



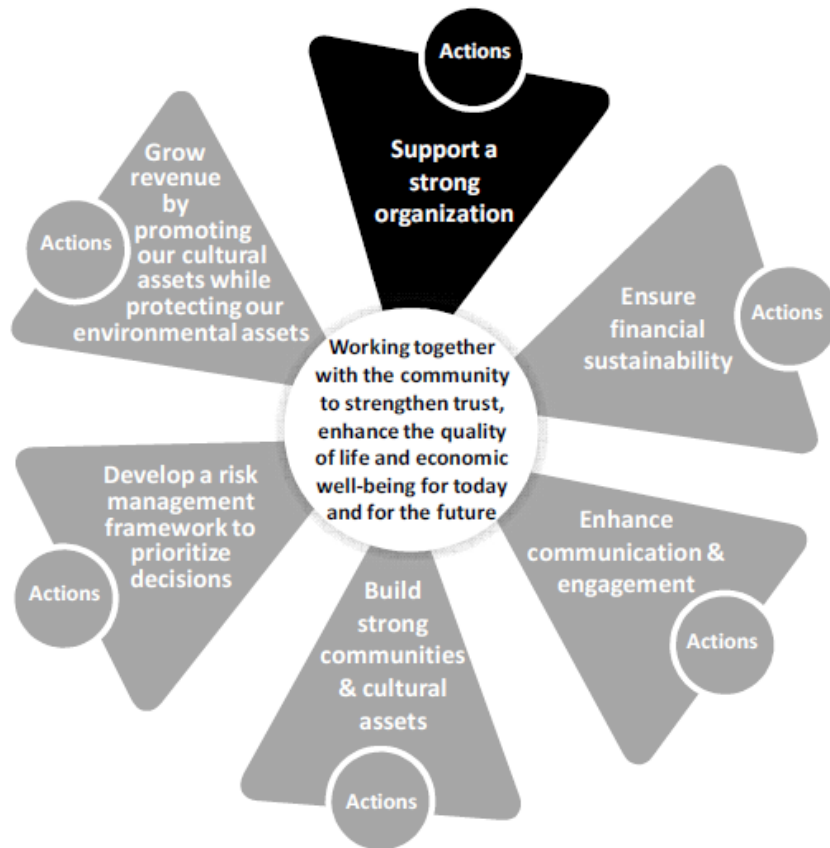
Town of Pelham Revised Strategic Plan 2020-2022

Introduction

In February of 2020, Council underwent a comprehensive review of the 2019–2022 Strategic Plan. In conjunction with the Town’s Senior Leadership Team, the actions presented in 2019 have been revised to reflect new issues and priorities. The revised Strategic Plan guides Council’s decision making, focus, and allows the Town to accurately measure its performance and report its results to the community.

The revised plan highlights Council’s commitment to address the needs of the community in the short- and long-term future. As a growing community, Pelham face challenges unique to those who live here; how Council addresses these challenges will shape our community.

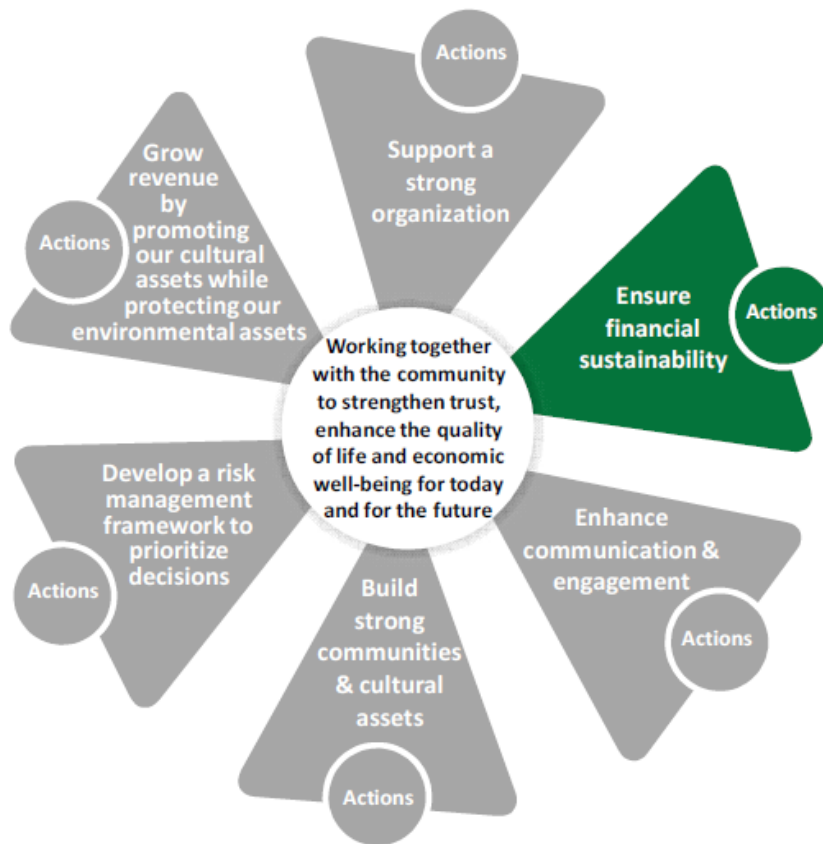




Support a strong organization: to achieve this priority, we will focus on the following actions:

- Develop a Delegation of Authority By-law
- Develop a Succession Plan
- Negotiate a Collective Agreement
- By-law Upgrades and Introductions
- Update the Procedural By-law
- Develop a performance management, recognition and compensation program for staff

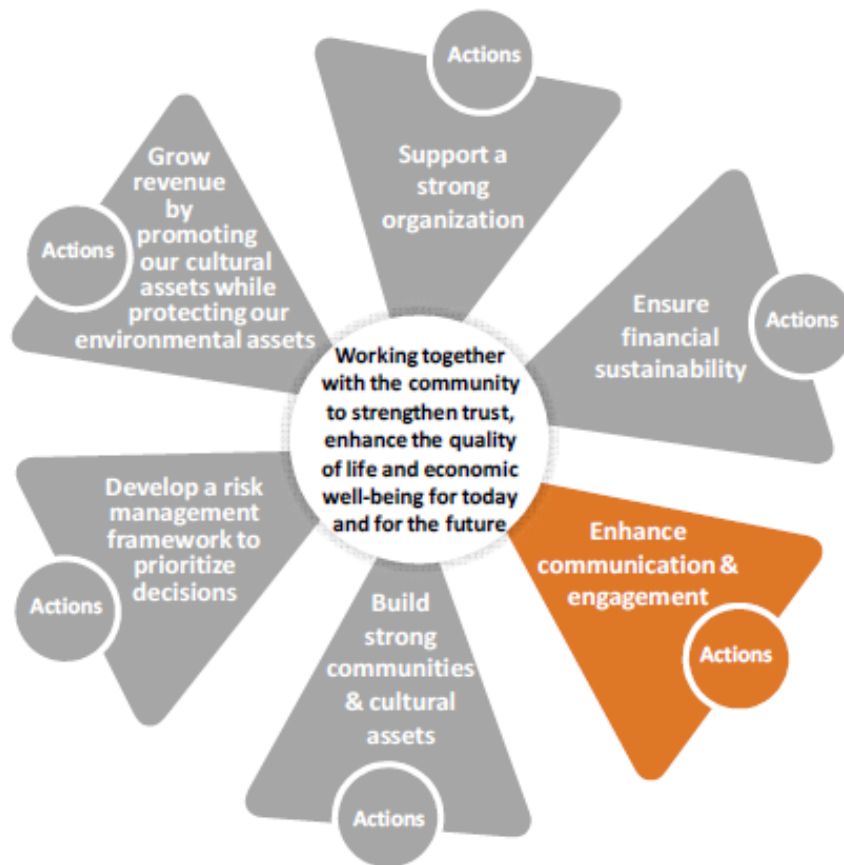
Actions are in no ranked order.



Ensure financial sustainability: to achieve this priority, we will focus on the following actions:

- Develop a Capital Asset Management Plan
- Explore joint initiatives: Purchasing, building inspection drainage, legal
- Finalize East Fenwick Secondary Plan
- Increase grant applications
- Update Purchasing Policy & issue joint RFP's/ Cultural and operating changes in purchasing and procurement

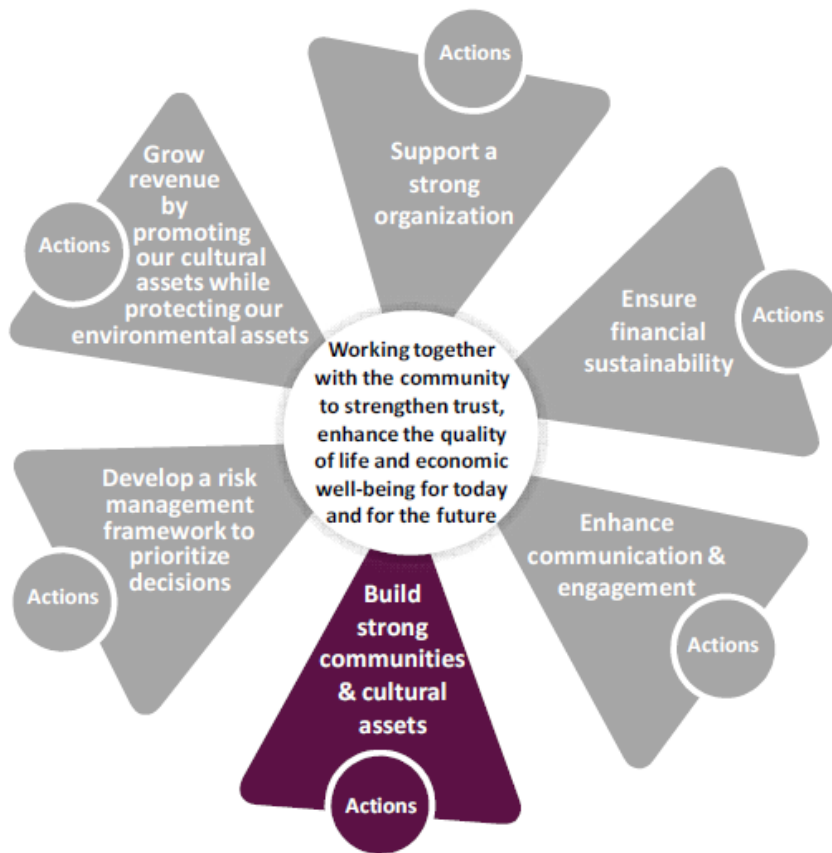
Actions are in no ranked order.



Enhance communication and engagement: to achieve this priority, we will focus on the following actions:

- Implement voice activation for customer service
- Introduce mass notification system
- Renew and enhance Public Service Request (PSR) system
- Develop a proactive communication protocol
- Develop a By-law Enforcement Policy

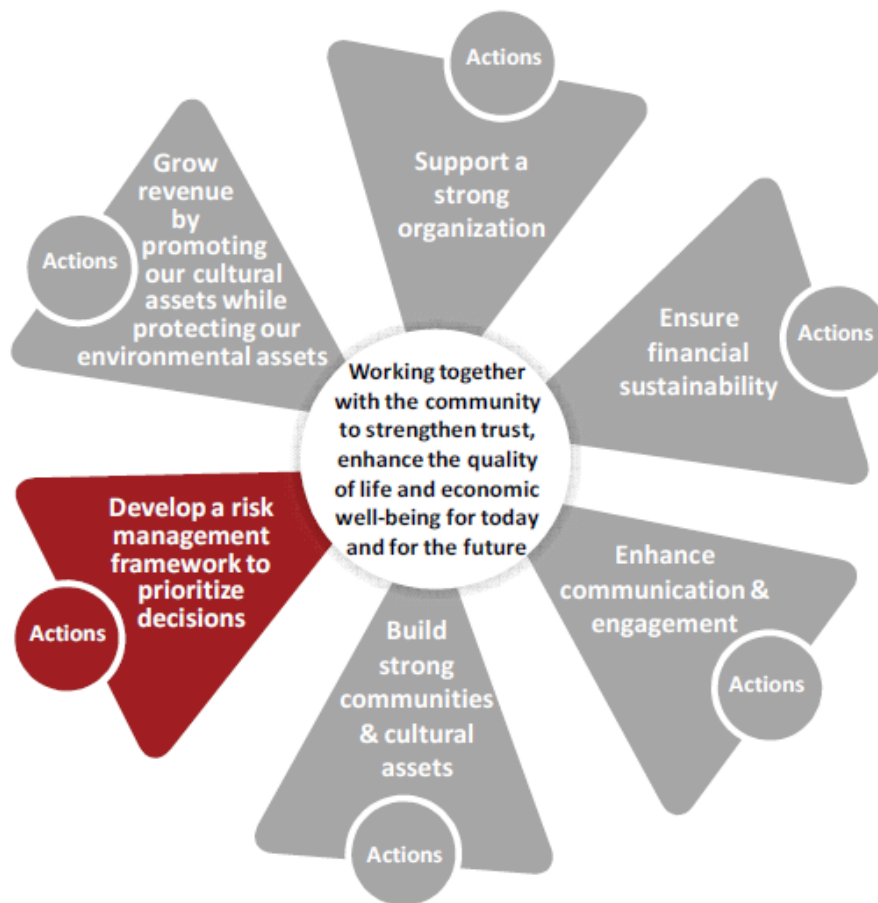
Actions are in no ranked order.



Build strong communities and cultural assets: to achieve this priority, we will focus on the following actions:

- Implement traffic safety and calming measures
- Develop a Heritage Advisory Committee
- Update Zoning By-law
- Develop a Short-Term Rental Policy
- Create By-laws for Cannabis
- Determine the future of Library
- Develop parking initiatives and Master Plan
 - Finalize MCC Parking Strategy

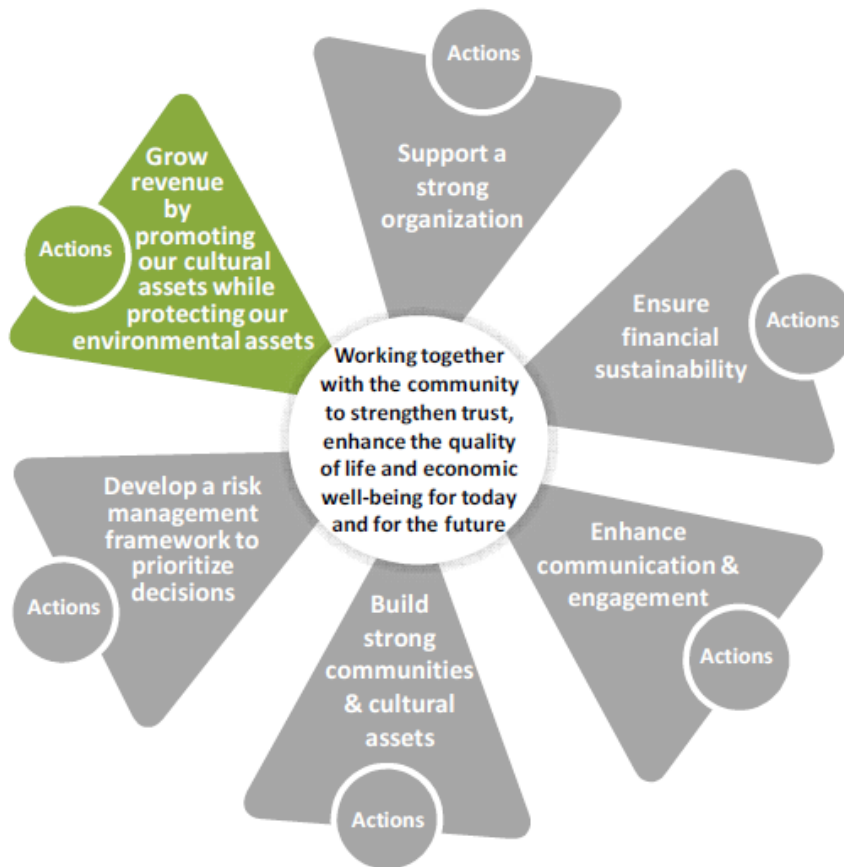
Actions are in no ranked order.



Develop a risk management framework to prioritize decisions: to achieve this priority, we will focus on the following actions:

- Develop a Risk Management Framework
- Develop a Whistleblower Protection Policy
- Review and possibly expand the Administrative Monetary Penalty System (AMPS)

Actions are in no ranked order.



Grow revenue by promoting our cultural assets while protecting our environmental assets: to achieve this priority, we will focus on the following actions:

- Develop an Invasive Species Policy and Plan
- Determine the future of Pelham Transit
- Update the Sign By-law
- Introduce climate change best practice and community education

Actions are in no ranked order.

2020-2022 Strategic Plan Prioritization

1 - 5	6 - 10	11 - 15	16 - 20	21 - 25	26 - 30
Update Zoning By-law	Determine the future of the library	Develop a Succession Plan	Review and possibly expand the AMPs system	Implement traffic safety and calming measures	Finalize East Fenwick Secondary Plan
Develop Short-Term Rental Policy	Renew and enhance PSR system	Develop a Heritage Advisory committee	Update Purchasing Policy; Changes re Purchasing/ Procurement	Introduce climate change best practice and community education	By-law upgrades and introductions
Negotiate a Collective Agreement	Develop a proactive communication protocol	Develop a Whistleblower Protection Policy	Explore joint initiatives – Purchasing, building, drainage, legal	Develop a performance management, recognition and compensation program	Introduce mass notification system
Create By-laws for Cannabis	Develop parking initiatives and Master Plan/ Finalize MCC Parking Strategy	Develop a Capital Asset Management Plan	Update Procedural By-law	Increase grant applications	Implement voice activation for customer service

Actions are in no ranked order within each category. The categories serve to illustrate the general prioritization of each action.