrative Procedures for New Deals for Cities and Communities (this listing is neither all inclusive nor exhaustive):

At the Municipal Level:

### Public Transit

- Purchase, development, and rehabilitation of major capital security devices, communication equipment and other public safety enhancements.
- Implementation of Municipal Infrastructure Management Systems including software and the collection of Core Infrastructure data to the limits outlined in the program guidelines.

### Water

- Water treatment, storage and pumping facilities.
- Treated water supply lines.
- Distribution system upgrades and replacements, including individual services to the property line
- Implementation of Water Infrastructure Management Systems, including the purchase of software and collection of data to the limits outlined in the program guidelines.

### Wastewater Treatment Systems

- Wastewater treatment and pumping facilities.
- Sewage collection system upgrades and replacements, including service mains to the property line.

- Implementation of Wastewater Infrastructure Management Systems, including the purchase of software and collection of data to the limits outlined in the program guidelines.

### **Wastewater (Storm Sewer Drainage Systems and Facilities)**

- Storm sewer line replacement or rehabilitation.
- Construction of new storm sewer retention ponds and new storm sewer treatment facilities.
- Replacement or rehabilitation of storm sewer collection lines including service lines, and catch basins.
- Implementation of Storm Sewer Infrastructure Management Systems, including the purchase of software and collection of data to the limits outlined in the program guidelines.

### **Solid Waste Management**

- Waste diversion - Material Recovery Facilities.
- Organics management.
- Collection depots.
- Waste disposal landfills.

### **Community Energy Systems**

- Retrofits of local government-owned buildings.
- Energy systems such as renewable energy, combined heat and power (CHP), cogeneration and district energy.
- Street lighting retrofits.

### **Roadways & Bridges**

- Reconstruction and rehabilitation of roadways and road structures.
- Construction, reconstruction and rehabilitation of railway and other grade separations.
- Other ancillary works such as sidewalks, commuter bikeways, lighting, traffic control signals, pedestrian signals, storm drainage and utility relocations.

### **Capacity Building**

- Development and implementation of an Integrated Community Sustainability Plan.
- Collaboration: building partnerships and strategic alliances; participation; and consultation and outreach.
- Knowledge: use of technology; research; and monitoring and evaluation.

The Plan can be used throughout the larger community in the following ways:

- ▣ an organization using the town of Mundare ICSP as a guide for their strategic planning;
- ▣ an organization referencing the town of Mundare ICSP in grant applications;
  
- ▣ a local business using the town of Mundare ICSP to make decisions on their purchasing or delivery of goods and services;
- ▣ a school developing student programs that aligns with the direction of the Town of Mundare Sustainability Plan; or
- ▣ a household making decisions that contribute to the Town of Mundare Sustainability Plan, such as purchasing a rain barrel for their yard.

These are just a few examples of how the ICSP can help build the future we want for our community. Citizens of the Town of Mundare are creative people and over the coming years we will discover new and exciting ways to use this plan and make it a living part of our community.



## SECTION 2: THE PILLARS OF OUR SUSTAINABLE COMMUNITY

### 2.1 PILLARS OF SUSTAINABILITY



As described in Part 1, the Pillars of Sustainability represent an integrated approach to action in the Town of Mundare. Each Pillar features the following elements:

- ❏ **a description of the current reality** – providing an understanding of our starting point today, including existing initiatives that are already underway;
- ❏ **a goal statement** – a portrayal of what Mundare will look like in 50 years if we successfully work towards achieving the vision set forth in the Pillar; and
- ❏ **objectives** – specific targets for the community to collaboratively work towards over a period of 10 to 50 years.
- ❏ **Strengths, weaknesses, opportunities and threats (SWOT) analysis** – a summary of information received throughout the public consultation program.

### 2.2 ARTS & CULTURE



The culture pillar represents the recreation, heritage and cultural systems at work within the Town of Mundare. These systems are integral to ensuring the health and well being of our community. The vibrancy, heritage and identity of our community is reflected and influenced by these systems.

## 2.2.1 Recreation

**Current Reality:** The Town of Mundare has a number of recreational assets including:

- Curling facility
- Ukraina park
- Arena
- Water spray park
- Basketball court and outdoor skating rink

**Goal Statement:** **We will work together to sustain our existing recreational assets and ensure that future recreation opportunities reflect the scale, values and needs of our community.**

<b>OBJECTIVE A:</b>	We provide all residents reasonable access to recreation opportunities
<b>STRATEGIES</b>	
1.	Promote structured and unstructured recreational activities
2.	Strengthen community connectivity to provide additional opportunities for recreation and active lifestyle choices

<b>OBJECTIVE B:</b>	We maintain our existing recreation assets and encourage the development of new, fiscally responsible, recreation opportunities
<b>STRATEGIES</b>	
1.	Increase recreational use of the existing facilities
2.	Maintain and develop suitable recreation facilities and amenities in the Town at large
3.	Work collaboratively with local businesses, organizations and institutions to enhance recreational opportunities

<b>OBJECTIVE C:</b>	We continue to work regionally to achieve our recreation goal and objectives
<b>STRATEGIES</b>	
1.	Maintain open lines of communication with neighbouring municipalities
2.	Work cooperatively with neighbouring municipalities to maintain and develop high quality recreation facilities

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- curling facility and local curling club</li> <li>- Ukraina Park (baseball diamonds, camp site and day use facilities)</li> <li>- many ball tournaments are held in the community</li> <li>- the community has a reputation for excellent recreation facilities</li> <li>- Air Cadets</li> <li>- new gym in the school</li> <li>- arena (run by the Agricultural Society. The facility includes a hockey rink which has had many recent upgrades)</li> <li>- seniors recreation facilities</li> <li>- bowling ally in the Mundare civic complex</li> <li>- active local fish and game club</li> <li>- aerobics and yoga studio</li> <li>- water spray park</li> <li>- basketball court and outdoor skating rink</li> <li>- 9 hole golf course</li> <li>- minor hockey and minor baseball teams</li> </ul>	<ul style="list-style-type: none"> <li>- no trail network within Town</li> <li>- nearest swimming pool is 15 min. drive from Town</li> <li>- volunteers are getting older and there is a shortage of new volunteers</li> <li>- no fitness centre/gym</li> <li>- lack of space to expand current recreation facilities and activities</li> <li>- currently do not have a youth dance program in Town</li> <li>- no youth centre in Town</li> <li>- limited organized activities for young people that are not interested in organized sports</li> </ul>	<ul style="list-style-type: none"> <li>- golf course has the potential to be expanded to 18 holes</li> <li>- develop trail network through Town</li> <li>- consider hiring a recreation director to work with clubs (advertise strengths, co-ordinate communication and activities)</li> <li>- large influx of new community members has made the community more open to change and to new comers</li> <li>- expand existing recreation partnerships with the County</li> <li>- need a volunteer recruitment strategy</li> <li>- junior curling</li> </ul>	<ul style="list-style-type: none"> <li>- aging volunteers</li> <li>- hard to compete with services provided in larger communities</li> <li>- increasing utilities costs</li> <li>- increasing operating costs</li> </ul>

## 2.2.2 Heritage

**Current Reality:** The Town of Mundare has a number of heritage assets that positively impact the quality of life for local residents and visitors to the community. Some of these assets include:

- Basilian Fathers Museum
- Grotto: Golgotha of Mundare
- Sts. Peter and Paul Vidpust (religious pilgrimage)
- Agri-daze

The Town will strive to build on these successes in order to ensure that our heritage assets enhance the lives of our citizens by preserving and protecting historic places for the current community and future generations.

**Goal Statement:** **The Town of Mundare will strive to build on the strengths of our natural, built, and human heritage in order to enhance the lives of our citizens through the identification and preservation of historic places for the present community and future generations.**

<b>OBJECTIVE A:</b> We respect, celebrate, promote and invest in our heritage
<b>STRATEGIES</b>
1. Provide greater opportunities for the implementation of identified heritage projects
2. Support and encourage owners of heritage properties to restore their buildings and properties
3. Support the preservation of the heritage documents, oral histories, videos, recordings, and photographs for the region by encouraging the development of a local archives

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Basilian Fathers Museum</li> <li>- Grotto</li> <li>- Sts. Peter and Paul Vidpust</li> <li>- murals</li> <li>- Sister Servants of Mary Immaculate</li> <li>- St. Joseph's Convent (retirement home)</li> <li>- plaques to commemorate local heritage</li> <li>- Ukrainian music workshops</li> </ul>	<ul style="list-style-type: none"> <li>- currently there are no recognized heritage buildings</li> <li>- community heritage is not multi-cultural rather, it is focused predominately on Ukrainian settlers</li> <li>- commemorative heritage plaques need to be replaced</li> </ul>	<ul style="list-style-type: none"> <li>- library may be trying to establish an archives</li> <li>- local building working towards getting heritage status</li> <li>- work with Lamont County to review Heritage Inventory</li> <li>- create a design theme for the downtown area. Theme may include heritage elements</li> <li>- encourage more opportunities for cultural dancing in the community</li> </ul>	<ul style="list-style-type: none"> <li>- aging population</li> <li>- space needed to accommodate archives near the library would compete with space needed for other uses</li> <li>- cost of expanding/maintaining heritage resources is high</li> </ul>

### 2.2.3 Culture

**Current Reality:** The Town of Mundare’s unique identity and small-town feel are a source of pride for residents. The community is rooted in its commitment to its natural beauty, ecological integrity, cultural events and community traditions. The people of Mundare, both past and present, are integral to its success as a strong, sustainable and distinct community. The Town of Mundare is host to several unique community events that regularly draw residents together.

Events include:

- Annual Ukrainian Music Workshop
- Monthly dances at the hall
- Agri-dazs
- Communities in Bloom

**Goal Statement:** **Mundare is a community with diverse cultural opportunities. We work openly and collaboratively to develop a strong civic culture and quality of life which reflects our cultural assets.**

<b>OBJECTIVE A:</b> We are a learning and creative community
<b>STRATEGIES</b>
1. Encourage the development of the performing and visual arts in Mundare
2. Support the public library
3. Support accessible life-long learning opportunities
4. Support newcomers to the community

<b>OBJECTIVE B:</b> We value and support our beautiful community
<b>STRATEGIES</b>
1. Encourage the development of an urban forest in the Town
2. Encourage citizens to be involved in Town beautification initiatives
3. Encourage citizens to take ownership of and pride in the Town's visual appearance
4. Promote public art
5. Develop and implement a design theme for the downtown area
6. Encourage the development of distinct "gateways" into community
7. Encourage noise and odour controls

<b>OBJECTIVE C:</b> We have a harmonized and coordinated communication strategy linking groups within the Town and the region	
<b>STRATEGIES</b>	
1.	Work to improve communication and cooperation among different educational/healthcare/service providers and business groups
2.	Recognize community volunteers

<b>OBJECTIVE D:</b> We are a safe and viable community	
<b>STRATEGIES</b>	
1.	Continue regular and open communication with emergency services providers
2.	Consider implementing Crime Prevention Through Environmental Design (CPTED) standards in new developments
3.	Work with regional partners in establishing regional emergency services strategies

<b>OBJECTIVE E:</b> We have vibrant gathering places for community members to interact and celebrate	
<b>STRATEGIES</b>	
1.	Recognize and promote the significance and location of community "hubs" and parks
2.	Encourage new development to include opportunities for interaction and gathering

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Ukrainian music workshops</li> <li>- murals</li> <li>- school Christmas concert</li> <li>- Town's Christmas extravaganza</li> <li>- monthly dance at the hall</li> <li>- music jams in the summer</li> <li>- churches</li> <li>- seminary</li> <li>- Communities in Bloom participant (2003 national winner, 2000 provincial winner)</li> </ul>	<ul style="list-style-type: none"> <li>- some murals need repair</li> <li>- no dancing lessons</li> <li>- no local theatre</li> <li>- seminary is getting very small, only one student right now</li> </ul>	<ul style="list-style-type: none"> <li>- more public art on main street</li> <li>- hold more open air dances on main street</li> <li>- hold family outdoor movies in the summer on main street</li> <li>- hold campfire nights in Ukraina Park for the whole community</li> <li>- capitalize on opportunities/uses for Ukraina Park</li> </ul>	<ul style="list-style-type: none"> <li>- lack of social/recreational coordinator</li> <li>- shortage of volunteers</li> <li>- cost of hiring a coordinator and hosting events</li> </ul>



## 2.3 SOCIAL



Social assets are often described as a community’s soft infrastructure systems. They refer to health care services, education, emergency services, child care services, and the like. Social assets also include factors such as affordability and wellness.

These systems and factors increase the quality of life for all community members and strongly influence the attractiveness of the Town of Mundare as a place to live, work and recreate.

**Current Reality:** The Town currently provides a range of health care services to citizens. Available services include:

- |                                      |   |
|--------------------------------------|---|
| ■ Local doctor                       | ■ Local chiropractor  |
| ■ Long term care facility            | ■ Volunteer fire department                                 |
| ■ Seniors lodge                      | ■ Mundare Health clinic                                     |
| ■ Lab & x-ray service                | ■ Life Opportunities Program (run out of the health centre) |
| ■ Counselling services (FCSS office) |   |

**Goal Statement:** **The Town of Mundare offers affordable and diverse housing options and business opportunities. Our comprehensive social and healthcare services promote mind and body wellness for community members through all stages of life.**

<b>OBJECTIVE A:</b> We have a first class community healthcare network
<b>STRATEGIES</b>
1. Work with Health Authorities to attempt to attract health care providers to locate, live and work in Town
2. Work with Health Authorities to assess differences between current needs and existing services
3. Work with Health Authorities to encourage the development of innovative healthcare practices in the community

<b>OBJECTIVE B:</b> We nurture a culture of lifelong learning and creativity
<b>STRATEGIES</b>
1. Promote informal and formal learning opportunities for citizens of all ages
2. Work with education providers to help create an inter-agency educational group
3. Work with education providers to increase locally available educational opportunities

**OBJECTIVE C:** We support opportunities for the creation of a wide variety of viable housing options within our community

**STRATEGIES**

1. In association with Provincial and Federal agencies, maintain current and develop additional seniors housing and assisted living options
2. Develop market and non-market housing options according to community needs
3. Ensure that the Town's Land Use Bylaw and Municipal Development Plan provide opportunities for a variety of housing options within Town

**OBJECTIVE D:** We are a diverse and inclusive community

**STRATEGIES**

1. In association with Provincial and Federal agencies, develop programs for welcoming new Canadians
2. Encourage strategies for inclusiveness to support mentally and physically challenged community members
3. Work collaboratively with and support FCSS initiatives within the community

**OBJECTIVE E:** We foster the well-being of all community members during every stage of life

**STRATEGIES**

1. In association with Provincial and Federal agencies, support and encourage early childhood development programming
2. In association with Provincial and Federal agencies, support and encourage programming/ counselling/recreation opportunities for youth, adults, and seniors

**OBJECTIVE F:** We value and support the town's spirit of volunteerism

**STRATEGIES**

1. Support, promote and celebrate volunteerism in our community

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- doctor in Town</li> <li>- long term care facility</li> <li>- seniors lodge</li> <li>- lab &amp; x-ray</li> <li>- chiropractor</li> <li>- volunteer fire department</li> <li>- local bylaw officer</li> <li>- Mundare health care centre</li> <li>- K-8 school (in the County but adjacent to the Town boundary)</li> <li>- library (part of the Northern Lights Library System)</li> <li>- continuing education programs for agriculture operated in Town</li> <li>- FCSS</li> <li>- Life opportunities program at the health centre (run by covenant health)</li> </ul>	<ul style="list-style-type: none"> <li>- not a lot of housing diversity (mostly single family dwellings)</li> <li>- no assisted living facility in Town</li> <li>- shortage of rental properties</li> <li>- rental units in Town need renovations and/or repairs</li> <li>- no local dentist</li> <li>- no local RCMP detachment in Town</li> <li>- ambulance is based out of Town</li> <li>- Vegreville is the closest hospital with an emergency room</li> <li>- Edmonton has the closest hospital for delivering babies</li> </ul>	<ul style="list-style-type: none"> <li>- working towards recruiting another doctor</li> <li>- working towards expanding the clinic hours</li> <li>- library would like to expand</li> </ul>	<ul style="list-style-type: none"> <li>- no one is developing affordable or social housing units in Town currently</li> <li>- no hotel in Town</li> <li>- lack of space for library expansion, archives, FCSS in current buildings</li> <li>- more office space is required to expand services</li> </ul>

## 2.4 ENVIRONMENT



In the Town of Mundare, environmental integrity and protection represent an approach to viewing both systems that influence **the built environment** and systems that represent **the natural environment**.

Sound environmental management is one of the cornerstones of this Plan. We recognize that the community must bring aspects of environmental management into all of the Sustainability Pillar areas. In this section, we identified and highlighted specific areas and objectives such as conserving energy, managing water resources, protecting natural areas, and living locally.

### 2.4.1 The Natural Environment

The natural environment includes community assets such as water quality, wildlife habitat, air quality, etc

**Current Reality:** The natural environment has a large influence on how a community takes shape. Water courses, the water table and existing tree covered areas create opportunities for some kinds of development and present challenges to others. The Town currently includes some incredible green spaces, such as Ukraina Park and some healthy mature trees. The community also includes a large number of poplar trees which can be problematic and has a very high water table in some areas. Future development within the Town will need to consider and incorporate the natural environment into the site design and development proposal.

**Goal Statement:** **We demonstrate environmental leadership in policy development and in implementation. Residents and businesses are engaged in environmental issues and promote ecological sustainability and stewardship throughout the community and within individual households.**

OBJECTIVE A: We are responsible stewards of our eco-communities and natural resources	
STRATEGIES	
1.	The Town's planning documents will conform with this Sustainability Plan
2.	Encourage the use of ecologically based planning principles and best practices in the development and implementation of future planning documents
3.	Increase awareness and conservation of the Town's natural assets

**OBJECTIVE B: We manage our natural resources efficiently and responsibly**

**STRATEGIES**

1. Encourage sustainable landscaping practices
2. Encourage the efficient management of resources and the implementation of energy conservation practices

**OBJECTIVE C: We live locally and foster local self reliance in relation to our food, energy and economic systems**

**STRATEGIES**

1. The community will support local agriculture
2. The community will encourage research in local alternative energy models

**OBJECTIVE D: We value and support our regional farmers by encouraging local opportunities for the production and consumption of agricultural products**

**STRATEGIES**

1. Encourage the processing and sale of local agricultural products
2. Encourage future developments to be compatible with adjacent agricultural developments

**OBJECTIVE E: We will work to maintain and restore significant riparian areas within the community**

**STRATEGIES**

1. Encourage design with the land
2. Require storm water management that focus on quality and control of volume

**OBJECTIVE F: We utilize alternative energy initiatives to reduce our energy consumption**

**STRATEGIES**

1. Promote energy conservation and energy efficient design
2. Support development patterns that decrease dependency on the automobile
3. Consider potential green energy sources
4. Explore options for implementing environmentally-neutral building practices
5. Encourage and conduct energy audits when appropriate

**OBJECTIVE G: We use water responsibly**

**STRATEGIES**

1. Encourage the reduction of water consumption
2. Identify innovative methods for the reduction of water and energy consumption practices and technologies

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- local orchard and berry patch</li> <li>- Ukraina Park (excellent green space)</li> <li>- some natural wooded areas still in Town</li> <li>- new trunk storm sewer and sanitary sewer lines along main street</li> <li>- new paving and sidewalks on main street</li> <li>- new lighting along main street</li> <li>- connected to the regional water line</li> <li>- local sewage lagoon</li> <li>- treated effluent is used for irrigation on the golf course</li> </ul>	<ul style="list-style-type: none"> <li>- lots of poplar trees</li> <li>- poor water drainage</li> <li>- high water table</li> </ul>	<ul style="list-style-type: none"> <li>- add shade trees of drought resistant varieties to municipal park areas</li> <li>- develop an interpretive walking trail by the irrigation pond in the Whitetail Crossing area</li> <li>- consider requiring and or developing engineered wetlands</li> <li>- area has been set aside for future lagoon expansion (if required)</li> <li>- connecting to a regional sewer line is also being discussed</li> <li>- room for 400 more dwelling units before sewage lagoon meets capacity</li> </ul>	<ul style="list-style-type: none"> <li>- lagoon expansion area may not meet required setback distances from existing developments</li> <li>- lagoon does not have capacity for an entirely built out Whitetail Crossing.</li> <li>- before new multi-lot residential parcels can be subdivided in Town the sewage issue will have to be addressed.</li> </ul>

## 2.4.2 The Built Environment and Infrastructure

The built environment encompasses those things that we generally refer to as a community's hard infrastructure, such as roads, sidewalks, sewage collection and treatment facilities, water treatment and supply facilities, storm water management facilities, bridges, trail networks, buildings, etc.

**Current Reality:** The built environment often describes most of the layout and feel of a community. In its current form, the Town of Mundare is dominated by single-family housing, automobile oriented transportation systems, and some limited highway commercial and industrial development. Recent years have seen efforts to increase and improve aging infrastructure, increase housing opportunities, and to develop a more walkable and attractive downtown area.

**Goal Statement:** **The Town of Mundare manages growth responsibility to ensure that the community is financially, environmentally and socially sustainable. The Town is compact and efficient. We emphasize connectivity, multi-modal transportation opportunities and promote a high standard of community design through the incorporation of green and healthy living principles.**

<b>OBJECTIVE A:</b>	We work collaboratively with the development community to facilitate the implementation of environmentally-friendly design standards and developments
<b>STRATEGIES</b>	
1.	Encourage and facilitate environmentally-neutral design standards in new developments and retrofits
2.	Encourage new development to be contiguous to existing development and make efficient use of land, infrastructure and other community resources
3.	Implement high standards for urban design and landscaping
4.	Encourage new developments to employ strategies for designing with the landscape

<b>OBJECTIVE B:</b>	Our plans for the development and maintenance of infrastructure are mindful of the need to sustain our communities
<b>STRATEGIES</b>	
1.	Strive to develop a Master Infrastructure Plan
2.	Ensure that infrastructure maintenance and development is compatible with our ecologically-sensitive community
3.	Encourage the development and promotion of an urban forest
4.	Encourage the development of additional recreation amenities that support the natural environment

**OBJECTIVE C:** Infrastructure investments and developments in our community support economic prosperity, environmental integrity, strong and supportive social infrastructure and community well being

**STRATEGIES**

1. Ensure safe and well-maintained infrastructure systems
2. Assess new development/infrastructure projects in terms of their cost effectiveness over the lifetime of the project
3. Ensure that development conforms with the Town's future plans
4. Update the Land Use Bylaw regularly to reflect changes and improvements

**OBJECTIVE D:** New developments will be of high quality and existing developments and special areas will be revitalized within our community

**STRATEGIES**

1. Encourage the development of non-structured places for informal gatherings and leisure pursuits
2. Encourage new developments which are compatible with existing developed areas and the natural environment (topography, water courses, tree cover)
3. Recognize the Town's existing special areas and strive to create new special areas
4. Encourage community members to be involved in local design and place making
5. Support increased pedestrian oriented commercial and residential development in the downtown

**OBJECTIVE E:** We work collaboratively with our regional and provincial partners to increase the resilience and security of our regional transportation network

**STRATEGIES**

1. Evaluate and, with the assistance of other levels of government, design transportation systems based on accessibility, affordability and security
2. Establish a strategy for prioritizing transportation system resources
3. Improve the ability to communicate with all system users in the event of an emergency or disruption
4. Work to establish a transportation network that includes of all forms of movement
5. Encourage efficient use of resources including energy conservation



## 2.5 ECONOMY



As the costs of living, operating a business and providing municipal services increase, the community will need to identify priority spending areas in order to balance community needs. Essential to the Town's long-term financial sustainability and affordability is the ability to expand the tax base and achieve a reasonable balance between residential and commercial/industrial tax assessment. The benefits of such a strategy are two-fold:

- providing additional municipal revenue; and
- creating local employment opportunities.

Building on these benefits, being innovative and remaining competitive in the regional economy – both at the regional and municipal level – will be central to Town of Mundare's success in attracting new development and supporting existing businesses. While recognizing the other elements of community sustainability, Mundare's economic development strategies must also incorporate principles of environmental and social sustainability. If community well being is to be one of the defining features of our "Town culture" then future economic developments must also support the well being of the community.

### **Current Reality:**

The local farm economy is struggling throughout the larger region. This has had a negative impact on local spending which has in turn created a strain on local businesses. The Town currently provides a broad cross section of services to the community and larger region including, banking, groceries, restaurants and garden markets. The Town is working through the regional economic partnership to diversify and strengthen the local economic base. The Town has also implemented an innovative incentive program to encourage commercial development within the downtown area.

### **Goal Statement:**

**Our local economy is innovative and competitive. Local businesses flourish within our affordable, balanced, and diverse community. Our economic prosperity reflects our success in achieving a balance between all of our community sustainability objectives.**

<b>OBJECTIVE A:</b>	We have a healthy economic environment in which both private enterprises and public organizations thrive
<b>STRATEGIES</b>	
1.	Encourage the buying and selling of local services and products
2.	Support community and not for profit based business models
3.	Implement responsible and balanced budgets that support local residents, business owners, and infrastructure
4.	Encourage open communication between the business community and Council

<b>OBJECTIVE B:</b>	We value local business and encourage balance between retention, growth and expansion of local businesses and services
<b>STRATEGIES</b>	
1.	Encourage local businesses to actively market their goods and services
2.	Work with individuals and the development community to address development concerns and be open to adjusting policies/ regulations to support innovations
3.	Encourage appropriate business development downtown
4.	Encourage the development of new local industries and businesses which will provide additional employment opportunities
5.	Assist in the facilitation of consumer access to available local products and services

<b>OBJECTIVE C:</b>	We work collaboratively to increase the investment, attraction and diversity within our community
<b>STRATEGIES</b>	
1.	Work towards having the business areas within the Town (specifically the Town Centre) being aesthetically pleasing
2.	Promote quality of life and affordability initiatives
3.	Encourage the diversification of local products and services
4.	Work to attract new businesses to the community

<b>OBJECTIVE D:</b>	We work together to attract and retain human resources
<b>STRATEGIES</b>	
1.	Encourage new business owners and employees to settle in Town
2.	Facilitate communication between skilled individuals and employers
3.	Work with local organizations to support entrepreneurship for youth
4.	Publically recognize innovative businesses that have contributed to community prosperity

**OBJECTIVE E:** We strive to ensure that our community is affordable and that all residents have access to the resources necessary to satisfy our basic physical needs

**STRATEGIES**

1. Encourage affordable housing initiatives
2. Revise statutory planning documents to encourage the development of non-market and social housing
3. Help people currently living in Mundare and those wanting to move to Mundare to find a home

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- economic incentives for developing businesses downtown (discounted lot price, new services provided to all commercial lots downtown, commercial tax policy)</li> <li>- investments in re-development of main street (infrastructure, lighting, sidewalks)</li> <li>- new landscaping on main street</li> <li>- Town newsletter (monthly) provides free advertising space to local businesses</li> </ul>	<ul style="list-style-type: none"> <li>- shortage of business retention initiatives</li> <li>- no Chamber of Commerce or active business association in town</li> <li>- local business people are also the local volunteers and they are burnt out.</li> <li>- no local radio or newspaper</li> <li>- lack of diversity in the tax base</li> </ul>	<ul style="list-style-type: none"> <li>- develop a business retention strategy</li> <li>- try to encourage the development of a Chamber of Commerce or local business association</li> <li>- create a welcome basket</li> <li>- develop a regional marketing strategy</li> <li>- develop a brochure that highlights local services/amenities</li> <li>- develop a welcome package and/or information package for spouses</li> <li>- try to encourage the development of a hotel in Town</li> <li>- not a big box store community. (Means more opportunities for local businesses to thrive)</li> <li>- “niche” services and businesses could be viable in Town</li> <li>- opportunity for mixed use residential development on main street.</li> </ul>	<ul style="list-style-type: none"> <li>- shortage of land for industrial development in Town</li> <li>- highway commercial land is not serviced</li> <li>- intervening opportunity</li> </ul>

## 2.6 TRANSPARENT AND RESPONSIBLE GOVERNANCE



Transparent and responsible governance is essential to realizing our sustainability goals. Relationships built, decisions made and actions taken by Council and Town administration all affect whether or not the Town of Mundare is an economically, socially, culturally and environmentally sustainable community that fosters a **Culture of Responsibility**.

Governance refers to the **environment** and institutions in which the government functions and its **relationships** with stakeholders and the broader community. As we move forward as a community, we will build on our strong base to increase our capacity to foster sustainable development through transparent and responsible governance practices.

### Current Reality:

The Town’s governance practices are transparent and accountable to residents. The relationship between the Town office and the community is improving and the Town staff and Council are committed to establishing a relationship of trust.

### Goal Statement:

**We foster a culture of responsibility by encouraging inclusivity, transparency and responsibility in our governance models and community committees.**

OBJECTIVE A:	We foster an environment of civic engagement
STRATEGIES	
1.	Encourage educational opportunities to develop future leaders within the community
2.	Use Town media outlets to share information and encourage feedback

OBJECTIVE B:	We are an integrated and adaptable community
STRATEGIES	
1.	Be flexible and responsive to change

OBJECTIVE C:	We practice active engagement and outreach to encourage citizen participation
STRATEGIES	
1.	Continue to organize and hold public open houses to share information with the community and garner feedback
2.	Council will attempt to take extra measures to hear and listen to the voices of the community

**OBJECTIVE D:** We set strategies that are purpose-driven and results-oriented, and which include targets and indicators

**STRATEGIES**

1. Strive to ensure that master planning documents are results-oriented with measurable objectives

**OBJECTIVE E:** We will base decisions on facts, efficient use of resources, long term objectives and the principles of sustainability

**STRATEGIES**

1. Base decisions on the long term costs of energy efficiency
2. Base decisions – at least in part – on the potential of the proposed project, investment or development to increase community well being

**OBJECTIVE F:** We practice sound and transparent fiscal management

**STRATEGIES**

1. Balance the cost of providing municipal services with providing accessibility and affordability of services for residents and businesses
2. Allocate and manage resources in a cost-effective manner through the budget and financial reporting process

**OBJECTIVE G:** We foster an environment of co-ordination and co-operation between municipal governments.

**STRATEGIES**

1. Encourage regular communications among municipalities in the region

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- community is generally satisfied with the public consultation process</li> <li>- many open houses and consultation programmes have been organized and held over the last few years</li> <li>- now have long range planning measures in place to provide guidance and direction</li> <li>- public consultation sessions for main street redevelopment were well attended</li> <li>- information is distributed openly</li> <li>- Council minutes and proceedings are on the website for everyone to access</li> <li>- calendar on the website, local message boards and the community newsletter are all mediums that Town Council and staff actively use to communicate with the community.</li> </ul>	<ul style="list-style-type: none"> <li>- confusion and uncertainty regarding the potential impacts of regional plans</li> </ul>	<ul style="list-style-type: none"> <li>- would like to communicate more regularly, using different media with the community</li> <li>- more ‘mock council’ sessions for students in Council chambers to teach students about local government and civic life</li> <li>- include a ‘letter from Council’ in the monthly newsletter</li> </ul>	<ul style="list-style-type: none"> <li>- staff shortage for community economic development tasks and initiatives</li> </ul>

### SECTION 3: OVERVIEW AND NEXT STEPS

The Town of Mundare Sustainability Plan provides a framework and vision to direct growth and development in the Town of Mundare in a manner that is economically, socially, culturally and environmentally responsible and sustainable. The Plan's development was based on internal and external consultations, a review of municipal policies and strategic documents, and best practices in other communities. As such, the Sustainability Plan provides a visioning framework to guide all of the Town's master planning documents as well as decision making within the broader community.

At the municipal level, one of the next steps that the Town will undertake to achieve the community's sustainability goals is to review and revise the Town's Municipal Development Plan and Land Use Bylaw. The Municipal Development Plan will articulate specific policies in support of the goals and objectives identified in this ICSP. The adoption of the revised, Municipal Development Plan and Land Use bylaw by Council will ensure that the Town's main land use planning and regulatory documents are compatible with the Sustainability Plan.