2023 IMPLEMENTATION UPDATE
MONTCO 2040: A SHARED VISION
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Montco 2040 was adopted in January 2015 as a working document to guide the county’s actions. While conducting our annual review of our progress, we discovered that much has changed. In fact, change is a guiding principle of what will be our next comprehensive plan, Montco 2050. Although work has begun on the new plan, we continue to highlight major achievements from 2022 and consider implementation actions we anticipate will take place in 2023. Many of these goals have been and will be implemented by the county, and others are implemented by the county’s partners, such as local municipalities, PennDOT, the PA Turnpike Commission, SEPTA, other government agencies, nonprofit partners, and private developers.
Montco 2040: A Shared Vision is designed around three interrelated themes.

**Connected Communities**
People want to be connected and part of a broader community. A key role for the county is to help these connections occur beyond local municipal boundaries.

**Sustainable Places**
The county is full of wonderful neighborhoods and communities. These places need to be sustained and enhanced in a long-lasting and effective way.

**Vibrant Economy**
A strong economy is critical for all places. With a vibrant economy, residents can earn and spend more, governments can make needed infrastructure improvements, and businesses can grow.
Connected Communities

**GOAL**  
Encourage collaboration and partnerships among governments, businesses, institutions, schools, higher education, and other stakeholders

**2022 ACHIEVEMENTS**

- Increased municipal planning contracts to a total of 36 with an additional 4 regional planning contracts—consisting of projects including comprehensive plan writing, zoning ordinance rewrites, open space plan updates, and downtown revitalization efforts. (PC)
- Continued the implementation of the county’s GIS strategic plan. (CC)
- Completed year seven of the Montco 2040 Implementation Grant program, with funding for an additional 18 local projects. Projects from prior rounds continue to be completed. (PC)
- Began year two of an ongoing Racial Equity Learning Community for a new cohort of staff and board members from county departments and many row offices. Additional training continues to be offered to promote diversity, equity, and inclusion (Inclusive Leadership Training Series, DEI: What It Is and Why It Still Matters, Implicit Bias Training, Meeting the Needs of Employees with Disabilities in the Workplace, Supporting LGBTQ+ Employees, and others). Work continues toward a county-wide DEI plan, and in 2022, the county’s DEI staff held numerous listening sessions (with internal staff and community leaders), reviewed several policies, and performed a SWOT analysis to move closer toward this goal. (CO)
- Partnered with the Coatesville Medical Center for a Veteran Response Team (VRT), the first of its kind in Pennsylvania. The VRT is comprised of military veteran police officers who are specially trained to respond to veterans in crisis to conduct wellness checks and respond to threats of self-harm using veteran affinity to gain trust and ensure public safety. (OVA, MH/DD/EI, OSS)
- Collaborated with public school districts and the Montgomery County Intermediate Unit to provide weekly superintendent calls for guidance and access to resources for COVID-19. Project ACE-IT continued, using rapid antigen tests to reduce the risk of spread of COVID-19 in schools. (OPH)
- Provided guidance and support regarding COVID-19 through monthly meetings with Montgomery County colleges and private schools. (OPH)
- Partnered with and provided support to the Montgomery County Immunization Coalition to develop a county vaccination stakeholder group connected with diverse organizations and community advisors to extend the reach of vaccine education and resources and increase vaccine confidence around the COVID-19 vaccines. (OPH)
- Recruited and supported Medical Reserve Corps volunteers for COVID-19 vaccination clinics and other public health initiatives. (OPH)
- Continued COVID-19 contact tracing partnerships. (OPH)
- Collaborated with the Pennsylvania Department of Health and PA LTC RISE to provide support and guidance to long-term care facilities regarding COVID-19. (OPH)

NOTE: Department abbreviations are listed on page 24.
✔ Worked with internal partners to post accurate COVID-19 data to ensure that the public is sufficiently informed. (OPH/DPS)
✔ Developed a cross-sector crisis system advisory group to help shape improvements to the mental health crisis system. (MH/DD/EI)
✔ Partnered with Montgomery County Community College through a state grant to develop a Wellness Center on the Pottstown Campus to help address social determinants of health and support students’ overall wellness. (MH/DD/EI)
✔ Enhanced prevention and early intervention mental health and wellness activities through an active partnership with school districts to embed evidence-based programs, through multiple grants, to expand activities. (MH/DD/EI, ODA)
✔ Fielded questions and requests for assistance from child care providers to navigate and understand COVID policies, procedures, and regulations. (ELRC/OPH)
✔ Informed child care providers about communicable diseases, reporting requirements for communicable diseases, symptoms of RSV and other respiratory illnesses, and vaccine-preventable diseases such as mumps and measles. (ELRC/OPH)
✔ Paused efforts, in conjunction with Magellan of PA (Behavioral Health Managed Care Organization), to collaborate with nursing homes due to COVID with plans to resume in 2023. The goal is to improve access and quality of behavioral healthcare, including senior peer support services, in nursing homes and for individuals living in the community. (OMCS)
✔ Held an event with municipal officials, municipal staff, local faith leaders, NAACP presidents, and other community leaders to discuss enacting local zoning reform and a coalition-building effort to vocally support increased housing affordability. (OHC/YWH/HFA)
✔ Continued community engagement to encourage more Continuum of Care (CoC) membership to collaborate and partner with multiple systems in the community. In 2022, 45 new members from the community signed on to be a CoC member to work together to make homelessness rare, brief, and one-time only. (OHC/D)
✔ Collaborated with school districts to educate students on community traffic safety, pedestrian safety, and bicycle safety. (OCY)
✔ Partnered with Norristown’s Eisenhower Middle School to increase access to healthy foods and reduce food insecurity by building a community garden with 40 raised beds. (OCIE)
✔ Subcontracted with Pennypack Farm and Education Center for two seasons per year to purchase fresh produce shares to distribute to families who are food insecure at Abington Jefferson Children’s Health Clinic. (OCIE)
✔ Resumed in-person outreach activities including the launch of 3 new expansion sites at Arcadia University, Elkins Park Public Library, Willow Grove YMCA, and the Shepherd’s Shelf food pantry. (OCIE)
✔ Continued to promote and prioritize maternal, child, and family health through the Maternal and Early Childhood Consortium (MECC), co-chaired by the Offices of Public Health and Children & Youth (along with membership from several HHS offices including MH/DD/EI and Drug & Alcohol, and numerous non-profit and health care organizations). A centralized referral system for county residents to obtain services through a number of child and family support programs was developed. (HHS)
✔ Secured grant funds to establish a Plan of Safe Care community-based resource and support program for families identified as having an infant affected by substance use. A Plan of Safe Care provides for the safety and well-being of an infant affected by substance use, exhibiting withdrawal symptoms from prenatal drug exposure, or a Fetal Alcohol Spectrum Disorder. (OCY)
✔ Used diversionary services, as appropriate, to prevent families from requiring active OCY services. An additional service layer called ‘rapid response’ to provide support at the earliest point possible during a family’s initial involvement with the agency. Over the past year, 8,664 families had the opportunity to benefit from this type of response. (OCY)
✔ Created a training series to support the Developmental Disabilities provider community so they are better equipped to meet the needs of individuals they serve. (MH/DD/EI)
✔ Improved outcomes for infants, toddlers, and their families by connecting them to community resources that support child development and family needs. (MH/DD/EI)
✔ Increased family engagement through the work of the Developmental Disabilities Committee by offering information sessions to increase their knowledge of available resources to families caring for loved ones with developmental disabilities. (MH/DD/EI)
✔ Launched a nine-year integrated strategic prevention plan based on a public health drug and alcohol prevention needs assessment to enhance the health and safety of youth and families in the county. (ODA, MH/DD/EI)
✔ Made data-driven decision making more accessible to public school districts by creating online dynamic data dashboards housing PA Youth Survey Data, Needs Assessment data, and program evaluation data. (ODA)
✔ Offered opportunities for public school districts to expand their data driven decision making processes around youth mental health and substance use prevention. (ODA)
Collected data to report the progress made towards goals in the integrated strategic prevention plan. (ODA, MH/DD/EI)

Offered opportunities for public school districts to expand their data driven decision making processes around youth mental health and substance use prevention. (ODA)

Expanded the Familyworx program, offering increased resources and supports available to families/caregivers of children and adolescents with behavioral health concerns navigate the public child serving systems—behavioral health, juvenile justice, child welfare, and education—as well as facilitate connections with each other and community resources. (OMCS)

2023 IMPLEMENTATION

- Assist municipalities with their ongoing planning, trail building, and transportation work. (PC)
- Use ArcGIS to determine outreach efforts in 2023 by focusing on the correlation of areas where Census data indicates veteran populations and the overlap where the least veteran engagement occurs. (OVA)
- Reactivate a music therapy group to reach socially isolated veterans suffering from PTSD. (OVA)
- Utilize interactive social media means such as Facebook Live and TikTok Live, continued monthly video-updates, and encouraging Employer Veteran Affinity Groups to connect with Gulf War and post-9/11 veterans, typically hard-to-reach populations. (OVA)
- Partner with the Literacy Council of Norristown to assist in building and maintaining a minimum of two Little Free Libraries in the county. (OCIE)
- Partner with Pottstown High School to implement two share carts in its cafeteria to increase access to healthy foods, reduce food insecurity and support food recovery. (OCIE)
- Continue a partnership with Norristown’s Eisenhower Middle School to maintain a 40-bed community garden. (OCIE)
- Subcontract with Pennypack Farm and Education Center to purchase fresh produce shares based on a 22-week season and distribute to families who are food insecure at Abington Jefferson Children’s Health Clinic two seasons a year. (OCIE)
- Continue to attend the 3 county collaboratives, HUBs, tasks/coalitions, and will invite partners to meet/speak with Navicates. This increases cross-sharing of information and works to address gaps in services that ultimately benefits residents and stakeholders with whom Navicates interacts/make referrals. (OCIE)
- Continue to explore implementing PA’s Family First Prevention Services Act Community Pathways model to proactively prevent child abuse and neglect. (OCY)
- Continue the Homes For All partnership and coalition building, with specific areas of partnership-building among housing developers, businesses, philanthropy, and municipalities. (OHCD/CD/PC)
- Host Parent Cafés using the ‘Be Strong Families’ program. (ELRC)
- Continue to work in partnership with the Office of Child Development and Early Learning (OCDEL), the Norristown Area School District, the Central Montco Technical High School, Montgomery County Community College and its Local Leadership Council (LLC), and other community partners to find potential solutions to the staffing crisis that plagues early learning programs in the county and across the state. (ELRC)
- Collaborate and partner with the Literacy Council of Norristown, the Norristown Area School District, the Central Montco Technical High School, and Montgomery County Community College to promote early childhood literacy and educate students in the field of early childhood education and early learning on the importance of literacy. (ELRC)
- Enhance and improve access to children’s mental health treatment by providing an American Recovery Plan Act (ARPA) grant opportunity to all school districts for intensive school-based behavioral health service start up and technical assistance. (MH/DD/EI)
- Coordinate across criminal justice partners, providers, and stakeholders for the development of new action steps for Montgomery County’s Stepping Up Initiative which strives to decrease the number of individuals with serious mental illness in the Montgomery County Correctional Facility. (MH/DD/EI)
- Increase outreach efforts by partnering with representatives of underserved communities and school districts to encourage referrals for Early Intervention and Developmental Disabilities services. (MH/DD/EI)
- Continue to increase family engagement by providing family training and promoting connection with other families/caregivers for additional support in the Early Intervention and Developmental Disabilities systems. (MH/DD/EI)
■ Develop and conduct a Wastewater Surveillance Program in conjunction with a designated consultant and participating wastewater treatment facility/sewer authority personnel and related municipal officials which entails collecting and analyzing raw wastewater samples for SARS-CoV-2, and reporting sample results and trends for public access via a web portal. (OPH)

■ Expand the development of prevention and response to healthcare-associated organisms in healthcare facilities through staff development, prevention expertise, and public health intervention. (OPH)

■ Integrate COVID-19 vaccination services into normal clinic operations to maintain vaccine availability to county residents. (OPH)

■ Continue to utilize Medical Reserve Corps (MRC) volunteers to execute vaccination clinics and respond to other public health events. (OPH)

■ Execute a contract to enhance the Medical Countermeasures (MCM) Program to include lessons learned from the COVID-19 response and make the program applicable to other potential public health responses. (OPH)

■ Work with the Council of Southeast PA/Pro-Act to expand their Certified Recovery Specialist trainings and Certified Family Recovery Specialist to include two additional trainings annually with increased funding from Managed Care Solutions. (ODA/OMCS)

■ Continue to increase the purchase of NARCAN® kits for opioid overdose reversals for the Office of Public Health’s three (3) Health Centers for distribution to the public as well as sponsor NARCAN® Education and Distribution events for county residents. (ODA/OPH/OCIE)

■ Continue to increase the number of participants and messaging under the Youth Marijuana Prevention Project to address the high incidence of marijuana use among the youth in Montgomery County according to the Pennsylvania Youth Survey (PAYS) data report. (ODA)

■ Utilize some of the recently awarded opioid settlement funding to expand Medicated Assisted Treatment Services countywide, and enhance community prevention to include data collection. (ODA)

■ Support the hiring of a Recovery House Coordinator to assist individuals with their recovery housing needs as well as provide rental subsidies to assist with securing stable housing. (ODA/OMCS)

GOAL  Improve transportation quality and expand options for county residents and workers

2022 ACHIEVEMENTS

✓ Completed five county bridge reconstruction projects: Bridge 77-Plymouth Road, Bridge 162-Stump Road, Bridge 163-Lutheran Road, Bridge 166-Swamp Pike, Bridge 296-Rostkowski Road. (A&I-RB)

✓ Completed the Transportation Improvement Program (TIP) update with our planning partners for FY 2023-2034, subsequently adopted by DVRPC. (PC)

✓ Completed the Montco Pikes report, which provides recommendations for future improvements to six of the busiest county-owned roads: Butler Pike, Easton Road, Germantown Pike, Geryville Pike, Swamp Pike, and Sumneytown Pike. (PC)

✓ Worked with partners to install one mile of on-road bicycle lanes across two municipalities. (PC)

✓ Received $919,950 from PennDOT’s Automated Red Light Enforcement program for traffic and safety projects in Cheltenham (two projects) and Lansdale.

✓ Received $5.5 million in funds from PennDOT’s Green Light, Go program for traffic signal modernization projects in Cheltenham, Conshohocken, East Norriton, Hatfield Township, Lower Gwynedd, Lower Salford, New Hanover, Schwenksville, Upper Providence, and Whitpain.

✓ Received $1.2 million through PennDOT’s Traffic Signal Technologies grant program for signal projects in Abington, Lower Salford, and Upper Moreland Townships.

✓ Awarded just over $1 million to 5 projects through the county’s transportation grant program (CTP), using revenues from the $5 county vehicle registration fee to reallocate to local transportation projects. (PC)

✓ Continued construction (PennDOT) on US 202 Section 600 Corridor (East Norriton, Whitpain, and Lower Gwynedd Townships).

✓ Received a $5.6 million award in April 2022 from the PennDOT Multimodal Transportation Fund for five projects in Upper Providence, Upper Merion, Hatboro, Upper Moreland, and East Norriton for improvements including culvert replacements, road widening, and a bridge replacement.

✓ Began construction on Ridge Pike Improvement Project Section D in Whitemarsh and Springfield Townships. (PC)
Montco 2040: a shared vision
Utilized CDBG funds to support the salaries of teachers and aides for an after-school education and recreation program and summer camp. 67 school students ages 6 and older were provided with and participated in 5,200 cumulative after-school service hours and 950 cumulative teen enrichment service hours. (OHCD)

Continued to pursue comprehensive planning efforts to guide future growth and development in our municipalities, including plan adoption in Lower Frederick, a draft plan completed in Lower Providence, progress on draft plan creation in Abington, Cheltenham, Worcester, and the Upper Perkiomen Region. A new comprehensive planning process was launched in Horsham. (PC)

Continued design work to strengthen our downtowns and other communities: a redesign project for Lansdale’s Railroad Plaza, streetscape and landscape analysis for the Cross County Trail in Upper Dublin’s Fort Washington Office Park, a park design for Collegeville’s First Avenue Park, and a road diet design for Park Avenue in Ambler (among other projects. (PC)

Pursued community planning work that helped strengthen local zoning and other ordinances, including the adoption of a gateway overlay district in Collegeville, SLDO adoption in East Greenville and Narberth, and an innovative sidewalk and trails map that was created for Lower Salford. (PC)

Continued planning efforts around public transportation in the region (Bus Revolution, Reimagining Regional Rail, Transit Supportive Communities) and station area planning for the proposed King of Prussia high speed line expansion. (SEPTA)

2023 IMPLEMENTATION

- Continue work on the Ardmore SEPTA/Amtrak Station and Loop Improvement project. Continue improvements to the Conshohocken SEPTA rail station and garage. This project includes high level platforms, a new station building, and an extension of Oak Street. (SEPTA)

- Continue to utilize the county’s CDBG-entitlement to make funding available to municipalities to support strong downtowns, community destinations, and gathering places for low- to moderate-income census tracts, provided affordable housing is also a component of the local community planning and development. (OHCD)

- Continue to monitor and support healthy food and alcohol establishments to ensure safe communities. (OPH)

- Continue to collaborate with the PA DEP (Department of Environmental Protection) to monitor and ensure safe water supplies and possible closures when water supplies are interrupted. (OPH)

- Work on comprehensive plan adoption in Abington, Lower Frederick, Lower Providence, and Worcester Townships. Continue comprehensive plan work in the Upper Perkiomen Region, Horsham Township, West Norriton Township, and Cheltenham Township. (PC)

- Work on design projects to continue to improve our downtowns and other communities, including the redesign of Lansdale’s Railroad Plaza, continued work on Upper Dublin’s Cross County Trail design, and the development of a master plan for the Glasgow/ Plymouth Quarry site. (PC)

- Continue community planning work that helps strengthen local ordinances and policies, including a revitalization plan update for Collegeville, zoning code updates for East Greenville and Hatboro, a Main Line Greenway plan for Lower Merion, and initiating a master planning process for Pottstown’s Circle of Progress. (PC)
Sustainable Places

**GOAL**  Support a modern, resilient, green, and energy-efficient infrastructure network

**2022 ACHIEVEMENTS**

- Sponsored seven household hazardous waste collection events and the campaign sign recycling program, and managed the recycling hotline and website. These are all actions outlined in the county’s municipal waste management plan. (PC)
- Continued to pursue design and siting of a year-round recycling center, potentially as part of the Glasgow Quarry redevelopment process. (PC)
- Managed the Montgomery County Resiliency Partnership and drafted the climate action plan in cooperation with the Montgomery County Consortium of Communities. (PC)
- Advanced the regional Power Purchase Agreement and solar power facility development. (PC)
- Implemented recommendations from the Climate Change Vulnerability Assessment. (PC)
- Held a Planning Smarter event on the topic of Climate Change and Sustainable Housing. (PC)
- Identified permitting options for the Norristown Dam’s hydroelectric facility. (PC)

**2023 IMPLEMENTATION**

- Coordinate, support, and promote the county’s energy, resiliency, and sustainability program. (PC)
- Support solar and renewable energy among municipalities in the county, including Sol Smart. (PC)
- Advance the Regional Power Purchase Agreement and solar power facility development. (PC)
- Manage the county’s Resiliency Partnership and draft a climate action plan. (PC)
- Continue to implement climate change vulnerability assessment recommendations. (PC)
- Continue to pursue a location and funding for a permanent recycling facility. (PC)
- Work with a consultant to assist with the Norristown Dam Hydroelectric Facility and the FERC permitting process. (PC)
GOAL  Improve stormwater management and reduce the impact of flooding

2022 ACHIEVEMENTS

✓ Continued revisions to the Wissahickon Creek Water Quality Improvement Plan. (PC)
✓ Developed implementation documents and structure to sustain the 20-year Wissahickon Creek Water Quality Improvement Plan.
✓ Implemented the county’s MS4 stormwater permit. The county also continued to meet with the in-house implementation committee to oversee MS4 activities. (PC)
✓ Evaluated the feasibility of dredging the Schuylkill River. (PC)
✓ Advanced the update of the county’s hazard mitigation plan. (PC)

2023 IMPLEMENTATION

■ Promote stormwater BMPs through A&I capital improvements planning. (A&I)
■ Continue to evaluate the feasibility of dredging the Schuylkill River. (PC)
■ Continue implementing the requirements of the county’s MS4 permit. (PC)
■ Continue to develop implementation documents and structure to sustain the 20-year WQIP implementation. (PC)
■ Complete the update of the hazard mitigation plan once public input and feedback is received. (PC)

GOAL  Conserve natural resources, environmentally-sensitive areas, and farmland

2022 ACHIEVEMENTS

✓ Assisted Perkiomen Valley Trout Unlimited to secure a grant from PA DCNR to implement a stream bank stabilization and fish habitat improvement project along the Perkiomen Creek. (MCCD)
✓ Partnered with Upper Dublin Township and Perkiomen Watershed Conservancy to complete two Multifunctional Riparian Forest Buffer grant projects encompassing 3.8 acres in the Wissahickon Creek and Perkiomen Creek watersheds. (MCCD)
✓ Assisted landowners in the Wissahickon Creek and Perkiomen Creek watersheds to secure and plant 1,100 native tree seedlings through the Keystone 10 Million Trees Partnership. (MCCD)
✓ Hosted an educational event titled “Equine Grazing Management”. (MCCD)
✓ Planted over 115 acres in conservation tillage through a no-till drill seeder rental program, protecting soil and water quality in Montgomery and surrounding counties. (MCCD)
✓ Continued cleanup and repairs to county park and trail facilities impacted by Hurricane Ida, in particular at Central Perkiomen Valley Park, where the Old Mill House was demolished. (A&I-PTHS)
✓ Continued with countywide master site and park planning and historic structures report processes for the county’s historic sites. A historic structures report was completed for Pottsgrove Manor. (A&I-PTHS)
✓ Rebuilt a retaining wall at the butterfly area and built a new raccoon exhibit at Upper Schuylkill Valley Park. (A&I-PTHS)
✓ Continued to work toward opening Sunrise Mill as a county historic site, including the restoration of the on-site 1845 stone arch bridge. (A&I-PTHS)
✓ Continued successful public events at Green Lane Park and Pennypacker Mills, including a Haunted Campground Hayride, a summer concert series, several running races, historical reenactments, and Storywalks to encourage healthy physical activity. (A&I-PTHS)
✓ Purchased new docks for Deep Creek Lake and the Aqua Reservoir at Green Lane Park. (A&I-PTHS)
✓ Selected an architectural firm to begin work on a new master plan for Green Lane Park. (A&I-PTHS)
✓ Began work on creating a stormwater retention basin at the Norristown Farm Park. (A&I-PTHS)
✓ Began work on renovations to the Milk House at Norristown Farm Park. (A&I-PTHS)
✓ Went to settlement on 8 farms and extended offers to an additional 5 farms under the county’s farmland preservation program. (PC)
✓ Finished floodwall construction at the Spence property in Whitemarsh Township. (PC)
✓ Completed the feasibility study for the Wissahickon Trail segment between Forbidden Drive and Morris Arboretum between Springfield Township and the City of Philadelphia. (PC)
Montco 2040: a shared vision

Completed the feasibility study for the Cross County Trail/Germantown Pike bridge in Plymouth Township as well as an advanced feasibility study for the Cross County Trail East between Welsh Road and the Pennypack Trail. (PC)

Advanced the development of the 10-Year Open Space and Trails Strategic Plan for the county. (PC)

Acquired two properties for open space conservation: 1) Rahns Road parcel in Perkiomen Township and 2) Deep Creek Learning Center in Upper Frederick Township. (PC)

**2023 IMPLEMENTATION**

- Continue to be adaptable, innovative, and responsive to our various municipal partners, community groups, and local residents to protect and improve our water resources. (MCCD)
- Initialize a master plan for Lorimer Park. (A&I-PTHS)
- Construct a new maintenance building at Lower Perkiomen Valley Park. (A&I-PTHS)
- Complete dredging work at Lock 60. (A&I-PTHS)
- Conclude extensive interior window restoration at Mill Grove. (A&I-PTHS)
- Begin the rehabilitation of the gristmill (ca. 1767) at Sunrise Mill. (A&I-PTHS)
- Begin repairs to 4-bays and dredging project at Deep Creek Lake as well as renovations to the main park ranger station at Green Lane Park. (A&I-PTHS)
- Continue the master planning process for Green Lane Park. (A&I-PTHS)
- Continue renovations to the Milk House at Norristown Farm Park with improvements to the roof, soffits, and gutters. (A&I-PTHS)
- Continue to leverage county and state funds to preserve farms under the farmland preservation program. (PC)
- Complete construction of the Chester Valley Trail Extension. (PC)
- Complete the Trail Junction Center architectural and engineering design and begin renovations. (PC)
- Commence and complete construction of the Schuylkill River Trail 422 Connector. (PC)
- Adopt the 10-Year Open Space and Trails Strategic Plan - a plan to guide and pursue key conservation opportunities. (PC)

**GOAL**

Provide more opportunities for residents to exercise and have healthy lifestyles

**2022 ACHIEVEMENTS**

- Created and shared guidance and best practices to an array of stakeholders regarding COVID-19, including messaging for individuals and families. (OPH)
- Educated residents through COVID-19 testing and COVID-19 immunizations and subsequent follow-up regarding quarantine and isolation. (OPH)
- Gave guidance to persons who test positive or are close contacts through its community contract tracers. (OPH)
- Launched the Community Based Care Management Program (CBCMP) - with a focus on housing and partnering with Your Way Home to expand the Rapid Re-Housing program. This assists individuals who are psychiatrically admitted to inpatient and are at risk for homelessness. This initiative will expand in 2023. (OMCS/OHCD)
- Collaborated to maintain the 7th annual Montgomery County Trail Challenge to promote safe walking and biking opportunities. (OCIE/PC/CC)
- Implemented a StoryWalk® at the Norristown Farm Park. The StoryWalk® trail is approximately 0.8 miles long. All books have a focus on nature and/or physical activity. (OCIE/PTHS)
- Collaborated with Abington School District to increase safe physical activity and transportation through the utilization of the Safe Routes to School Program. (OCIE)
- Collaborated with the Elmwood Park Zoo to host the Junior Inspector Program motivating zoo members to walk to all points of the zoo, minimally walking a half-mile loop. (OCIE)
- Participated in the Keystone Kids Go program which encourages children and staff in early childhood learning programs to achieve and maintain optimal health. Keystone Kids Go resources focus on improving children’s nutrition and physical activity. (ELRC)
- Participated in the Healthy Minds program. (ELRC)
- Completed trail improvements along the Perkiomen Valley Trail where 9 miles of split rail fencing was replaced. (A&I-PTHS)
- Completed construction of the Pennypack Trail Crossing improvements at Terwood Road (Lower Moreland Twp). (PC)
- Initiated and advanced architectural and design services in collaboration with consultants for the Trail Junction Center. (PC)
2023 IMPLEMENTATION

- Collaborate to maintain the 8th Montgomery County Trail Challenge to promote safe walking and biking opportunities. (OCIE/PC/CC)
- Work to partner with a Norristown corner store to implement a healthy corner store initiative. (OCIE)
- Continue to collaborate to maintain three StoryWalks® at the Norristown Farm Park, PennyPacker Mills, and the Trail Junction Center. All books will have a focus on nature and/or physical activity. (OCIE/PTHS)
- Continue providing CPR/AED classes. (OCIE)
- Continue to stress the importance and prioritize resource foster home recruitment for older youth and sibling groups. Promote kinship foster care for children requiring out-of-home care, when possible. (OCY)
- Continue to prioritize resource home recruitment to ensure that when children are placed in out-of-home care they are kept in their own community and/or in a home environment. Resource homes increased by 14% in 2022 from the prior year. Of the new OCY resource homes in 2022, 65% were kinship. (OCY)
- Implement a Family Engagement grant awarded in 2022. Family Engagement practices emphasize active involvement by the family in decision-making processes. The agency will expand family team meetings and involvement of kin to promote the safety and care of children. (OCY)
- Introduce the Keystone Kids Go program to the early learning community and local families. (ELRC)
- Promote the Healthy Minds program by offering Communities of Practice for early learning programs in Montgomery County. (ELRC)
- Develop a county e-bike policy for the county trail system. (PC)

GOAL
Support housing choices and opportunities to meet the needs of all people

2022 ACHIEVEMENTS

- Collaborated as a Continuum of Care (COC) Governing Board Member and facilitated benefits for 68 veterans through provider collaboration. (OVA/OHCD)
- Expanded the lead abatement program into Norristown, while continuing in Pottstown and Lansdale. Eight (8) housing units were rehabbed under the HUD lead abatement grant in 2022 (Average cost per unit: $19,217; 4 units in Norristown, 4 units in Pottstown). (OHCD/OPH)
- With $1,150,000.00 in HOME Partnerships Program funding, 60 affordable rental units at the Susie Clemens House in Hatfield Township had their grand opening. These units will assist seniors with incomes at or less than 80% of the Area Median Income have stable, affordable rental housing. (OHCD)
- With $1,100,000.00 in HOME Partnerships Program funding, 50 affordable housing rental units at Upper Dublin’s North Hills Manor opened to the public, partnering with Pennrose Properties to demolish and reconstruct North Hills Manor in accordance with today’s best practices. (OHCD/MCHA)
- Provided 5 households each with a $10,000 grant for downpayment assistance on the purchase of a home (total assistance $50,000; 10 persons total served) through the First Time Homebuyer Program. (OHCD)
- Assisted 3 income-qualified households with home repairs through the Owner-Occupied Rehabilitation Program. (OHCD)
- Expanded access to affordable housing for individuals who experience mental illness. Nine (9) individuals were housed in new units that were developed through Healthchoices reinvestment funds. (MHDDEI/OHCD/OMCS)
- Continued to make the experience of homelessness rare, brief, and one-time only by increasing exits from homelessness to permanent housing, decreasing the average length of stay in shelter, and increasing connections to community supports and economic opportunity. In 2022, 193 households exited homelessness to a permanent, stable housing destination via the Your Way Home Rapid Re-Housing and Permanent Supportive Housing programs. (OHCD/YWH)
- Created multiple low/moderate income homeowners via the Authority’s Homeownership Program. (MCHA)

2023 IMPLEMENTATION

- Continue to make homelessness rare, brief, and one-time only by increasing exits to permanent housing, decreasing the average length of stay in shelter, and increasing connections to community supports and economic opportunity so people do not return to homelessness. (OHCD/YWH)
- Continue to advance the mission to ensure everyone who lives, works, learns, and invests in Montgomery County has equal opportunity to live in an affordable home and a thriving community through Homes For All and its three pillars: advocacy and public education, actionable development, and preservation and stability. (OHCD)
■ Expand the downpayment assistance program for first time homebuyers with $500,000 from the Montgomery County Recovery Program. (OHCD)
■ Support the opening of two new year-round emergency shelters for single adults experiencing homelessness (Pottstown Beacon of Hope and RHD). (OHCD/YWH)
■ Partner to include HealthChoices reinvestment funds as part of the strategy to promote the development of affordable housing. (MH/DD/EI, OHCD, OMCS)
■ Continue to assist homeowners with lead abatement through the HUD lead abatement grant in Norristown, Pottstown, and Lansdale. (OHCD/OPH)
■ Implement new housing reinvestment plans, including Emergency Rental Assistance for individuals with a behavioral health disorder. Funds will serve an additional 80 households; adding funds to enhance the behavioral health crisis system. (OMCS)
■ Continue partnerships with multiple departments to support vulnerable populations via housing voucher referral programs. (MCHA)
■ Collaborate with a regional non-profit to help financially stabilize and renovate the Norriswoods property, a 36-unit affordable rental community in Norristown. (MCHA)
■ Create an online municipal housing assessment tool to help local governments better understand housing affordability needs. (PC)

GOAL Enhance community character and protect neighborhoods

2022 ACHIEVEMENTS

✓ Tracked health-related issues in our neighborhoods and supported community and collaborative action to address these issues through careful analysis and surveillance. (OPH)
✓ Relaunched the first in-person Expansion Site at Arcadia University’s Pro Bono Clinic since the pandemic. The office explored additional in-person opportunities in other isolated areas across the county to better serve vulnerable populations. (OCC)
✓ Provided funding for early learning programs in the county to enhance operations, to support child care staff that continued to care for children throughout the pandemic and to assist child care providers in recruiting new staff. (ELRC/OCDEL)
✓ Participated in key areas of professional development, including but not limited to Trauma Informed Care, Mindfulness training, Racial Equity training, HHS Emerging Leaders program and HHS Supervisor Training. (ELRC)
✓ Met with several municipalities and successfully encouraged Upper Providence, Bridgeport, and Conshohocken to implement the Hometown Heroes Banner program. (OVA)
✓ Funded seven (7) municipal projects completed in 2022 that improved community character and neighborhood preservation, including a street improvement project in East Greenville, a sanitary sewer improvement project in Hatfield Borough, LED conversion lighting in Pottstown, Church Street improvements in Royersford, ABR curb ramp projects in West Conshohocken, a sanitary sewer improvement project in West Pottsgrove, and School Lane street improvements in West Pottsgrove.
✓ Continued to make improvements in the Emergency Communications Division, including revamping the tiered system for Telecommunicators, completing the 9-1-1 Systems Plan for PEMA, and training field personnel in the Countywide Active Shooter Plan. (PS)
✓ Completed construction on the vehicle rescue and trench rescue training facilities at the Fire Academy as well as transitioned records management to a virtual platform. (PS)
✓ Scheduled trainings at the Tactical Response Training Center, with many agencies utilizing the expertise of the Law Enforcement Division staff. (PS)
✓ Completed the final pieces of the public safety radio system transition by reprogramming all remaining field radios and removing the legacy radio tower. (PS)
✓ Received a grant from the federal Department of Justice, Bureau of Justice Assistance to continue the expansion of the information sharing system developed at the start of the current opioid overdose epidemic. (PS)

2023 IMPLEMENTATION

■ Continue outreach to create Expansion Sites (“pop up Navicate shops”) with community organizations with a focus on underserved and/or residents with multiple needs who could benefit from Navicate assistance after a viability assessment is conducted with the organization. (OCC)
■ Continue to meet with municipalities to implement a Hometown Heroes Banner program, including implementation of the Montco Hometown Heroes Banners at the Montgomery County Community College - Blue Bell campus. (OVA)
■ Enhance the agency’s trauma-informed understanding
and practice with previously secured grant funds. The agency will participate in specific child welfare trauma-informed activities including an organizational assessment and a learning series designed for direct service staff. (OCY)

■ Continue to utilize the county’s CDBG-entitlement to make funding available to support community character and community development in low- to moderate-income census tracts, so long as affordable housing is also a component of the local community planning and development. (OHCD)

■ Continue to track health-related issues in our neighborhoods and support community and collaborative action to address these issues. (OPH)

■ Develop and implement performance-based contracting for our contracted provider network. The aim is to develop and implement performance-based contracting within at least 4 groups of our provider network by the end of 2023. This will likely include Volunteer Services, Senior Community Centers, In Home Services, and Language Inclusive Services. (OSS/OPP)

■ Implement and go live on a new CAD platform. (PS)

■ Begin to cut over to the Next Generation 9-1-1 State call delivery system. (PS)

■ Continue to hold training sessions and perform building upgrades at the Montgomery County Fire Academy. (PS)

■ Continue to provide supplemental active shooter response trainings for schools, hospitals, and government facilities. (PS)

■ Onboard an additional 3-5 police departments to the countywide Records Management System. (PS)
**Vibrant Economy**

**GOAL** Improve transportation access to businesses

**2022 ACHIEVEMENTS**
- Began construction on the Route 309 Connector Phase 2 Project. (PennDOT)
- Completed construction to widen the roadway from milepost 38 (north of Clump Road) to milepost 44 (the Quakertown Interchange) along the Northeast Extension - the last section in Montgomery County. (PA Turnpike Commission)
- Began reconstruction of I-76 PA-Turnpike Main Line west of Valley Forge. (PA Turnpike Commission)
- Approval granted to spend $200 million on 70 properties to edge closer to construction of the King of Prussia Rail Extension. (SEPTA)
- Began a study of bus stops on the Pottstown Area Rapid Transit system. (DVRPC)
- Created the SRPRA to advance new passenger rail service to Pottstown and Reading. (PC)
- Established the Eastern Montgomery Interchanges Group to coordinate local road improvements and interchange funding among municipalities in southeast Montgomery County. (PC)

**2023 IMPLEMENTATION**
- Begin final design for the Ridge Pike Improvement Project - Sections A and C. (PC)
- Design the Lafayette Street highway interchange in an ongoing process. (PA Turnpike Commission)

**GOAL** Encourage development and transformative investment where infrastructure already exists

**2022 ACHIEVEMENTS**
- Adopted the final Recovery Plan for the expenditure of $161.4 million in American Rescue Plan Act-SLFRF monies after a public facing engagement and feedback process. The plan invests in community priorities, including $32.4 million for housing, $28 million for community spaces and services, $18.1 million for mental and behavioral health support, and $9.6 million for child care provider support. (RO)
- Drafted a plan to prioritize the allocation of an additional $5 million in HOME-ARP funds. (RO)
- Continued to see expanded healthcare options to serve the needs of county residents. Children’s Hospital of Philadelphia opened the $289 million Middleman Family Pavilion in late January at its King of Prussia campus, a full-scale pediatric
hospital. And in April, ECRI - a patient safety organization that evaluates medical devices - opened a new global headquarters in Plymouth Meeting.

- Continued to attract investment from the state in major new developments. A redevelopment at the Nelson Ice Cream Factory site in Royersford, the new Topgolf facility in Upper Merion Township, and renovations at the Pottstown campus of Montgomery County Community College are among some of the developments receiving RACP grants.

- Received additional RACP grants in 2022 for locations across the county, including the Ardmore Community Center (Lower Merion), Ursinus College (Collegeville), Elmwood Park Zoo (Norristown).

2023 IMPLEMENTATION

- Continue to support investments in roads, rails, and other existing infrastructure throughout the county and region. (PC, CD, RDA)
- Develop opportunities to further leverage investments in infrastructure with economic and workforce development programming. (CD)
- Continue to partner with the Municipality of Norristown through the redevelopment process for the former Norristown State Hospital grounds. (CD-RDA)

GOAL

Attract and retain businesses and vital community assets

2022 ACHIEVEMENTS

- Partnered with the Pennsylvania Small Business Development Centers to launch a locally held series of “First Step” classes designed to help new and established business owners navigate the challenges and opportunities of entrepreneurship. (CD)

- Received $2 million from Pennsylvania State Small Business Credit Initiative (SSBCI) for use beginning in 2023. (CD-RDA)

- Continued the co-investment program with the Ben Franklin Technology Partners (BFTP) with multiple new investments in start-up companies utilizing BFTP’s professional expertise. (CD-IDA)

- Released updated guidelines for the Commercial-Property Assessed Clean Energy (C-PACE) program, allowing for expanded project eligibility to include investments in greater environmental sustainability as well as the possibility of funding multi-tenant residential projects. (CD-RA)

- Attended a conference on foreign direct investment with partners from the region and state to work collaboratively on bringing companies, innovation, and opportunity to the county and greater Philadelphia - a first for the department. (CD)

2023 IMPLEMENTATION

- Meet with county businesses to better understand business and workforce needs and issues. (CD)

- Improve capacity to assist businesses and consultants making site selection inquiries. (CD)

- Continue commitment to meet with local communities and organizations to provide information, insights, and assistance with economic and workforce development. (CD)

- Improve coordination with municipalities to ensure that entrepreneurs and businesses are able to quickly establish relationships and have the necessary information to start or expand a business. (CD)

GOAL

Flexibly adapt to changing market conditions and demographics

2022 ACHIEVEMENTS

- Continued job training through MontcoWorks. Montgomery County’s unemployment rate is one of the lowest in Pennsylvania for 2022 and labor force participation is approximate to pre-pandemic levels as the year concludes. Key performance highlights include a robust weekly newsletter reaching over 16,000 individuals, more than 2,400 registrants for PA CareerLink® Montgomery County workshops and events, and nearly 100 youth and young adults were provided with career counseling, internships, and high school equivalency programs. (CD)

- Assisted 246 public assistance recipients (TANF, Refugee, and SNAP) through the Employment, Advancement and Retention Network (EARN) program with virtual career development, job search activities, and in-depth case management. (CD)

- Welcomed 937 students to the Greater Philadelphia Expo Center in Oaks for the Careers of Tomorrow multi-industry career fair. Students engaged with 85 exhibitors, learning about career paths that will provide family sustaining wages and support economic drivers in Montgomery County. An accompanying Careers of Tomorrow Guide highlighted 25 such careers. (CD)
Continued workforce training initiatives. Since January 2021, a total of 2,136 unique career seekers have registered for virtual or in-person employment workshops and recruitment events. The MontcoWorks*NOW program has served 81 youth and young adults with career counseling, paid work experiences, internships, training, and high school equivalency programs. The Employment, Advancement and Retention Network (EARN) program has assisted 121 public assistance recipients (TANF and SNAP) through virtual career development and job search activities and in-depth case management. (CD)

**2023 IMPLEMENTATION**

- Continue to participate in and contribute to regional forums on economic opportunities and demographic changes. (CD)
- Evaluate the way data is distributed and publicized with the release of the 2020 Census (the full release of which is delayed). (PC, CC)
- Continue to proactively engage with Chambers of Commerce, community groups, and regional stakeholders to educate them on the county’s economic and workforce development expertise while looking for ways to deepen partnerships. (CD)

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**GOAL** Facilitate the marketing of the county and its assets

**2022 ACHIEVEMENTS**

- Visitor spending continues to rebound from pandemic lows. Spending in 2021 reached $1.4 billion in impact, up 48% from 2021 (and approaching pre-pandemic levels).
- The Valley Forge Tourism & Convention Board’s arts outreach campaign, Arts Montco, continued with an “arts” week that included its first-ever jazz fest.
- Hotel room revenue rebounded to $206 million in 2021. New hotels continue to open, with a brand new hotel that opened in Conshohocken this year.

**2023 IMPLEMENTATION**

- Continue to grow the county’s share of the state’s tourism industry as the return of big events continues to attract visitors.
- Continue to promote new accommodations and related businesses. A new hotel is anticipated to open at the historic Elkins Estate in Cheltenham in 2023.
- Continue to work with the VFTCB to promote the county’s regional sports facilities and other amenities and attractions. (PC, CD)
2040 VISION

Land Use Vision

The land use vision will be implemented by:

■ Gathering the data needed and community input for updating the county’s comprehensive plan for adoption in 2025.
■ Continuing to assist 15 to 20 municipalities in zoning changes, comprehensive plans, and other planning needs through the community planning assistance program.
■ Partnering with municipalities along the PA Turnpike Corridor to promote redevelopment around existing and future interchanges.
■ Supporting development and density around transit centers and train stations as well as promoting the use of the county’s model zoning ordinance for transit oriented development.
■ Administering the eighth year of the Montco 2040 Implementation grant program.
■ Preserving farms, open space, and other recreational areas.

Transportation Vision

The transportation vision will be implemented by:

■ Continuing Ridge Pike reconstruction and widening from Norristown to Philadelphia.
■ Continuing US 202 reconstruction in Whitpain Township, Lower Gwynedd Township, and East Norriton Township from Johnson Highway to Hancock Road.
■ Continuing reconstruction and widening of the I-476 Northeast Extension beyond the Lansdale interchange.
■ Continuing Route 422 improvements around Pottstown.
■ Continue to work closely with our partners at SEPTA on their Projects of Significance: Bus Revolution, Reimaging Regional Rail, and KOP Rail.
■ Completing the PA Turnpike interchange of the Lafayette Street Extension Project.
■ Continuing the use of traffic management technology and physical improvements along I-76 and parallel roads.
■ Launching year six of the County Transportation Program to financially partner with municipalities on needed improvements.

93 percent of residential development and 99 percent of nonresidential development was built in our growth areas in 2020.
The Land Use Vision in Montco 2040 suggests development potential across the county in terms of desired character, level of development, and access to utilities. The plan recommends that 95 percent of new homes be built in Designated Growth Areas, which includes existing developed areas. No more than 5 percent of new homes should be built in Rural Resources Areas as single units or clustered developments.
The Land Use Vision in Montco 2040 suggests development potential across the county in terms of desired character, level of development, and access to utilities. The plan recommends virtually all new nonresidential development be built in Designated Growth Areas, which includes existing developed areas.

<table>
<thead>
<tr>
<th>Growth and Preservation Area Type</th>
<th>Total Square Footage</th>
<th>Percent</th>
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<tbody>
<tr>
<td>Designated Growth Areas</td>
<td>2,258,653</td>
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</tr>
<tr>
<td>Rural Resource Areas</td>
<td>0</td>
<td>0%</td>
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<tr>
<td>Conservation/Preserved Areas</td>
<td>416</td>
<td>0.02%</td>
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</tbody>
</table>
The Transportation Vision in Montco 2040 identifies Programmed Roadway Projects as of the plan’s adoption in 2015. These are high-priority projects with dedicated construction funding. These projects were either already in the regional Transportation Improvement Program (TIP), which covered a twelve-year time frame, or in the Delaware Valley Regional Planning Commission’s (DVRPC) Long Range Plan.

Numbered boxes refer to specific projects as described in the Transportation Vision section of Montco 2040: A Shared Vision.
The Transportation Vision in Montco 2040 identifies Vision Roadway Projects as of the plan’s adoption in 2015. These are high-priority projects that did not have dedicated funding at the time of the plan’s adoption in 2015. However, some vision projects have progressed from PennDOT, DVRPC, or local municipal initiatives to make our transportation network more efficient and safe.
More details about upcoming initiatives can be found at county department websites and websites of the county’s partners.

Assets and Infrastructure – Office of Parks, Trails, and Historic Sites

Assets and Infrastructure – Office of Roads and Bridges

Commerce Department
http://www.montcopa.org/779/Commerce

Conservation District
http://montgomeryconservation.org

Department of Health and Human Services

Montgomery County Housing Authority
http://www.montcoha.org

Office of Housing and Community Development

Montgomery County Planning Commission

PennDOT
http://www.dot.state.pa.us

Pennsylvania Turnpike Commission
http://www.paturnpike.com

Department of Public Safety

Office of Senior Services
http://www.montcopa.org/148/Senior-Services

SEPTA
http://www.septa.org

Valley Forge Tourism & Convention Board
http://www.valleyforge.org

To learn more about the county comprehensive plan and its implementation, visit
www.montcopa.org/Montco2040

Glossary of Abbreviations
A&I - Montgomery County Assets and Infrastructure
A&I-RB - Montgomery County Roads and Bridges
A&I-PTHS - Montgomery County Parks, Trails, and Historic Sites
CD - Montgomery County Commerce Department
CHOP - Children’s Hospital of Philadelphia
DA - Montgomery County Office of the District Attorney
DVRPC - Delaware Valley Regional Planning Commission
MCHA - Montgomery County Housing Authority
HHS - Montgomery County Department of Health and Human Services
HHS PROGRAMS AND SERVICES:
 CC - Community Connections
 DDO - Developmental Disabilities Office
 ELRC - Early Learning Resource Center
 FAO - Finance and Administration Office
 OCIE - Office of Community Information and Education
 OCY - Office of Children and Youth
 ODA - Office of Drug and Alcohol
 OHCD - Office of Housing and Community Development
  HFA - Homes For All
  YWH - Your Way Home
 OMCS - Office of Managed Care Solutions
 OPH - Office of Public Health
 OPP - Office of Performance and Planning
 OSS - Office of Senior Services
 MCCD - Montgomery County Conservation District
 MCIC - Montgomery County Immunization Coalition
 MCIU - Montgomery County Intermediate Unit
 RA - Montgomery County Redevelopment Authority
 RO - Montgomery County Recovery Office
 PC - Montgomery County Planning Commission
 PS - Montgomery County Department of Public Safety