

Village of Montrose Strategic Plan 2019-2022 - STATUS OF PLAN PRIORITIES

Guided by the vision and goals for the future from the Imagine Montrose community plan, Village Council and staff worked together in April 2019 to articulate strategic priorities to guide and focus our efforts and resources over the next four years. We will pursue the priorities as resources allow and opportunities arise. Mid-way through the term, we will update this plan to ensure it continues to be relevant, realistic, and responsive to changes in the community and the external landscape. We will refer to it often, ensuring decision-making is aligned with what is articulated here.

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.
Goals¹	<i>See the back page for the detailed goal statements articulated by the community for the future of Montrose.</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. They will be pursued as resources permit and as opportunities arise. They will be reviewed and adjusted as necessary as new information becomes available.

	Economy	Infrastructure	Neighbourhoods & Housing	Land Use & Natural Areas	Community & Individual Health	Leisure, Learning & Recreation	Governance & Corporate Capacity
Higher Priorities (bold)²	Revamp the Village website and include a local business directory. Project completed	Continue to develop the asset management plan. Project completed.	Encourage and participate in a regional housing needs assessment (that includes a Montrose-specific analysis) and subsequent housing planning efforts.	Undertake a detailed assessment of the high risk bank/slope areas identified through the initial engineering/geotechnical assessment.	Lobby for home-based care services for the region.	Continue with enhancements to the C-CERC building and surrounding park area.	Increase community engagement and participation, including delivering a community-wide engagement event and ongoing recognition events.
Lower Priorities²	Continue to lobby for broadband Internet connection, partnering with RDKB Area A and engaging community members to help with the lobby effort. On-going. Unlikely to occur in near future as according to Federal Mapping – area is already serviced for high speed internet.	Continue the WWTP upgrades, with next steps being the development of the phased plan and the head-works upgrades. Project underway – Estimated completion date of October 31 2023. Assess, prioritize and secure funding for road works that combine asphalt, water, sewer and stormwater upgrades. Project completed. 9TH Ave road/sewer, water mains drainage lines project completed. Self-funded. Continue to seek funding for and execute 9th Avenue asphalt, water, sewer and stormwater improvements. Funding not secured for project. Grant applications unsuccessful to date. Conduct a review of and implement changes to waste pick-up services, engaging residents in the review process. Town hall meeting completed 2020. Feedback received from residents. Yard waste pick-ups reduced – 2021. Undertake a feasibility assessment to determine whether to repair or replace the lower reservoir. Grant funding secured for feasibility study – to be completed June 2023.	Project completed. Regional housing needs assessment completed 2021. Continue to encourage and pursue the development of affordable seniors' housing in Montrose and/or the region. On-going Continue to stay in contact with primary potential developers Identify high priority streets and paths for lighting improvements, while minimizing light pollution and protecting dark skies. Project completed. Solar Lighting installed at Montrose Park walking path Review and correct house numbering to provide clarity and ensure rapid emergency response times, working with RDKB and BC Assessment. Advised RDKB – 2019. RDKB to conduct house numbering review for the region including Montrose. No progress to date. Explore options to address the issue of vehicle speeding on Montrose streets. On-going. Advised RCMP & MOTI. Secured speed reader through grant funding. Secured speed humps – to be installed spring 2023. To receive grant funding June 2023, to purchase additional speed humps -	Project completed – 2021. Continue to support the fire protection review being conducted for the region. On-going. RDKB led project.	On-going. Regionally led through health initiative. Complete the community engagement strategy. Public meeting held – 2020. Public meeting held for OCP - 2020. Public surveys conducted for OCP & Zoning Bylaws – 2020 – 2022.	Seek funding to enhance Montrose playgrounds and make them more accessible for children of all abilities. Accessible Montrose Park playstructure area completed as part of Montrose Park/Montrose Village Sq. Building Project – 2021. Explore alternative models for the ongoing use and management of the community garden. On-going. Exploring options. Support BV Rec in securing the current regional recreation agreement on an ongoing basis. New agreement completed 2021.	On-going. To work towards having meetings available to view on-line. Conduct a review of and implement changes to waste pick-up services, engaging residents in the review process. (Repeat from Infrastructure) Completed. Update the Official Community Plan and zoning bylaw. Projects completed – OCP – 2021. Zoning Bylaw 2023 Revamp the Village website and include a local business directory. (Repeat from Economy) Project complete. - 2019 Continue to explore ways to generate additional revenue or save money in order to fund community priorities. On-going. Exploring grant and regional collaboration opportunities that make financial sense to the Village. Continue to participate in regional collaborative initiatives related to transportation, health, recreation, economic development, etc. On-going. Continuing to explore opportunities as they arise.

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

Village of Montrose Strategic Plan 2015-2018 (Mid-term Update)

<p>SWOT³</p>	<p>(S) Montrose is a relatively affluent area within the region.</p> <p>(W) Resource constraints from our small population/limited tax base.</p> <p>(W) Limited local amenities such as convenience retail.</p>	<p>(W) Aging infrastructure in need of replacement, especially the roads, water and sewer lines, and bank infrastructure; reliance on grants for infrastructure upgrades (as are most small municipalities).</p>	<p>(S) Empty lots and old school site for infill development; relatively affordable place to live.</p> <p>(W) Lack of seniors housing and smaller dwelling units.</p> <p>(O) Increasing federal and provincial funding for housing.</p>	<p>(T) Forest fires, Montrose bank stability.</p>	<p>(W) Limited community gathering places.</p> <p>(T) Increasing cost of living, especially for seniors.</p> <p>(T) Increasing use of technology and resulting decline in health and community participation.</p>	<p>(W) Continued reliance on grants and government funding to pay for infrastructure and planning.</p>
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¹ Goals describe comprehensively what we want to achieve in the long-term. ² Priorities are the key initiatives identified through the planning process that will be our focus for the next four years. ³ Strengths, Weaknesses, Opportunities (external) and Threats (external).

Village of Montrose Strategic Plan 2015-2018 (Mid-term Update)

WHERE WE'RE GOING (Our Goals for the Future)

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

	Economy	Infrastructure	Neighbourhoods & Housing	Land Use & Natural Areas	Community & Individual Health	Leisure, Learning & Recreation	Governance & Corporate Capacity
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 views 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 <ol style="list-style-type: none"> 1. Respect: We embrace diversity and treat everyone with courtesy, dignity and fairness; and we show appreciation for volunteers and community leaders. 2. Integrity: We deal with others honestly, openly, directly - earning trust by doing what we say. 3. Accountability: We accept responsibility for our decisions, actions, and overall performance. 4. Collaboration: We work together and communicate, internally and externally, to achieve common goals. 5. Service: We take pride in adoption of best practices and improving quality service with the resources available 6. Leadership: The Village provides leadership toward the community's goals that is visionary, strategic, progressive, transparent, and focused on the public good. 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 <ol style="list-style-type: none"> 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.
	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.	
	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.	
	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.	
		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.	
		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.		
		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.			
		8. Systems and procedures are in place for emergencies, effectively managing risks to people and property from natural and other disasters.					

