2024 IMPLEMENTATION UPDATE
MONTCO 2040: A SHARED VISION

Montgomery County, Pennsylvania 2024
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 continues on the new plan, we continue to highlight major achievements from 2023 and consider implementation actions we anticipate will take place in 2024. We aren’t doing this alone. 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.
GOAL  Encourage collaboration and partnerships among governments, businesses, institutions, schools, higher education, and other stakeholders

2023 ACHIEVEMENTS

✓ Continued municipal planning assistance contract program with 35 municipalities and 4 regions — including comprehensive plan writing, streetscape guidelines, trail network plans, and lots of public outreach. (PC)
✓ Continued the implementation of the county’s GIS strategic plan. (CC)
✓ Completed year eight of the Montco 2040 Implementation Grant program, with funding for an additional 15 local projects. Projects from prior rounds continue to be completed. (PC)
✓ Used ARCGIS mapping technologies to help determine outreach efforts by focusing on areas with the fewest veteran consumers on record correlated to Census data on veteran populations (HHS).
✓ Connected with Gulf War and Post 9/11 veterans, a hard-to-reach population, by using interactive social media such as Facebook Live, monthly video-updates, and encouraging Employer Veteran Affinity Groups. (HHS)
✓ Partnered with the Literacy Council of Norristown to assist in building and maintaining a minimum of two Little Free Libraries in the county. (HHS)
✓ Partnered with Pottstown High School to implement two cafeteria share carts to increase access to healthy food, reduce food insecurity and support food recovery. (HHS)
✓ Continued a partnership with Eisenhower Middle School to maintain a 40-bed community garden. (HHS)
✓ Subcontracted with Pennypack Farm and Education Center to purchase fresh produce shares over a 22-week season for redistribution at Abington Jefferson Children’s Health Clinic to families who are food insecure. (HHS)
✓ Partnered with school districts to educate students about traffic safety, pedestrian safety, and bicycle safety. (HHS)
✓ Facilitated a partnership with the community college to develop an internship placement program with opportunities to shadow Community Connections’ Navicates and other HHS/County offices. (HHS)
✓ Attended all three County Collaboratives, HUBs, tasks/coalitions, and invited 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 interact/make referrals. (HHS)
✓ Developed preliminary action steps to implement PA’s Family First Prevention Services Act Community Pathways model to promote the proactive prevention of child abuse and neglect. (HHS)
✓ Continued the Homes For All partnership’s coalition building among housing developers, businesses, philanthropy, and municipalities. Currently, the county has invested over $8 million to bring online 379 new affordably-priced homes, and an additional $32.4 million in ARPA SLFRF funding to support the preservation, stability, and expansion of housing affordability in Montgomery County. (HHS)
Convened a Homelessness Taskforce to address acute needs related to homelessness and housing. (HHS)

Continued community engagement to encourage more Your Way Home Continuum of Care (CoC) membership to collaborate and partner throughout the county, with 32 new members from 23 partner agencies. (HHS)

Partnered with municipalities, faith-based organizations, volunteer organizations, and non-profits to establish Code Blue emergency shelter operations in three new facilities for an extra 85 cots, a total of 152 beds countywide. (HHS)

 Held online homebuyer workshops with the Montgomery County Partners for Homeownership and an in-person housing fair to increase education and outreach for low- and moderate-income residents to become homeowners. (HHS)

 Engaged Housing First University to train and educate Montgomery County non-profits and Continuum of Care members in effective practices of trauma-informed Housing First work, harm reduction, eviction prevention, assertive engagement, and motivational interviewing. (HHS)

 Partnered with the Office of Child Development and Early Learning (OCDEL) and other community partners to find potential solutions to the staffing crisis that plagues childcare centers and early learning programs. (HHS)

 Collaborated and partnered 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 to train students in the field of early education. (HHS)

 Partnered with the Literary Council of Norristown, the Montgomery County Norristown Public Library and other partners to provide Literacy Tool Kits for several Pre-K classrooms in childcare centers in Norristown. (HHS)

 Partnered with the Literacy Council of Norristown to give families in the Norristown area the chance to receive books in cooperation with the Dolly Parton Imagination Library. (HHS)

 Provided an American Recovery Plan Act (ARPA) grant opportunity to all county school districts for the start-up of intensive school-based behavioral health services. (HHS)

 Coordinated with criminal justice partners, providers, and stakeholders to work to decrease the number of individuals with serious mental illness in the Montgomery County Correctional Facility. (HHS)

 Increased family engagement by holding seven training events and a resource fair to promote understanding of the Developmental Disabilities programs and facilitate connection within the community and with other families/caregivers. (HHS)

 Conducted quarterly education events through virtual Chat & Chews, as well as in-person Transition Events for families to encourage connection and facilitate learning about early childhood development. (HHS)

 Developed and implemented a Wastewater Surveillance Program to monitor SARS-CoV-2 levels throughout the county in conjunction with participating wastewater treatment facility/sewer authority personnel and related municipal officials. (HHS)

 Expanded prevention of and response to healthcare-associated infections in healthcare facilities through staff capacity building and engagement of Medical Reserve Corps members. (HHS)

 Integrated COVID-19 testing and vaccination services into routine immunization clinic operations and community vaccination clinics. (HHS)

 Engaged Medical Reserve Corps (MRC) volunteers to conduct vaccination clinics and respond to other public health events. (HHS)

 Engaged a consultant to enhance the Medical Countermeasures Program to incorporate lessons learned from the COVID-19 response into other potential public health responses. (HHS)

 Secured funds to expand the Overdose Data 2 Action initiative designed to reduce fatalities due to opioid overdose. (HHS)

 Awarded a contract to the Council of Southeast PA/Pro-Act to add Certified Recovery Specialist and Certified Family Recovery Specialist trainings with funding from Managed Care Solutions. (HHS)

 Purchased NARCAN® kits for opioid overdose reversals for the three Public Health Centers for public distribution, as well as sponsored four NARCAN® Education and Distribution events for county residents. 7,422 doses of NARCAN were distributed to residents, programs, and community events. (HHS)

 Increased participation and messaging under the Youth Marijuana Prevention Project to address the high incidence of marijuana use among youth in the county according to the Pennsylvania Youth Survey (PAYS) data report. (HHS)

 Grew Medicated Assisted Treatment Services countywide and enhanced community prevention to have data collection. (HHS)

 Hired a Recovery House Coordinator to assist individuals with recovery housing needs as well as provide rental subsidies to assist with securing stable housing. (HHS)

 Worked with Magellan of PA (Behavioral Health Managed Care Organization) to work with nursing homes to improve access to and quality of behavioral healthcare to residents. (HHS)

 Supported the Familyworx program, offering increased resources and supports to families/caregivers of children and
adolescents with behavioral health concerns to aid in navigating behavioral health, juvenile justice, child welfare, and education resources—as well as facilitate connections with each other and community resources. (HHS)

✓ Funded the implementation and/or expansion of services to children and families under the Family First Transition Act. (HHS)

✓ Increased resource parent recruitment efforts through social media and transportation advertising. (HHS)

✓ Expanded opportunities for schools to learn about the roles and responsibilities of the Office of Children & Youth. (HHS)

✓ Provided services through the Youth Marijuana Prevention Project through a media campaign, stakeholder training, curriculum training, parent seminars or the Taking the Lead program reaching over 175,000 people in 2 years. (HHS)

✓ Expanding opportunities for schools through the training and recovery support network for drug and alcohol services with two RFPs to expand Medication Assisted Treatment services county wide and began to fund individuals who are staying at Recovery Houses. (HHS)

✓ Partnered with the Montgomery County Intermediate Unit’s MontcoWorks NOW program to support school districts’ alignment with Career Ready PA requirements through the College and Career Leadership Council and to implement paid internships for economically disadvantaged rising seniors and college students. (CD)

✓ Partnered with the community college to grow the MontcoWorks Apprenticeship Program to bring an Information Technology Registered Apprenticeship to the county. (CD)

✓ Implemented a grant in partnership with Full Circle Computing to provide foundational computer skills to county residents. (CD)

✓ Continued to provide access to Pathful Explore, a K-12 career exploration platform, to schools in the county. (CD)

✓ Partnered with post-secondary institutions in the county to support Near Completers – students who have stepped out of classes and need support to re-engage. (CD)

✓ Continued the Racial Equity Learning Community for county staff as well as board members from county departments and row offices. The county also published its Racial Equity Action Plan to articulate how the county will work to improve equitable outcomes in its core work. (CO)

✓ Convened stakeholder engagement sessions throughout the year, through various ARPA-funded projects, with representatives from local and county governments to discuss community needs and opportunities for collaboration. (RO)

2024 IMPLEMENTATION

■ Assist municipalities with their ongoing planning, trail building, and transportation work. (PC)

■ Continue the Homes For All partnership with a launch of a website and holding a Housing Affordability Summit. (HHS)

■ Expand the Landlord Engagement fund, through the Your Way Home partnership, to recruit more landlords to provide safe, affordable homes to those experiencing homelessness. (HHS)

■ Conduct a Community Health Assessment, through partnership with county-wide organizations, to be followed by the development of a community-wide Community Health Improvement Plan to address health priorities identified in the assessment. (HHS)

■ Convene the Opioid Fatality Review team to continue to identify and address gaps in systems of care and prevent deaths due to opioid overdose. (HHS)
■ Engage drug treatment providers in strengthening a network of navigators to help individuals with substance use disorder connect with and stay in care. (HHS)

■ Partner with healthcare systems to implement harm and stigma reduction methods to support access to treatment and care for people with substance use disorder. (HHS)

■ Work with community organizations toward eliminating disparities in maternal health and infant mortality through community doula and other training that supports Black and African American birthing people and families before, during, and after childbirth. (HHS)

■ Develop a Food Policy Council with representatives from county departments, community organizations and businesses, and local representatives to develop actionable goals and plans for a healthier, just, and equitable food system. (HHS)

■ Continue to partner with acute and long term care settings, as well as state health partners, to build capacity for prevention and responses to healthcare associated infections through workforce development and targeted prevention activities. (HHS)

■ Develop and implement program models to address health and wellness of school students. (HHS)

■ Provide ongoing nutrition education lessons to students in grades 5-8 at Eisenhower Science and Technology Leadership Academy. (HHS)

■ Maintain a 40-bed community garden in partnership with Norristown’s Eisenhower Science and Technology Leadership Academy. (HHS)

■ Educate students about traffic safety, pedestrian safety, and bicycle safety. (HHS)

■ Provide consulting and professional services, in partnership with school districts, to educators and administrators on how to start and maintain their own school gardening programs. (HHS)

■ Increase access to healthy foods and beverages and chronic disease information, in partnership with food pantries, to their clients. (HHS)

■ Conduct evidence-based and data-driven education and outreach activities in the county to schools, organizations, and communities. (HHS)

■ Provide CPR/AED classes to county residents. (HHS)

■ Utilize Medical Reserve Corps (MRC) volunteers to support public health incident responses and events like vaccine clinics, outbreak response in congregate care settings, and CPR training and blood pressure screenings. (HHS)

■ Enhance the Wastewater Surveillance Program by adding opt-in notifications to settings where individuals with a high risk of infection and severe disease may be affected. (HHS)

■ Implement an Intensive Care Coordination process to address the growing needs of children with complex and multi-system involvement. (HHS)

■ Continue to develop an implementation plan for PA’s Family First Prevention Services Act Community Pathways model to help prevent child abuse and neglect. (HHS)

■ Continue to coordinate across criminal justice partners, providers, and stakeholders for the development of new action steps for the county’s Stepping Up Initiative. (HHS)

■ Continue to partner with representatives of underserved communities and school districts to encourage referrals for Early Intervention and Developmental Disabilities services. (HHS)

■ Continue to partner with the Office of Child Development and Early Learning (OCDEL) and other partners to find solutions to the staffing crisis that plagues childcare centers and early learning programs. (HHS)

■ Continue to 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 to educate students on its importance. (HHS)

■ Continue to partner with the Literacy Council of Norristown, the Montgomery County Norristown Public Library and other community partners to promote literacy in early childhood programs to better prepare children in Norristown who are rising kindergarten students. (HHS)

■ Continue the work around suspension, expulsion, and inclusion in relation to children enrolled in early childhood programs. (HHS)

■ Continue to increase the purchase of NARCAN as well as materials to distribute kits for opioid overdose reversals for the Office of Public Health’s three Health Centers for distribution to the public. (HHS)

■ Work to expand harm reduction practices by purchasing/distributing rapid drug testing strips to reduce the number of overdoses throughout the county. (HHS)

■ Increase the number of Drug and Alcohol providers offering Medicaid reimbursable Certified Recovery Specialist services to ensure CRS services are offered in all sectors of the county. (HHS)
Montco 2040: a shared vision

- Increase participation in the Montgomery County College Student Survey to aid in acquiring more funding for mini grants to support college prevention initiatives. (HHS)
- Continue grant-funded partnership with Full Circle Computing to give foundational computer skills to county residents. (CD)
- Continue partnership with the Montgomery County Intermediate Unit’s MontcoWorks NOW program to implement paid internships for economically disadvantaged rising seniors and college students. (CD)
- Continue partnering with the Montgomery County Intermediate Unit’s MontcoWorks NOW program to support school districts’ alignment with Career Ready PA requirements through the College and Career Leadership Council. (CD)
- Partner with the Delaware County Workforce Development Board to develop a coalition in support of career seekers who are part of the LGBTQIA+ community. (CD)
- Create a Careers of Tomorrow guide for K-6 students. (CD)
- Provide career development and re-entry services at State Correctional Institution (SCI) Phoenix. (CD)
- Procure an entity to conduct targeted outreach to Opportunity Youth, connecting them to existing services. (CD)
- Collaborate with the Southeast Pennsylvania Workforce Development Planning Region to develop the Program Year 2023-2029 Workforce Innovation and Opportunity Act Local and Regional plans for workforce system delivery. (CD)
- Partner with ACLAMO, Trellis for Tomorrow, and Montco OIC to provide career readiness content to TANF youth. (CD)
- Partner with Road Trip Nation to create career exploration content focusing on pathways available in southeast PA. (CD)
- Partner with PA Department of Labor and Industry to submit a National Dislocated Worker Disaster Grant application to support career seekers impacted by the opioid epidemic. (CD)
- Host workforce development professionals from across the commonwealth for a two-day planning session with staff from PA Department of Labor and Industry and the PA Workforce Development Board at the community college. (CD)
- Conduct a Montgomery County Organizational Culture Assessment (CO)
- Begin planning for a Strategic Equity and Inclusion Plan (CO)
- Implement strategies that elevate community engagement to meet the needs of county departments and enhance engagement and outreach, especially with marginalized communities. (CO)
- Pilot ADA and language access tools to foster an inclusive environment. (CO)

- Develop committees and subcommittees with the MontCo 250 Team to bring together individuals from local and county government, schools and higher education, historical sites and cultural institutions, and others to plan for events, celebrations, and other programming highlighting America’s Semiquincentennial. (USA 250)
- Continue to hold engagement sessions throughout the county, specifically with respect to the development of priorities around funding for ARRA, the Opioid Epidemic, and other forthcoming state and federal funding streams. (RO)

GOAL

Improve transportation quality and expand options for county residents and workers

2023 ACHIEVEMENTS

- Completed paving on county-owned roads, including Germantown Pike, Old Schulitz Road, Academy Drive, parts of Green Lane Park and its maintenance yard, Penlyn-Blue Bell Pike, and the decks of bridges 73, 83, and 214. (A&I-RB)
- Completed the reconstruction of Bridge 101 (Old Gravel Pike over Swamp Creek) and Bridge 177 (Sterigere Street over a branch of the Stony Creek). (A&I-RB)
- Finished work on Bridge 69 (Sumneytown Pk over Towamencin Creek), Bridge 73 (Swedesford Rd over Wissahickon Creek), Bridge 118 (Keith Valley Rd over Park Creek), and Bridge 295 (Dietz Mill Rd over Ridge Valley Creek). (A&I-RB)
- County road and bridge projects underway include construction at Bridge 6 (Mill Creek Rd over Mill Creek), and several bridge projects (Bridges 10, 145, 185, 199, and 289) that shifted into engineering and design. (A&I-RB)
- Became an active member of the Pennsylvania One-Call System, a collaborative notification system for utility owners and excavators to communicate proposed excavation work that could affect underground utilities. (A&I-RB)
- Advanced work on a new county aviation plan and a Transportation Inventory Initiative. (PC)
- Worked with partners to install 2.45 miles of new on-road bicycle lanes in Upper Merion and Whitpain Townships, as well as 0.35 miles of sharrows in Montgomeryville. PennDOT also installed 5 miles of bike lanes alongside its Route 202 reconstruction work in the central part of the county. (PC)
- Completed an e-bike policy for the county’s trail system. (PC)
- Received $2.48 million in funds for 8 projects from PennDOT’s Green Light, Go program for traffic signal modernization projects in Abington, Cheltenham, Hatfield, Jenkintown, Lower Salford, Montgomery, Upper Moreland, and Whitpain in August 2023.
Received $1.1 million from the PennDOT Multimodal Transportation Fund for the High Properties’ improvement project along S. Collegeville Road and Perkiomen Boulevard.

Received NEVI funds for two electric vehicle charging stations in the county for Wawas adjacent to highway interchanges in Lansdale and Horsham.

Awarded just over $1 million to 3 projects in the 2023 round through the county’s transportation grant program (CTP), using revenues from the $5 county vehicle registration fee to reallocate to local transportation projects. (PC)

Completed Section 65S on the US 202 Corridor reconstruction project. (PennDOT)

Began construction of Section B of the Ridge Pike Improvement Project. Work on Section D continued. (PC)

Acquired right-of-way for six county-owned road and bridge projects as well as the Ridge Pike Improvement Project Section B. (PC)

Partnered with The Partnership Transportation Management Association to offer Getting Around Montco transportation workshops. (CD)

Continue road and bridge reconstruction work. Projects to start construction in 2024 include Bridge 27 (Fetters Mill Rd over Pennypack Creek), Bridge 83A (Butler Pk over Prophecy Creek), and Bridge 218 (Sumneytown Pk over Towamencin Creek) - among others. (A&I-RB)

Continue engineering on Bridge 181 (Germantown Pk over a branch of the Stony Creek) and Bridge 252 (Mingo Rd at Mingo Creek). (A&I-RB)

Complete construction of Section D (Crescent Ave to Philadelphia) of the Ridge Pike Improvement Project. (PC)

Begin a transportation study of Germantown and Sumneytown Pikes with the Roads & Bridges. (PC)

Complete the Transportation Inventory Initiative and the county aviation policy plan. (PC)

Partner with DVRPC on its Supporting Communities program and Safe Streets For All (SS4A) regional safety action plan. (PC)

Develop a municipal guide focused on the Municipalities Planning Code’s official map standards. (PC)

Continue to implement Bike Montco to add on-road and roadway-adjacent bicycle facilities. (PC)

Begin assessing transportation needs with the MontCo 250 Team ahead of the many large events occurring in Summer 2026 across the region, as well as the intercounty transportation network to ensure easy access to the county’s many historic sites and cultural institutions. (USA 250)

Expand and connect county trails, local trails, greenways, natural areas, and parks

Supported the submission of Local Share Account (LSA) funding requests for the following projects: the Cross Country & Wissahickon Connector Trails construction ($1,000,000.00), PHS Meadowbrook Farm Visitors Center ($203,280.00), and the Trail Junction Center Renovations ($500,000). (RDA/CD)

Completed construction of the Chester Valley Trail Extension. (PC)

Began engineering of Pennypack Trail crossing improvements at Byberry Road in Lower Moreland. (PC)

Completed engineering plans for Cross County and Wissahickon Trails at Erdenheim Farm completed and approved; all necessary permitting secured. (PC)

Initiated engineering for the Cross County Trail Section C between the Willow Grove YMCA and the Pennypack Trail in Upper Moreland/Bryn Athyn. (PC)

Completed design and engineering of the Schuylkill River Trail Connector in Lower Pottsgrove. (PC)

Completed floodwall construction at Whitemarsh Township’s Spence property. (PC)

Advanced architectural and design services for Norristown’s Trail Junction Center (TJC); initiated landscape architecture services for the site. Activation Partnerships RFI issued to seek vendors and tenants for the TJC interior space. (PC)

Advanced the development of a new 10-Year Open Space and Trail Strategic Plan. (PC)

Received statewide Local Share Account grants for TJC renovations ($500,000), Whitemarsh floodplain restoration ($1,000,000) and Cross County/Wissahickon Trail construction ($1,000,000) (PC)

Received a DVRPC Regional Trails Program grant of $90,000 for design services at the Haws Ave./Chain St. trailheads in Norristown; design and engineering initiated. (PC)

The Recovery Office funded an accessibility study by the Wissahickon Valley Watershed Association to make its trails more accessible to individuals with physical, mental and developmental disabilities. (RO)
2024 IMPLEMENTATION

- Complete engineering and design (and begin construction) at the Trail Junction Center. (PC)
- Complete construction of the Pennypack Trail to extend it to Montgomery County/Philadelphia border. (PC)
- Commence construction of the Schuylkill River Trail 422 Connector. (PC)
- Commence engineering for the Germantown Pike bridge and trail extension to Joshua Road in Plymouth and Whitemarsh Townships. (PC)
- Conclude negotiations with Erdenheim Farm and start construction of Cross County/Wissahickon Trails at the farm. (PC)
- Start engineering of the 1.3-mile Cross County Trail/Bethlehem Pike segment between Skippack Pike and the Fort Washington SEPTA station in Whitemarsh. (PC)
- Complete engineering for the Cross County Trail East Section “C” between the Willow Grove YMCA and the Pennypack Trail in Upper Moreland/Bryn Athyn. (PC)
- Complete designs for the Haws Ave./Chain St. trailheads for the SRT in Norristown. (PC)
- Start engineering services for the Wissahickon Trail Link between Germantown Avenue and the Morris Arboretum in Springfield. (PC)
- Create a trails advisory committee. (PC)
- Coordinate with PTHS to prioritize safety upgrades to existing trail road crossings. (PC)
- Continue dialogue with key Sunrise Trail stakeholders, landowners, and Natural Lands regarding opportunities to secure land and easements to accommodate the future Sunrise Trail. (PC)
- Complete the 10-Year Trails and Open Space Strategic Plan. (PC)

GOAL  Support strong downtowns and community destinations, including mixed use areas, arts and culture focal points, libraries, and other gathering places

2023 ACHIEVEMENTS

- Re-activated the Music Therapy Group to reach socially isolated veterans suffering from PTSD. (HHS)
- Used CDBG funds to support an after-school education and recreation program and summer camp. Fifty-seven (57) school students were provided with and participated in 5,256 cumulative after-school service hours and 572 cumulative teen enrichment service hours. (HHS)
- Conducted more than 6,000 inspections of dining facilities, camps, and pools to ensure healthy and safe downtowns and community destinations. (HHS)
- Collaborated with the Pennsylvania Dept. of Environmental Protection to monitor and ensure safe water supplies and possible closures when water supplies are interrupted. (HHS)
- Provided funds to the Pennsylvania Horticultural Society to expand the Green Resource Center at the Norristown Farm Park, which conducts community-based programming for residents to engage with their local food system. (HHS)
- Supported the submission of Local Share Account (LSA) funding requests for the following: Cross County & Wissahickon Connector Trails construction, PHS Meadowbrook Farm Visitors Center, and the Trail Junction Center renovation. (RDA/CD)
- Continued to pursue comprehensive planning work to guide future growth in our municipalities, including plan adoption in Lower Providence, a draft plan for the Upper Perkiomen Region, and progress on draft plans in Abington, Cheltenham, Lower Gwynedd, Horsham, and West Norriton Townships, as well as the Indian Valley Region. (PC)
- Continued design work to strengthen our communities: a redesign for Lansdale’s Railroad Plaza, streetscape and landscape planning for the Cross County Trail in Upper Dublin’s Fort Washington Office Park, as well as a park design for Douglass Township and a traffic garden in Hatboro. (PC)
- Pursued community planning work to strengthen local communities, including local acceptance of East Greenville’s new streetscape plan and design guidelines, adoption of the Springfield Township Trail Network and Connectivity Plan, and subdivision and land development ordinances created for East Greenville, Narberth, and Jenkintown Boroughs. (PC)
- Rewarded good design and planning work through the county’s annual Montgomery Awards program, including the creation of multimedia content and a public Planning Smarter event. (PC)
- Through Pottstown Area Economic Development, the Recovery Office funded a series of neighborhood improvement grants in Pottstown that increased lighting and signage within the business district. (RO)
- Performed an asset inventory of existing community facilities in Norristown and engaged a consultant to canvass the needs and aspirations of Norristown’s residents for the...
services and programs they would like to see as part of this ARPA-funded initiative. (RO)

2024 IMPLEMENTATION

- Finalize the plan for the Norristown Community Facilities Project, including a proposed list of programs and services to be included, designs for facility improvements and/or new construction, and the beginning phases of implementation and renovation. (RO)

- Investigate the establishment of a micro-grant program to support the County’s many historic sites and cultural institutions ahead of the potential influx of visitors to our area for the Semiquincentennial. (USA 250)

- Assist with a 2024 Redevelopment Assistance Capital Program (RACP) submission for mixed-use development in Norristown (RDA/CD).

- Continue to use CDBG funds for improvements in low- to moderate-income census tracts, so long as affordable housing is also a component of the local community planning and development. (HHS)

- Continue to license and inspect the 4,000+ dining facilities and inspect the nearly 300 pools and campgrounds throughout the county. (HHS)

- Initiate comprehensive plan work in Ambler, continue plans in the Central Perkiomen Valley Region, as well Lower Gwynedd and Horsham Townships, and complete new plans for Abington and Cheltenham. (PC)

- Work on design projects to strengthen our communities, including a master plan for the reuse of Hatboro’s Pennypack Elementary School, Lansdale’s redesign of Railroad Plaza, and a streetscape and landscape plan for the Cross County Trail in the Fort Washington Office Park. (PC)

- Continue community planning work to strengthen local ordinances and policies, including a revitalization plan update for Schwenksville, a conceptual plan for an upgrade to Rockledge’s Jarrett Avenue Playground, and contribute to Pottstown’s Thriving Communities work with the Pottstown Area Health and Wellness Foundation. (PC)
**Sustainable Places**

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

### 2023 ACHIEVEMENTS
- Connected Clean Energy businesses to workforce development assessment and support through designated Pennsylvania Department of Labor and Industry funding. (CD)
- Assisted with submission of a Redevelopment Assistance Capital Program (RACP) application for the Pottstown Sustainable Energy Park. (CD)
- Continues the county’s household hazardous waste collection events, as well as the campaign sign recycling program. (PC)
- Planning continued for a year-round recycling and hazardous waste drop-off facility. (PC)
- Managed the Montgomery County Resiliency Partnership, which completed the Climate Action Plan. (PC)
- Advanced the regional Power Purchase Agreement and solar power facility development. (PC)
- Implemented recommendations from the Climate Change Vulnerability Assessment and selected two “case study” municipalities. (PC)
- Participated in the Planning Smarter – Hot Topics event on the topic of “How to Electrify and Decarbonize Residential Housing.” (PC)
- Began pursuit of permit exemption option for the Norristown Dam’s hydroelectric facility. (PC)

### 2024 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)
- Facilitate implementation of the Montco Climate Action 2050, in partnership with the Montgomery County Resiliency Partnership. (PC)
- Continue to implement climate change vulnerability assessment recommendations. (PC)
- Continue to plan for a permanent recycling and household hazardous waste drop-off facility. (PC)
- Continue working with a consultant to assist with the Norristown Dam Hydroelectric Facility and the FERC permitting process. (PC)
- Healthy Homes Production Grant will launch in 2024 and will incorporate energy-efficient home rehabilitation work. (HHS)
- Continue to monitor and report on groundwater and air quality levels and provide communication about steps residents can take to stay healthy and safe, and preserve natural resources. (HHS)
**GOAL**  Improve stormwater management and reduce the impact of flooding

**2023 ACHIEVEMENTS**
- Completed the county’s hazard mitigation plan, which was approved by FEMA. Municipal adoption of the plan continues. (PC)
- Advanced revisions to the Wissahickon Creek Water Quality Improvement Plan, with a goal of submitting the plan for approval in early 2024. (PC)
- Facilitated meetings between the Wissahickon WQIP Management Committee with EPA and DEP staff. (PC)
- Reached a decision for the Wissahickon WQIP to become a consortium. (PC)
- Implemented the county’s MS4 stormwater permit and prepared the annual report. The county also continued to meet with the in-house implementation committee to oversee MS4 activities. (PC)
- Completed CDBG-funded street and stormwater improvement projects in Pennsburg, Lansdale, and Schwenksville, reducing flooding in census tracts of low- and moderate-income households in these municipalities. (HHS)
- Assisted with (and received) a $1,000,000.00 Local Share Account application for the Whitemarsh Floodplain Restoration (MCRDA).

**2024 IMPLEMENTATION**
- Initiate the Perkiomen Creek flood study. (PC)
- Begin the county stormwater planning update. (PC)
- Submit the Wissahickon Water Quality Improvement Plan for approval and implementation. Continue to develop implementation documents and structure. (PC)
- Fund water quality improvements in the Wissahickon watershed (with the Wissahickon Clean Water Partnership) to restore and protect water quality throughout the watershed and improve stormwater management for approximately 160,000 residents. (RO)
- Promote stormwater BMPs through A&I capital improvements planning. (A&I)
- Continue implementing the requirements of the county’s MS4 permit. (PC)

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

**2023 ACHIEVEMENTS**
- Partnered with local watershed organizations, municipalities, academic institutions, and others to complete 11 riparian buffer enhancement projects across 13.29 acres. (MCCD)
- Planted and protected over 2,500 native trees and shrubs along priority stream corridors. (MCCD)
- Partnered with the Perkiomen Watershed Conservancy to completed two PACD Multifunctional Riparian Forest Buffer Sub-Grant projects at Pennypacker Mills and Jacob Reiff Park. (MCCD)
- Partnered with Valley Forge National Historic Park and others for a “Fall Homeschool Day” educational event to 2,000+ students. (MCCD)
- Delivered the Montgomery County High School Envirothon event to 60 students from 5 schools. (MCCD)
- Held a “Native Meadow and Riparian Buffer Showcase” event for about 40 attendees to educate on no-till meadow establishment and riparian buffers. (MCCD)
- Contracted 2 “Low Volume Road” improvement projects benefitting water quality through the state’s Dirt, Gravel & Low Volume Road program. (MCCD)
- Continued with master site and park planning (as well as historic structures reports) for the county’s park and historic sites. A plan for Green Lane Park is underway and a plan for Lorimer Park is just getting started. (A&I - PTHS)
- Completed a full dredge of the Lock 60 Forebay. (A&I - PTHS)
- Upgraded the butterfly area and offices at Upper Schuylkill Valley Park. (A&I - PTHS)
- Completed a window restoration (including UV film) at the Mill Grove historic house. (A&I - PTHS)
- Completed a public restroom upgrade and pavilion firehouse construction at Lower Perkiomen Valley Park. (A&I - PTHS)
- Completed Bridge 99 work - a year ahead of schedule - to connect the Perkiomen Trail to Green Lane Park for walkers, riders, and equestrians. (A&I - PTHS)
- Placed a dedication marker for Dr. Chevalier Jackson at Sunrise Mill Historic Site. A pioneering laryngologist, he made Sunrise Mill his home. (A&I - PTHS)
- Continued renovations at the Norristown Farm Park, including a heater replacement at the Milkhouse and the installation of a rain garden. (A&I - PTHS)
Installation of an observation deck at Peter Wentz Farmstead. (A&I - PTHS)

Demolished existing structures on Rahns Road open space parcel (acquisition) in Perkiomen Township. Demolition planning for Deep Creek Learning Center parcel in Upper Frederick Township initiated. (PC)

Provided grants to Natural Lands for Fulshaw-Craeg acquisition in Salford Township, to Highlands Historical Society for a 19-acre open space parcel in Whitemarsh Township adjacent to the Highlands, and to the Heritage Conservancy for Barber property acquisition in Lower Frederick Township. (PC)

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

Completed conservation easement acquisition and county trail easement on Camp Laughing Waters in partnership with Natural Lands. (PC)

Settled on one preserved farm (with two settlements pending) and extended offers to an additional 8 farms under the county’s farmland preservation program. (PC)

2024 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)
- Complete restroom construction at Upper Schuylkill Valley Park. (A&I - PTHS)
- Complete a new maintenance building at Lower Perkiomen Valley Park. (A&I - PTHS)
- Rework the Miller’s house at Pottsgrove Manor to better equip programming and educational groups. (A&I - PTHS)
- Continue to upgrade the catwalk area and install new interpretive signage at Lock 60. (A&I - PTHS)
- Complete the Green Lane Park Master Plan. (A&I - PTHS)
- Commence work on dredging of Green Lane Park lake. (A&I - PTHS)
- Start rehabilitation of the grist mill at Sunrise Mill, which has been dormant for 50 years. (A&I - PTHS)
- Complete renovations at the Old Mill House site which was damaged by Hurricane Ida (necessitating the removal of the house). (A&I - PTHS)
- Continue Milkhouse renovations at the Norristown Farm Park. (A&I - PTHS)
- Expand the Whitehall Road parking lot at the Norristown Farm Park. (A&I - PTHS)
- Work with the Pennsylvania Horticultural Society to add a greenhouse/refrigeration unit at the Norristown Farm Park demonstration site. (A&I - PTHS)
- Work with the Elmwood Park Zoo to implement recommendations for trail access to the Norristown Farm Park. (A&I - PTHS)
- Continue work on the Lorimer Park Master Plan. (A&I - PTHS)
- Work on the design for the visitor center at the Peter Wentz Farm. (A&I - PTHS)
- Complete Trail Junction Center architectural, engineering, and landscape architectural designs (and begin construction). (PC)
- Complete the 10-Year Trails and Open Space Strategic Plan. (PC)
- Apply for grants to fund trail and open space projects, including for public art improvements in Norristown along the Schuylkill River Trail. (PC)
- Continue to leverage county and state funds to preserve farms under the farmland preservation program. (PC)

GOAL

Provide more opportunities for residents to exercise and have healthy lifestyles

2023 ACHIEVEMENTS

- Collaborated with the county commissioners and staff to hold the 8th annual Montgomery County Trail Challenge to promote safe walking and biking opportunities. (HHS)
- Partnered with a Norristown-based corner store to implement a healthy corner store initiative. (HHS)
- Collaborated with PTHS to maintain three StoryWalks® at the Norristown Farm Park, Pennypacker Mills, and the Trail Junction Center. All books had a focus on nature and/or physical activity. (HHS)
- Provided CPR/AED classes. (HHS)
- Increased the number of children residing in a family foster care setting – particularly kinship foster care – over any other...
2024 IMPLEMENTATION REPORT

- Fully implemented a Family Engagement grant awarded in 2022 to emphasize active family involvement in decision-making processes to promote the safety and care of children. (HHS)
- Introduced the Keystone Kids Go program to the early learning community and families in the county. (HHS)
- Promoted the Healthy Minds program by offering Communities of Practice for ELRC staff and early learning programs in the county. (HHS)
- Completed a CDBG-funded project to reconstruct portions of existing pedestrian trails for increased ADA-accessibility in a Lower Pottsgrove Township park, increasing equitable access to physical fitness, park facilities, and special events. (HHS)
- Continued the Community Based Care Management Program (CBCMP), with a focus on food insecurity, by partnering with Creative Health Services and the Pennsylvania Horticultural Society to implement a Food As Medicine program to provide eligible HealthChoices Members culinary education and skills, as well as weekly VeggieRx boxes with healthy foods from the farm at the Norristown Farm Park. (HHS)
- Expanded the Healthy IDEAS and Healthy Steps for Older Adults programs. (HHS)
- Added three new senior centers to better serve the African American, Asian, and Latinx populations of older adults in the Lansdale, Norristown, and Abington areas. (HHS)

2024 IMPLEMENTATION

- 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, whenever possible. (HHS)
- Coordinate the 9th Montgomery County Trail Challenge in partnership with the county and community organizations to promote mental and physical health and wellness through outdoor physical activity. (HHS)
- Develop a cross-divisional collaboration to provide chronic disease outreach and education opportunities to county residents. (HHS)
- Provide free suicide prevention training to youth, school employees, and communities through the Student Assistance Program and Suicide Prevention Taskforce. (HHS)
- Expand and grow the health and wellness programs at the new senior centers with ACLAMO, Jaisohn, and Salem Baptist Church. (HHS)
- Implement various events and public gatherings in coordination with the Trail Challenge and the MontCo 250 team to highlight the county’s various parks and trails and encourage transportation methods and mobility. (USA 250)

GOAL

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

2023 ACHIEVEMENTS

- Increased exits from homelessness to permanent housing, decreased the average length of stay in shelter, and increased connections to community supports and economic opportunity through the Your Way Home partnership. (HHS)
- Facilitated over $1,000,000.00 in HOME Partnerships Program funding toward the construction of 54 affordable senior rental units at Annabel Gardens in Willow Grove. (HHS)
- Utilized American Rescue Plan Act (ARPA) funding to preserve 14 affordably-priced multifamily units in Norristown and Lower Merion. (HHS/RO)
- Provided seven (7) households each with grants for down payment and closing cost assistance on a home purchase (total assistance $182,739.86; 22 persons total served) through the First Time Homebuyer Program. (HHS/RO)
- Rehabbed fifteen (15) housing units under the HUD lead abatement grant. Average cost per unit: $17,862.49; 10 units in Norristown, 4 units in Pottstown, 1 unit in Lansdale. (HHS)
- Provided over $26 million in emergency rent and utility financial assistance to 3,535 households (8,498 people) through the Your Way Home Emergency Rent and Utility Coalition (ERUC) program. (HHS)
- Provided free legal representation, financial assistance, and social services support in eight municipal district courts, targeting those with the highest eviction rates via the Your Way Home Eviction Prevention and Intervention Coalition. (HHS)
- Partnered to assist 73 households in exiting out of homelessness and provided permanent housing through a housing voucher. (HHS/MCHA)
- Expanded access to affordable housing for individuals who experience mental illness. A Notice of Funding Opportunity (NOFA) was released to let affordable housing developers know that there are capital funds available out of HealthChoices Reinvestment to provide gap financing. In return, units are set aside for persons with behavioral health challenges. Two
developers expressed interest for a total of $375,000 which would yield a total of 3 "MH Capital Units" for 30 years.

- Assisted five income-qualified households with home repairs through the Owner-Occupied Rehabilitation Program. (HHS)
- Facilitated ADA-accessibility improvements to Hatfield’s Indian Creek residential facility in the kitchen and bathroom for individuals with developmental disabilities. (HHS)
- Submitted a request for new reinvestment plans to be implemented, including emergency rental assistance, for individuals with a behavioral health disorder. Funds will serve 80 households consisting of 184 individuals. (HHS)
- Expanded the Community Based Care Management Program (CBCMP) with a focus on housing insecurity and partnering with Your Way Home to utilize the Rapid Re-Housing program to assist HealthChoices members who are psychiatrically admitted to inpatient and at risk for homelessness. (HHS)
- Hired a Recovery House Coordinator to assist individuals with their recovery housing needs and provided rental subsidies to assist with securing stable housing. (HHS)
- Expanded access to affordable housing for HealthChoices members who experience mental illness and housing insecurity. Twenty new individuals were housed via the CBCMP Housing Initiative, utilizing HealthChoices Reinvestment funds. (HHS)
- Continued implementing four housing-focused HealthChoices Reinvestment plans to support vulnerable populations such as those in recovery, individuals with mental illness at risk for homelessness, families with children, and individuals with co-occurring diagnoses. (HHS)
- Began implementing the SHARE Housing Program in partnership with Family Services and the Pennsylvania Department of Aging, pairing older adults needing stable housing with a home-sharer for an exchange of services. (HHS)
- Modified the MontcoForward Loan guidelines to ensure access for entities developing affordable housing units in the county. (CD)
- Created multiple low/moderate income homeowners via the Authority’s Homeownership Program. (MCHA)
- Expanded the homeless preference within the Housing Choice Voucher system by 33 percent, in conjunction with Your Way Home. (HHS/MCHA)

### 2024 IMPLEMENTATION

- Continue increasing exits from homelessness to permanent housing, decreasing the average length of stay in shelter, and increasing connections to community supports and economic opportunity through the Your Way Home partnership. (HHS)
- Continue to advance the mission of the Homes For All partnership. (HHS)
- Continue to include HealthChoices reinvestment funds as part of the strategy to promote the development of affordable housing. (HHS)
- Provide grant funds to additional housing units for home repair, habitability and accessibility improvements, weatherization, and/or lead abatement through the Whole Home Repairs Program, Lead Abatement Program, and/or Healthy Homes Production Grant. (HHS)
- Explore the expansion of the SHARE Housing Program and with an application for additional PHARE dollars. (HHS)
- Continue partnerships with multiple departments to support vulnerable populations via housing voucher referral programs. (MCHA)
- Continue homeownership efforts. (MCHA)
- Collaborate with a regional non-profit to help financially stabilize and renovate the Norriswood Apartments, a 36-unit rental community in Norristown. (MCHA)
- Collaborate with a regional non-profit entity to dedicate a new federal subsidy to 75+ units at Jefferson Apartments, an existing affordable community in West Norritown at risk of going market rate. (MCHA)
- Direct ARPA funds to multiple critical building systems within the public housing portfolio. (RO/MCHA)
- Create an online municipal housing resource tool to help local governments better understand housing affordability needs. (PC)
GOAL  Enhance community character and protect neighborhoods

2023 ACHIEVEMENTS

- Continued outreach to create “pop up Navicate shops” with community organizations who have indicated a significant underserved population and/or residents with multiple needs who could benefit from Navicate assistance. (HHS)
- Met with municipalities to implement a Hometown Heroes Banner program, including at the Montgomery County Community College - Blue Bell campus. (HHS)
- Secured grant funds to enhance Children & Youth’s trauma-informed understanding and practice, including participation in an organizational assessment and a learning series designed for direct service staff. (HHS)
- Partnered with multiple childcare programs to host Parent Cafés using the ‘Be Strong Families’ program. (HHS)
- Completed a CDBG-funded project in Royersford to reconstruct a deteriorated cartway with the milling and overlay of Church Street, which eliminated deteriorating roadway conditions and improved vehicular and pedestrian access to residential properties in the project area. (HHS)
- Developed and implemented performance-based contracting for Senior Services’ provider network, with the aim of implementing performance-based contracting within at least 4 groups of our provider network. (HHS)
- Completed the 2023 Limerick Generating Station Hostile Action Based Full Scale Exercise, which included federal evaluation of 20 municipalities, 7 school districts, and the County Emergency Operations Center, as well as emergency worker decontamination and public monitoring and decontamination sites. (PS)
- Continued advanced training for the Urban Search & Rescue Team and Hazardous Materials Response Team while responding to major incidents to support local emergency responders. (PS)
- Facilitated municipal emergency response-based exercises while providing the necessary training for 48 county and municipal staff members to receive Pennsylvania Emergency Management Agency certifications. (PS)
- Restructured user configurations for all municipalities utilizing emergency alerting tools. (PS)
- Provided coordination and support of incident responses for several large-scale incidents including drone responses, hazardous materials responses, and urban search and rescue responses. (PS)
- Commenced an Emergency Medical Services (EMS) study and strategic plan to develop recommendations for the future of EMS in the county. (PS)
- Trained and equipped EMS agencies for active threat response, which included both working with police departments for proper deployment of the rescue task force concept and providing front line EMS agencies with ballistic protective vests and helmets. (PS)
- Deployed special evacuation tag kits to large EMS agencies that would be used during any type of evacuation needed at a skilled nursing facility, hospital, or other congregate care living situation, which enables patients to be accounted for when they are being moved. (PS)
- Expanded training for junior firefighters (those under 18 years of age) to include the ability to complete Interior Firefighter training and Firefighter I certification. (PS)
- Completed an LED lighting retrofit and installed a new WiFi network for the Public Safety Training Campus academic building. (PS)
- Increased offerings of water rescue training programs to prepare responders for the increase in severe weather and flooding events. (PS)
- Exhausted all Homeland Security grant funds awarded to the county and the Emergency Response Workgroup of the Southeastern Pennsylvania Regional Task Force, executed all projects identified in the grant agreement in accordance with regulations and stakeholder needs, and quickly identified and revised projects no longer relevant to the mission to maximize effective expenditure of funds. (PS)
- Executed the process for equipment inventory, confirmed and documented readiness of key response assets through onsite inspections, and updated property passes to ensure contact information remains current. (PS)
- Worked with end users of equipment to ensure timely receipt, maintained clear channels of communications with stakeholders, and worked closely with vendors to ensure expedient turnaround on requests for equipment. (PS)
- Expanded the number of training courses for law enforcement partners. (PS)
- Hired and onboarded a new School Safety team. (PS)
- Increased the number of onsite threat assessments for public and private schools, places of worship, and district courts. (PS)
- Updated the ventilation and computer system at the Tactical Response Training Center. (PS)
- Upgraded the Virtra law enforcement simulator with more de-
Montco 2040: a shared vision

escalation scenarios. (PS)

- Installed and implemented a “Geo-Prime” controller upgrade, making the county’s radio system more resilient. (PS)
- Reached NextGen-911 MSAG (Master Street Address Guide)/ALI (Automatic Location Identification) compliance rates and critical-error free addressing data. (PS)
- Completed milling and repaving of the Eagleville Emergency Operations Center/Fleet Garage Complex. (PS)
- Refreshed all 9-1-1 Communications Center PC Thin Client devices, including upgrades to Windows 10 and installation of 34” monitors. (PS)
- Implemented a cybersecurity network monitoring platform and service. (PS)

2024 IMPLEMENTATION

- Enhance public health surveillance and targeted interventions responsive to populations at increased risk for emerging infectious diseases. (HHS)
- Initiate planned improvements to systems for mass distribution of medications and supplies in response to a public health event to ensure that communities have access to needed resources during a public health emergency. (HHS)
- Continue to keep communities and partners informed of extreme heat, extreme cold, and air quality concerns — as well as actions that can be taken in each situation to protect the health and safety of our communities. (HHS)
- Continue to bring our senior centers and volunteer providers toward performance-based contracting using shared data to enhance the quality of programs for older adults. (HHS)
- Continue to partner with community organizations to conduct and expand mass distribution of potassium iodine pills for preparedness against nuclear accidents, including addition of mail-order distribution of potassium iodide. (HHS)
- Continue to partner with childcare programs within the County to host Parent Cafés using the ‘Be Strong Families’ program. The ELRC will continue to expand the Parent Cafés to include providers across the county. (HHS)
- Promote family engagement activities for families residing in Montgomery County. (HHS)
- On-board additional police departments to the county Records Management System. (PS)
- Implement the recommendations of the geological survey report of the grounds around the firing range to resolve land subsidence. (PS)
- Develop and integrate training with officers and emergency call takers in the scenario-based use of force simulator (Virtra system). (PS)
- Expand our school safety staff. (PS)
- Assist schools and daycares to further develop Emergency Operations Plans to include reunification and best practice implementation. (PS)
- Implement the state “Safe Schools” model into the county stakeholder (non-public) facilities. (PS)
- Collaborate with county partners to assist districts in identification and implementation of preparedness and mitigation within schools. (PS)
- Continue to emphasize the importance of detailed incident command procedures and how full development of emergency planning can enhance response efforts on building-specific and school district-wide levels. (PS)
- Continue to support our law enforcement and school safety partners as best practices evolve. (PS)
Vibrant Economy

GOAL  Improve transportation access to businesses

2023 ACHIEVEMENTS
✓ Continued construction on the Route 309 Connector Phase 2 Project. (PennDOT)
✓ Completed construction to widen the I-476 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)
✓ Completed and released a study of bus stops on the Pottstown Area Rapid Transit system. (DVRPC)
✓ Received notice that the Federal Railroad Administration announced the proposed Schuylkill River Passenger Rail Authority service from Philadelphia to Reading had been accepted into the Corridor ID program. (PC)
✓ Hired a consultant to work alongside the Eastern Montgomery Interchanges Group. (PC)

2024 IMPLEMENTATION
■ Complete final design and right-of-way acquisition for Section A (Turnpike and Norfolk Southern bridges) of the Ridge Pike Improvement Project. (PC)
■ Complete the design and right of way acquisition for the Lafayette Street highway interchange. (PA Turnpike Commission)

GOAL  Encourage development and transformative investment where infrastructure already exists

2023 ACHIEVEMENTS
✓ Facilitated financing to support organizations’ existing infrastructure by borrowing money from private sector financing institutions, securing below-market interest rates on loans that are tax-exempt to the lender, and loaning this money to Montgomery County companies to finance projects. In 2023, the MCIDA has had three bond issuances: Foulkeways at Gwynedd for $19,540,069.16, Constellation Energy for $347,030,000 and Gwynedd Mercy University for $16,885,000. Two additional issuances are in process for ACTS Retirement-Life Communities and The Baldwin School. (CD/IDA)
✓ Supported 52 RACP grant submissions for projects across Montgomery County, including long-term care facilities, educational institutions, public safety, and other infrastructure. (CD)
2024 IMPLEMENTATION

- Submit a grant application to support unemployed veterans in Montgomery County. (CD)
- Continue to assist manufacturing firms, nonprofit (501(c)(3)) organizations, educational institutions and health care organizations, as well as water treatment plants and pollution control facilities by borrowing money from private sector financing institutions, securing below-market interest rates on loans that are tax-exempt to the lender, and loaning this money to Montgomery County companies to finance projects through the MCIDA. (CD/IDA)
- 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)

GOAL

Attract and retain businesses and vital community assets

2023 ACHIEVEMENTS

- Received the highest bond rating—Aaa with a stable outlook—from Moody’s Investors Service for the sixth year in a row. By securing the highest possible credit rating, the county can borrow money at the lowest interest rates possible and reduce debt service costs. Reduced debt service allows the county to continue investing in critical infrastructure and projects and improve services offered to residents. (FO)
- Provided operational grants benefitting 254 small businesses, with an average grant amount of $12,419.03, which helped to safeguard jobs and strengthen local economies throughout the county. (RO)
- Utilized Pennsylvania Department of Labor and Industry grant funding to expand work-based learning experiences through the county’s Business Education Partnership, supporting talent-pipeline development for businesses. (CD)
- Sponsored an Employer Symposium to provide information about Unemployment Insurance (UI) and reporting requirements. (CD)
- Partnered with the Ben Franklin Technology Partners to launch “MontcoMade Investment Initiative,” a partnership committing $1 million in investment to emerging and growing companies located in Montgomery County. The IDA has invested in seventeen Montgomery County companies through its partnership with Ben Franklin Technology Partners this year totaling $325,000 and $775,000 in 21 companies since 2019, with another $60,000.00 committed investment. (IDA/CD)

2024 IMPLEMENTATION

- Fund the creation of a Chief Experience Officer, tasked with attracting and retaining small businesses to Norristown through the Chamber of Commerce. (RO)
- Collaborate with workforce development boards in Southeast Pennsylvania to provide monthly WED Talks—webinars focusing on relevant workforce and economic development content. (CD)
- Work one-on-one with businesses to assess needs and provide relevant resources. (CD)
- Procure an entity to establish a strategic plan for business and community engagement. (CD)
- Collaborate with Montgomery County Community College to facilitate Incumbent Worker Training through WEDNet and local funding. (CD)
- Continue MCIDA investments in new and existing businesses through the “MontcoMade Investment Initiative.” (CD)
- Continue to promote 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)
- 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 to meet with local communities and organizations to provide information, insights, and assistance with economic and workforce development. (CD)
**GOAL**  Flexibly adapt to changing market conditions and demographics

2023 ACHIEVEMENTS

- Continued workforce training initiatives. In Program Year 22 (July 1, 2022 through June 30, 2023), a total of 2,722 unique career seekers registered for virtual or in-person employment workshops and recruitment events. The MontcoWorks*NOW program served 104 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 assisted 265 public assistance recipients (TANF, SNAP, and Refugee) through virtual and in-person career development, job search activities, and in-depth case management. (CD)

- Welcomed 980 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. (CD)

**2024 IMPLEMENTATION**

- Continue to provide comprehensive workforce development programming to connect employers to career seekers. (CD)

- Continue investments in support of Registered Apprenticeship as a talent acquisition solution providing equitable opportunities. (CD)

- Continue the Careers of Tomorrow initiative to introduce the next generation of workers to high paying, in-demand career pathways. (CD)

- Continue to participate in and contribute to regional forums on economic opportunities and demographic changes. (CD)

- 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)

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

2023 ACHIEVEMENTS

- Continued to embed the MontcoForward website content on the Commerce Department’s website and produced a monthly newsletter to promote the tools and data available to promote the county. (CD)

- Visitor spending continues to rebound from pandemic lows. In 2022, tourism’s economic impact reached 98.9% of pre-pandemic levels. Visitor spending generated $1.6 billion in economic impact in 2022 - a 14.4% increase. (VFTCB)

- Sports gatherings continue to gain steam, with 35 sports events hosted in the county with strong attendance. This generated more than 85,000 total room nights and $23 million in total economic impact. (VFTCB)

2024 IMPLEMENTATION

- Continue to work with the VFTCB to promote the county’s regional sports facilities and other amenities and attractions. (PC, CD)

- Work with the Valley Forge Convention and Tourism Board to develop marketing material to promote the county’s assets and programming centered around the Semiquincentennial. (USA 250)

- Continue to grow the county’s share of the state’s tourism industry as the return of big events continues to attract visitors. (VFTCB)

- 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 municipalities with 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 ninth 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, including Bus Revolution and Reimagining Regional 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.

93 percent of residential development and 99 percent of nonresidential development was built in our growth areas in 2022.
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 Resource 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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</thead>
<tbody>
<tr>
<td>Designated Growth Areas</td>
<td>2,817,836</td>
<td>99.2%</td>
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<tr>
<td>Rural Resource Areas</td>
<td>0</td>
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<tr>
<td>Conservation/Preserved Areas</td>
<td>22,206</td>
<td>0.8%</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
https://www.montgomerycountypa.gov/31/Parks-Trails-Historic-Sites

Assets and Infrastructure – Office of Roads and Bridges
https://www.montgomerycountypa.gov/377/Roads-Bridges

Commerce Department
https://www.montgomerycountypa.gov/779/Commerce

Conservation District
http://montgomeryconservation.org

Department of Health and Human Services
https://www.montgomerycountypa.gov/2783/Health-and-Human-Services

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

Montgomery County Planning Commission
https://www.montgomerycountypa.gov/490/Planning-Commission

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

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

Department of Public Safety
https://www.montgomerycountypa.gov/132/Public-Safety

Recovery Office
https://www.montgomerycountypa.gov/4202/Recovery-Office

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.montgomerycountypa.gov/Montco2040