



**Pelham**  
NIAGARA

# 2014 STRATEGIC PLAN





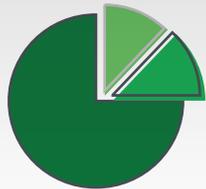
# Welcome

Welcome to the Town of Pelham's 2014 Strategic Plan - our guide to strategic decision-making.

This document entails our plan for evolving as a socially, economically, culturally and recreationally dynamic community.

For many, our thriving town is the ideal place to live, work and play. It is a caring community that embraces a rich past and creatively takes advantage of a promising future. It offers an enviable quality of life and features opportunities for students, professionals, businesses and older adults.

Better still, it is home to an engaged, enthusiastic citizenry which volunteers time and efforts to ensure the cultural prosperity and health of our scenic community is preserved and celebrated.





# 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.

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.





IMAGINE

# Cultivating Our Future

In early 2014, Town Council and Senior Staff engaged in a strategic planning session to help identify the priorities for moving Pelham forward.

Council members had the opportunity to bring forward the desires of their constituents, while staff offered practical advice about everyday operations, budgets and resources.

Five key strategic goals were identified as the prevailing priorities for the coming years:

- Promote fairness and equity
- Maintain our small-town feel while we grow
- Provide an environment for economic prosperity
- Engage residents in decision-making
- Enhance the quality of life in our Town

From these goals, a set of objectives and initiatives 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.

## The Process

Hours of thought-provoking problem solving and meaningful dialogue resulted in our strategic roadmap – our Strategic Plan.

This workable plan prioritizes our dedication to exceptional customer service, reliable service delivery and responsible financial management.

### Our Mission

**To serve and enhance our unique blend of urban and rural lifestyles**

### Our Vision

**To be the most vibrant, creative and caring community in Niagara**



# Message from Mayor & Council

On behalf of Council of the Town of Pelham, I am proud to present the Town's 2014 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

In developing our strategic goals, we adhered to the following 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.



# Our Community Vision



**Goal One**  
Promote Fairness and Equity

## OBJECTIVES

provide services and programs that are non-discriminatory

ensure fair and equitable compensation and treatment of staff

ensure people in need (regardless of age, disability, poverty) are provided with necessities

continually improve our accessibility plan

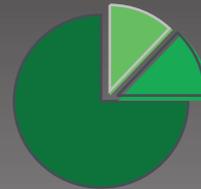


**Goal Two**  
Maintain our Small-Town Feel while we Grow

## OBJECTIVES

balance needs of growth with our existing community

promote Pelham's culture – quality of life



**Goal Three**  
Provide an Environment for Economic Prosperity

## OBJECTIVES

promote a single Pelham identity among all residents

grow residentially, agriculturally and commercially in a balanced way

continue to work with business community to ensure vitality and sustainability

attract new businesses and residents to our town



**Goal Four**  
Engage Residents in Decision-Making

## OBJECTIVES

decide and implement the right recreational and cultural services and facilities now and in the future

streamline our planning and development process to prepare for growth



**Goal Five**  
Enhance the Quality of Life in our Town

## OBJECTIVES

become an open, welcoming and inviting community

provide exceptional service to all residents and businesses

become a culturally vibrant community

promote environmental responsibility

# Town of Pelham Mission

*"To serve and enhance 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.





# Town of Pelham Vision

*"To be the most vibrant, creative and caring community in Niagara."*

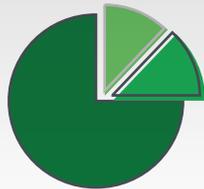
Cultivating our Future...

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.





# Goal One

## Promote Fairness and Equity





## Goal One Promote Fairness and Equity

**OBJECTIVE:  
PROVIDING SERVICES AND PROGRAMS THAT ARE NON-DISCRIMINATORY**

### INITIATIVES:

- establish measurable service level standards that are relevant and affordable
- review/refine policy to ensure new developments include walkable elements
- target other types of funding to ensure long-term development and implementation
- implement a community satisfaction survey to measure the successes of our programs to meet the needs of our residents, and continue to deliver excellent service
- lobby to create value added enhancements available to farmgate community

- implement a policy which ensures proper funding toward a “walkable” (fully accessible) community
- enhance partnerships with neighbouring communities
- develop a report card to measure how we are doing
- celebrate successes by reporting on the successful hiring practices that demonstrate inclusive consideration of all candidates





**Goal One**  
Promote Fairness and Equity

**OBJECTIVE:**  
ENSURING FAIR AND EQUITABLE COMPENSATION AND TREATMENT OF STAFF

**INITIATIVES:**

- examine work processes to ensure they are being performed in the most efficient and effective manner ongoing

- celebrate outstanding staff performance by ensuring we are offering a competitive compensation package

- celebrate outstanding staff performance by initiating the Performance Management Plan across the corporation





## Goal One Promote Fairness and Equity

**OBJECTIVE:  
ENSURING PEOPLE IN NEED (REGARDLESS OF AGE, DISABILITY, POVERTY) ARE PROVIDED WITH NECESSITIES**

### INITIATIVES:

- determine the needs of our residents
- review town-wide services to ensure needs are being met
- identify land for future development by involving Habitat for Humanity & Niagara Regional Housing in affordable housing projects in our community
- expand the Niagara Inter-Municipal Specialized Transit System in to Pelham and explore potential alternatives to publicly-funded transit

- explore the utilization of community expertise in volunteer opportunities
- continue the physician recruitment strategy to ensure we have enough physicians available to meet the needs of our residents
- identify land for future development by ensuring Planning Process promotes affordable housing in Pelham developments





**Goal One**  
Promote Fairness and Equity

**OBJECTIVE:**  
CONTINUALLY IMPROVING OUR ACCESSIBILITY PLAN TO REMOVE BARRIERS

**INITIATIVES:**

- continue to work with the Accessibility Consultant on new construction initiatives and/or new policy initiatives that affect the public

- establish advisory committees or effectively utilize the newly-formed Seniors Advisory Committee to accelerate the advancement of our Accessibility Plan to better address the needs of our citizens

- develop and share technology platforms with neighbouring communities relating to promotion and education





# Goal Two

## Maintain Our Small-Town Feel While We Grow





## Goal Two

Maintain Our Small-Town Feel While We Grow

**OBJECTIVE:  
BALANCING NEEDS OF GROWTH WITH OUR EXISTING COMMUNITY**

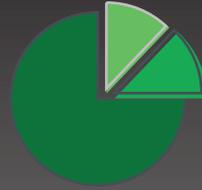
**OBJECTIVE:  
PROMOTING PELHAM'S CULTURE – QUALITY OF LIFE**

### INITIATIVES:

- resources to welcome new residents and businesses
- a process to engage
- an enhanced walkable community
- balanced growth in official plan
- planning and accommodating for growth

- protecting resources and encouraging diversity
- opportunities for the community to interact
- encouraging and celebrating volunteerism
- enhanced community events
- engaging the entire community





# Goal Three

## Provide an Environment for Economic Prosperity





## Goal Three

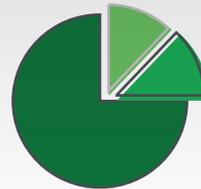
### Provide an Environment for Economic Prosperity

**OBJECTIVE:**  
**CONTINUING TO WORK WITH BUSINESS COMMUNITY TO ENSURE VITALITY AND SUSTAINABILITY**

**INITIATIVES:**

- maintain our own infrastructure without depending on outside
- continue to expand use of fixed model for maintenance and replacement of infrastructure
- keep on improving and updating our website

- develop new business welcome package
- develop way-finding signage for the public
- continue to expand use of fixed model for maintenance and replacement of infrastructure





**Goal Three**  
Provide an Environment for Economic Prosperity

**OBJECTIVE:**  
PROMOTING A SINGLE PELHAM IDENTITY AMONG ALL RESIDENTS

**INITIATIVES:**

- get everyone wanting to be part of Pelham





## Goal Three

### Provide an Environment for Economic Prosperity

**OBJECTIVE:  
GROWING RESIDENTIALLY, AGRICULTURALLY AND COMMERCIALY  
IN A BALANCED WAY**

#### **INITIATIVES:**

- bring East Fonthill Development to life
- bring East Fenwick Development to life

- conclude the required planning and engineering for East Fonthill
- determine what facilities need to be included in East Fonthill Development
- develop Secondary Plan for East Fenwick
- assume Control of the planning process for East Fenwick





**Goal Three**  
Provide an Environment for Economic Prosperity

**OBJECTIVE:**  
ATTRACTING NEW BUSINESSES AND RESIDENTS TO OUR TOWN

**INITIATIVES:**

- develop a resilient economic development strategy
- form an Economic Development Advisory Committee
- grow our tax base

- promote our community in an identifiable way externally





# Goal Four

## Engage Residents in Decision-Making





## Goal Four

### Engage Residents in Decision-Making

**OBJECTIVE:**  
**DECIDING AND IMPLEMENTING THE RIGHT RECREATIONAL AND CULTURAL SERVICES AND FACILITIES NOW AND IN THE FUTURE**

#### INITIATIVES:

- partner with service organizations for festivals and events
- connect corporate brand with signature events
- implement a policy which ensures proper funding toward a “walkable” community
- review/refine policy this fall to ensure new developments include walkable elements
- enhance partnership with neighbouring communities
- continue to enhance and promote the walkable community
- target other types of funding to ensure long-term development and implementation

- finalize and implement facilities committee reports
- investigate bike routes and facilities for development projects
- partner with neighbouring communities for use of Town facilities
- develop and share technology platforms with neighbouring communities related to promotion and education
- use new methods of electronic and other forms of communication
- set 20 year goals
- use more extensive technological protocols





**Goal Four**  
Engage Residents in Decision-Making

**OBJECTIVE:**  
**DECIDING AND IMPLEMENTING THE RIGHT RECREATIONAL AND CULTURAL SERVICES AND FACILITIES NOW AND IN THE FUTURE**

**INITIATIVES:**

- continue to share where common areas of interest exist
- maintain balance for activities and ensure that events meet the needs of the growth in residential base
- promote and enhance our community events more extensively
- celebrate successes
- seek out new signature festival
- advertise facility availability in neighbouring municipalities

- develop protocols/models and explore public/private partnerships
- identify realistic goals and funding
- complete protocol for strategies that address ultimate needs for facilities/infrastructure
- use fixed asset model for maintenance/replacement of Town's infrastructure
- ensure equipment is maintained for maximum energy efficiency
- encourage walking





## Goal Four

### Engage Residents in Decision-Making

**OBJECTIVE:**  
**STREAMLINING PLANNING AND DEVELOPMENT PROCESS TO PREPARE FOR GROWTH**

**INITIATIVES:**

- offer staff cross-training opportunities
- develop welcome packages in partnership with local business
- identify land acquisition for future development
- continue to develop sustainability programs for Town's infrastructure
- finalize the Official Plan and re-evaluate as required
- ensure zoning by-laws are relevant and consistent with the Official Plan
- implement policies that phase growth

- ensure that the vision is the guiding principle for implementation
- support and assess the impact of the Official Plan
- find opportunities in the new Provincial Policy structure to enhance creative and sustainable growth
- use new methods of electronics and other forms of communication
- set 20 year goals
- use more extensive technological protocols
- complete secondary plans





**Goal Four**  
Engage Residents in Decision-Making

**OBJECTIVE:**  
**STREAMLINING PLANNING AND DEVELOPMENT PROCESS TO PREPARE FOR GROWTH**

**INITIATIVES:**

- ensure urban design guidelines are consistent within defined areas
- stage the incremental phases of the Official Plan to ensure diversified development
- review corporate policies and ensure they support sustainability
- examine work processes to ensure they are being performed in the most efficient and effective manner
- develop a model for corporate best practices
- establish measurable service level standards that are relevant and affordable

- review internal work processes to find efficiencies
- create initiatives to reduce carbon footprint
- continue to perform an external scan of internal best practices and adjust as necessary
- implement paperless systems
- investigate standards and protocols for new development
- continue to perform an external scan of internal best practices and adjust as necessary





# Goal Five

## Enhance the Quality of Life in our Town





## Goal Five

Enhance the Quality of Life in our Town

**OBJECTIVE:**  
**BECOMING AN OPEN, WELCOMING AND INVITING COMMUNITY**

**INITIATIVES:**

- become a more walkable, cycle friendly, “active transportation” focused community
- link Pelham’s trails to neighbouring communities
  - enhance partnerships with neighbouring communities for trails and sidewalks
- fund the construction and maintenance of sidewalks, trails, etc.
  - target other types of funding to ensure long-term development and implementation
  - implement a policy which ensures proper funding towards a walkable community

- identify sidewalks/trails etc. that are currently “lacking”
  - implement a policy which ensures proper funding towards a walkable community
- review/refine policy to ensure new developments include walkable elements
  - create an active transportation master plan for sidewalks, trails, etc.





## Goal Five

### Enhance the Quality of Life in our Town

**OBJECTIVE:**  
**PROVIDING EXCEPTIONAL SERVICE TO ALL RESIDENTS AND BUSINESSES**

**INITIATIVES:**

- maintain and enhance service levels while easing affordability
- provide better/enhance transportation opportunities
  - implement a vehicle transportation master plan
    - develop a transportation master plan including transit, signage, traffic patterns
    - fund and prioritize the recommendation in transportation master plan
- continue to train staff to provide exceptional customer service
  - offer staff cross-training opportunities
  - celebrate" outstanding staff performance
    - develop a customer service "celebration" program
  - create a customer service guide book for staff training
    - revisit, update and integrate customer service policy/model
  - conduct customer satisfaction surveys to measure results
  - track and measure our response times





## Goal Five

### Enhance the Quality of Life in our Town

**OBJECTIVE:**  
**PROVIDING EXCEPTIONAL SERVICE TO ALL RESIDENTS AND BUSINESSES**

**INITIATIVES:**

- ensure policies, procedures and by-laws are current and reflect best practices, vision and mission
  - continue to review and update procedures based on policies
    - perform an “external scan” of by-laws, policies, procedures
    - how might Council continue to review Town policies and by-laws
  - develop a “report card” to measure how we are doing
- ensure policies and by-laws are current and reflect best practices
- keep on improving and updating all systems and facilities
  - decide and implement the recreation & culture services and facilities now and into future
  - get all the information needed to make a decision regarding recreation and culture
- follow program to sustain/maintain recreation & culture facilities
  - get the business case and gauge public support
- continue to develop sustainable programs for the Town’s facilities
- track and measure our response times





## Goal Five

Enhance the Quality of Life in our Town

**OBJECTIVE:  
BECOMING A CULTURALLY VIBRANT COMMUNITY**

### INITIATIVES:

- continue to improve and “grow” community events
- partner with service organizations for festivals and events





## Goal Five

Enhance the Quality of Life in our Town

**OBJECTIVE:  
PROMOTING ENVIRONMENTAL RESPONSIBILITY**

### INITIATIVES:

- get “green” facilities and equipment (eg. implement energy audits, solar power, new development)
  - investigate and implement water bottle filling stations
- develop policies to ensure protection of the Area of Natural & Scientific Interest (ANSI)
- continue to actively maintain and replace trees



# From Planning to Implementation

The success of the Town's plan is our accountability for seeing it through. This Strategic Plan has been a living document that is at the forefront of every conversation, every decision and every action taken to achieve the vision. Town council and staff have embraced the vision with enthusiasm and made it the driving force behind our accomplishments.

## **Involve the Community**

The Town has engaged citizens in the strategic planning process to encourage additional input, ideas and actions and will continue with this engagement as we work to achieve our remaining outcomes.

## **Develop a Business Plan**

Our annual review has focused primarily on setting timelines and accountabilities for each outcome allowing staff and Council to create an Implementation Plan.

## **Communicate Progress**

Council and staff continue their commitment to ensuring the outcomes in the Strategic Plan are achieved. Annual reviews will continue and progress reports will be presented to Council and communicated to the community.

Our commitment to implementation continues:

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.

