

Village of Montrose Strategic Plan 2023-2026

Guided by the vision and goals for the future from the Imagine Montrose community plan, Village Council and staff worked together in March 2023 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	Investigate Village-owned broadband service/utility model to facilitate the delivery of connections to Montrose residents.	Implement the asset management plan, identifying priority projects and a phased implementation schedule.	Continue to encourage and pursue the development of affordable seniors' housing in Montrose, ideally on the school property.	Continue to support the fire protection review being conducted for the region by RDKB.	Partner with BV Rec to ensure seniors programming meets the needs of Montrose seniors.	Promote and support the use of community amenities (e.g., facilities, parks) by other groups/organizations to increase activities for residents.	Develop succession plans for staff, including exploring alternative models to increase the likelihood of filling the CAO position.
Lower Priorities ²	Continue to lobby for broadband Internet connection – the 'last mile' to Montrose residents. Review value/ROI of our involvement in regional partnerships/associations.	Continue the WWTP upgrades, with next steps being the development of the phased plan and the head-works upgrades. Undertake the feasibility assessment to determine whether to repair or replace the lower reservoir. Apply for infrastructure grants to implement priority projects once identified.	Monitor emerging provincial housing requirements and regulations for their potential impact on Village infrastructure, neighbourhood character, home-based business permissions, parking, etc. and update Village policies, regulations and procedures as needed to ensure ongoing alignment with our community goals¹. Complete, communicate, and enforce the Good Neighbour Bylaw that includes these elements among others: caring for elderly seniors, neighbourhood watch, and responsible pet ownership. <i>(repeated)</i> Reduce incidents of vehicle speeding on Montrose streets by install secured speed humps and implementing other measures as needed. Encourage RDKB to conduct housing numbering review for the region to provide clarity and ensure rapid emergency response times.	Encourage residents in high-risk forest fire zones (according to the regional fire protection review) to fire-smart their properties. Advance climate action based on provincial requirements and available funding.	Complete, communicate, and enforce the Good Neighbour Bylaw that includes these elements among others: caring for elderly seniors, neighbourhood watch, and responsible pet ownership. <i>(repeated)</i> Lobby the Province for home-based care services for the region. Meet provincial requirements regarding community accessibility, including establishing an accessibility committee.	Expand and update the water park. Encourage BV Rec to develop a dog park at Lions Park. Establish a trail connection between 9 th Ave and Beaver Falls Park, securing the right-of-way and developing the trail. Review use of garden plot space for highest and best community use and modify accordingly.	Secure government grants as much as possible to fund Village priorities/projects. Host at least one town hall event to engage residents, considering the following focus areas: Good Neighbour Bylaw, hot topics discussions, Village progress on the previous strategic plan, WWTP upgrade progress, volunteer recruitment. Establish the systems and procedures to host Council meetings in a hybrid online/in-person format to improve convenience for residents. Communicate Village progress related to the previous strategic plan. Develop a responsible/ethical code of conduct policy for Council and staff as encouraged by the Province and supported by UBCM.

WHERE WE ARE NOW

Primary Helping and Hindering Forces³	Helping: Montrose is a relatively affluent area within the region. Hindering: Lack of broadband Internet service to Montrose residents; Resource constraints from our small population/limited tax base.	Helping: Good safe drinking water Hindering: Aging infrastructure in need of replacement, especially the roads, water, and sewer lines; reliance on and time required to apply for grants for infrastructure upgrades (as for most small municipalities).	Helping: School and Dar properties for infill development; relatively affordable place to live; Increasing federal and provincial funding for housing. Hindering: Aging housing stock and lack of diversity; Lack of seniors' housing and smaller dwelling units; Likely changes to provincial housing requirements/regulations, including requirements for new housing to include suites and the potential impact that will have on infrastructure, parking, etc.	Hindering: Increasing risk of forest fires due to hotter, drier summers.	Helping: Good, safe drinking water Hindering: Limited population and volunteer base to draw from for community programming.	Helping: Local parks and trails; easily accessible regional recreation assets in neighbouring Trail and Fruitvale; good collaboration on Beaver Valley rec programs. Hindering: Limited volunteer pool; limited indoor recreation and leisure opportunities in Montrose, but good assets in neighbouring Trail and Fruitvale.	Helping: Village is in good financial health Hindering: Gaps/grey areas in some Village policies/regulations; Continued reliance on grants and government funding to pay for infrastructure and planning; difficulty attracting Village staff positions; Uncertain/decreasing funding from other levels of government; Inflationary cost increases and challenges finding labour to undertake infrastructure projects.
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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 A Force Field Analysis was developed to inform planning. The helping and hindering forces included herein are the primary items identified by staff and Council for consideration during the planning process. Helping/driving forces are the positive internal and external factors affecting our ability to achieve our goals, including internal strengths/assets and external opportunities/levers. Hindering/restraining forces are the negative internal and external factors affecting our ability to achieve our goals, including internal weaknesses/gaps and external threats.

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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.	

