



# The Town of *Pelham*

*Strategic Plan 2011*

*A vibrant,  
creative  
and caring  
community*



## A Message from Mayor Dave

On behalf of Council of the Town of Pelham, I am proud to present the Town's 2011 Strategic Plan.

From breathtaking vistas, to babbling brooks, to plentiful orchards and rich agricultural soil, Pelham enjoys a refreshingly natural and rural character. From the historic villages of Effingham, Fenwick, Fonthill, Ridgeville, and North Pelham, the Town of Pelham remains grounded with a distinctive, small-town feel.

Throughout this Strategic Plan you will find ways in which Council plans to preserve our unique urban and rural blend while inspiring Pelham to become the most vibrant, creative, and caring community in Niagara.

I look forward to working with Council, staff and you to advance this Plan and continue to improve our Town.

Sincerely yours,



Dave Augustyn  
Mayor



## TOWN OF PELHAM COUNCIL



(Back row from left to right)

Mayor Dave Augustyn, Richard Rybiak, Peter Papp

(Front row from left to right)

Catherine King, Larry Clark, John Durley, Gary Accursi







## *Preserving our Heritage.....*

## *Cultivating our Future*

In February 2011 the newly elected Council and senior staff continued their strategic focus toward the vision for Pelham by engaging in a full day strategic planning session. Council members had the opportunity to bring forward the desires of the constituents that they heard during the municipal election campaign. It was an opportunity to bring the voice of the community to the plan.

They began the session by redefining the mission and vision for the Town. This process ignited a new found passion and excitement for the future and revealed a united bond and strength moving forward.

Six key strategic themes were identified as the prevailing priorities for the coming years:

- **An Open, Welcoming and Inviting Community**
- **A Connected Community**
- **Balanced Growth**
- **An Engaged and Integrated Community**
- **A Self-Sustaining Community**
- **Environmental Responsibility**

From these themes, a set of outcomes were established to ensure the journey to the vision could be measured. Strategies were then developed to achieve the outcomes. Staff and Council will be accountable for implementing the plan which provides purposeful actions that will move us to our new vision.



## *Preserving our Heritage....*

The Town of Pelham has a rich urban landscape that is cherished by the people and nurtured by the Town. What began as small villages many years ago is now a mosaic landscape of prosperous residential and agricultural communities. The rural landscape that boasts tender fruit trees, rich soil cultivated for fresh local produce, lush forests, natural trails, winding creeks and streams and wildlife that thrive in this rich protected environment is complemented by balanced urban growth.

The development over years has been carefully planned to protect natural systems, maintain the rural pattern and protect the rural landscape. The quality of life that Pelham is known for is maintained and enhanced while preserving the distinct characteristics.

As we carry out our strategic plan we will ensure that we have balanced growth to preserve our heritage and maintain our unique blend of urban and rural life.





# *Mission*

Serving and enhancing our unique blend of  
urban and rural lifestyles

## **Council and staff are here to serve.....**

The Town of Pelham's mandate as a municipal government is to offer an array of services that protect, enhance and sustain our community. Council and staff work together to serve the community.

The community can count on us to help with municipal services, community programs, communication with Council and other inquiries about the Town and its activities and services. The Town staff provides exceptional customer service and guides people to the help they need.

We'll ensure that the community is a safe place to live, work and play. We are the guardians of the community infrastructure and maintain the community assets in which we all take pride. We embrace the community as a whole and work together to keep it vibrant and prosperous.

We are here to serve our community and enhance our unique blend of urban and rural lifestyles.





## *Principles and Values*

We treat everyone with respect, dignity, honesty and courtesy.

Effectively communicating strengthens and connects us.

We interact with the highest level of professionalism.

We work as a team to attain our vision.

We are innovative in a creative and continuous learning environment.



# *Vision*

The most vibrant, creative and caring  
community in Niagara

## *Cultivating our Future.....*

The Town of Pelham is one of 12 lower-tier municipalities in the Niagara Region. What distinguishes Pelham from others is the unique blend of urban and rural landscapes, the vibrancy and connectedness of our small Town and the unique character of the villages that residents, businesses and organizations call home.

Our vision inspires innovation through creativity. The spirit of the community is alive, vibrant and radiates with energy. Our vision embraces citizenship and people bring vitality to the Town. We are the most desirable, picturesque community where villages connect and businesses thrive.

Our vision will guide our decisions and keep us focused on what is important to the prosperity and distinctiveness of our culture. Our outcomes and strategies flow from our mission and vision.

***We invite you to join us in our quest for a vibrant,  
creative and caring community.***

# An Open, Welcoming and Inviting Community

## Outcome

### Resources to Welcome New Residents and Businesses

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#### S T R A T E G I E S

- Develop information package for new residents and businesses
- Ensure website is welcoming and provides valuable information
- Develop a comprehensive promotion package as part of marketing strategy

## Outcome

### Exceptional Customer Service

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#### S T R A T E G I E S

- Provide ongoing customer service training for staff
- Ensure timely and appropriate responses to all inquiries
- Revisit, update and integrate customer service policy/model
- Offer staff cross-training opportunities
- Conduct customer satisfaction surveys to measure results
- Celebrate outstanding staff performance

## Outcome

### A Process to Engage

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#### S T R A T E G I E S

- Partner with service organizations for festivals and events
- Develop physician recruitment strategy, policies and information package
- Develop welcome packages in partnership with local business
- Create a comprehensive marketing program developed with stakeholders
- Engage community in overall vision for Pelham

## Outcome

### Stronger Corporate Branding

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#### S T R A T E G I E S

- Develop corporate branding strategy that is recognizable and embraces our mission and vision
- Connect corporate brand with signature events
- Ensure consistent signage and brand messaging





# A Connected Community

## Outcome

### An Enhanced “Walkable Community” Initiative

#### STRATEGIES

- Continue to enhance and promote the walkable community
- Fund appropriately
- Ensure new developments include walkable elements
- Target other types of funding to ensure long-term development and implementation
- Enhance partnership with neighbouring communities



## Outcome

### Stronger Technology Implementation

#### STRATEGIES

- Use new methods of electronic and other forms of communication
- Computerize Council Chambers
- Use more extensive technological protocols



## Outcome

### Planning for Facilities & Structures

#### STRATEGIES

- Continue to develop sustainability programs for Town's infrastructure
- Finalize and implement facilities committee reports
- Identify land acquisition for future development

## Outcome

### Enhanced Transportation Opportunities

#### STRATEGIES

- Develop and implement new wayfinding signage
- Improve traffic patterns throughout the Town
- Expand the Niagara Inter-Municipal Specialized Transit System into Pelham
- Consider the involvement of private sector to deliver intra/inter municipal transit
- Investigate bike routes and facilities when developing projects



## Outcome

### Integration with Neighbouring Communities

#### STRATEGIES

- Create initiative to expand the Greater Niagara Circle Route
- Partner with neighbouring communities for use of Town facilities
- Develop and share technology platforms with neighbouring communities relating to promotion and education
- Continue to share where common areas of interest exist

# Balanced Growth

## Outcome

### Balanced Growth in Official Plan

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#### S T R A T E G I E S

- Finalize the Official Plan and re-evaluate as required
- Implement policies that phase growth
- Ensure zoning by-laws are relevant and consistent with the Official Plan



## Outcome

### Staying True to Our Vision

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#### S T R A T E G I E S

- Ensure that the vision is the guiding principle for implementation
- Ensure that Council's decisions mirror the vision and mission
- Ensure by-laws are current and reflect best practices
- Maintain balance for activities and ensure that events meet the needs of the growth in residential base



## Outcome

### Planning and Accommodating for Growth

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#### S T R A T E G I E S

- Support and assess the impact of the Official Plan
- Find opportunities in the new Provincial Policy structure to enhance creative and sustainable growth
- Initiate and complete secondary plans
- Encourage and promote new business to complement existing business
- Ensure urban design guidelines are consistent within defined areas



## Outcome

### Protecting Resources and Encouraging Diversity

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#### S T R A T E G I E S

- Support and enhance the community by continuing to fund the Community Improvement Plan and downtown revitalization throughout the Town
- Stage the incremental phases of the Official Plan to ensure diversified development
- Work with Pelham Business Association, Chamber of Commerce, Niagara Economic Development Corporation and other organizations to increase private sector development
- Support growth of the Niagara Central Airport
- Lobby to create value added enhancements available to farmgate community



# An Engaged and Integrated Community

## Outcome

### Opportunities for the Community to Interact

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#### S T R A T E G I E S

- Engage community in strategic planning process
- Hold open houses for all major projects
- Encourage more use of the Town's website, Facebook, etc.
- Implement a community satisfaction survey
- Continue budget consultation
- Establish Advisory Committees
- Encourage informal "friends of" committees
- Develop regular meet and greet information sessions at Town Hall



## Outcome

### Welcoming New Ideas within the Community

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#### S T R A T E G I E S

- Develop an online suggestion box
- Consider stakeholder ideas (i.e. sports and service organizations, churches, etc.)
- Better utilize community expertise in volunteer opportunities



## Outcome

### Encouraging and Celebrating Volunteerism

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#### S T R A T E G I E S

- Continue and enhance volunteer appreciation activities
- Encourage civic volunteerism
- Coordinate efforts with all stakeholder groups

## Outcome

### Enhancing Community Events

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#### S T R A T E G I E S

- Seek out new signature festivals
- Celebrate successes
- Promote and enhance our community events more extensively



# A Self-Sustaining Community

## Outcome

### Ensuring Best Practices are used as the Basis for all Decisions

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#### S T R A T E G I E S

- Create an economic development plan that is relevant and resourceful
- Examine work processes to ensure they are being performed in the most efficient and effective manner
- Continue to perform an external scan of internal best practices and adjust as necessary
- Review corporate policies and ensure they support sustainability
- Develop a “report card” to measure how we are doing
- Develop a model for corporate best practices
- Create internal policy and procedure manuals



## Outcome

### Maintaining Service Levels while Ensuring Affordability

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#### S T R A T E G I E S

- Establish measurable service level standards that are relevant and affordable
- Review town-wide services to ensure needs are being met

## Outcome

### Aligning Short Term Needs with Long Term Goals

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#### S T R A T E G I E S

- Review and/or develop comprehensive infrastructure replacement protocols
- Ensure investment strategies align to achieve long term goals (physical infrastructure, human resources)
- Develop financial model to ensure longer term objectives are in line with overall organization objectives
- Incorporate financial forecasting in operating budget
- Continue to use life cycle costs for all facilities

## Outcome

### New Partnership Opportunities

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#### S T R A T E G I E S

- Work as a team, internally and externally, to achieve goals
- Economies of scale – work with other municipalities and sectors to explore sharing opportunities
- Develop protocols/models and explore public/private partnerships
- Advertise facility availability in neighbouring municipalities

## Outcome

### Visioning for Town Facilities and Infrastructure

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#### S T R A T E G I E S

- Complete a protocol for strategies that address the ultimate needs of facilities and infrastructure
- Use fixed asset model to determine maintenance/replacement of the Town’s infrastructure
- Set 20 year goals
- Develop 10 year capital plan
- Identify realistic goals and funding



# Environmental Responsibility

## Outcome

### An Environmental Plan

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#### STRATEGIES

- Develop a policy and procedure manual for recycling methods
- Implement plan through education and training
- Ensure equipment is maintained for maximum energy efficiency
- Actively maintain tree replacement plans – for every one removed two are planted

## Outcome

### New Green Energy Opportunities

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#### STRATEGIES

- Complete and implement an energy audit of Town facilities
- Investigate and assess green power alternatives
- Investigate standards and protocols for new development
- Implement a suitable and relevant local environmental pilot project

## Outcome

### Reduce Consumables

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#### STRATEGIES

- Review internal work processes to find efficiencies
- Investigate water bottle filling stations and fountains
- Encourage paper reduction by implementing paperless systems
- Educate and communicate waste management initiatives

## Outcome

### A “Greener” Community

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#### STRATEGIES

- Create initiatives to reduce carbon footprint
- Place recycle containers in parks and facilities
- Encourage walking
- Create an environmental award
- Implement the Fonthill Storm Water Management Master Plan
- Develop and adopt a Charter of Rights embracing our accountability to the environment

## Outcome

### Engaging the Entire Community

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#### STRATEGIES

- Increase public awareness of various environmentally friendly initiatives
- Encourage and promote environmentally friendly use of resources for all ages
- Promote youth involvement with senior residents not familiar with green actions
- Enhance participation in Communities In Bloom activities





## *The Journey from Planning to Implementation*

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The success of every good plan is the accountability for seeing it through. A Strategic Plan is a living document that is at the forefront of every conversation, every decision and every action taken to achieve the vision.

Our commitment to implementation:

### ***Involve the Community***

The Town will engage citizens in the strategic planning process to encourage additional input, ideas and actions.

### ***Develop a Business Plan***

Staff will create a Business Plan that will identify timelines and accountabilities for the strategies.

### ***Communicate Progress***

Council and staff are committed to ensuring the outcomes in the Strategic Plan are achieved. An annual review will be completed and a progress report will be presented to Council and communicated to the community.

Our Strategic Plan is the map that will take us from where we are to where we want to be. It encompasses the level of detail that will ensure we are achieving the milestones that we set out to accomplish. It is focused, clear and action oriented leading the way to the future we envision.

Council and staff are committed to the plan, to the collaboration and partnerships needed to make it happen and to the accountability to the community for the outcomes.

***The Town of Pelham will be the most vibrant, creative  
and caring community in Niagara.***