

Village of Montrose Strategic Plan 2015-2018

Guided by the community vision and goals for the future from the Imagine Montrose ICSP, Village Council and staff worked together to articulate strategic priorities and key actions to guide and focus our efforts and resources over the next four years. We will use this plan for decision-making, refer to it to assess progress, and revisit it annually – adjusting it as necessary to ensure it continues to be relevant, realistic, and responsive to changes in the community and the external landscape.

WHERE WE'RE GOING

Vision	We will work together to maintain a high quality of life and excellent service to our community.
Mission	We will, through strong leadership, provide high quality of life and service for current and future generations through collaboration with our neighbours in a fiscally responsible manner.
Goals	<i>Please see the next page for the goal statements that describe 'where we're going' in more detail.</i>

HOW WE'RE GOING TO MOVE FORWARD

The Strategic Priorities¹ (in bold) and Actions² below were developed and agreed to by Village of Montrose Council and Administration as a way to guide and focus efforts and resources over the next four years. They will be pursued as resources permit and as opportunities arise. They will be reviewed annually and may be adjusted as new information becomes available.

	Economy	Infrastructure	Neighbourhoods and Housing	Land Use and Natural Areas	Community and Individual Health	Leisure, Learning and Recreation	Governance and Corporate
High Priorities		Plan and secure funding for future infrastructure maintenance and upgrades, focusing on: WWTP upgrades Water distribution system upgrades and replacement needs Continue to work toward developing an asset management plan	Improve street safety and walkability. Complete a street light audit (including crosswalks) to identify priority areas for improved safety and energy savings.		Motivate and encourage community members to participate in community and regional decision-making processes and improve two-way communications Host events that engage residents in community discussions and decisions Explore online opportunities to engage and communicate with residents	Enhance access to recreation opportunities. Explore funding and location for outdoor exercise equipment Explore potential for the lower walking trail Pursue and support a recreation agreement for the region Upgrade skate park structures	Explore ways to generate additional revenue or save money in order to fund community priorities. Review the waste collection system for potential cost saving opportunities, including exploration of taxation and garbage tag solutions.
Medium Priorities	Attract new and support existing businesses and entrepreneurs. Explore ways to encourage home-based businesses Explore the creation of a low-maintenance local business/service provider directory or 'sharing forum' to improve access to local services, both formal and informal			Enable residential, commercial and recreational development opportunities, prioritizing infill over greenfield development. Inventory and map available land for development Provide easy-to-follow development process information for developers and homeowners to facilitate development	Create and encourage the development of gathering places for residents Initiate the creation and ongoing operation of a community garden		Continue to participate in regional collaborative initiatives (e.g., public transportation, waste diversion, recreation, KBRH, etc.). Explore ways to increase the volunteer pool.
Lower Priorities			Take advantage of opportunities as they arise to create affordable seniors housing in the community. Conduct a seniors housing needs assessment Be open to ways to support residents to upgrade their homes/properties in order to support local housing stock improvements that will help to attract new residents.	Support a local culture of environmental stewardship and conservation. Support local groups in hosting events	Be open to new ways of attracting and retaining young people and families.	Grow the presence of art, culture and heritage in the community. Display art work in Village Office and facilities	

WHERE WE ARE NOW (Strengths, Weaknesses, Opportunities and Threats)

SWOT³	(W) Resource constraints from our small population/limited tax base.	(W) Aging infrastructure in need of replacement, especially the water and sewer lines; housing is affordable but much of it is small and old, making it harder to attract young families.	(S) Empty lots for infill development; affordable place to live with low taxes and affordable housing.		(W) Lack of a community gathering place	(W) Limited local amenities such as convenience retail and recreation/leisure amenities (although rec offerings are good in neighbouring communities).
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¹ Strategic Priorities (in bold) are the high-level courses of action that will focus and guide us over the next four years. They define the *area* that will be focused on, and then specific projects will be delivered within each as resources permit and opportunities arise.

³ The Actions are ideas for projects/initiatives that should be considered for implementation within each Strategic Priority. They do not represent a complete workplan or all that should be done for each Priority. Rather, they represent some of the key things the Village will attempt to complete between 2014- 2018 as resources permit and opportunities arise.

⁴ Strengths, Weaknesses, Opportunities (external) and Threats (external)

WHERE WE'RE GOING (in more detail)

These goals describe 'where we're going' in more detail. They were developed by Montrose community members through the development of Imagine Montrose, our Integrated Community Sustainability Plan.

	Economy	Infrastructure	Neighbourhoods and Housing	Land Use and Natural Areas	Community and Individual Health	Leisure, Learning and Recreation	Governance and Corporate
Imagine Montrose Community Goals	1. There is a diversity of small businesses in Montrose that contribute to the regional economy and to the local community, and entrepreneurs and small businesses are supported.	1. Infrastructure systems meet the community's needs safely and reliably; they provide affordable services to residents without undermining the current and future financial viability of the systems.	1. Our communities and neighbourhoods are peaceful, quiet, safe and walkable; they provide indoor and outdoor places that are accessible and allow residents and visitors to gather, connect and find solitude.	1. An abundance of natural areas, parks and scenic viewsapes are protected, and have been enhanced and restored where necessary.	1. Montrose is family-friendly and safe; it has attracted more families and young people, enhancing community vibrancy and economic viability.	1. A range of recreation and leisure activities are available throughout the year for varying ages and abilities, and the offerings for children and young people have helped to attract families to town.	Governance
	2. Montrose residents, businesses and other organizations support and benefit from the strong and diverse regional economy.	2. Infrastructure systems are managed to avoid negative impacts on the natural environment, and natural resources are used efficiently and conservatively.	2. Our neighbourhoods, homes and buildings are tidy, visually appealing, and reflective of the small-town character; residents contribute to these characteristics by taking care of private and public places.	2. Parks, natural areas and trails can be conveniently accessed from Montrose neighbourhoods and are well used and enjoyed by the region.	2. There is respect, caring, understanding, interaction and connection amongst people of all ages; and community members are able to grow, mature and age in place safely and comfortably.	2. Good quality facilities and amenities exist, are well maintained and supported, and they are delivered within the financial means of the community.	1. Respect: We embrace diversity and treat everyone with courtesy, dignity and fairness; and we show appreciation for volunteers and community leaders.
	3. The population has grown such that it provides the tax base required for the community while maintaining the small-town character enjoyed for so long by residents.	3. Montrose is moving toward zero waste through greater education regarding responsible purchasing choices and cost-effective waste diversion services that are convenient and affordable for residents and that keep the community free of garbage.	3. Neighbourhoods are linked to community amenities by convenient trails, and they include green spaces and a community garden for people of all ages to enjoy outdoor activities.	3. Development has been located to avoid continuous encroachment into natural areas; avoid hazardous and ecologically sensitive areas; minimize energy use and greenhouse gas emissions; and use infrastructure systems efficiently.	3. Community members are enabled to live healthy lifestyles and they take responsibility for their health and wellbeing.	3. Life-long learning opportunities are accessible locally or by convenient and affordable transportation and communications systems.	2. Integrity: We deal with others honestly, openly, directly - earning trust by doing what we say.
	4. Economic activities use land and resources efficiently, and they are transitioning to the use of renewable energy and sustainable materials.	4. Safe transportation options, trails and reliable roads connect our community and link us to our neighbours, doing so in a way that supports local economic activity and the health of residents and the environment through the transition to more fuel-efficient and non-motorized modes.	4. There is a diversity of housing types and densities, including affordable and age-friendly options for a range of ages, abilities and incomes.	4. An appropriate mix of land uses and development types in designated areas provides vibrancy and more convenient access to amenities.	4. Regional health and social services, including the regional hospital, are easily accessed timely and convenient transportation options.	4. Regional schools are easily accessible by convenient and safe transportation options.	3. Accountability: We accept responsibility for our decisions, actions, and overall performance.
		5. Water is conserved and the water system provides high quality, safe and affordable drinking water to residents; wastewater and biosolids are managed to protect the natural environment.	5. Homes and buildings are healthy, safe, increasingly energy-efficient and transitioning to the use of renewable energy and sustainable materials.	5. Commercial, industrial and institutional areas support local economic development, yet are appropriately located and buffered to maintain the small town character and to avoid negative impacts on surrounding areas.	5. Community events, gathering spaces and a diversity of activities keep residents of all ages connected to each other and engaged in community life.	5. A diversity of accessible arts, culture and heritage offerings are locally available, which enhances community vibrancy.	4. Collaboration: We work together and communicate, internally and externally, to achieve common goals.
		6. A reliable, affordable energy supply exists, and our community is increasingly energy efficient and transitioning to more local renewable sources of energy that contribute to local economic activity and reduced greenhouse gas emissions.		6. Community members are stewards of the natural environment and resources, understanding their connection to the current and long-term health of the community and economy.	6. Residents are meaningfully informed about and involved in community decision-making; they take responsibility for and actively participate in community life.		5. Service: We take pride in adoption of best practices and improving quality service with the resources available
		7. Communication systems are up-to-standard, affordable and reliable.		7. There is an adequate supply of residential land that enables existing and new community members to reside in the area.	7.		6. Leadership: The Village provides leadership toward the community's goals that is visionary, strategic, progressive, transparent, and focused on the public good.
		8. Systems and procedures are in place for emergencies, effectively managing risks to people and property from natural and other disasters.					7. Engagement: The Village meaningfully engages stakeholder in decisions that affect them, while ensuring that decisions are made effectively and in a timely manner.
							Corporate Capacity
							8. Staff and Council are skilled, motivated and supported to deliver excellent service to the community that is innovative, accommodating, continually improving.
						9. Municipal finances are well managed to achieve community goals and deliver municipal services.	
						10. The costs of operating and maintaining Montrose amenities and infrastructure are planned for and shared equitably within the community, with assistance from other levels of government.	
						11. The Village develops and maintains strong partnerships and strategic alliances with local, regional and provincial partners to identify shared spending priorities, share resources and costs, and leverage funds and financing opportunities.	