

Town of Pelham Strategic Plan

2019 - 2022



Introduction

The Town of Pelham is located in the centre of Niagara Region in Ontario, Canada. The town's southern boundary is formed by the Welland River, a meandering waterway that flows into the Niagara River. To the west is the township of West Lincoln, to the east the city of Welland, and to the north the city of St. Catharines. North Pelham contains the picturesque Short Hills. Two important creeks have their headwaters within Pelham; Coyle Creek, which flows south into the Welland River, and Twelve Mile creek, a spring-fed stream that flows north into Lake Ontario.

As a new Council, we are excited to share our 2019-2022 Strategic Plan developed jointly with the Town's Senior Leadership Team and with input from all staff. This 4 year Plan will guide our decision making, our work and will allow us to measure our performance and report our results to our community each year.



Our Vision

We are proud to present our Vision for our Community. Our Vision is our motivation and it provides the foundation for our Strategic Plan

Working together with the community to strengthen trust, enhance the quality of life and economic well-being for today and for the future.



Our Values

Our Values are important to all of us, as Council and as Town staff. They define our behaviours and strengthen our culture.

We demonstrate leadership and commitment through our values.

Honesty: We tell the truth, we have integrity and we are sincere.

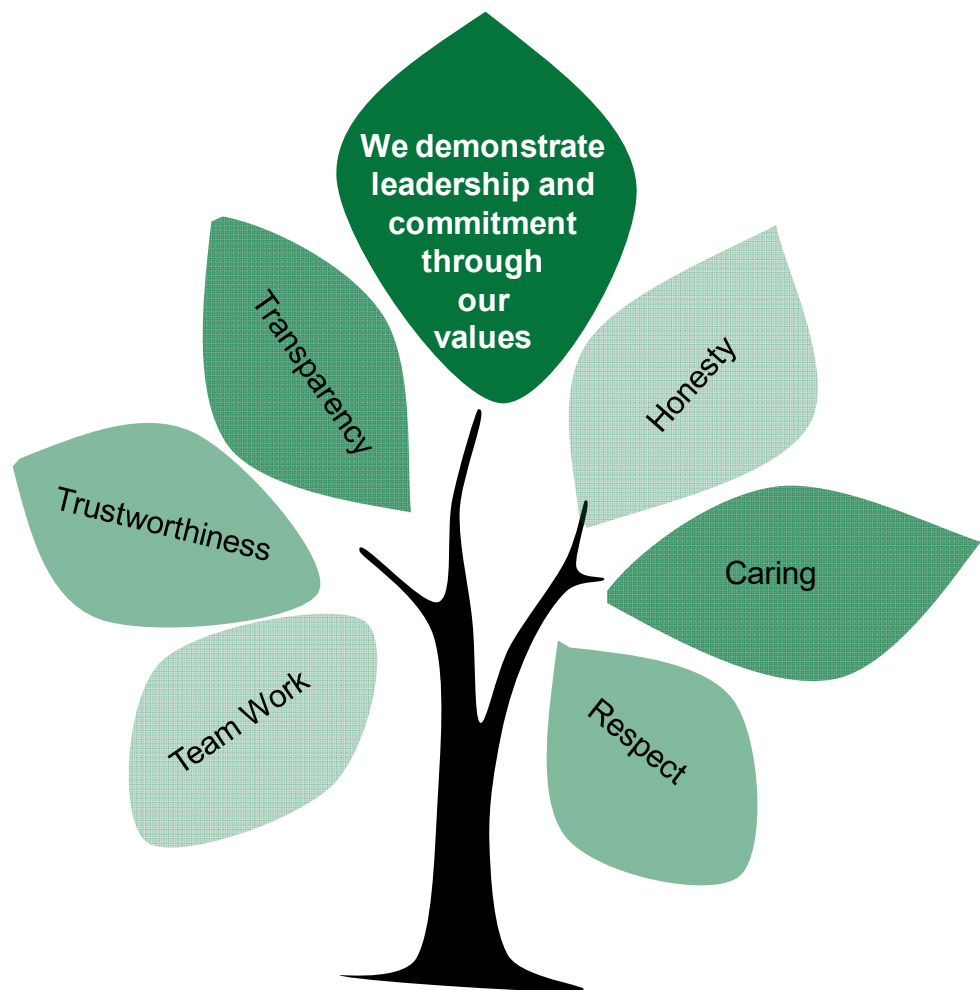
Caring: We are thoughtful, helpful and have concern for our community, each other and our work.

Respect: We value our interactions, we are polite, courteous and considerate.

Transparency: We ensure it is easy for others to see what decisions we make and what we do.

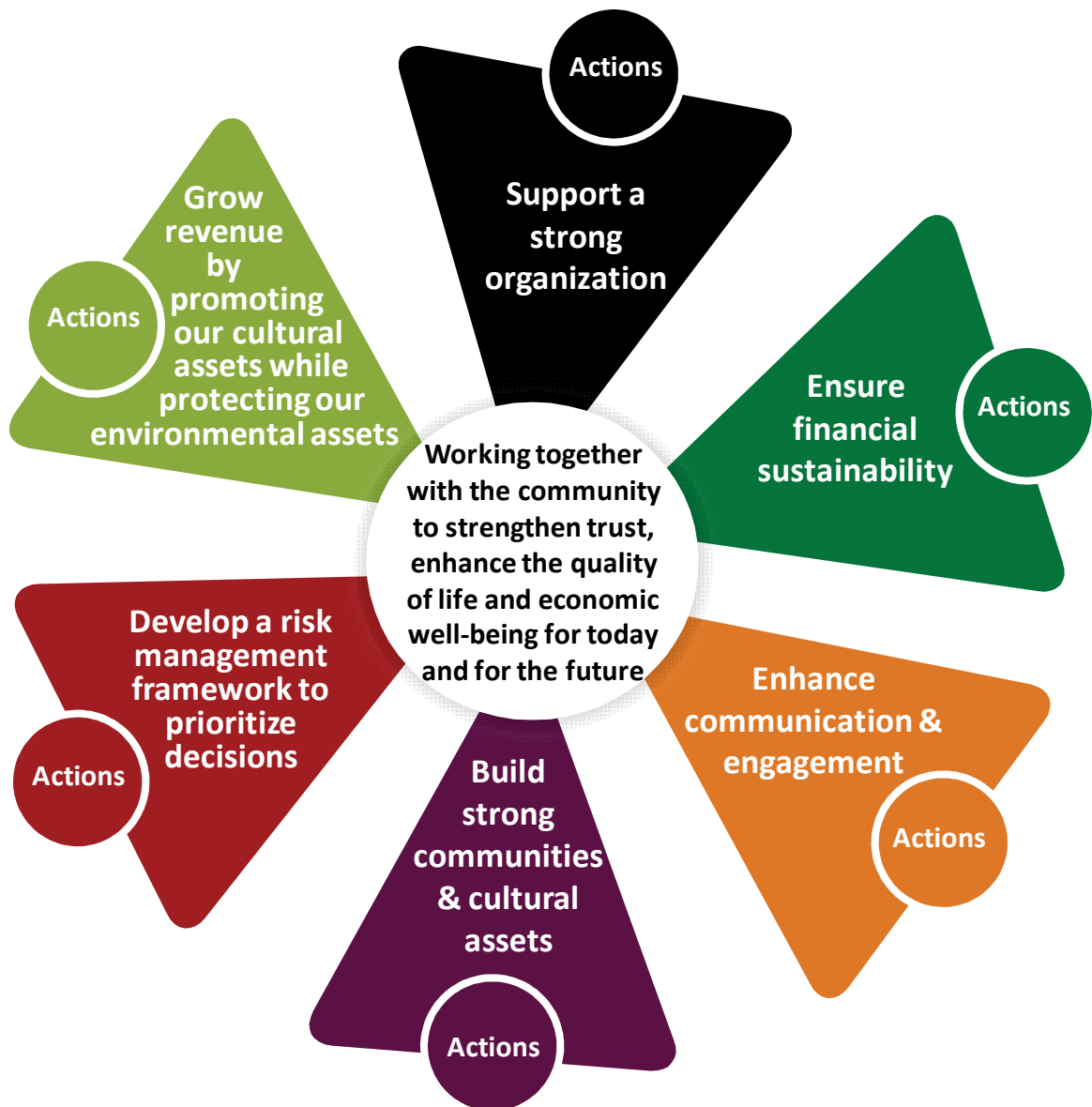
Trustworthiness: We are responsible, reliable and dependable.

Teamwork: We work collaboratively and together will achieve our Vision and Priorities.



Our Strategic Priorities

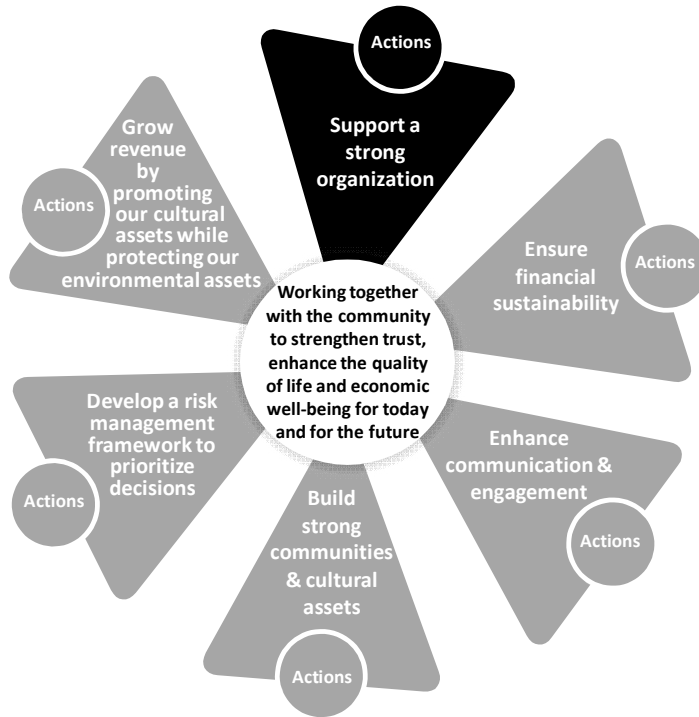
Together, our Strategic Priorities define what we will focus on over the next 4 years. Each Priority contains a set of Actions which outline what specifically will be accomplished. To achieve our Vision the following 6 Priorities are required.





The remainder of the Strategic Plan outlines our Actions. They describe the planned activities aligned with each of the 6 Strategic Priorities to be reflected in our day to day work.





Support a strong organization: To achieve this Priority each year we will focus on the following Actions:

- Continue to process improve for efficiency and effectiveness
- Focus on enhancing staff cross departmental communication and team building

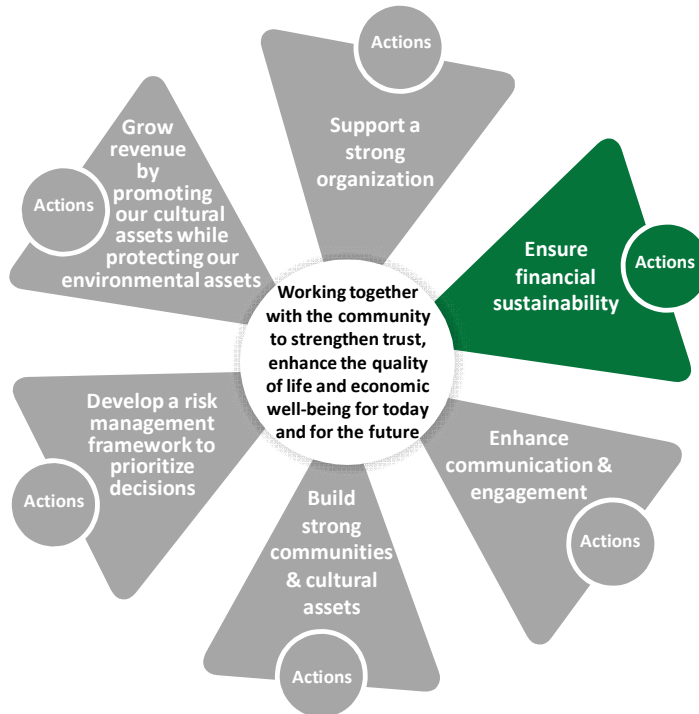
In 2019 we will complete the following Action:

- Renew and enhance Public Service Request system (PSR)

In 2020 we will complete the following Actions:

- Develop a succession plan for staff
- Review performance management program and staff recognition program

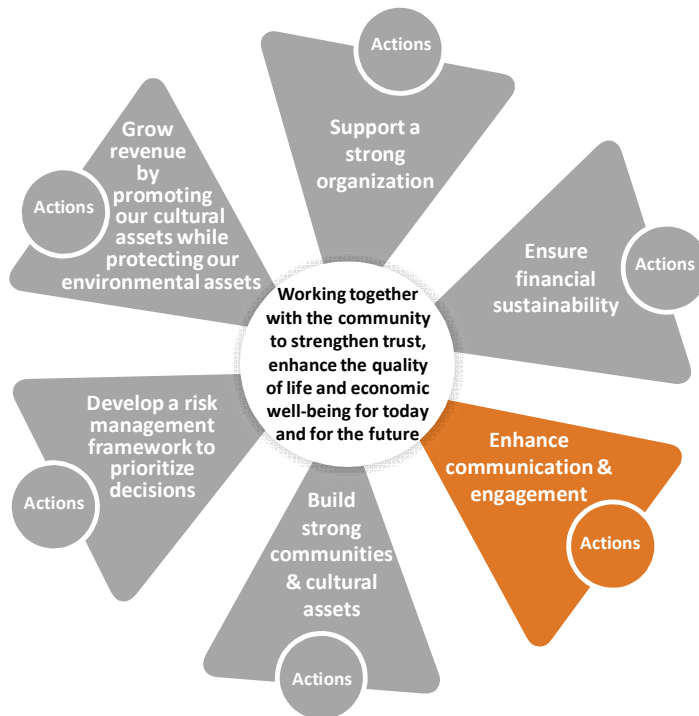
In 2021/22 we will continue to focus on this Priority.



Ensure financial sustainability: To achieve this Priority in 2019 we will complete the following Actions:

- Update Reserves Policy
- Develop Debt Policy
- Develop Cash Management Policy
- Establish an Audit Committee
- Establish Utility Sustainability Committee

In 2020/2022 we will continue to focus on this Priority.



Enhance communication & engagement: To achieve this Priority each year we will focus on the following Actions:

- Produce a Community Guide
- Continue to support and work with Committees, Groups and Business Associations

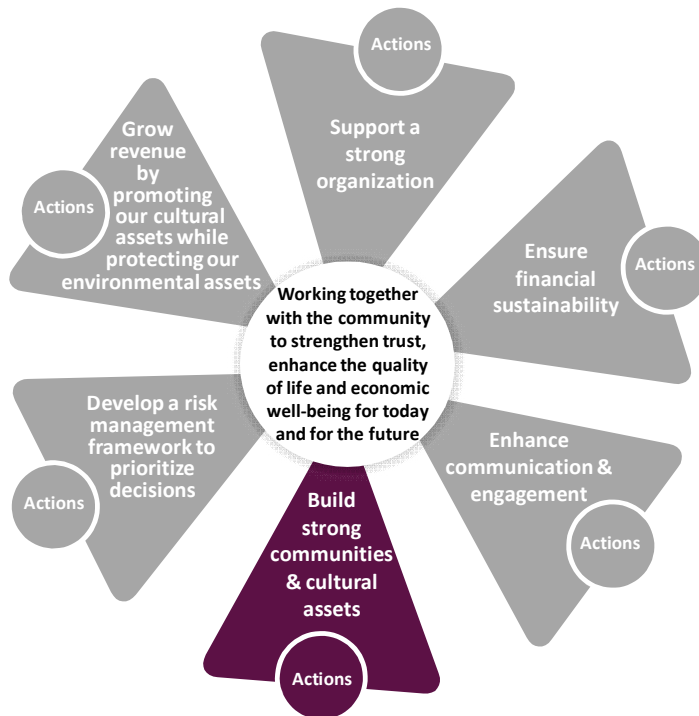
In 2019 we will complete the following Actions:

- Develop communication plan including communications standards for all channels
- Improve web site content and usability Update web site
- Implement voice activation system for improved customer service
- Introduce mass notification system supported by the Region
- Open the Welcome Center with the Chamber of Commerce
- Investigate components required to measure customer experience

In 2020 we will complete the following Actions:

- Develop and implement customer experience measurement program

In 2021/22 we will continue to measure the customer experience and focus on this priority.



Build strong communities & cultural assets: To achieve this Priority each year we will focus on the following Actions:

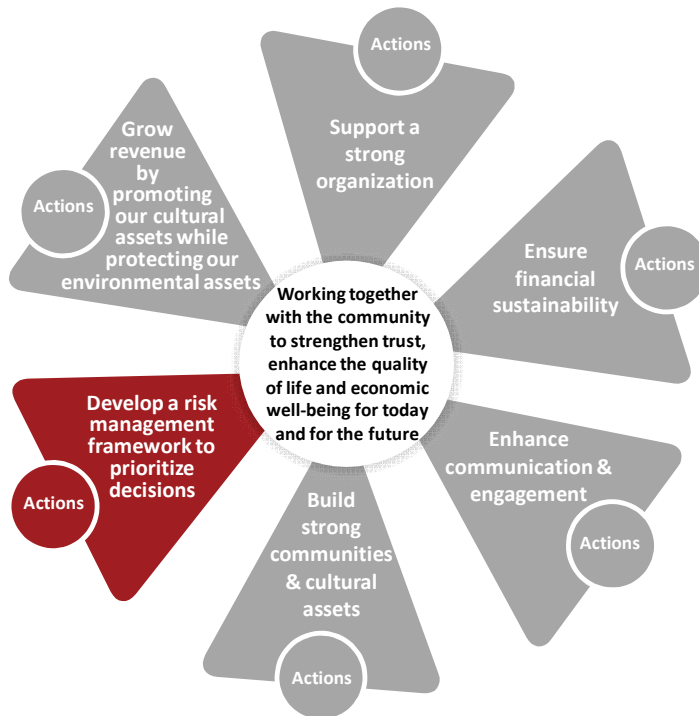
- Support Service Clubs
- Enhance opportunities for volunteers
- Promote Town events
- Build and enhance parks
- Support seniors Active Living Program
- Explore feasibility of expanding youth programs

In 2019 we will complete the following Actions:

- Review options for Pelham Town Square Gateway feature
- Expand transit service
- Address cannabis requirements and regulations
- Finalize East Fonthill land sale
- Address Airbnb requirements and regulations

Over the years of 2020/2021 we will complete the following Actions:

- Finalize East Fenwick secondary plan (2020)
- Explore and implement safety and traffic calming measures (2020)
- Investigate BIA opportunities (2021)
- Complete zoning bylaw (2021)



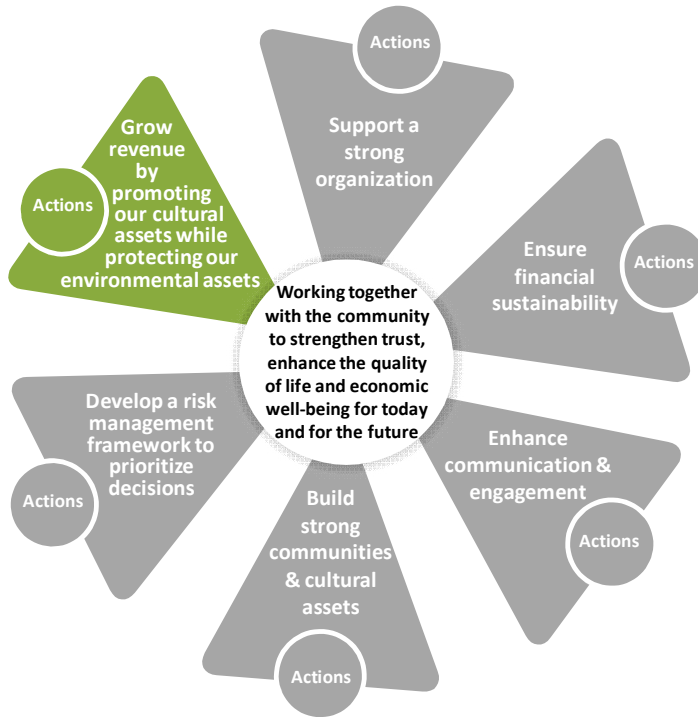
Develop a risk management framework to prioritize decisions: To achieve this Priority in 2019 we will complete the following Action:

- Develop Capital Asset Strategic Policy

In 2020 we will complete the following Actions:

- Develop and implement a Risk Management Framework
- Complete Capital Asset Management Plan

In 2021/2022 we will continue to focus on this Priority.



Grow revenue by promoting cultural assets while protecting our environmental assets: To achieve this Priority each year we will focus on the following Actions:

- Work with MCC User Group Committee and MCC Hospitality Committee to determine opportunities
- Explore additional grant opportunities

In 2019 we will complete the following Actions:

- Finalize MCC parking strategy

Over the next 2 years (2019/2020) we will complete the following Actions.

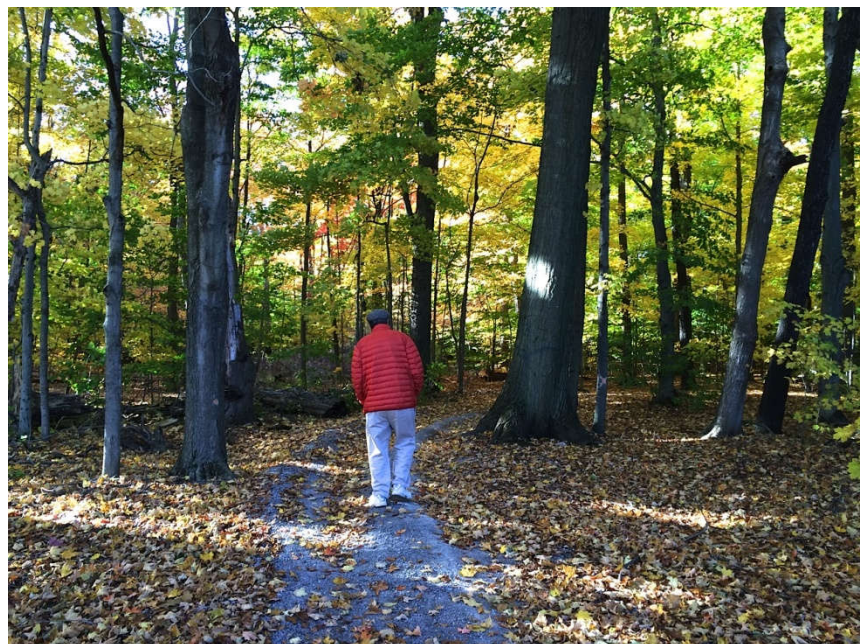
- Introduce best practices related to climate change and for the protection and preservation of environmental assets
- Educate and create community awareness in regards to importance of environmental assets and climate change impacts

In 2021/22 we will continue to focus on this Priority.

We will measure our performance annually and report our accomplishments.

Each year we will take the time to review our Strategic Plan, make any required adjustments and determine how successful we were with our Actions.

We will provide an update on our accomplishments, any areas we need to improve on and also provide a list of Actions to be completed in the following year.

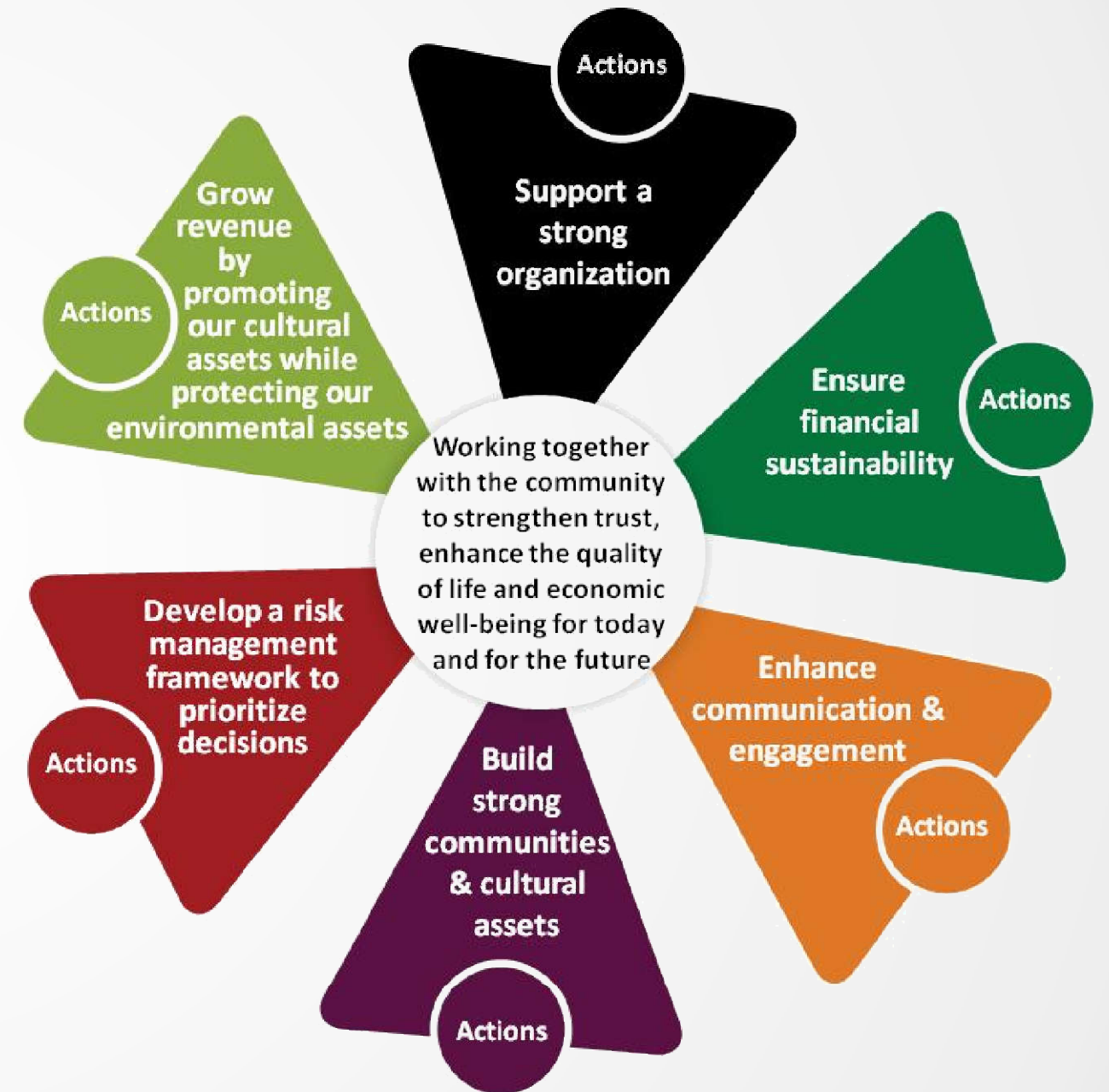


We hold a strong commitment to improving daily life of our community and the future of the Town of Pelham. We will make a positive difference. We have dedicated time and thoughtfulness to set the Vision, Priorities and Actions for the next four years. These elements represent our 2019-2022 Strategic Plan. We have set our critical path and we are committed to success.

Values



Priorities



Our Commitment

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We demonstrate leadership and commitment through our values

Transparency

Honesty

Caring

Respect

Trustworthiness

Team Work

- Work with MCC User Group Committee and MCC Hospitality Committee to determine opportunities (each year)
- Explore additional grant opportunities (each year)
- Finalize MCC parking strategy (2019)

- Introduce best practices related to climate change and for the protection and preservation of environmental assets (2019/2020)
- Educate and create community awareness in regards to importance of environmental assets and climate change impacts (2019/2020)

- Continue to process improve for efficiency and effectiveness (each year)
- Focus on enhancing staff cross departmental communication and team building (each year)
- Renew and enhance Public Service Request system (PSR) (2019)
- Develop a succession plan for staff (2020)
- Review performance management program and staff recognition program (2020)

- Develop Capital Asset Strategic Policy (2019)
- Develop and implement a Risk Management Framework (2020)
- Complete Capital Asset Management Plan (2020)

- Support Service Clubs (each year)
- Enhance opportunities for volunteers (each year)
- Promote Town events (each year)
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Working together with the community to strengthen trust, enhance the quality of life and economic well-being for today and for the future

Grow revenue by promoting our cultural assets while protecting our environmental assets

Actions

Support a strong organization

Actions

Ensure financial sustainability

Actions

- Update Reserves Policy (2019)
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Develop a risk management framework to prioritize decisions

Actions

Build strong communities & cultural assets

Actions

- Finalize East Fenwick secondary plan (2020)
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Enhance communication & engagement

Actions

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- In 2021/22 we will continue to measure the customer experience