

Village of Montrose Strategic Plan 2023-2026 (Mid-term Update 2025)

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. Having made good progress on many priorities, Council and staff updated the priorities in September 2025 to focus the allocation of resources for the remainder of the Council term. We will pursue the priorities as resources allow and opportunities arise. We will refer to this plan often, ensuring decision-making is aligned with what is articulated herein.

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 ¹	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 Priorities ² below were developed and agreed to by Village of Montrose Council and Administration 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)	Continue to lobby for broadband Internet connection – the ‘last mile’ to Montrose residents.	Implement the asset management plan, identifying priority projects and a phased implementation schedule.	Explore the purchase of properties located in the Village suitable for affordable seniors’ housing and smaller housing units to help diversify the housing stock.	Carry out wildfire mitigation (brush clean up) at the WWTP.	Train staff in accessibility to ensure integration into Village projects.	Install playground and other park amenities into the park area at the end of 9 th Avenue.	Secure government grants as much as possible to fund Village priorities/projects.
	Review value/ROI of our involvement in regional partnerships/associati ons as contract renewals arise.	Apply for infrastructure grants to implement priority projects once identified.	Update the Official Community Plan to align with provincial housing legislation requirements.	Continue to support the fire protection review being conducted for the region by RDKB.	Conduct an accessibility review of Village parks and facilities.	Celebrate the 70 th anniversary of Montrose in conjunction with Family Fun Day 2026.	Host an open house event spring 2026 to engage residents, considering the following focus areas: Good Neighbour Bylaw, hot topics discussions, progress on the strategic plan, election candidate and volunteer recruitment.
Lower Priorities		Complete the lower reservoir upgrade.	Reduce incidents of vehicle speeding on Montrose streets by continuing to install secured speed humps and implementing other measures as needed.	Encourage residents in high-risk forest fire zones (according to the regional fire protection review) to fire-smart their properties.	Develop and implement a matching service to ensure seniors who may not have friends/family nearby are connected to a neighbour.	Install swings in appropriate parks/playgrounds.	Develop an information package for potential mayoral and council candidates to clarify the commitment and expectations.
		Build Community Hall deck.	Lobby the Province for safety improvements to the highway crosswalk.		Collaborate with the region to lobby the Province for home-based care services for the region.	Review use of garden plot space for highest and best community use and modify accordingly.	Establish channels for residents to provide input, ideas, and feedback to the Village about community issues and initiatives.
		Improve highway meridians in coordination with MOTI paying project.	Develop and implement a yard care expectation program/campaign.			Build or establish the surface that can be used as an outside ice rink in the winter to enhance winter activity options for kids.	Enable and encourage opportunities for Council to learn about governance and other topics that are helpful in their role.
		Communicate list of priority road, water, sewer projects to residents.	Review and (as needed) adjust housing numbering in Montrose to provide clarity and ensure rapid emergency response times.	Advance climate action based on provincial requirements and available funding.		Establish volunteer-run recreation programming for all ages in collaboration with BVPARTS using existing indoor and outdoor amenities in Montrose to expand local activity options and increase volunteerism.	
		Advocate to RDKB for improved regional transit.	Add drone use permissions/restrictions to the Good Neighbour Bylaw.				Communicate Village progress related to the previous strategic plan.
							Plan for the eventual replacement of and training for the Village CAO position, ideally filling the position locally.
WHERE WE ARE NOW							
Primary Helping and Hindering Forces ³	Helping: Montrose is a relatively affluent area within the region.	Helping: Good safe drinking water	Helping: School and Dar properties for infill development; relatively affordable place to live; Increasing federal and provincial funding for housing.	Hindering: Increasing risk of forest fires due to hotter, drier summers.	Helping: Good, safe drinking water, strong sense of community, especially amongst long-time residents.	Helping: Local parks and trails; easily accessible regional recreation assets in neighbouring Trail and Fruitvale; good collaboration on Beaver Valley rec programs.	Helping: Village is in good financial health; Government and Columbia Basin Trust grants
	Hindering: Lack of broadband Internet service to Montrose residents; Resource constraints from our small population/limited tax base.	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).	Hindering: Aging housing stock and lack of diversity; Lack of seniors’ housing and smaller dwelling units; 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: Limited population and volunteer base to draw from for community programming; declining involvement of families with younger children.	Hindering: Limited volunteer pool; limited indoor recreation and leisure opportunities in Montrose, but good assets in neighbouring Trail and Fruitvale.	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; Lack of ongoing feedback/engagement mechanism for residents.

¹ Goals describe comprehensively what we want to achieve in the long-term. ² Priorities are what we will focus our efforts on 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. 2. Montrose residents, businesses and other organizations support and benefit from the strong and diverse regional economy. 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. 4. Economic activities use land and resources efficiently, and they are transitioning to the use of renewable energy and sustainable materials.	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. 2. Infrastructure systems are managed to avoid negative impacts on the natural environment, and natural resources are used efficiently and conservatively. 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. 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. 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. 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. 7. Communication systems are up-to-standard, affordable and reliable. 8. Systems and procedures are in place for emergencies, effectively managing risks to people and property from natural and other disasters.	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. 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. 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. 4. There is a diversity of housing types and densities, including affordable and age-friendly options for a range of ages, abilities and incomes. 5. Homes and buildings are healthy, safe, increasingly energy-efficient and transitioning to the use of renewable energy and sustainable materials.	1. An abundance of natural areas, parks and scenic viewsapes are protected, and have been enhanced and restored where necessary. 2. Parks, natural areas and trails can be conveniently accessed from Montrose neighbourhoods and are well used and enjoyed by the region. 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. 4. An appropriate mix of land uses and development types in designated areas provides vibrancy and more convenient access to amenities. 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. 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. 7. There is an adequate supply of residential land that enables existing and new community members to reside in the area.	1. Montrose is family-friendly and safe; it has attracted more families and young people, enhancing community vibrancy and economic viability. 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. 3. Community members are enabled to live healthy lifestyles and they take responsibility for their health and wellbeing. 4. Regional health and social services, including the regional hospital, are easily accessed timely and convenient transportation options. 5. Community events, gathering spaces and a diversity of activities keep residents of all ages connected to each other and engaged in community life. 6. Residents are meaningfully informed about and involved in community decision-making; they take responsibility for and actively participate in community life.	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. 2. Good quality facilities and amenities exist, are well maintained and supported, and they are delivered within the financial means of the community. 3. Life-long learning opportunities are accessible locally or by convenient and affordable transportation and communications systems. 4. Regional schools are easily accessible by convenient and safe transportation options. 5. A diversity of accessible arts, culture and heritage offerings are locally available, which enhances community vibrancy.	Governance 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 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.

