

VILLAGE OF MONTROSE



Strategic Plan 2015-2018 Mid-term Update

INTRODUCTION

Our 2015-2018 Strategic Plan was developed to guide and focus the Village of Montrose efforts and resources over four years. The strategic priorities and actions contained within the 'how we are moving forward' section are the crux of this plan and they are being pursued as resources permit and as opportunities arise. They were adjusted April 2017 during our mid-term review and update of the plan.

In simple terms, strategic planning is the process by which an organization clearly defines 'where it's going' and 'how it's going to get there.' Knowing 'where the organization is now' is also important to be able to effectively plan how to move forward. Our process was structured by these three simple steps and the plan itself is framed by them.

1. Where we're going: The community's vision and goals and our corporate mission provide us with the shared direction that is essential for planning.

2. Where we are now: Knowing our key strengths, weaknesses, opportunities and threats (SWOT) helps us to understand where we are today so we can be more strategic in moving forward in the coming years.

3. How we're moving forward: Our strategic priorities and key actions describe how we plan to move forward and where we will focus our efforts and resources over the next four years. They will be pursued as resources permit and as opportunities arise, and will be adjusted as new information and resources become available.

ABOUT MONTROSE

Montrose is located in the Lower Columbia region of the West Kootenays on a series of benches and slopes at the entrance to the Beaver Valley and beside the Columbia River. The population in Montrose is relatively stable at roughly 1000 residents and the Lower Columbia has an overall population of almost 20,000.

Montrose offers a rural and small town feel, providing a comforting and supportive social atmosphere for residents and allowing for an escape from the stresses of fast-paced urban life. The average residential housing value of a home in Montrose in 2016 was \$231,000.

Montrose offers a new all-wheel skate park, a number of other community parks and playgrounds, as well as a network of trails and trail-head access to exceptional regional hiking trails.

Montrose is well-served by many regional amenities including regional schools, the Kootenay Boundary Regional Hospital, Red Mountain Resort, hiking and biking trails, and many other regional recreation and leisure programs and amenities for all ages. Commercial amenities within Montrose include a Canada Post, gas station and a restaurant.



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

Guided by the community vision and goals for the future from the Imagine Montrose ICSP, Village Council and staff worked together in 2015 to articulate strategic priorities and key actions to guide and focus our efforts and resources over the next four years. In April 2017, we reviewed progress made and have adjusted the plan to ensure it continues to be relevant, realistic, and responsive to changes in the community and the external landscape. We 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 a summary of the 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 Priorities²		Plan and secure funding for future infrastructure maintenance and upgrades, focusing on: Continue WWTP upgrades, focused on development of the phased plan and the head-works upgrades. Continue to upgrade the water distribution system, including upgrades to the water reservoir. Continue to develop the asset management plan. Update the roads and sewer assessment for incorporation into the asset management plan. Plan for and execute improvements to 9th Street. Conduct an engineering/geotechnical assessment of Montrose banks.	Explore opportunities and regional partnerships to create affordable seniors housing in the community and/or the region. Conduct a seniors housing needs assessment, exploring the cost benefits and partnerships to conduct a regional assessment. Develop an age-friendly assessment and action plan if grant funding can be secured.		Attract and retain young people and families. Improve access to information about home renovation rebates, incentives and benefits that will support residents to upgrade their homes/properties.		Continue to participate in regional collaborative initiatives (e.g., public transportation, recreation, health care, economic development, etc.). Support the fire protection review being conducted for the region. Encourage and support increased efforts to recruit family practice physicians to the region. Explore ways to avoid volunteer burn-out, create and retain community champions, and ensure community-based programs continue to be delivered.
Lower Priorities²	Attract new and support existing businesses and entrepreneurs. Explore ways to encourage home-based businesses. Promote Montrose businesses, including the creation of space to do so through the website revamp. Refresh the Montrose identity and promotions, considering a new brand, tagline connected to the website revamp.		Improve street safety and walkability. Identify high priority streets and paths for lighting improvements, while minimizing light pollution and protecting dark skies.	Enable residential, commercial and recreational development opportunities, prioritizing infill over greenfield development. Conduct an engineering/geotechnical assessment of Montrose banks to enable development in areas that are safe. <i>(Repeat from Infrastructure)</i> Support a local culture of environmental stewardship and conservation. Support local groups in hosting events	Motivate and encourage community members to participate in community and regional decision-making processes and improve two-way communications Engage residents in community discussions and decisions based on the specific issues/initiatives that impact them. Revamp the Village website. Create and encourage the development of gathering places for residents Enable and support the ongoing operation of the community garden.	Enhance access to recreation opportunities. Explore funding and location for outdoor exercise equipment Seek funding to enhance Montrose playgrounds and make them more accessible for children of all abilities. Grow the presence of art, culture and heritage in the community. Display art work at Village Office and facilities, considering highlighting Montrose history through the public display of photos.	Explore ways to generate additional revenue or save money in order to fund community priorities.

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 roads, and 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; relatively affordable place to live (low taxes and affordable housing). (W) Lack of affordable seniors housing options in and close to Montrose.		(W) Limited community gathering places. (T) Increasing cost of living, especially energy costs.		(W) Limited local amenities such as convenience retail and recreation/leisure amenities (although rec offerings are good in neighbouring communities).

¹ Goals describe what you want to achieve in the long-term. ² Priorities are the high-level courses of action that will focus and guide efforts over the next few years. They define the *area* that will be focused on, and then specific actions/projects will be delivered within each as resources permit and opportunities arise. ³ Strengths, Weaknesses, Opportunities (external) and Threats (external).

COMMUNITY GOALS

Our shared goals for the future of our community are summarized below. Please see the Montrose Integrated Community Sustainability Plan for the detailed goal statements and how they were developed.

ECONOMY

There is a diversity of small businesses in Montrose that contribute to the strong regional and local economy, and entrepreneurs and small businesses are supported. 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.

INFRASTRUCTURE

Infrastructure systems (including transportation, water, waste, energy, and communications 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. They are managed to avoid negative impacts on the natural environment, and natural resources are used efficiently and conservatively. Systems and procedures are in place for emergencies, effectively managing risks to people and property from natural and other disasters.

NEIGHBOURHOODS & HOUSING

Our neighbourhoods are peaceful, safe, tidy, walkable, and connected to each other and community amenities. They are connected and provide spaces for people to connect with each other and the outdoors. There is a diversity of housing types and densities, including affordable and age-friendly options for a range of ages, abilities and incomes. Homes and buildings are healthy, safe, increasingly energy-efficient and sustainable.

LAND USE & NATURAL AREAS

An abundance of natural areas, parks and scenic views are protected, easily accessible, and have been enhanced and restored where necessary. Development supports community needs for housing and amenities, yet 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. A mix of land uses create vibrancy, yet are appropriately located and buffered to maintain the small town character and to avoid negative impacts on surrounding areas.

COMMUNITY & INDIVIDUAL HEALTH

Montrose is family-friendly, safe, and caring. It has attracted more families and young people, while also ensuring community members are able to grow, mature and age in place safely and comfortably. Community members are enabled to live healthy lifestyles, and residents are connected to each other and engaged in community life and the decision-making processes that affect them.

LEISURE, LEARNING & RECREATION

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. Regional schools and life-long learning opportunities are easily accessible by convenient and safe transportation options. A diversity of accessible arts, culture and heritage offerings are locally available, which enhances community vibrancy.



GOVERNANCE

We deal with others honestly, openly, directly - earning trust by doing what we say. We embrace diversity and treat everyone with courtesy, dignity and fairness. We are accountable for our decisions and actions, and we value open communication and collaboration as we lead the community toward our goals for the future. We engage stakeholders in decisions that affect them, while ensuring that decisions are made effectively and in a timely manner.

CORPORATE CAPACITY

Staff and Council are skilled, motivated and supported to deliver excellent services. Municipal finances and assets are well managed to achieve community goals and deliver services. 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.

MORE INFORMATION

To learn more or get involved:

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