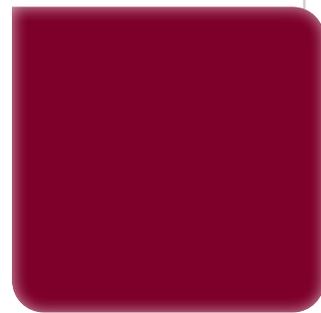
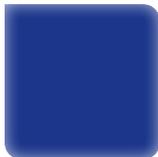
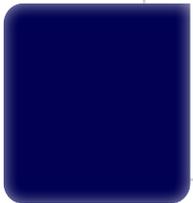
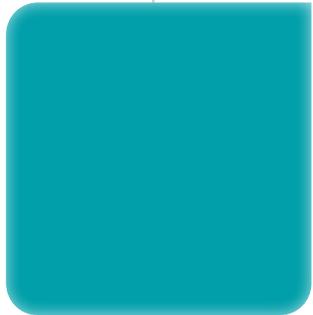


2015 Strategic Plan





Greetings

On behalf of Council of the Town of Pelham, I am proud to present the Town's 2015 Strategic Plan.

Throughout this Plan you will find ways in which Council strives to work with you and your neighbours and our dedicated Staff to preserve our unique urban and rural blend while inspiring Pelham to become the most vibrant, creative, and caring community in Niagara.

We commit to four major goals to achieve this Vision and Mission: feel like a small Town; enhance the quality of life in our Town; provide the environment so Pelham businesses can thrive; and for the Town to become financially resilient for the next 20 years. We also aspire to being open and transparent, accountable, fair and equitable while we achieve these goals.

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

Sincerely yours,

Dave Augustyn, Mayor



Pelham Town Council (2014 to 2018) left to right: Councillor Peter Papp, Councillor Richard Rubiak, Mayor Dave Augustyn, Councillor John Durley, Councillor Catherine King, (seated) Councillor Gary Accursi, Councillor Marvin Junkin.



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.

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.



Cultivating Our Future

In early 2015, Town Council and Senior Staff engaged in a strategic planning session to help identify the priorities for moving Pelham forward.

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

Together, they identified four key strategic goals as the prevailing priorities for the coming years:

1. Feel like a small town
2. Enhance the quality of life in our Town
3. Provide the environment so our businesses can thrive
4. Become financially resilient for the next 20 years

From these goals, they established a set of objectives and initiatives to ensure the journey to the vision can be measured.

Council and staff are accountable for implementing this 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 Community Plan

Vision

To be the most vibrant creative & caring community in Niagara

Mission

Enhance our unique blend of our urban & rural communities

Values

Open & Transparent, Accountable, Fair & Equitable



- Protect people and property
- Build a multi-faceted community centre
- Meet or exceed our customer service standards



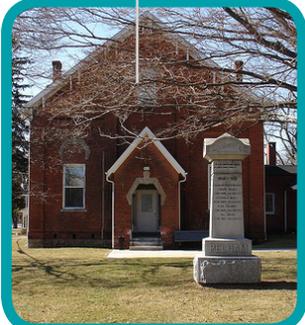
Goal

3.
Provide the environment so our businesses can thrive



Goal

1.
Feel like a small town



Goal

2.
Enhance the quality of life in our Town



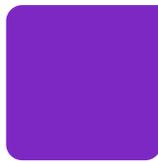
- Build trust in our corporation
- Engage residents in decision making
- Make sure volunteer committees operate within our strategic plan
- Promote fairness & equity in our Town (Corporation)



Goal

4.
Become financially resilient for the next 20 years

- Develop a 20 year financial plan for the strategic plan
- Reduce the amount of carbon consumed





Town of Pelham Vision

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

Shaping our Future...

The Town of Pelham is one of 12 lower-tier municipalities in the Niagara Region. What distinguishes Pelham from others is our unique blend of urban and rural landscapes, the vibrancy and connectedness of our small Town, and the character of the villages that residents, businesses, community groups 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 volunteerism and people bringing vitality to the Town. We are the most desirable, picturesque community where villages connect and businesses thrive.

Our vision guides our decisions and keeps 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.



Town of Pelham Mission

"Enhance our unique blend of our urban and rural communities."

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. Town staff provides exceptional customer service and guides people to the help they need.

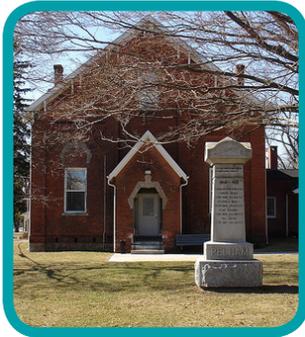
We will ensure that the community is a safe place to live, work, invest and play. We are the guardians of the community infrastructure and maintain the community assets in which we all take pride. We embrace the community as a whole and work together to keep it vibrant and prosperous.

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



Goal

1.
Feel like a small town



Goal One

Feel like a small town

Priorities:

- Build trust in our corporation
- Engage residents in decision making
- Make sure volunteer committees operate within our strategic plan
- Promote fairness and equity in our Town (corporation)

Initiatives:

- Clearly show openness and transparency of the corporation
- Determine what openness and transparency problems exist in the Town
- Get "small town feel" defined
- Encourage residents to communicate in different ways with the Town
- Create and update Employee Handbook
- Retain Quality staff that are satisfied and dedicated
- Implement our new ways of communicating
- Implement celebrating individual and departmental successes
- Implement Staff Intranet
- Provide opportunities for staff input



Goal

2.

Enhance the
quality of life in
our Town



Goal Two

Enhance the quality of life in our Town

Priorities:

- Protect people and property
- Build a multi-faceted community centre
- Meet or exceed our customer service standards

Initiatives:

- Determine implications of severe storm events
- Prepare for more severe and frequent storms
- Identify the requirements for a preventative maintenance program for extreme storms
- Develop a pre/during/post incident communication plan
- Develop a training and education plan relating to extreme emergencies for staff and residents
- Complete the design of a multi-faceted community centre
- Develop realistic customer service standards
- Find out what the customer service expectations of residents are
- Determine our optimal customer service standard and measure service needs
- Provide Adequate Corporate Services as we grow



Goal

3.

Provide the environment so our businesses can thrive



Goal Three

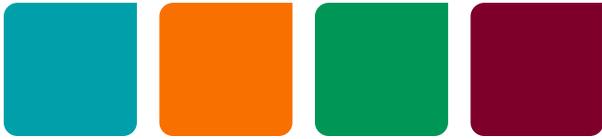
Provide the environment so our businesses can thrive

Priorities:

- Develop a realistic economic development plan
- Offer public transportation to Pelham residents

Initiatives:

- Figure out our unique target businesses and markets
- Continue work with the Town of Pelham Economic Development Working Group
- Find ways to best link with the regional transit system
- Secure funding for transportation pilot program



Goal

4.

Become financially resilient for the next 20 years



Goal Four

Become financially resilient for the next 20 years

Priorities:

- Develop a 20-year financial plan for the strategic plan
- Reduce the amount of carbon consumed

Initiatives:

- Plan for rapid growth
- Develop new revenue sources outside taxation
- Develop and implement capital asset management plan
- Implement the Green Team Project
- Define efficiencies in each department to help reduce overall use of resources



From Planning to Implementation

The success of the Town's plan is our accountability for seeing it through. This 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 continues:

Involve the Community

The Town has engaged residents 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 focuses primarily on setting timelines and accountabilities for each outcome allowing Council and staff 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 Strategic Plan is the map that will take us from where we are to where we want to be. 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 being accountable to the community for its success.