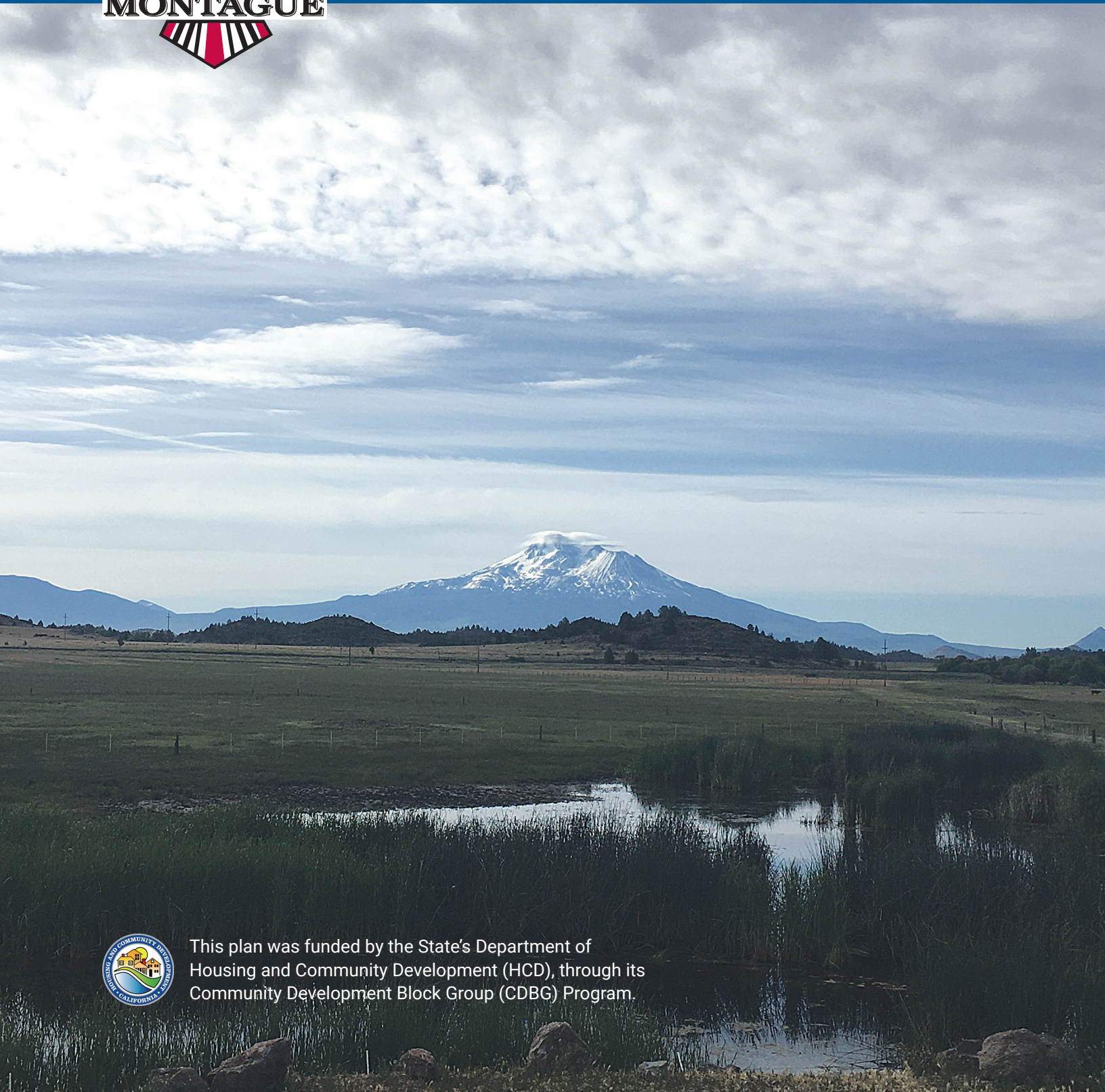


Community-Inspired Resilience Plan



This plan was funded by the State's Department of Housing and Community Development (HCD), through its Community Development Block Group (CDBG) Program.

“This plan provides a solid structure, focus, and foundation the community can rely upon moving forward.”

Brandon Criss, County Supervisor, District 1

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Message from **The Mayor**

Tiffanie Lorenzini



What an amazing community we live in! Our town is strong, resilient, and really comes together in times of need. From community events, to fundraisers, we show support with one another. This process of creating our Resilience Plan has only strengthened my belief in this community.

Over the past 1½ years of planning, meeting and brainstorming, the lead team and community have been astonishing. With input from citizens in community meetings and surveys, along with the leadership of the Plan's Lead Team, we have highlighted the top 8 priorities for our town. Focusing on these will only further strengthen the community even more than it already is. My hope is to attract funding from sources that care about small towns as much as we do.

I would like to thank Great Northern Services for their part in this process, our team leaders County Supervisor Brandon Criss, City Planning Commission Chair John Hammond, City Clerk Sara Kleier, Public Works Supervisor David Dunn, Montague Fire Chief Jasen Vela, Business Owner Robert Cowan and of course our wonderful residents and community!

Working, learning and supporting each other is what community is all about. I am so happy to be a part of such an incredible town and looking forward to creating even more opportunities and resilience for ourselves in the future!

Montague, June 2021

Contact: City Hall 459-3030

Message from

Board of Supervisors, District 1

Brandon A. Criss, MPA



The Community of Montague, when faced with crisis or community building, has a history of success. During the extreme drought of 2014 the Community of Montague literally faced having its water supply shut off, the community's members sacrificed and came together conserving that limited supply of water. The outlying agricultural community, city, county, state and federal agencies instituted a recovery to prevent that from happening again.

When it comes to community building the Montague Community has the dichotomy of having a tapped and untapped potential. Its Fire Department is well staffed and also all volunteers. Its events are regional attractions but it also needs economic development and economic diversification. There is a strong sense of what the community wants to become in the future, but until this planning process it didn't know exactly how to get there.

This is a comprehensive Montague Resilience Plan done with the support of Great Northern Services, a core group of committed leaders and stakeholders of Montague. Great attention was given to community feedback, making this a truly community-driven plan. This plan provides a solid structure, focus, and foundation the community can rely upon moving forward.

For Siskiyou County, the process was not just an effort for one community but served as a valuable experience and model for what we can continue to do in other areas of the county. In addition to directly serving the Montague Community and its leadership, this plan can also be used by the County to help focus matching county services and attracting other resources to help build resilience in for community.

Montague, June 2021

Contact: (530) 859-5548

Executive Summary

This plan enthusiastically focuses on the town of Montague and its people in a five mile radius surrounding the city limits. Montague, established in 1907, is a city rich in history located Siskiyou County, California with a population of 1,406 people based on projections of the 2020 US Census. The median age for Montague residents is 40 years young. In the California State Legislature, Montague is in the 1st Senate District and in the United States House of Representatives Montague is in California's 1st Congressional District.

Located 6 miles east of Interstate 5 along California State Route 3, it is the site of the interchange between the Yreka Western Railroad and the Central Oregon and Pacific Railroad. General aviation services are provided at the unique Montague Airport, which also proudly serves the city of Yreka.

Montague has a Mediterranean climate closely bordering on a steppe climate, very unusual for its location west of the Cascade Crest. Montague and the Shasta Valley are located in a rain shadow created by the Klamath Mountains, giving the area a climate and vegetation type more similar to points east of the Cascades, with average annual precipitation similar to the high desert area of Bend, Oregon. It is extremely vulnerable to drought. Rainfall is nonexistent in summer, except for the very occasional thunderstorm. The area experiences cool to cold winters with somewhat frequent snowfall, and hot summers with large diurnal temperature variation and nearly constant sunshine.

During the planning process, in large community meetings, participants identified the overall key factors that are currently impacting the ability for Montague to be a more sustainable and resilient town. These factors have been used to shape this plan. They include; economic climate, political factors, social and economic trends, current unknowns and uncertainties, and social conditions. The specific factor insights include; fear of political division, lack of political participation, located "off the beaten path" which impacts the business community, economically depressed, greater opportunity for grants, aging populations, slow re-zoning processes, no current building department. Other factors include; lack of up to date technology and wifi services, communication systems that reach all residents. Current trends identified include; solar and wind energy development becoming more feasible, more popular emphasis on sustainability, growing cottage industries, less regulation, partnerships to attract project funding, growing positive impact from social media, less and less resources available from county.

Uncertainties identified for planning include; future climate change impact, ongoing drought, local dam removable and the impact of that action, zoning questions and decisions, growing school and building fees, the number of homeless people in the area is unknown.

Demographics

Historical population. U.S. Decennial Census

Census	Pop.	%±
1890	250	—
1910	274	—
1920	453	65.3%
1930	507	11.9%
1940	463	-8.7%
1950	579	25.1%
1960	782	35.1%
1970	890	13.8%
1980	1,285	44.4%
1990	1,415	10.1%
2000	1,456	2.9%
2010	1,443	-0.9%
2018	1,517	5.1%

In 2018, Montague, CA had a population of 1.52k people with a median age of 36.9 and a median household income of \$47,536. Between 2017 and 2018 the population of Montague, CA grew from 1,385 to 1,517, a 9.53% increase and its median household income grew from \$45,845 to \$47,536, a 3.69% increase.

The 5 largest ethnic groups in Montague, CA are White (Non-Hispanic) (81.9%), White (Hispanic) (6.06%), Two+ (Non-Hispanic) (4.42%), American Indian & Alaska Native (Non-Hispanic) (3.23%), and Other (Hispanic) (2.37%). 0% of the households in Montague, CA speak a non-English language at home as their primary language, and 99.2% of the residents in Montague, CA are U.S. citizens.

In 2018, the median property value in Montague, CA was \$129,100, and the homeownership rate was 57.7%. Most people in Montague, CA drove alone to work, and the average commute time was 19.6 minutes. The average car ownership in Montague, CA was 2 cars per household.

Montague, CA is home to a population of 1.52k people, from which 99.2% are citizens. As of 2018, 1.98% of Montague, CA residents were born outside of the country (30 people).

In 2018, there were 13.5 times more White (Non-Hispanic) residents (1.24k people) in Montague, CA than any other race or ethnicity. There were 92 White (Hispanic) and 67 Two+ (Non-Hispanic) residents, the second and third most common ethnic groups.

Median household income in Montague, CA is \$47,536. In 2018, the place with the highest Median Household Income in Montague, CA was Census Tract 3 with a value of \$46,161, followed by N/A and N/A, with respective values of N/A and N/A.

Climate Data for Montague

Siskiyou County Airport (20010-2019)

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Record high °F	65	71	78	90	98	104	109	107	102	92	76	61	109
Average high °F	45.9	51	57	62.5	73.2	82.4	93.2	91.2	83.1	68.3	53.4	44.5	67.1
Daily mean °F	36	39	44	49	56	64	73	71	64	53	41	35	52
Average low °F	25.9	26.8	30.5	33.8	40.6	47.4	55.1	52.7	44.9	35.9	23.3	26	37.4
Record low °F	-14	9	11	15	19	31	40	37	28	12	8	-9	-14
Average precip. in inches	1.44	1.36	1.33	1.08	0.95	0.48	0.2	0.15	0.25	0.96	1.4	2.3	

The economy of Montague, CA employs 683 people. The largest industries in Montague, CA are Health Care & Social Assistance (94 people), Public Administration (84 people), and Retail Trade (79 people), and the highest paying industries are Transportation & Warehousing, & Utilities (\$93,083), Professional, Scientific, & Management, & Administrative & Waste Management Services (\$43,333), and Manufacturing (\$43,167).

The median property value in Montague, CA was \$129,100 in 2018, which is 0.562 times smaller than the national average of \$229,700. Between 2017 and 2018 the median property value increased from \$122,700 to \$129,100, a 5.22% increase. The homeownership rate in Montague, CA is 57.7%, which is lower than the national average of 63.9%. People in Montague, CA have an average commute time of 19.6 minutes, and they drove alone to work. Car ownership in Montague, CA is approximately the same as the national average, with an average of 2 cars per household.

Source: Data USA, an aggregate visualization engine with public datasets from many different sources including those from official US departments as well as educational institutions.



Resilience Planning Approach and Strategy Development Process

“I valued seeing the community come together.”

Community planning meeting participant

Cities around the world are embracing sustainable principles, it is yet apparent that we will all face external shocks and stresses regardless.

Sever weather events have increased in frequency causing fire floods as well as drought. Debt-laden governments struggle to replace aging infrastructure. Infectious epidemic diseases are creating economic repercussions for indefinite times to just name a few.

To meet these challenges the Community-Inspired Montague Resilience Plan has been developed and guided by the following principles:

- Ensuring effective and active participation of all stakeholders, including government agencies, the private sector, communities, service groups, community residents and members.
- Examining, assessing, and prioritizing not only natural hazards but also other potential economic, social and environmental shocks.
- Examinations and assessments consider economic, social and environmental conditions of the city both at present and in the future.
- Recognizing that the community-wide year-long planning process is in itself resilience building. The coming together, excellent communication around our existing strengths and challenges, problem solving, prioritizing our needs, and receiving community development training has strengthened our ability to be resilient and we take what we have learned forward.

Defining Resilience

Resilience is defined as the capacity of individuals, communities, institutions, businesses and systems within the city and the surrounding areas to survive, adapt, and grow, no matter the kinds of chronic stresses and acute shocks they experience.

The resilience of a system, individual or community is demonstrated in seven characteristics: reflectiveness, resourcefulness, robustness, redundancy, flexibility, integration and inclusiveness.

- **Reflectiveness:** it is the ability of individuals and organization to draw from and use past experiences and lesson to inform future decisions, and modify standards and behaviors accordingly to better respond to changing circumstances and challenges.
- **Resourcefulness:** it is the ability of individuals and organizations to recognize alternative ways to use resources at times of crisis in order to meet their needs or achieve their goals in periods of crisis (caused by acute shocks). For example the ability to mobilize various resources (from government, citizens, businesses) for disaster relief and recovery efforts.
- **Robustness:** a robust system is a system that is conceived, constructed and managed to make provision for potential failures and ensure no catastrophic damages will occur when design thresholds are exceeded. For example: wastewater collection system capable of handling more than normal in case of heavy snow or rain.
- **Redundancy:** It is the spare capacity purposely created to accommodate disruptions due to extreme pressure, surges in demand or an external event. It also includes diversity where there are multiple ways to achieve a given need. For example backup electricity source or water storage capacity to accommodate supply network disruption; or contingency storage of medicines and food before winter storms.
- **Flexibility:** It is the ability to adopt alternative strategies in response to changing circumstances or sudden crises. Systems can be made more flexible through introducing new technologies or various knowledge sources, including scientific, and local knowledge. For example, heat wave and cooling shelter (which can be used as a public space for community activities in normal times, and as a shelter for local people when there is a major destructive event.)
- **Integration:** it refers to the process of good governance and effective leadership that promote consistency in decision making, address needs of and problems face by the most vulnerable, and collectively create a resilient city for everyone.
- **Inclusiveness:** it ensures the meaningful participation of all stakeholders and emphasizes that their voice and expectations are accounted for in the city's resilience, building process.

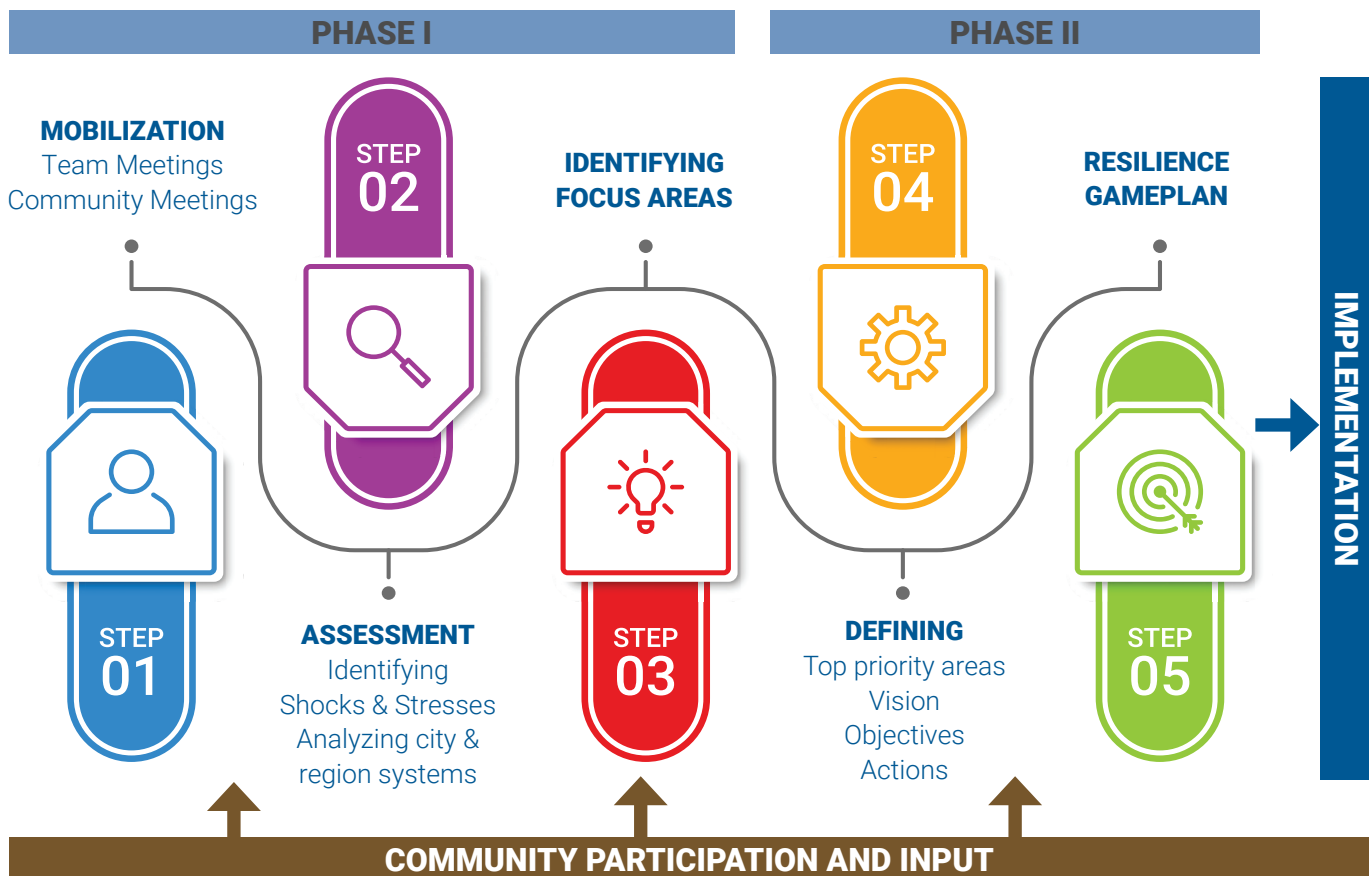
Who Created this Plan?

Montague Residents, Community Members, and Interested Stakeholders – Approximately 40 people who attended one or more of two Community Meetings to provide input.

Montague Resilience Lead Team: Robert Cowan, Restaurant Owner; Brandon Criss, County Supervisor; David Dunn, Public Works; John Hammond, Planning Commission; Sara Kleier, City Clerk; Tiffanie Lorenzini, Mayor; Ronda Moser; and Jasen Vela, Fire Chief/OES.

Resources and Support from Great Northern Services: Seata Madison followed by Brandy Caporaso, Community Development Manager as project coordinators; Marie-Josée Wells, Executive Director; Di Strachan, Planning Facilitator & Development Consultant.

Planning Approach



“There were shared values and a positive approach in our community meetings.”

Community planning meeting participant

The resilience planning development process for the Community of Montague consists of two phases spanning from June 2019 to June 2021

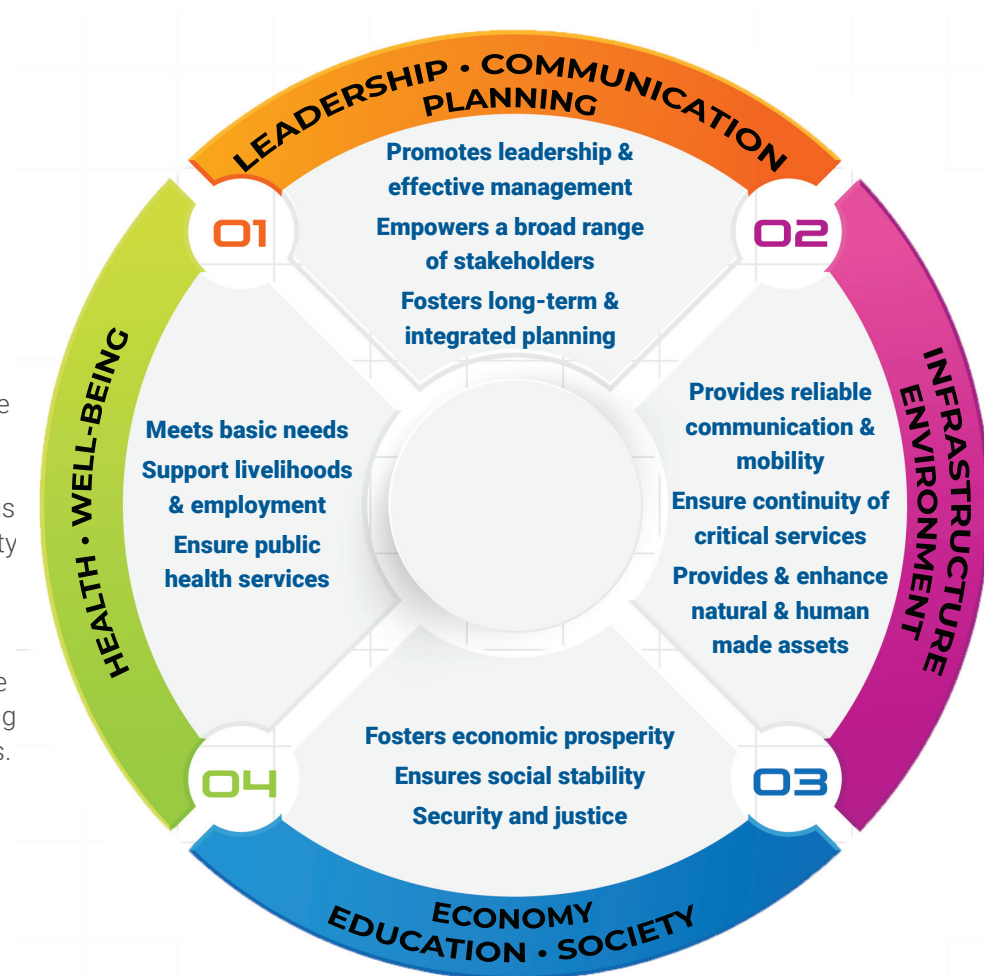
In the first phase, the Lead Team focused on conducting surveys, collecting data, making an overall resilience assessment, encouraging the participation of community members, examining the current performance of city and the region systems.

In the second phase, the community and Lead Team together identified the top priority areas to create strategic action plans around – our Gameplans for resilience. This phase was also the opportunity to assess, synthesize, and begin connecting efforts to create the Community-Inspired Resilience Plan. During that period many versions of the plan were created then reviewed and edited for final approval by Lead Team made up of committed City Leadership and stakeholder volunteers.

It was identified that the planning process itself was a big step towards building community resilience. Participant comments included powerful realizations such as: “In this meeting I valued seeing that we are here to help each other”, “I valued that the community came together with the same goals”, “I valued noticing the different things that make a community.”

Framework

The top needs and priorities were identified by residents during 2 community meetings, 2 surveys and 13 leadership team meetings and we identified four community dimensions to ensure that we had a comprehensive approach. Each dimension is driven by 3 principles which helped prioritize and shape our resilience planning and key Gameplans with actions.





Overview

History of Montague

In the 1880's the Central Pacific Railroad was building its rail line North through Siskiyou Co to connect with the Oregon and California Railroad in Ashland Oregon. The site for what would become Montague was chosen to be the next town on the line north of Gazelle. In 1887 local ranchers, the Prather brothers as the Shasta Valley Land and Cattle Co and C.C. Webb each deeded ½ sections of land to Central Pacific's construction subsidiary the Pacific Improvement Co. to build this new town. As was customary at that time, a promotional campaign was initiated with excursion trains bringing up people from points further south in California who bought lots at auction in what became the new town of Montague. The town, named after Samuel Montague, who had been Central Pacific's chief engineer since 1868, grew quickly and became a major shipping center soon after the cattle corrals were constructed. Ranchers from as far as the Butte Valley to the east and from southeastern Oregon drove their livestock to Montague to be shipped to market. Many businesses in nearby Yreka and ranchers in the Shasta Valley built business outlets and homes in Montague to benefit from the connection to outside markets.

Montague was officially incorporated as a city January 25th, 1907. The population at that time was under 600. The town's future looked promising, with many new business establishments including eight saloons and three manufacturing industries, a 50 barrel flour mill, a box factory and a machine shop. The box factory was located in a 50 x150 ft. building constructed in 1905. The business employed 100 men and produced 50-65,000 feet of manufactured goods per day. Prather's machine shop, the first business to be operated by electrical power opened in 1903. It was sold in 1913 and became Prather's Garage. The building is still operated as a garage today.

Many of the original and older buildings have been lost to fire or other circumstances but many remain today. Most have been the home for many businesses or used for different purposes.

The Montague Banking Co. building which was constructed in 1906 but closed in 1933 due to the Great Depression was later used as City Hall and the City Jail. The walk in vault and the jail cell are still there. The building is currently being used by the Montague Historic Preservation group as a historic cultural center. The second Montague School was built in 1915 on the same site as the first school which was built in 1890 and is now the current City Hall.

The first motion pictures were shown in 1912 at the Opera House. In recent years the Opera House has been a restaurant, an antique store and is now an apartment building. In 1921 motion pictures were moved to the newly opened Prather's Theater located in the remodeled Murphy' Saloon. Today that building is home to the Montague Water Conservation District.

Speaking of water, Montague has always been dry and finding enough water in the formative years for good farming was a challenge. Several plans and attempts to bring water from the Shasta River Canyon, the Klamath River and the headwaters of the Sacramento River ended in failure. To overcome this challenge the Montague Irrigation District was formed in 1925. In 1926 the name was changed to the Montague Water Conservation District and plans finally went forward to construct Dwinnell Dam which created Lake Shastina. Over the years the district has had to overcome many financial hardships but still survives today providing water to the City of Montague and the larger community.

“This village came together and I value that.”

Community planning meeting participant

Over the years several of the original downtown buildings have burned. Very early on the original Fiock Hotel, built in 1887 as a wooden structure, burned in 1889. In 1894 a partnership was formed by two local men, Mugler and Davis to rebuild a new hotel made with locally produced bricks. That building has seen many changes and still stands today.

In the early years combating fires in Montague was very difficult. Using bucket brigades from the nearest water source was the only remedy. Two hand pushed hose carts purchased from the Ashland Fire department in 1914 were Montague's first fire equipment. Those were later modified to be pulled by a vehicle. Then a model A fire truck was purchased from the California Division of Forestry and a couple of trucks were purchased from Army surplus. The present Montague Volunteer Fire Department was organized in 1947. Today the MVFD has up to date equipment and is a fine group of volunteer firefighters.

As Montague grew so did the need for faster travel and connection to the outside world. Montague had been using a field in town by the baseball field as an airfield but it was considered too dangerous. The opportunity to purchase what became Rohrer field was therefore approved unanimously by the City Council. The West Coast Air Transport Co. was formed in 1927. Montague was at that time one of the main stops on the north south air route. It was West Coast's only scheduled stop between Portland and Oakland. The flights would come in to Montague just before noon and the planes would circle over the Hotel Montague and rev their engines indicating the number of passengers on board. The hotel staff would then know how many lunches to prepare and deliver to the airport. In 1931 West Coast was purchased by Pacific Air Transport who discontinued scheduled stops in Montague and moved them to Medford. The heyday of air transportation in Montague was passing.

Over the subsequent years many things have changed in Montague. Starting from humble beginnings, Montague grew and prospered as a railroad town, but then began a gradual decline after the major commercial rail activity was diverted through the Butte Valley in the 1930's and then passenger service was terminated in 1977. In 1978 the original railroad depot was donated to the City of Montague which moved it to its current location on S. 11th St. Since then the depot has continued serving the city as the Depot Museum. The railroad that originated the creation of the town is now only a shadow of its former presence and brings virtually no economic vitality to Montague. For many years the downtown bustled with business enterprise. Now only a few businesses struggle to survive. Today Montague has become more of a bedroom community to Yreka and other nearby cities north and south.

Through both the prosperous and declining years Montague has survived, remaining a tight knit community with a small-town feel. Descendants of many of the original founding families are present and with newer residents are active in re-constructing a prosperous future.

A Vision for our Future Resilience

This vision was created enthusiastically in Community Planning Meetings and included all wishes expressed in the community surveys. This joint vision describes what we aspire to be like in 5 to 20 years of implementing our strategic plan so that together we may successfully address our top priorities and become a more resilient community.

The Montague community is close, resourceful, and tight knit. We have common threads that run through us all. We listen to each other well and recognize our shared interests, instead of only focusing on our differences. A community that has fun together, has given us the reputation of doing so. Other towns notice and wonder why we are so close. As a hub for people throughout the west, who appreciate other people and wide-open places.

Our City leaders are genuine people who work for the good of the community. They bring life to the town and they pass along a culture of transparency, care, and an easy “open door policy” style of communication. Montague leaders are pro-active. They are trusted to work with a community that has a long history of rallying well to respond to shocks and stressors to ensure our resilience. The water plant is state of the art, and flows with clean, fresh water. Our City Code Enforcement Team is effective and respected, and our emergency response system is reliable and highly functioning. We have a well-structured and dependable process to get input and regularly update our General Plan so that we know our top priorities, fund them, and work together to meet them.

Montague strives to enhance and maintain a high level of communication community-wide with regular, open, and well facilitated community meetings where all people voice their opinions and are heard.

Our vision for the future of Montague’s beautifully restored antique downtown has a well-appreciated restaurant and a hotel for visitors, family, and friends. Our downtown roads are wide and interspersed with well-groomed green spaces and businesses that meet our community and visitor’s needs – even a sporting goods store. Our businesses cater to outdoor recreation and special event visitors. Our high schoolers get to let their parents know they were able to volunteer downtown alongside firefighters who desire to work and volunteer locally. Our weekly farmer’s market thrives with artists, growers, residents, and visitors. The community pool is full every summer and you can catch a game at one of our local baseball fields. The elementary school is thriving with students who have green grass to play on. Residents can get assistance in paying for their water use if needed.

Montague’s small-town charm makes it the perfect backdrop for western films & documentaries. Being attractive to the film industry provides great opportunities for local employment and benefits the whole community.

Montague has rail and trail systems that connect us to other Siskiyou communities, outdoor recreation opportunities, and to the rest of the West. We have a train and a bus service, along with walking and biking trails. Montague has a well-attended annual car show held in conjunction with the Balloon Festival. Our large Rodeo Grounds are well known, have plenty of parking space, are well utilized and appreciated.



Resilience Assessment and Strategy Development

City Resilience Challenges

Montague's Resilience Challenges, Potential Shocks and Stresses

It is important to note that over the past few years the City and region of Montague have made effective progress towards addressing resilience priorities. We applied and were awarded the Community Development Block Grant (CDBG) from the Department of Housing and Urban Development. This funding was dedicated to business development as well as infrastructure improvement. These funds, business assistance, micro-enterprise assistance, and grants, are being utilized and are still available to the business community. The funds for infrastructure improvement helped build the appreciated ADA compliant restroom at the Montague airport.

Despite our many achievements, our region still faces many potential "shocks", "stresses", and multiple current challenges that impact our ability to be fully resilient. The community needs, potential threats, limitations, and challenges have been fully identified by the community and its leadership in throughout the planning process and the detailed comments are in the appendix of this plan.

Some of the key factors identified by the community in meetings and surveys include; "need for downtown clean-up and improvement", "need for improved publicity and marketing", "need for more community involvement, infrastructure needs – water, sewer", "road improvement", "people are depressed", "a local way to address mental health and substance abuse", "we need more local businesses", "politics can become personal fast and loose its effectiveness", "our aging populations".

Potentials shocks and stresses to the community have also been carefully considered for this plan by the Lead Team in setting priorities. For a better understanding of these terms here are the definitions we have used for planning:

A Shock: is an acute natural or human-made event or phenomenon threatening major loss of life, damage to assets and a city's ability to function and provide basic services, particularly for poor or vulnerable populations. (Infrastructure failure, fire, flood, heat-wave, snow storm, pandemic at the onset etc...)

A Stress: is a chronic, ongoing or cyclical, natural or human-made event or phenomenon that renders the city less able to function and provide basic services, particularly to the poor or vulnerable populations. (Water scarcity, pandemic, aging infrastructure, unemployment, etc...)

The top prioritized potential shocks and stresses identified by the Lead Team which were used to create the Strategic Gameplans below in this plan include; (for a complete list identified see appendix)

Highest Potential Regional Shocks for Montague:

- Fire – Downtown, historic buildings (city hall), infrastructure
- Loss of Power – affects infrastructure, no community emergency capacity
- Flooding – storm water
- Severe weather
- Loosing local leadership
- Pandemic

Highest Potential Regional Stresses for Montague:

- Drought
- Aging infrastructure
- Streets and roads
- Substance abuse

Resilience Strategy

Current Projects Being Addressed to Meet Our Needs and Build Resilience

It is valuable to note that our community and city leadership have ongoing systems and projects in place to address our needs and the top 8 priorities identified in this plan.

Our current ongoing efforts to ensure resilience include:

- Annual City “Brush Clean-up” Days – Spring, Fall, and one more in the year when needed
- Great Northern Services Commodities Distribution: Emergency Food provided for low income populations in Montague. Methodist Church - 120 S. 12th Street on Thursdays from 10:00am-2:00pm in February, April, June, August, October and December.
- Annual Ethics Training provided by City Attorney John Kenney for the City Council, Planning Commission, City Staff. March
- Annual City Insurance Trainings provided by the “Small Cities Organized Risk Effort” SCORE. The Public Works Supervisor is the trainee and represents the City in these trainings. October
- Siskiyou County Building Department scheduled to provide assistance for town Code upgrade.

Strategic Gameplans to Meet the Top 8 Resilience Priorities

All Gameplans are drafts. During the plan implementation phase each Gameplan will be fleshed out with more details which will include; Identifying Gameplan leadership/coordination, volunteers, budgets, time-frames, and implementation tasks.

Gameplan Structure for Resilience Action

Gameplans... A comprehensive and collaborative approach to meeting our priorities

Priorities... Voted on by the Community

Goals... to Focus on Priority

Actions... to Achieve Goals

Tasks... to Carry out Actions

Top 8 Priorities for Resilience Planning

After identifying all possible challenges, potential shocks, stresses, and factors in our different community dimensions impacting our town and region, the 8 Top Priorities were created.

	Need/Priority
1.	Create and implement a plan to support cleaning up in-town residential and public properties for a more welcoming, attractive, and stabilizing downtown.
2.	Create and implement a plan that reduces the impact from drought.
3.	Community leaders, business owners, and residents learn how to create opportunities for social events, sense of community, and to effectively promote our existing regional assets and events such as the rodeo, museum, ball games, access to outdoors, etc.
4.	Include city council members, citizen councils, and community leaders (i.e. Fire Department). Attract new leaders and create opportunities for leaders to experience
5.	Create and implement a plan to address aging infrastructure, to reduce the possibilities and impact of the loss of power, and to increase our capacity to meet community emergencies more effectively.
6	Increase effective communication with more comprehensive and inclusive systems for the region. This includes low tech (i.e. town newsletter) and high-tech communication (i.e. internet, etc.)
7.	Create and implement a higher-level plan to prevent, protect, and insure the preservation of our downtown historic buildings and infrastructure from threats, fire, and natural disasters.
8.	Create, promote, and implement for our community new emotional health care support, especially those suffering from substance abuse, the elderly, and low-income members of our community.

Gameplan for Priority 1

Create and implement a plan to support cleaning up in-town residential and public properties for a more welcoming, attractive, and stabilizing downtown.

Potential Project Coordinator/Team	Planning Commission/Public Works
Potential Supporting Partners	Yreka transfer, Rotary, Home Depot, Argo, HLIB, Habitat for Humanity, Fire Safety
Current Status	Planning Commission is receiving training Annual City "Brush Clean-up" Days Mattress collection (days)
Time-frame	3 year focus with ongoing maintenance
Potential Funding Source(s)	CDBG – Use funds from code enforcement – Has to qualify as low income
Related actions/tasks/dates	Priority 3
Dimension	Economy, Education and Society

Goal 1	Finish draft plan to support cleaning up in-town residential and public properties for a more welcoming and attractive downtown.	by January 22, 2022
Actions Tasks	<ul style="list-style-type: none"> Identify lead/team to create plan and dependable timelines for community Identify all actions currently being used to support this priority <ol style="list-style-type: none"> Task: Identify those that can they be enhanced with more funding, volunteers, etc. Use draft Goals and tasks below to pop in plan to kick start it 	

Goal 2	Finalize the creation of a clear City code and ordinances to enforce code.	by July 2023
Actions Tasks	<ul style="list-style-type: none"> Identify and obtain the funding available from SB2 and grants to support the City Planner and staff to work on reviewing and updating the Codes Get training, educate, get public engagement, and enforce code <ol style="list-style-type: none"> Planning commission, city and city attorney meet with the County by April 2021. Continue updating the current municipal code to be compatible with State codes Insure effective code enforcement & cooperation Have annual and dependable clean up days 	

Goal 3	Engage Community support to meet our downtown vision in plan: includes cooperative clean ups and restoration.	
Actions Tasks	<ul style="list-style-type: none"> Create a plan and implement to re-ignite Montague merchants to help bring awareness to business owners Solidify a process to update the community 	

Goal 4	City identifies leadership and potential volunteers to provide more clean up and restoration opportunities with dependable implementation schedules.	
Actions Tasks	<ul style="list-style-type: none"> Create dependable schedule for clean-up and restoration activities and promote to community Solidify a process to acknowledge, reward, and provide inclusive activities <ol style="list-style-type: none"> i.e. seasonal awards, voting, Major's choice Create "Garbage Free Pickup Days" Misc. garbage too - larger appliances, vehicles, parts, furniture, etc. – 2 times a year for the next 3 years. Find funding to contract for collection or organize a "Volunteer Force for Good Work in Town". <ol style="list-style-type: none"> i.e. Bob Hammond volunteers his dump trailer, truck, & time with volunteers/staff Create Dumpster Day – Create Junk Car Day Resource Corporate/business sponsorships and awards for Clean-up Incentives Create a Brush abatement plan/schedule – Fire Safety Create "Mattress Free Collection Days" – City coordinate efforts and find funding to contract to a business that can pick up mattresses annually for awhile Create "Mattress Free Collection Days" – City coordinate efforts and find funding to contract to a business that can pick up mattresses annually for awhile 	

Gameplan for Priority 2

Create and implement a plan that reduces the impact from drought.

Potential Project Coordinator/Team	OES, City Maintenance Dept., Montague Water Conservation District (MWCD), County, Lowes, Home Depot
Potential Supporting Partners	Montague City, City water users, Siskiyou Arboretum & Native Plant Nursery, Shasta Valley RCD
Current Status	Plan in place with MWCD and state. Working with landowners to plant drought tolerant plants since 2015.
Time-frame	Ongoing
Potential Funding Source(s)	DWR, SWRCB, CDBG
Related actions/tasks/dates	Priority 5 -- Goal 3
Dimension	Infrastructure and Environment

Goal 1	Create a plan that reduces the impact from drought.	by July 2021
Actions Tasks	<ul style="list-style-type: none"> • Identify lead/team to create plan and timeline • Identify all actions currently being used to reduce drought by the City and integrate into one plan. • Task: Enhance current actions with more funding, volunteers, etc. • Use draft Goals and tasks below to pop in plan to kick start it 	

Goal 2	Engage Community to help reduce impact of drought.	
Actions Tasks	<ul style="list-style-type: none"> • Inform citizens about drought by: Sending out letters; town hall meetings • Disseminate information about low flow water options • Provide information regarding drought tolerant plants and how to keep them • Education about usage of grey water <ol style="list-style-type: none"> 1. i.e. Community Grey water town hall meeting, create printed and online materials • Create a Plan in with the Montague Water Conservation District WCD and State. Working with landowners to plant drought tolerant plants as in 2015. 	

Goal 3	Partner and work with all Agencies and interested organizations and parties to reduce impact of drought.	
Actions Tasks	<ul style="list-style-type: none"> • Install water holding tank – access agencies for assistance if necessary • Explore use of water from MWCD’s pipeline from Lake Shastina to Shasta River. • Work with MWCD to pipe the ditch this also has the potential to increase CFS in river for endangered Coho (SWRCB) • Seek State of Emergency Declaration • Explore any additional grant funding including and not limited to Sustainable Groundwater Management Act (SGMA) grant funds to finance repairs to water infrastructure • Explore any additional funding available from and not limited to: USDA funding, Department of Water Resources and State Water Resources Control Board, Integrated Regional Water Management and bond measures. <ol style="list-style-type: none"> 1. Identify process and timeline for this action 	

Gameplan for Priority 3

Community leaders, business owners, and residents learn how to create opportunities for social events, sense of community, and to effectively promote our existing regional assets and events such as the rodeo, museum, ball games, access to outdoors, etc.

Potential Project Coordinator/Team	City Planner, City , Rotary
Potential Supporting Partners	
Current Status	<ul style="list-style-type: none"> • Existing ethics training • City Insurance trainings • League of local agencies meet quarterly • Leadership Training from Siskiyou Economic Development department • Training from Siskiyou Revitalization
Time-frame	
Potential Funding Source(s)	
Related actions/tasks/dates	Priority 1
Dimension	Leadership, Communication and Planning

Goal 1	Create a plan and timeline for leaders, business owners, and residents to learn how to create opportunities for social events, sense of community, and to effectively promote our existing regional assets and events such as the rodeo, museum, ball games, access to outdoors, etc.	
Actions Tasks	<ul style="list-style-type: none"> • Identify lead/team to create plan and timeline • Identify all actions currently being used for learning how to create opportunities • Use Goals and tasks below to pop in plan to kick start it 	

Goal 2	Research how community members are learning successful strategies, and identify what their existing wisdom is on what works for Montague	
Actions Tasks	<ul style="list-style-type: none"> Identify all organizations that are successful promoters in Montague such as; Rotary, Dutchman Restaurant, Montague Slow-pitch, Shasta Valley Community Club , i.e. Stampede Bill Nicholetti Interview all current and past leaders to identify what works Strategically share this info. with other leaders/community stakeholders 1. Hold a Community gathering with local “successful promoters” panel discussion Q & A 	

Goal 3	Provide training and development opportunities for our community leaders.	
Actions Tasks	<ul style="list-style-type: none"> Identify existing and cost effective training services i.e. Great Northern Services, JEDI, Siskiyou County Economic Development Fund people (community stakeholders) to learn and improve their promotion efforts and share their knowledge with community 1. Identify interested stakeholders, interview what they would be willing to participate in for more learning – funded access to trainers, consultants, etc. Sponsor community marketing, PR, and Promotion workshops (make them bi-annual for first two years) 	

“I valued taking the time to envision our future together and what it looks like.”

Community planning meeting participant

Gameplan for Priority 4

Identify needs and provide leadership training and development for our community. Include city council members, citizen councils, and community leaders (i.e. Fire Department). Attract new leaders and create opportunities for leaders to experience “instant gratification” for successful development.

Potential Project Coordinator/Team	Mayor/Clerk’s Office
Potential Supporting Partners	Shasta Valley Community Club (SVCC), Discover Siskiyou (SCEDC), Montague Historic Preservation Society
Current Status	
Time-frame	2 years
Potential Funding Source(s)	
Related actions/tasks/dates	
Dimension	Leadership, Communication and Planning

Goal 1	Finish draft plan to Identify needs and provide leadership training and development for community - include city council members, citizen councils, and community leaders.	
Actions Tasks	<ul style="list-style-type: none"> Identify lead/team to finish and coordinate plan and timeline Identify needs and areas for leader’s training and development such as; Strategic planning, meeting leadership and facilitation, communication for leaders and successful community relations, etc. <ol style="list-style-type: none"> Interview leaders for desired training and development Put on a Montague Leaders Development Meeting to work together as a group (of whoever shows up) to identify needs and desires for training. Use draft Goals and tasks below to pop in plan to kick start it 	

Goal 2	Re-enforce and celebrate our current effective leaders.	
Actions Tasks	<ul style="list-style-type: none"> • Have an annual January Kick-off Leadership and Community Gathering: Desired outcomes include: rejuvenation, celebration and appreciation, roll out of ideas and priorities for the coming year, etc. • Identify other ways to appreciate, acknowledge, and re-enforce current leadership (often volunteers) 	

Goal 3	Identify resources and provide training and development for all interested community leaders.	
Actions Tasks	<ul style="list-style-type: none"> • Identify all leadership training resources currently available to Montague– cost and no cost – include timeline <ol style="list-style-type: none"> 1. Create prioritized list based on what leaders want, timing, etc. • Identify and interview leaders on what kind of training they would value and when • Request Leadership and Business Training from the Siskiyou Economic Development Department <ol style="list-style-type: none"> 2. Ask for assistance to promote tourism opportunities – possible funding for additional leadership training, help with acquiring state funding • Request Training and co-development from Siskiyou Revitalization group • Provide a communication workshop for all – i.e. for “Verbal Judo” • Access TFFF Community Training • Attend the quarterly League of Local Agencies meetings – online learning and resources are available • Create an effective way to promote to leaders what is available and why it is important 	

“We have an ability to be adaptable.”

Montague resident

Gameplan for Priority 5

Create and implement a plan to address aging infrastructure, to reduce the possibilities and impact of the loss of power, and to increase our capacity to meet community emergencies more effectively.

Potential Project Coordinator/Team	Public Works, Internet: AT&T, Northland Communications
Potential Supporting Partners	AT&T, Northland Communications, Hughes Net, SEDC (broadband)
Current Status	Ongoing
Time-frame	Ongoing
Potential Funding Source(s)	CDBG, SWRCB, Caltrans, STIP, USDA, DWR
Related actions/tasks/dates	Priority 2
Dimension	Infrastructure and Environment

Goal 1	Finalize new ideas and continue to implement our existing plan to address aging infrastructure, to reduce the possibilities and impact of the loss of power, and to increase our capacity to meet community emergencies more effectively.	
Actions Tasks	<ul style="list-style-type: none"> • Identify lead/team to create (update current plan) and timeline • Identify all actions or plan currently being used to meet this infrastructure priority • Use draft Goals and tasks below to pop in existing or create new plan 	

Goal 2	Identify and access funding, partners, and resources to implement new and old projects/priorities	
Actions Tasks	<ul style="list-style-type: none"> • Outreach to AT&T/Hughes Net for internet and Siskiyou Economic Development for Broadband • Write Grants for sewer lines before failure (1/2 way through life expectancy (20-40 years remaining)) • Work with Caltrans on Highway 3 upgrade-sidewalks, ADA curbs 	

Goal 3	Identify, prioritize, and Implement projects to address aging infrastructure, reduce the possibilities and impact of the loss of power, and to increase our capacity to meet community emergencies more effectively.	
Actions Tasks	<ul style="list-style-type: none"> • Sewer holding ponds upgrade • Acquire a Generator for Community Center • Upgrade Roads – create timeline and promote to community • Curb, sidewalks, drainage • Create a Solar Farm • Acquire new Water Tank • Upgrade water holding ponds to current standards (line, aerate) • Street light upgrade to LED (PPL is moving away from owning and maintaining lights and having the cities take on the responsibilities. • Solar for water plant, sewer treatment plant and public buildings 	

“When these Gameplans are implemented we will be at a higher level of community resilience, sustainability, and security.”

Tiffanie Lorenzini, Mayor of Montague

Gameplan for Priority 6

Increase effective communication with more comprehensive and inclusive systems for the region. This includes low tech (i.e. town newsletter) and high-tech communication (i.e. internet, etc.)

Additional description: Citizens are more informed about everything under all community dimensions for emergencies and all needs. This includes Low Tech (town newsletter) and High-Tech Communication (internet, etc.)

Potential Project Coordinator/Team	Mayor, City Clerk, Public Works Lead, Fire Chief
Potential Supporting Partners	Siskiyou Revitalization Network, United Way (211), OES, Cal Fire, Siskiyou Grapevine, Scanner Pages, Code Red, Public Health, Facebook
Current Status	There is no one entity that is looking at regional communication
Time-frame	2021 to 2025 (2 to 4 years)
Potential Funding Source(s)	The Ford Family Foundation
Related actions/tasks/dates	
Dimension	Infrastructure and Environment

Goal 1	Finish plan to Increase effective communication with more comprehensive and inclusive systems for the region	2 to 4 years
Actions Tasks	<ul style="list-style-type: none"> • Identify a coordinator and team to finish and coordinate a Regional Communication Plan by January 21, 2022 • Research and identify all existing entities (new and existing supportive partners) that can be part of new communication systems to reach various communication goals i.e. Siskiyou Revitalization Network – be part of their existing project • Research and Identify high-tech communication needs and what is possible for our community (i.e. internet, etc.) 	

Goal 2	Identify how we can reach everyone – especially those hard to reach community members at all times and especially during high stress times and emergencies.	
Actions Tasks	<ul style="list-style-type: none"> • Generate a list of possibilities <ol style="list-style-type: none"> 1. Ask ourselves “How are people falling through the cracks?” • Identify all supporting service partners and make easy to access <ol style="list-style-type: none"> 2. Put on our city website and create a printed document 	

“What I valued during the planning process is that we got to learn about how to do resilience - as we were experiencing it - during COVID. There are strong leaders in Montague.”

Leadership team participant

Gameplan for Priority 7

Create and implement a higher-level plan to prevent, protect, and insure the preservation of our downtown historic buildings and infrastructure from threats, fire, and natural disasters.

Potential Project Coordinator/Team	City Planner, Rotary
Potential Supporting Partners	Siskiyou Economic Development Council, GNS, Pac Power, Rotary, Siskiyou Revitalization, Main Street America
Current Status	<ul style="list-style-type: none"> • We maintain a local volunteer fire department (20+) • Regular prescribed burns in town • Code enforcement patrols the city • Insured City own buildings and property: museum, fire station, city hall, community pool and park with basketball, tennis courts and horseshoe pits. Railroad Park. Baseball fields and rodeo grounds. Community Hall and historic Bank/jail building • Ongoing grant applications to Statewide Transportation Improvement Program (STIP) to continue receiving funds for road maintenance. • Highway 3 (Main Street) is scheduled to be repaved by Caltrans in 2026
Time-frame	
Potential Funding Source(s)	CDBG (micro enterprise), Pacific Power, funders who fund revitalization projects
Related actions/tasks/dates	Priorities 1 & 2
Dimension	Infrastructure and Environment

Goal 1	Finish the plan to create a “higher-level plan” than what now exists to prevent, protect and insure our downtown historic buildings and infrastructure are protected from threats, fire, and natural disasters.	
Actions Tasks	<ul style="list-style-type: none"> • Identify lead/team to create (or update current plan) and timeline • Use draft Goals and tasks below to pop in existing or create new plan 	
Goal 2	Involve our business community and other leaders in identifying our needs and prioritizing them to support the priority of creating a higher level plan to protect our historic downtown.	
Actions Tasks	<ul style="list-style-type: none"> • Get businesses and buildings’ owners together to promote maintaining, insuring and identify needs of their property to attract even more support <ol style="list-style-type: none"> 1. Create a meeting/event to gather and have a “walk about assessment” 2. Create an engaging and promotional survey • Business owners and community create a promotion campaign to get more business downtown to protect and grow downtown 	
Goal 3	Identify the funding sources and agencies that can help meet those needs.	
Actions Tasks	<ul style="list-style-type: none"> • Assess energy upgrades, code upgrades and infrastructure needs of downtown properties (SCEDC, GNS, Pac Power ...) “Just being able the keep the light on is helpful” BC • Interview funding sources to explore possibilities and ask how to apply, etc. 	
Goal 4	Identify additional funding specifically for fire protection	
Actions Tasks	<ul style="list-style-type: none"> • Identify and find funding to upgrade fire suppression devices. i.e.: sprinklers (note: possibility of insurance rate to go up) • Make recommendation to our Fire Chief to use elements of this Resilience Plan that could be helpful in his/her successful grant writing. 	
Goal 5	Create and implement a plan to provide higher level support to maintain our pool.	
Actions Tasks	<ul style="list-style-type: none"> • Identify what funds are needed and promote to community and pool lovers • Hold a “Friends of Our Pool” gathering for community support/brainstorm to raise funds • Ask for business support and promote well <ol style="list-style-type: none"> 1. Acknowledge well existing donors of pool 2. Create front window appreciation: “We are a Business that Cares” 	

Gameplan for Priority 8

Create, promote, and implement for our community new emotional health care support, especially those suffering from substance abuse, the elderly, and low-income members of our community.

Additional description: Identify more ways to help people to feel good, and to learn how to feel good about themselves.

Potential Project Coordinator/Team	CASA and social workers, interested stakeholders
Potential Supporting Partners	Schools, Siskiyou County public health, Smoke Free High Country, HUB, Barkers Residential Care facility, Compass Care Services (Yreka), GNS (promotion and distribution)
Current Status	Commodities distribution (GNS)
Time-frame	
Potential Funding Source(s)	Dignity Health Foundation, Ford Family Foundation, Community Foundation of the North State, California Health Collaborative, Public Health, Every woman counts
Related actions/tasks/dates	
Dimension	Health and Well-Being

“Our community rallies to solve issues together – we step up and have a high level of communication during shocks and stressors.”

Goal 1	Identify all existing resources and promote them more effectively to reach all people, especially those currently underserved.	
Actions Tasks	<ul style="list-style-type: none"> • Create resource list and publish by identifying all existing resources and partners <ol style="list-style-type: none"> 1. Identify creative ways to reach all people 2. 2.1.1 Siskiyou County. Connect people to resources. 3. Visiting medical professional to the town for easy access/free services. Health Van service expansion. • Learn more in detail about what resources and support is available for Montague through Mental Health Services Act (MHSA) Community Program. • Promote assistance resources effectively to different targets: youth, seniors, schools <ol style="list-style-type: none"> 4. Include message on the water bill • Create a 2-year campaign to educate population about mental health issues “Everybody Matters” Involve youth to create fun campaign and brain storm together • Kick it off with - Create an annual free river trip to educate folks about campaign and get people outside (river company donates and/or identify funding) • Work with Stable Hands for community visit/awareness/field trip, etc. • Promote and presentation in schools, churches, mailing of flyer to all Current Resident, Compass Care Services (Yreka) 	

Goal 2	Identify, create, and promote opportunities for outside activities to connect with nature for residents and visitors alike.	
Actions Tasks	<ul style="list-style-type: none"> • Create a resource list of opportunities for outside activities that are free or have costs nearby • Identify funding and donation possibilities for outdoor activities with a cost • Identify transportation opportunities • Create a “Montague Outdoor Experience Volunteer Team” to help lead and/or just facilitate participation (especially for underserved populations). • Create a “Montague Outdoor Fun Top Ten” program recommended (seasonal) schedule of activities <ol style="list-style-type: none"> 1. Nearby trails, rivers, fishing spots, rafting put-ins, etc. Adapt this from larger schedules already available. https://discoversiskiyou.com/ For Example: Best Swimming Holes near Dunsmuir. https://dunsmuir.com/water-sports-play/ 	



Implementation

Approach to Successful Gameplan Implementation

Our overall approach to successfully implementing our Gameplans to address our Top 8 Resilience Priorities is threefold:

1. We will build on and utilize our existing community strengths and abilities. See appendix for our Existing Montague Strengths Identified in our Community Resilience Planning Meetings.
2. We will not try to do everything all at once, but prioritize our top two to three priorities every two years to organize around, find funding for, and take action on.

Criteria for selecting top Gameplan priorities:

- Community Input and voted for highest need to be addressed
 - Demonstrates initial, visual, and collaborative success early on
 - Enthusiastic leadership “champions” for taking action
 - Cost effective and already in motion
 - Most likely to be funded by CDBG and other federal funding
3. We will work on the priority Gameplans where we have leadership and “champions” for the priority, and where there is the most community involvement and interest.

Potential Funding Sources for Implementation

Community Development Block Grant Programs (CDBG) United States Department of Housing and Urban Development (HUD)

Purpose: To procure funds to local community development activities with the stated goal of providing affordable housing, anti-poverty programs, and infrastructure development.

United States Department of Agriculture (USDA)

Purpose: To promote agriculture production that better nourishes Americans. Preserve the Nation's natural resources through conservation, restored forests, improved watersheds, and healthy private working lands.

The Ford Family Foundation

Purpose: Believes that every person has the potential to succeed in life. Believes in the power of rural communities. Believes that the future of Siskiyou, Calif., depends on finding common cause and mobilizing collective effort.

Community Foundation of the North State (formerly Shasta Regional Community Foundation)

Purpose: Builds trust through relationship, integrity, and provides safe places for donors to give their resources. Serves the people of Shasta, Siskiyou and Tehama counties, with a mission to impact the region through the power of giving.

Pacific Power Foundation

Purpose: Supports the growth and vitality of our communities in northern California through charitable investments.

Wells Fargo Foundation

Purpose: Uses their resources and expertise to address complex societal issues and pave a path to stability and financial success for the underserved.

Walmart Foundation

Purpose: Works closely with their grantees to address large scale environmental and social challenges in three priority areas: creating opportunity, advancing sustainability and strengthening community.

Acknowledgments and Appreciation

In 2020 for the purpose of developing a Community Inspired Resilience Plan for the City of Montague and the surrounding community a Resilience Planning Project Leadership Team was formed. The team, which over the course of the project had met for approximately 36 hours, was comprised of city elected officials, city staff, and the county supervisor representing the community, local business owners and interested Montague citizens. In the process of developing the Resilience Plan many agencies, businesses and individuals participated by sharing their ideas at planning meetings, responding to an informational survey and/or were identified as having important roles in implementing the Plan in the years to come.

The Resilience Planning Project Leadership Team would like to acknowledge and give our appreciation to all those who have participated to date in developing this Plan and also those we anticipate will be instrumental in its future implementation and success.

The Leadership Team Members include:

Elected Officials

Tiffanie Lorenzini, Mayor of Montague
Teresa Newton, Mayor pro temp of Montague
Brandon Criss, Siskiyou County Board of Supervisors

These elected officials are members of the Leadership Team. They and their respective board and council members provide the leadership in our town and local community to maintain and improve it. As the lawful representatives of Montague and the surrounding community they provide the essential legal connection to other agencies Federal, State and private to procure funding, services and co-operation for implementing our Resilience Plan.

Appointed Officials

John Hammond, Montague Planning Commission

The Planning Commissioners volunteer their time, working within the City's ordinances to maintain and improve the living conditions in Montague and will be an integral part of interfacing with the Montague residents as the Resilience Plan is implemented.

Employees of the City of Montague

Sara Kleier, Montague City Clerk
David Dunn, Head of City of Montague Public Works

The City of Montague employees have the knowledge of the strengths and weakness of the City's infrastructure

“I appreciated seeing that we learned a lot from people who have lived in the Montague region longer.”

“I appreciated the positive energy and people listening.”

“I appreciated this project’s leadership.”

First community planning meeting participant comments.

and organizational/financial structure. They know how to make things work and keep the City operational. Their knowledge has been very important to incorporate in the Resilience Plan and during a future crisis they will be essential in keeping the City and city services functioning.

Residents of Montague

Rhonda Moser
Robert Cowen

Rhonda and Robert, thank you for your participation on the Leadership Team. Rhonda, though you were not able to continue, your input has become a part of this Plan.

Thank you to all **Montague residents** who responded to our questionnaire/survey and who attended our public Resilience Planning meetings. Your input and ideas were very much appreciated and have been incorporated into the Resilience Plan. We look forward to your continuing participation as the Plan is implemented in the future.

Great Northern Services (GNS)

Brandy Caporaso, Project Coordinator (preceded by Seata Madison)
Marie-Josée Wells, Plan Development/Co-facilitator of the Leadership Team
Di Strachan of Positive Futures, Planning Facilitator & Development Consultant

Great Northern Services has worked with the City of Montague in recent years to procure funding for various projects often through the State of California Community Development Block Grant funding. GNS was able to use grant funding to develop the Montague Resilience Plan. GNS provided significant meeting facilitation, project organization and support for the Montague Resilience Plan. We greatly thank them all for their efforts. The Plan would not have moved forward without their input, guidance and dedicated work.

Montague Volunteer Fire Department

Jason Vela, Montague Fire Chief, member of the Leadership Team

Jason Vela as the Montague Fire Chief and the entire volunteer department devote many hours to training for a broad range of emergencies from medical aid to fire incidents and automobile accidents. The Fire Departments input into developing the Resilience Plan has been very important and the Departments continuing readiness and participation in implementing the Plan will be essential to its success.

Key Planning Stakeholders and Possible Implementation Partners include:

Montague Water Conservation District (MWCD)

The MWCD has provided water to the City of Montague and the surrounding community since 1930. As an essential service provider to the City the importance of continuing the relationship between the MWCD and the City cannot be stated strongly enough. Having the MWCD as an actively participating component of the Resilience Plan will be essential to its success.

Local Organizations

HUB

Shasta Valley Community Club

Rotary Club of Montague

Montague Methodist Church

Montague Historic Preservation

Montague Elementary School

These local organizations are predominately volunteer organizations. Their members are dedicated to building positive relationships in the City and community. They often are the back up and safety net emotionally and physically for residents in our community. They intend to preserve the best from our past and provide the best for our future. In a time of community crisis or disaster, these organizations will play key roles in the support and recovery of the City and community. Thank you all for your supporting roles in our community. We look forward to working with you as the Plan is implemented.

Local Businesses

The local businesses make Montague a town. The employment, products and services they provide are essential to creating the character of the community, to keeping the City and Community alive and productive which creates the resiliency we need to survive in a crisis. We look forward to further incorporating into the Resilience Plan the important contributions your businesses make to the City and community.

Siskiyou County Sheriff's Department (SO)

The City of Montague contracts with the SO for police services within the City. During any future disaster manmade or natural, the SO will be essential in coordinating with the City, other supporting agencies and the residents to maintain an orderly implementation of the Resilience Plan to protect people and property to the fullest extent possible.

California State Agencies

Office of Emergency Services (OES)

Jason Vela, past Deputy Director of OES in Siskiyou County, member of the Leadership Team and Bryan Schenone current Deputy Director.

As a State agency OES will play an essential role in coordinating our Resilience Plan with local and state agencies in preparedness for and during a disaster.

Regional Organization

Amanda Berryhill, Project Director for Smoke Free High Country, thank you for your presentation.

Appendix

Community Comments Montague's Existing Resilience Strengths Identified:

- Success of meeting challenges to our water source – steps were put in place (the community response to collaborating for water)
- Our Natural beauty - Space and openness - Natural resources
- Our history and museum - History/generational
- Agriculture/land – community resource center
- Fire department, good volunteers, great equipment and strong current leadership [Captain]
- School system
- Great bones.... City Hall, etc.
- Small town atmosphere
- Clean environment
- Accessible government
- General communication/personal relationships
- Strong Sense of community/pride
- Services – Airport/Tire/welding/restaurant/yoga/pool/park
- Location/access to major thru ways I-5
- Low crime
- Successful Community Events
- The HUB

Comments About What Makes Us Resilient From the Lead Team:

- City leaders are pro-active and step up to meet the needs and priorities of the community – they work with social organizations and provide back up when needed.
- Montague is the hub – we are a strong community
- The Montague community trusts their leadership to respond well to shock and stressors
- Our community rallies to solve issues together – we step up and have a high level of communication during shocks and stressors
- Our leaders have an open-door policy for easier communication
- City leadership answers all questions possible to answer
- Montague has a long history of managing and responding well to stresses.
- We have a reliable and highly functioning emergency response system
- Our City Code Enforcement Team is effective and respected
- No one has a fear of contacting the Council, city leadership
- We have a well-structured process to regularly update our General Plan
- To enhance our communication community wide we have regular, open, well facilitated community meetings where all people voice their opinions and are heard. (Maybe twice or 4 times a year)
- We maintain and continue the high level of communication we already have
- Our city leaders are all genuine people who work for the good of the community. They bring life to the town and the pass along a culture of transparency, care, and ease of communication.
- We are self-reliant and we rally when needed
- We have an ability to be adaptable
- We are collaborative
- We set goals
- We are hardworking residents

Challenges and Factors Impacting Montague

In community meetings participants were asked this question in a context mapping exercise: "What are the needs, challenges, and factors we need to consider in our Resilience Planning?" Below are the comments:

COMMUNITY NEEDS & DESIRES

Group 1:

- More opportunities to meet and connect
- Railroad update
- More basic businesses (food laundry, groceries, etc.)
- Affordable housing
- Events for fun
- Improved publicity and marketing
- Off – grid living
- Public transportation
- Curb appeal and improvement

Group 2:

- Need for more participation – community involvement
- More economic development
- Infrastructure needs – water, sewer, roads
- Walking community trails
- Better relationship w/railroad RR
- Affordable housing
- Affordable child care
- Addressing mental health/substance abuse
- Wildlife mitigation
- Residential development

Group 3:

- We need more businesses
- Food source/community garden
- Farmers market
- Communication
- Volunteers
- Lifeguards (idea - older applicants with time and experience can help)
- Clean up

POLITICAL FACTORS Impacting our community

Group 1:

- Fear of division
- Budget opp.
- Needs more participation

Group 2:

- We have a council that cares
- Lack of community involvement

Group 3:

- Touchy/hard to talk about
- Politics can become personal fast
- Council promotes and puts on events
- Money
- City government (election)

ECONOMIC CLIMATE FACTORS impacting our community

Group 1:

- That we have uncertainties
- Budget – growth opportunities
- We are off the beaten path
- Depressed

Group 2:

- Hopeful for improvement in growth & potential for economic growth
- There are opportunities for grants
- Aging populations
- Encourage industrial park development

Group 3:

- Own economy?
- Off I-5, no traffic
- Blocks in development (zoning regulations) [Amount of time it takes to zone]
- Anything goes
- No building department

FUTURE TRENDS AND CHANGES COMING

Group 1:

- New businesses needed – more to be attracted
- Community Gardens
- Solar and wind energy coming
- 5 Mary's Packing facility

Group 2:

- More solar
- Energy independence
- More emphasis on sustainability
- More public transportation
- Growing cottage industries

Group 3:

- Less regulation
- Partnerships [funding tends to follow those that partner with other organizations]
- Integration
- Growing social media impact
- Money
- Less and less resources available from the County

TECHNOLOGY FACTORS

Group 1:

- Lack of it
- Solar & alternative energy opportunities

Group 2:

- Technology available at public venues (school/library)
- Good quality water

Group 3:

- Need for more internet – Wi-Fi
- Communication [systems]

OUR UNCERTAINTIES

Group 1:

- Climate change impact
- Drought
- Dams [removal or not, and what happens if they are removed]
- Not knowing your neighbor

Group 2:

- Value of response for 2020 census
- Dam removal
- Weather
- Agriculture uncertain
- Sources of funding to keep the city going

Group 3:

- Zoning
- Taxes
- School & building fees
- Money (funding)
- Ownership
- Homeless

Lead Team Prioritized Potential Shocks to Address with Strategic Gameplans

Votes on Potential Shocks are reflected below

- 7 Fire – Downtown, historic buildings (city hall), infrastructure
- 6 Loss of Power – affects infrastructure, no community emergency capacity
- 4 Flooding – storm water
- 2 Severe weather
- 1 Loosing local leadership
- 1 Pandemic
- 0 Hazardous material/chemical spills
- 0 Train derailment
- 0 Earthquake
- 0 Volcano

Prioritized Potential Stresses to Address with Strategic Gameplans

Votes on Potential Stresses are reflected below

- 6 Drought
- 5 Aging infrastructure
- 4 Streets and roads
- 3 Substance abuse
- 1 Not having a succession plan for skilled and educated leadership (so we don't re-invent the wheel each time)
- 1 Vandalism and/or theft
- 0 Lack of local businesses
- 0 Low tax revenue
- 0 Fires in surrounding communities – air quality
- 0 Pandemic
- 0 Lack of community participation/communication
- 0 Lack of generational earning
- 0 School closures
- 0 Young adults without focus – negative actions
- 0 Food desert

Comments about the Value of the Community Planning Meetings from Participants

1st Meeting – Approx. 30 People

- I appreciated this meeting's leadership
- Valued the positive energy in the room (want to bring more people next time)
- I valued people listening, being human [the quality of human connection was high]
- Discovering more what this process is
- Noticing the different things that make a community
- This village came together and I valued that
- Reconnecting with people
- I valued seeing the community come together
- Appreciating the open minds
- Seeing that we are here to help each other
- The structure of the meeting
- The community coming together with the same goals
- Meeting the leadership of the project
- Feeling the positive energy
- Wanting to make the commitment to bring someone else to the meeting next time [Jan]
- Finding out what resilience is
- I valued seeing people understanding – it is not one thing
- All the input
- Having the village come together
- Reconnection
- The open mindedness of attendees
- We have common threads
- There is excitement and anticipation [about this project]
- People really listened to each other
- There was lots of energy together
- There was shared values and a positive approach
- We learned a lot from people who have lived in Montague region longer

2nd Meeting – Approx. 20 People

- The most valuable part of the meeting to me was connecting with my neighbors and all the energy that came out.
- I valued being here together and working on a positive plan.
- I valued noticing that we are a strong core team of people that are able to move a project forward
- The visioning exercise brought energy
- I liked that the meeting was goal oriented and that we are taking a strength based approach to creating positive change.
- Just being together and working together was valuable to me.
- It was exciting to see diverse people work together.
- I valued getting clarity about what the whole project was about.
- I valued taking the time to envision our future and what it looks like
- It was important to me to find out what others think about our town and surrounding area
- Seeing that other people want to clean up the town too.
- I valued learning that everyone has same interest in working together.
- It was good to see what is possible.
- Seeing the list of things and what's being done.
- I liked the dot process for figuring out our priorities (our needs and desires)
- I loved the positivity in the room – and seeing everyone moving in the same direction
- I loved the energy.



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