

2011-2015 Montgomery Strategic Plan

Goal 1: Montgomery is a city of vibrant commercial and residential neighborhoods with a growing employment base anchored by a robust healthcare industry and sustained by public and private sector partnerships committed to retaining, expanding, and diversifying our residential, office, retail, entertainment and services options.

Strategy 1: Research and formulate a plan to implement the City's expanded economic development effort.

Strategy 2: Create a business recruitment plan that increases and diversifies the employment base, increases the goods and services available to residents and complements the desired City image/brand.

Strategy 3: Implement a comprehensive retention strategy for existing businesses that complements and expands the internal business calling team.

Strategy 4: Establish partnerships to encourage redevelopment of vacant and under-utilized properties.

Strategy 5: Maintain the desirability of Montgomery as a residential community by adopting policies that accommodate changing housing demands.

Goal 2: Montgomery's long- term fiscal stability plan is to support both current and future levels of service with controlled levels of expenditures and revenues generated locally gaining greater financial independence by reducing the City's reliance on state-shared revenues.

Strategy 1: Maintain a heightened awareness and informed perspective of internal/external economic factors which may impact existing revenues and expenditures and take appropriate measures to stay fiscally stable.

Strategy 2: Enhance the City's financial position and operations with the implementation of policy and procedural improvements which promote efficiencies and effectiveness.

Strategy 3: Enhance the City's financial performance by giving consideration to the implementation of technology and best practices.

Strategy 4: Continually communicate and provide information on the status of City finances with City Council, stakeholders, residents and other partners in the community on how budgetary constraints affect the City's ability to maintain service levels and operations.

Goal 3: Montgomery's organizational structure and workforce enable it to be a national leader in the delivery of services that meet the essential needs of the community and are financially sustainable, efficient, of the right level and quality and within available resources (i.e. people, money, technology, facilities, etc.).

Strategy 1: Ensure services are financially sustainable, efficient, and of the right quality; the delivery of which contributes to the desirability and brand of the community.

Strategy 2: Employee talents are developed and utilized to deliver services with creativity, integrity, and adaptability in meeting the essential needs of the community through our day-to-day operations and effective partnerships.

Strategy 3: Research best practices and apply citizen input to create or sustain a resilient organizational structure that delivers essential services which are efficient, effective and within available resources.

Strategy 4: The City's facilities complement the organizational structure in delivering essential services.

Goal 4: Montgomery has actively engaged citizens, an accessible local government and synergistic partnerships with organizations working together to build connection, ownership, pride and positive direction for the community.

Strategy 1: The City engages citizens through the implementation of best practices in community engagement which includes educational and volunteer opportunities and the ability of its citizens to connect.

Strategy 2: Through conscious efforts aimed at employee and organizational development, community engagement becomes the standard in how we conduct business.

Strategy 3: The City facilitates effective partnerships and interconnections among local organizations, businesses and institutions to collaboratively contribute to the overall quality of the community.

Strategy 4: Develop the systems and structures that give people multiple options to connect.

Strategy 5: Host unique events that build community.

Goal 5: The City has a quality of life and image that makes Montgomery the community of choice to live, work and play.

Strategy 1: Promote Montgomery's image and develop a utilization plan to position Montgomery as the community of choice to live, work and play.

Strategy 2: Showcase the variety of businesses and residential options that contribute to making Montgomery as the community of choice to live, work and play.

Strategy 3: Create an environment that supports an active, healthy lifestyle.

Strategy 4: Ensure all City services, facilities and activities are inclusive and welcoming.

Strategy 5: Create community art/cultural opportunities that encourage active participation and contributions by citizens.

Strategy 6: Position ourselves as a recognized role model for environmentally sustainable practices.

Goal 6: Montgomery partners with the community to utilize, re-purpose or build facilities that meet the changing needs of our community and city operations, creating a comprehensive master plan for facilities needs and uses that will satisfy both community and government needs into the future.

Strategy 1: Complete a comprehensive inventory of all current city-owned facilities/properties, including office facilities, the public works garage, the recreational annex, lodges, historical buildings and vacant properties identifying current uses and any areas of underutilization not meeting the needs of the community and local government organization. The review will include a review of the recommendations of the Park Master Plan pertaining to the Recreational Annex and Swaim Lodge facilities, the Heritage District Master Plan, as well as other facility studies. Additionally, the review will include an assessment of possible re-purposing or reuse of underutilized sites or facilities.

Strategy 2: Identify immediate and future public facilities needs that will address the capacity to support current services as well as support strategic plan goals, strategies and programs through forward thinking, financially responsible approaches that meet the need of the community and consider the possibility of partnerships with other community-related organizations and entities.

Strategy 3: Examine the gap between the current facilities inventory identified in Strategy 1 and the needs identified in Strategy 2 and formulate a comprehensive master plan to identify possible future facility repurposing, property enhancement, redistribution of staff work/programming/services, capital improvement projects, potential property acquisition and/or sale/disposal of current assets.

Strategy 4: Based upon input regularly and repeatedly received from citizens through community surveys, focus groups, etc. on their desire for a recreation center, arts/cultural and community center, establish a plan to involve residents and stakeholders in the final determination of whether such a facility/facilities should be built in the community including, the costs associated with such a project and the development of a funding plan to finance the construction of such facility/facilities.

Strategy 5: Construct a detailed financial plan to implement any supported facility study recommendations.

Strategy 6: Develop a comprehensive communications strategy to solicit input from and educate the public on the recommendations of Comprehensive Facilities Master Plan.

Strategy 7: Implement final decisions reached through the Master Plan process