

Village of Montrose Strategic Plan 2019-2022

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	See the back page for the detailed goal statements articulated by the community for the future of Montrose.

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.	Continue to develop the asset management plan.	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.	Continue the WWTP upgrades, with next steps being the development of the phased plan and the head-works upgrades. Assess, prioritize and secure funding for road works that combine asphalt, water, sewer and stormwater upgrades. Continue to seek funding for and execute 9 th Avenue asphalt, water, sewer and stormwater improvements. Conduct a review of and implement changes to waste pick-up services, engaging residents in the review process. Undertake a feasibility assessment to determine whether to repair or replace the lower reservoir.	Continue to encourage and pursue the development of affordable seniors' housing in Montrose and/or the region. Identify high priority streets and paths for lighting improvements, while minimizing light pollution and protecting dark skies. Review and correct house numbering to provide clarity and ensure rapid emergency response times, working with RDKB and BC Assessment. Explore options to address the issue of vehicle speeding on Montrose streets.	Continue to support the fire protection review being conducted for the region.	Complete the community engagement strategy.	Seek funding to enhance Montrose playgrounds and make them more accessible for children of all abilities. Explore alternative models for the ongoing use and management of the community garden. Support BV Rec in securing the current regional recreation agreement on an ongoing basis.	Conduct a review of and implement changes to waste pick-up services, engaging residents in the review process. <i>(Repeat from Infrastructure)</i> Update the Official Community Plan and zoning bylaw. Revamp the Village website and include a local business directory. <i>(Repeat from Economy)</i> Continue to explore ways to generate additional revenue or save money in order to fund community priorities. Continue to participate in regional collaborative initiatives related to transportation, health, recreation, economic development, etc.

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

SWOT³	(S) Montrose is a relatively affluent area within the region. (W) Resource constraints from our small population/limited tax base. (W) Limited local amenities such as convenience retail.	(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).	(S) Empty lots and old school site for infill development; relatively affordable place to live. (W) Lack of seniors housing and smaller dwelling units. (O) Increasing federal and provincial funding for housing.	(T) Forest fires, Montrose bank stability.	(W) Limited community gathering places. (T) Increasing cost of living, especially for seniors. (T) Increasing use of technology and resulting decline in health and community participation.	(W) Continued reliance on grants and government funding to pay for infrastructure and planning.
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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).