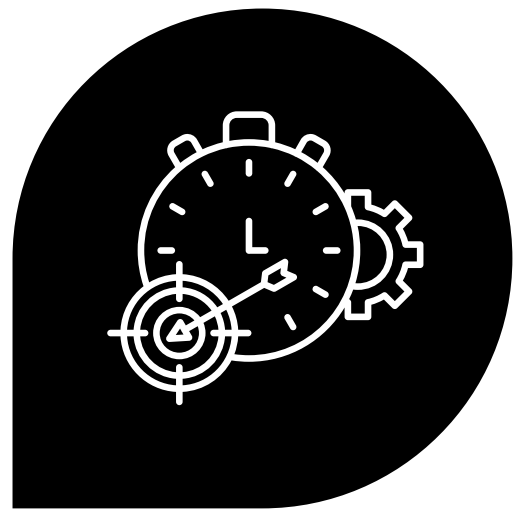


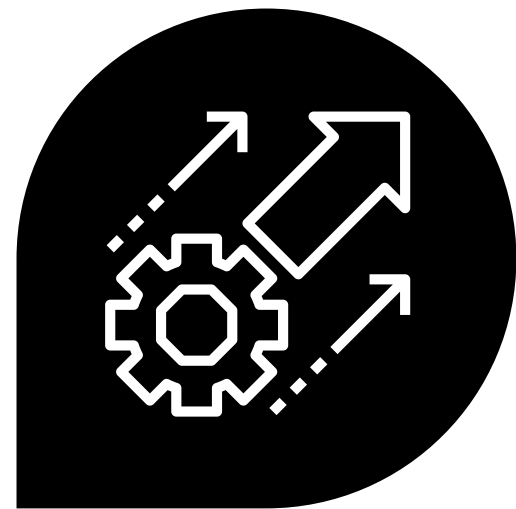
# Town of Pelham Strategic Plan 2025 Update



# Strategic Plan Update

The Council and staff of the Corporation of the Town of Pelham are proud to present the 2025 update to the Strategic Plan, a guiding document for the municipal corporation.

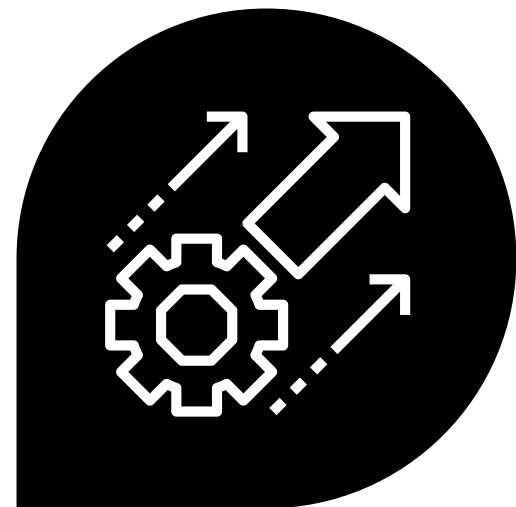
This plan update will guide the decision-making and the work to be done within Pelham. The plan will allow the community to measure performance each year.



# Message from the Mayor

Community leaders came together to review and update the strategic direction for the place we call home. Council members reviewed the action items that have been the focus of the past two years and reviewed the desires of residents, while staff provided technical data updates, which were combined to update the strategic plan.

Strategic goals and priorities were updated for the coming years. Council and staff will continue to be accountable for implementing this updated plan, which provides purposeful actions aligned with the vision and mission for Pelham.



**This plan continues to be ambitious yet achievable and reflects what the community has shared about their hopes, needs and aspirations for Pelham.**

# 2023-2027 Council

The Town of Pelham Council consists of seven members serving a four-year term. The Mayor is elected Town-wide, and six councillors are elected from three wards across the Town.



**Mayor**  
Marvin Junkin



**Ward One Councillor**  
Kevin Ker



**Ward Two Councillor**  
Brian Eckhardt



**Ward Three Councillor**  
Bob Hildebrandt



**Ward One Councillor**  
Wayne Olson



**Ward Two Councillor**  
John Wink



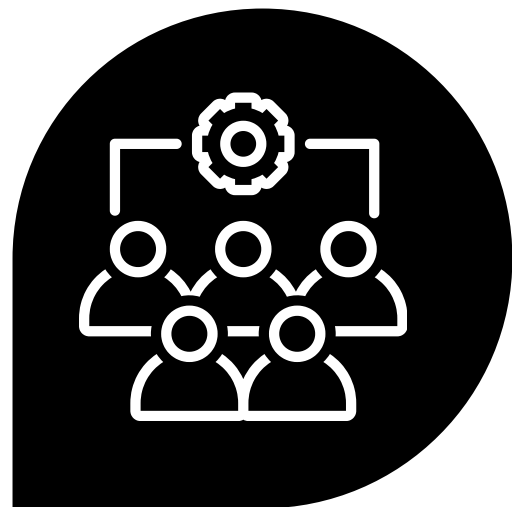
**Ward Three Councillor**  
Shellee Niznik



# Senior Leadership

The Chief Administrative Officer and Directors are responsible for implementing the direction set out by Council, including the provision of high-quality community-focused services and overall leadership to the organization.

The Senior Leadership Team is responsible for implementing the goals and objectives outlined in the Strategic Plan.



**David Cribbs**  
Chief Administrative  
Officer (CAO)



**Teresa Quinlin-Murphy**  
Director, Corporate Services  
and Treasurer



**Jennifer Stirton**  
Town Solicitor



**Pam Duesling**  
Director, Community Planning  
and Development



**Vickie vanRavenswaay**  
Director, Recreation, Culture,  
and Wellness



**Bob Lymburner**  
Fire Chief and Director of  
By-law Services



**Sarah Leach**  
Acting Town Clerk



**Jason Marr**  
Director, Public Works



# Mission

Pelham – a caring,  
active and sustainable  
community.



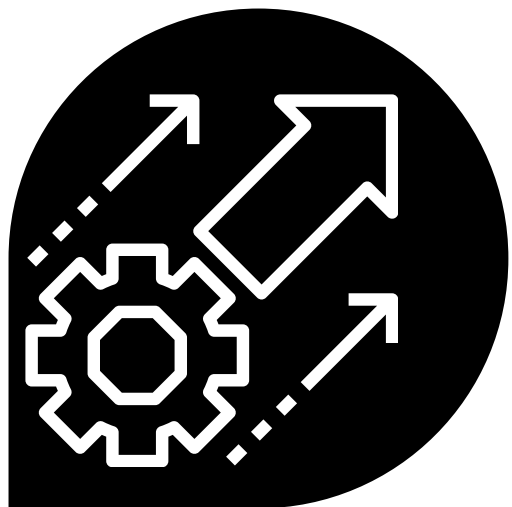
# Vision

Pelham promotes an  
exceptional quality of life  
and values its people, their  
experiences and the  
environment.



# Values

Collaborative  
Inclusivity  
Integrity  
Respectful  
Resilient



# Strategic Focus Areas

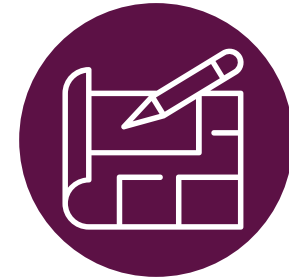
Together, the Strategic Priorities provide areas of emphasis designed to help achieve the vision.

- **Enhancing Capacity & Future Readiness**
- **Financial Health**
- **Environmental & Climate Adaptation**
- **Community Development & Growth**
- **Infrastructure Investment & Renewal**



**Each priority contains an updated list of action items which are specific tasks to advance the areas of strategic focus.**

# 2023 to 2025 Completed or Substantially Completed Action Items



East Fenwick  
Secondary Plan



Environmental and/or  
Climate Change  
Advisory Committee



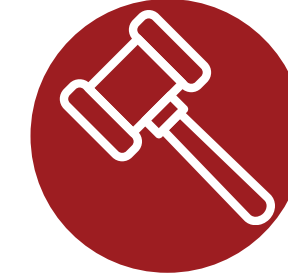
MCC Staff &  
Resource Reporting



Strategic use of  
Town Lands



Policy & Operations  
re: Stormwater  
Management Ponds



Municipal  
Governance Model



Insurance Review



Eco/Energy Building  
Standards Report



Recreation & Culture  
Master Plan



Formal Debt Targets &  
Discussion of Financial  
Positioning



Electric Vehicle Fleet &  
Charging Stations



Update Code  
of Conduct



Evolution of Fire Fleet  
(Heavy Rescue)



Net Zero Facilities  
Report

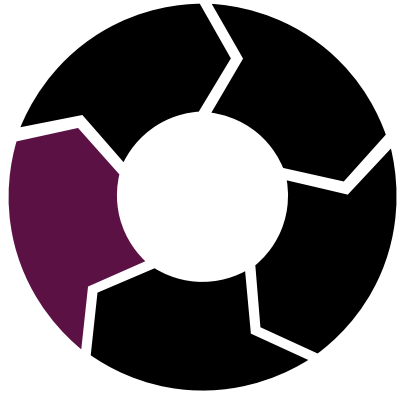


Parking Technology

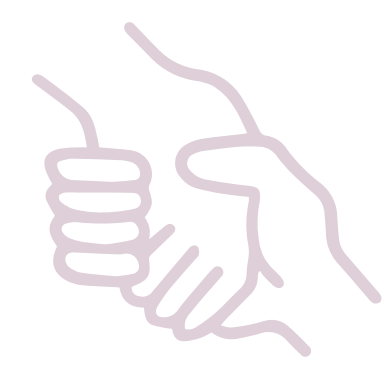


New System for  
Special Events

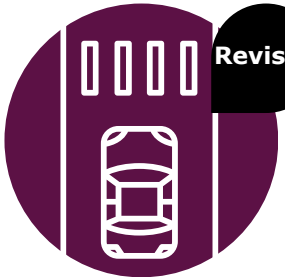




# Community Development & Growth



## Action items to accomplish include:



Revised

Community Safety Zones & Automatic Speed Enforcement



South Fonthill Secondary Plans



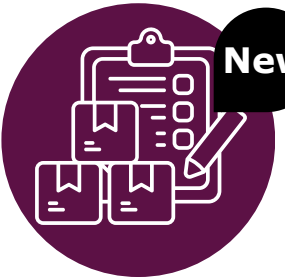
New

Creation of Tourism Strategy



New

Traffic & Streets By-law



New

Heritage Building Inventory & Heritage Policy



Revised

Trail & Park Development



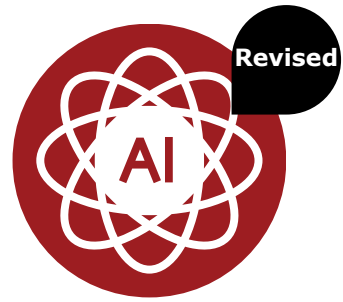
Official Plan





# Enhancing Capacity & Future Readiness

Action items to accomplish include:



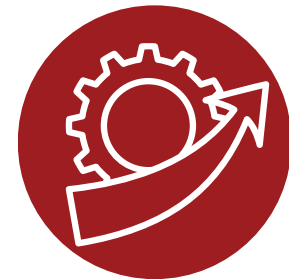
AI Integration



Municipal Elections Model



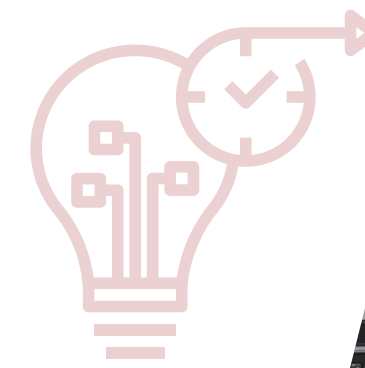
Assess IT infrastructure



Technology Review for Road Operations & Water Department



Indigenous Recognition and Collaboration





# Environmental & Climate Adaptation

Action items to accomplish include:



Beautification in Pelham



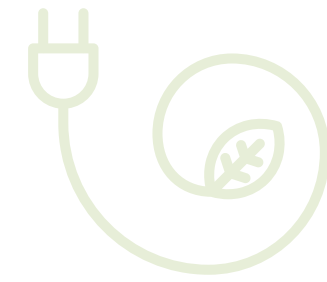
Stormwater Management Standards



Improved Recycling at Municipal Events



Tree Canopy & Reforestation



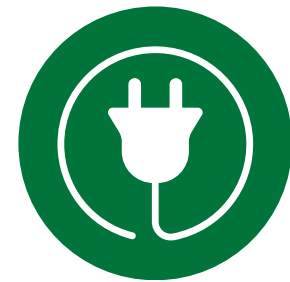


# Financial Health

Action items to accomplish include:



Airport Governance



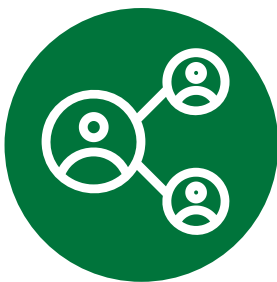
Future of Investment in Hydro



Explore Municipal Accommodation Tax



Review Community Grant System



Explore Shared Service Model with municipal partners





# Infrastructure Investment & Renewal

Action items to accomplish include:



Facilities Master Plan



Fire Station #1  
Refurbish/Expansion



New

Future of the Fenwick  
Model Railroad Building



Future of Fonthill  
Library Branch



Revised Engineering  
Standards



Roads Standards  
Recycle/Innovation



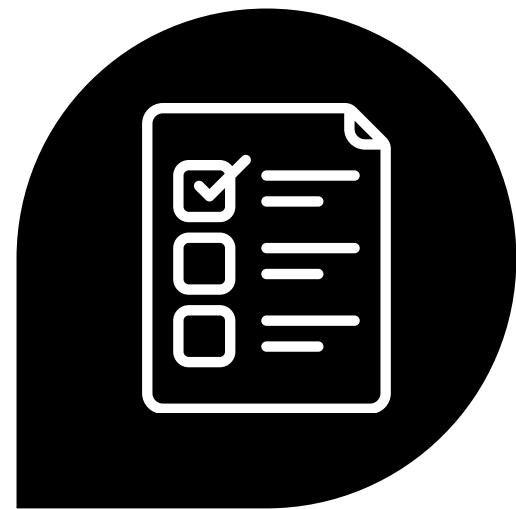
Tice Road Expansion/  
Reno/Relocation



# Stay Connected

Learn more about the strategic priorities and action items completed and in progress by the Town of Pelham.

Stay up-to-date on the activities and progress over the next four years through the engaging Pelham platform and Town website.



**[pelham.ca/strategicplan](https://pelham.ca/strategicplan)**

**Inquires related to this plan and requests for alternate formats can be directed to:**

The Corporation of the Town of Pelham  
Town of Pelham, Municipal Building  
P.O. Box 400, 20 Pelham Town Square  
Fonthill, Ontario  
LOS 1E0