

SC-14/2019 - Special Meeting of Council

April 23, 2019

2:30 pm

Town of Pelham Municipal Office - Council Chambers

20 Pelham Town Square, Fonthill

Pages

1. **Call to Order and Declaration of Quorum**
2. **Approval of the Agenda**
3. **Disclosure of Pecuniary Interest and General Nature Thereof**
4. **Motion to Suspend the Rules to Allow for Staff Participation in the Strategic Planning Workshop**
5. **Strategic Plan Workshop - Conclusion** 1
6. **Confirming By-law** 18
7. **Adjournment**

# *Town of Pelham Strategic Plan 2019 - 2022*



## Introduction

The Town of Pelham is located in the centre of Niagara Region in Ontario, Canada. The town's southern boundary is formed by the Welland River, a meandering waterway that flows into the Niagara River. To the west is the township of West Lincoln, to the east the city of Welland, and to the north the city of St. Catharines. North Pelham contains the picturesque Short Hills. Two important creeks have their headwaters within Pelham; Coyle Creek, which flows south into the Welland River, and Twelve Mile creek, a spring-fed stream that flows north into Lake Ontario.

As a new Council, we are excited to share our 2019-2022 Strategic Plan developed jointly with the Town's Senior Leadership Team and with input from all staff. This 4 year Plan will guide our decision making, our work and will allow us to measure our performance and report our results to our community each year.





## Our Vision

We are proud to present our Vision for our Community. Our Vision is our motivation and it provides the foundation for our Strategic Plan

**Working together with the community to strengthen trust, enhance the quality of life and economic well-being for today and for the future.**



## Our Values

Our Values are important to all of us, as Council and as Town staff. They define our behaviours and strengthen our culture.

**We demonstrate leadership and commitment through our values.**

**Honesty:** We tell the truth, we have integrity and we are sincere.

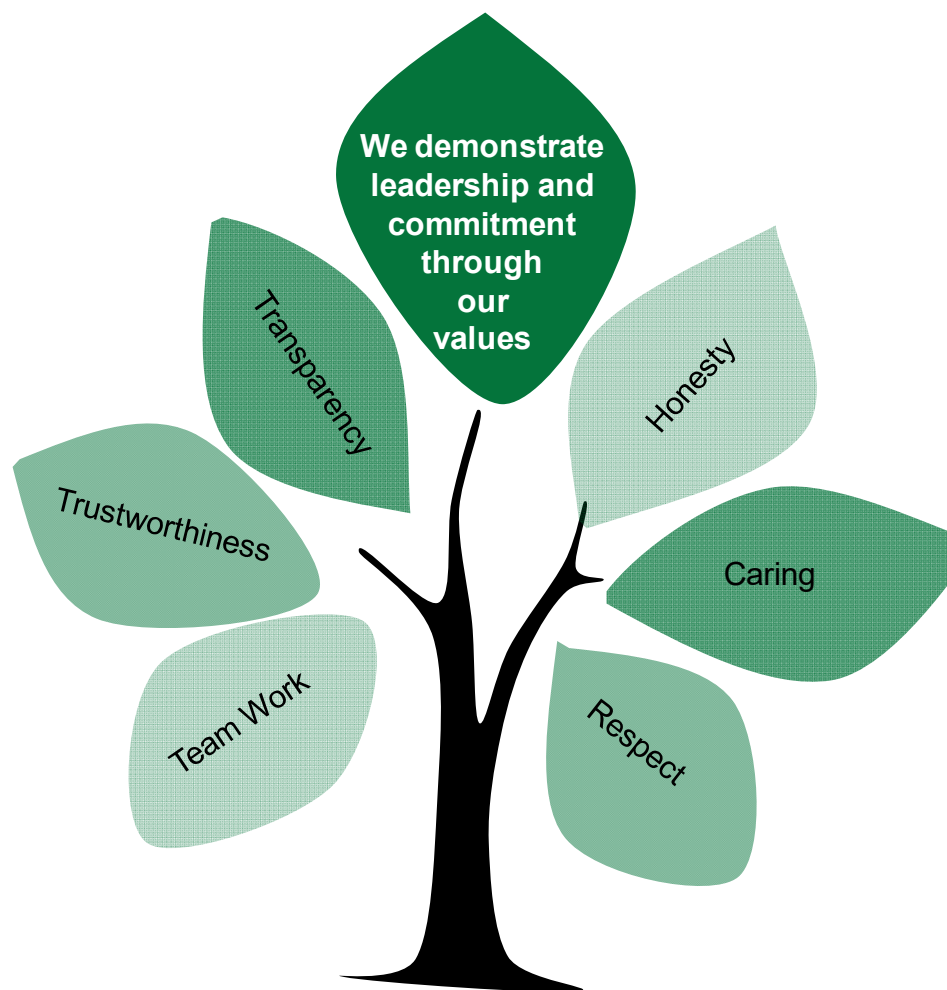
**Caring:** We are thoughtful, helpful and have concern for our community, each other and our work.

**Respect:** We value our interactions, we are polite, courteous and considerate.

**Transparency:** We ensure it is easy for others to see what decisions we make and what we do.

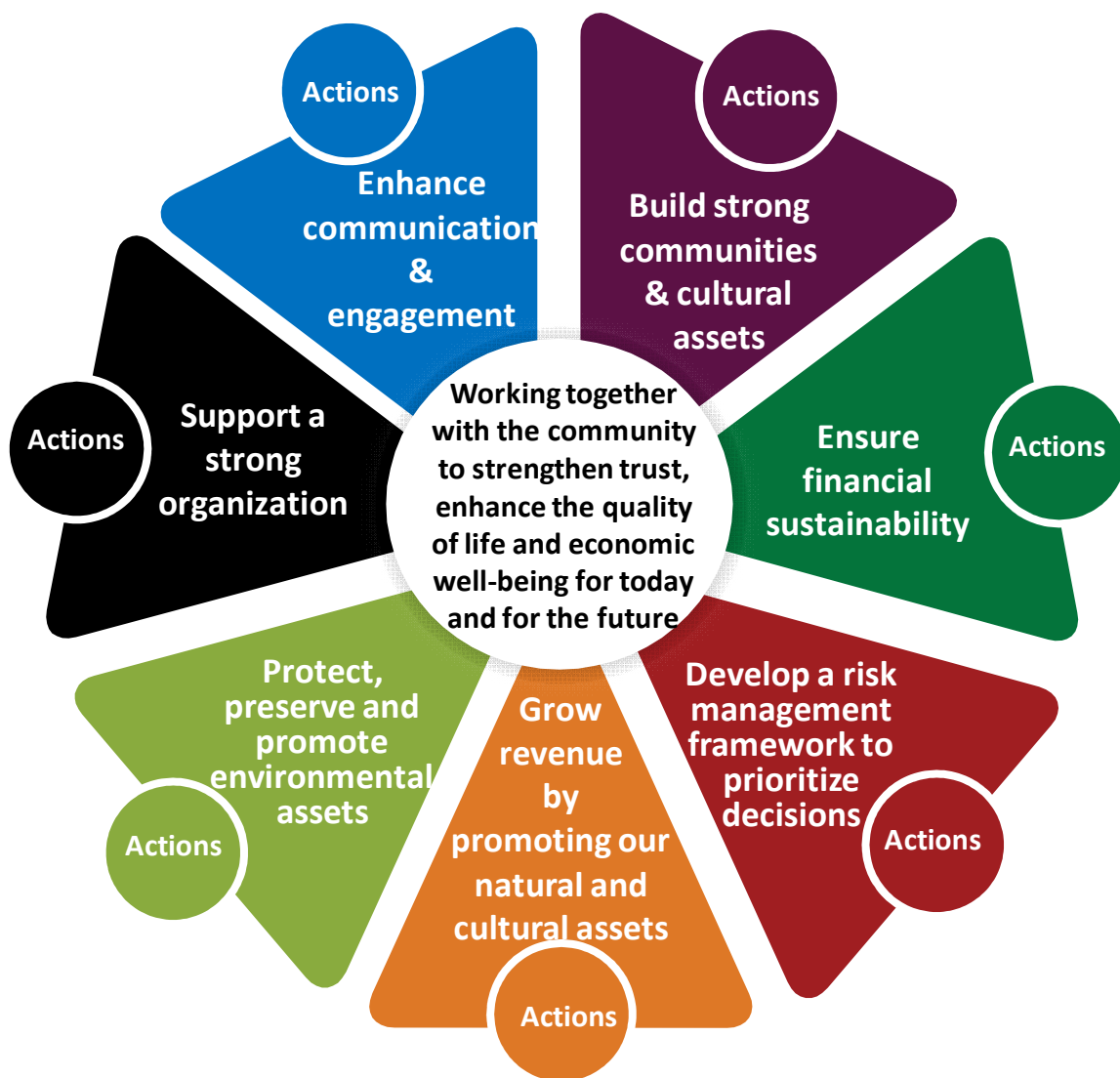
**Trustworthiness:** We are responsible, reliable and dependable.

**Teamwork:** We work collaboratively and together will achieve our Vision and Priorities.



## Our Strategic Priorities

Together, our Strategic Priorities define what we will focus on over the next 4 years. Each Priority contains a set of Actions which outline what specifically will be accomplished. To achieve our Vision the following 7 Priorities are required.

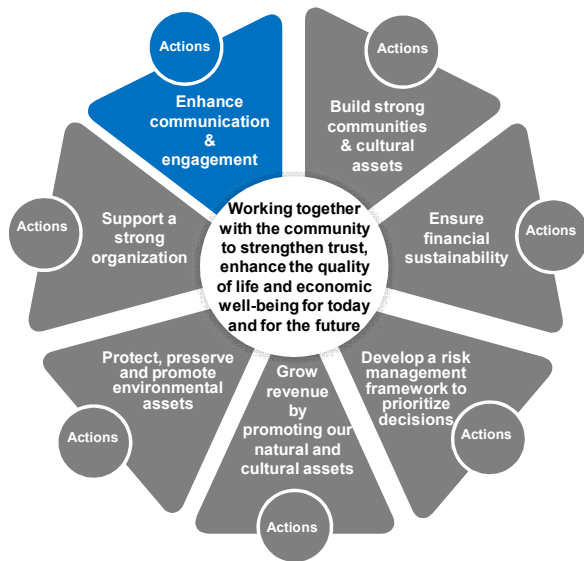






**The remainder of the Strategic Plan outlines our Actions. They describe the planned activities aligned with each of the 7 Strategic Priorities to be reflected in our day to day work.**





## **Enhance communication & engagement: To achieve this Priority each year we will focus on the following Actions:**

- Produce a Community Guide
- Continue to support and work with other Committees and Groups
- Promote and celebrate success

### **In 2019 we will complete the following Actions:**

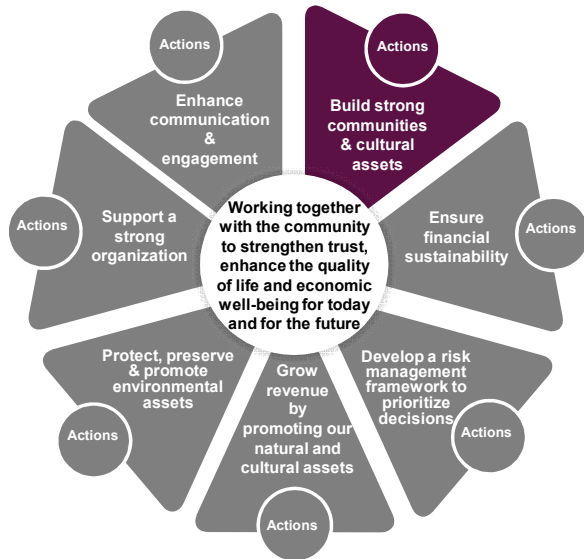
- Develop communications standards for all channels
- Update web site
- Improve telecommunications
- Introduce mass notification system
- Develop communication plan
- Open the Welcome Center with the Chamber of Commerce

### **In 2021 we will complete the following Actions:**

- Measure the customer experience

### **In 2022 we will continue to focus on this Priority.**





## **Build strong communities & cultural assets: To achieve this Priority each year we will focus on the following Actions:**

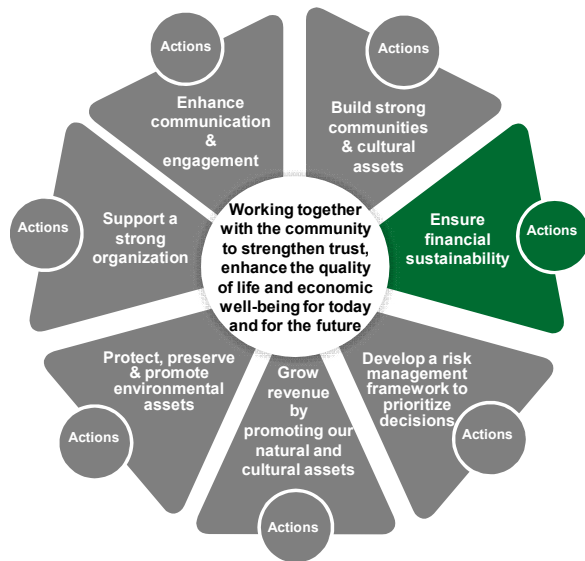
- Support Service Clubs
- Enhance opportunities for volunteers
- Promote Town events
- Increase “Love My Hood” events
- Build and enhance parks

## **In 2019 we will complete the following Actions:**

- Finalize East Fenwick secondary plan
- Review options for Pelham Town Square Gateway feature
- Expand transit service
- Address cannabis requirements and regulations
- Finalize land sales for medical building and long-term care facility

## **Over the years of 2020-2022 we will complete the following Actions:**

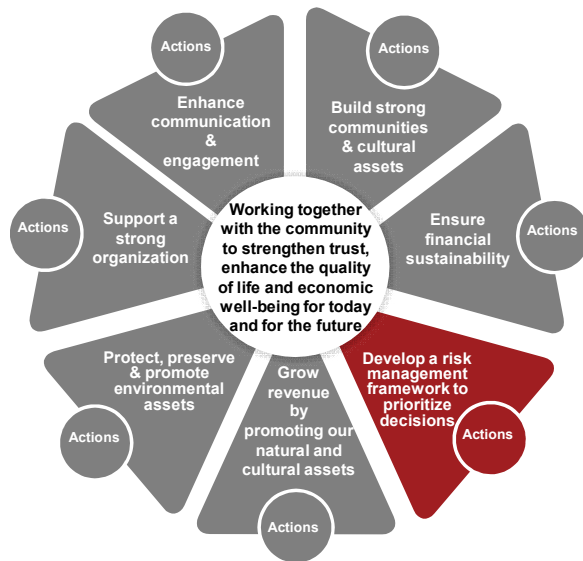
- Address Air B&B requirements and regulations (2020)
- Investigate BIA opportunities (2020)
- Explore and implement safety and traffic calming measures (2020)
- Develop program to promote establishment of Neighbourhood Associations (2020)
- Complete zoning bylaw (2021)
- Investigate options for Splash Pad (2021)
- Enhance Business Community relationships through Business Chamber of Commerce (2022)



### **Ensure financial sustainability: To achieve this Priority in 2019 we will complete the following Actions:**

- Update Reserves Policy
- Develop Debt Policy
- Develop Cash Management Policy
- Establish an Audit Committee
- Establish Utility Sustainability Committee

**In 2020-2022 we will continue to focus on this Priority.**



**Develop a risk management framework to prioritize decisions: To achieve this Priority in 2019 we will complete the following Action:**

- Develop Capital Asset Strategic Policy (2019)

**In 2020 we will complete the following Actions:**

- Develop and implement a Risk Management Framework (2020)
- Complete Capital Asset Management Plan (2020)

**In 2021-2022 we will continue to focus on this Priority.**





**Grow revenue by promoting our natural and cultural assets: To achieve this Priority each year we will focus on the following Actions:**

- Work with MCC User Group Committee to determine opportunities
- Work with MCC Hospitality Committee to determine opportunities
- Promote walkability, cycling and trails
- Promote festivals and events
- Support seniors Active Living Program
- Explore additional grant opportunities
- Explore feasibility of expanding youth programs

**In 2019 we will complete the following Actions:**

- Finalize MCC parking strategy (2019)
- Explore interest for a Hotel (2019)

**In 2020-2022 we will continue to focus on this Priority.**



**Protect, preserve and promote environmental assets: To achieve this Priority over the next 2 years (2019-2020) we will complete the following Actions.**

- Implement policies and procedures to protect and preserve environmental assets
- Develop policies and protocols to address impacts of climate change
- Introduce best practices related to climate change

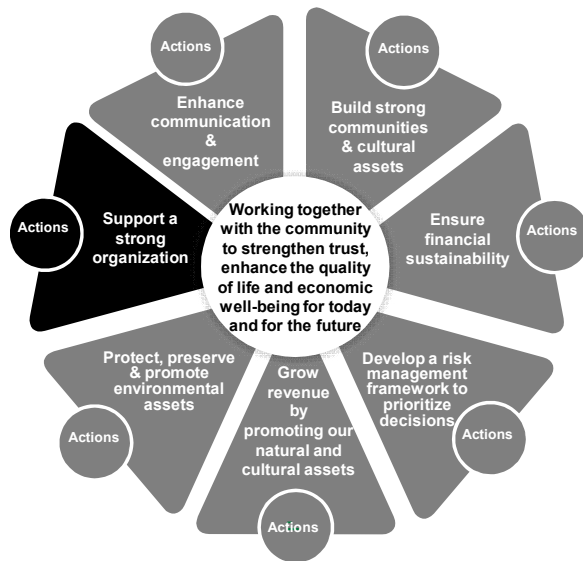
**In 2020 we will complete the following Actions:**

- Create community awareness in regards to importance of environmental assets
- Educate and create awareness of climate change impacts

**In 2021 we will complete the following Actions:**

- Work with other Agencies to enhance protection opportunities

**In 2022 we will continue to focus on this Priority.**



**Support a strong organization: To achieve this Priority each year we will focus on the following Actions:**

- Continue to process improve
- Focus on enhancing staff cross departmental communication and team building

**In 2020 we will complete the following Actions:**

- Develop a succession plan
- Review performance management program
- Review staff recognition program

**In 2021 we will complete the following Action:**

- Renew and enhance Public Service Request system (PSR)

**In 2022 we will continue to focus on this Priority.**



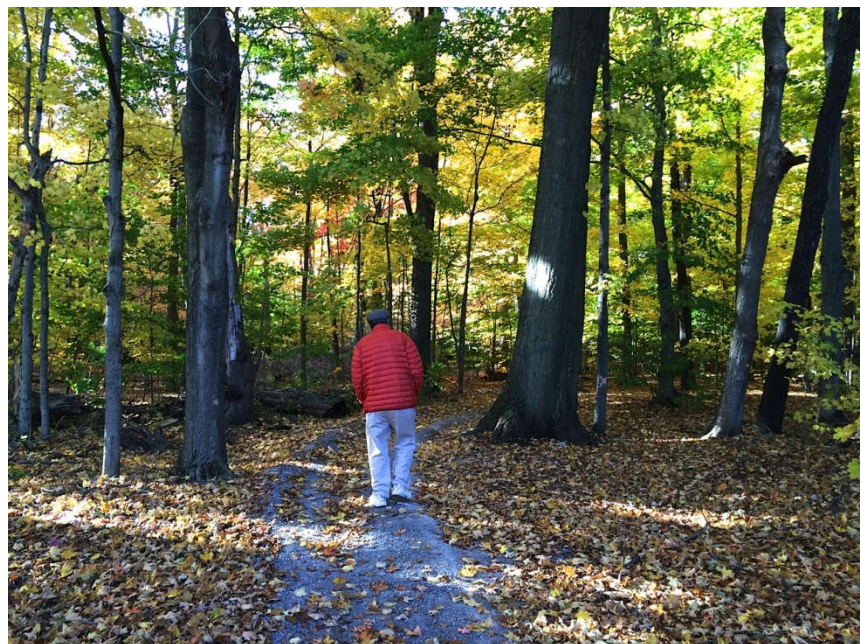
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*We will measure our performance annually and report our accomplishments.*

*Each year we will take the time to review our Strategic Plan, make any required adjustments and determine how successful we were with our Actions.*

*We will provide an update on our accomplishments, any areas we need to improve on and also provide a list of Actions to be completed in the following year.*

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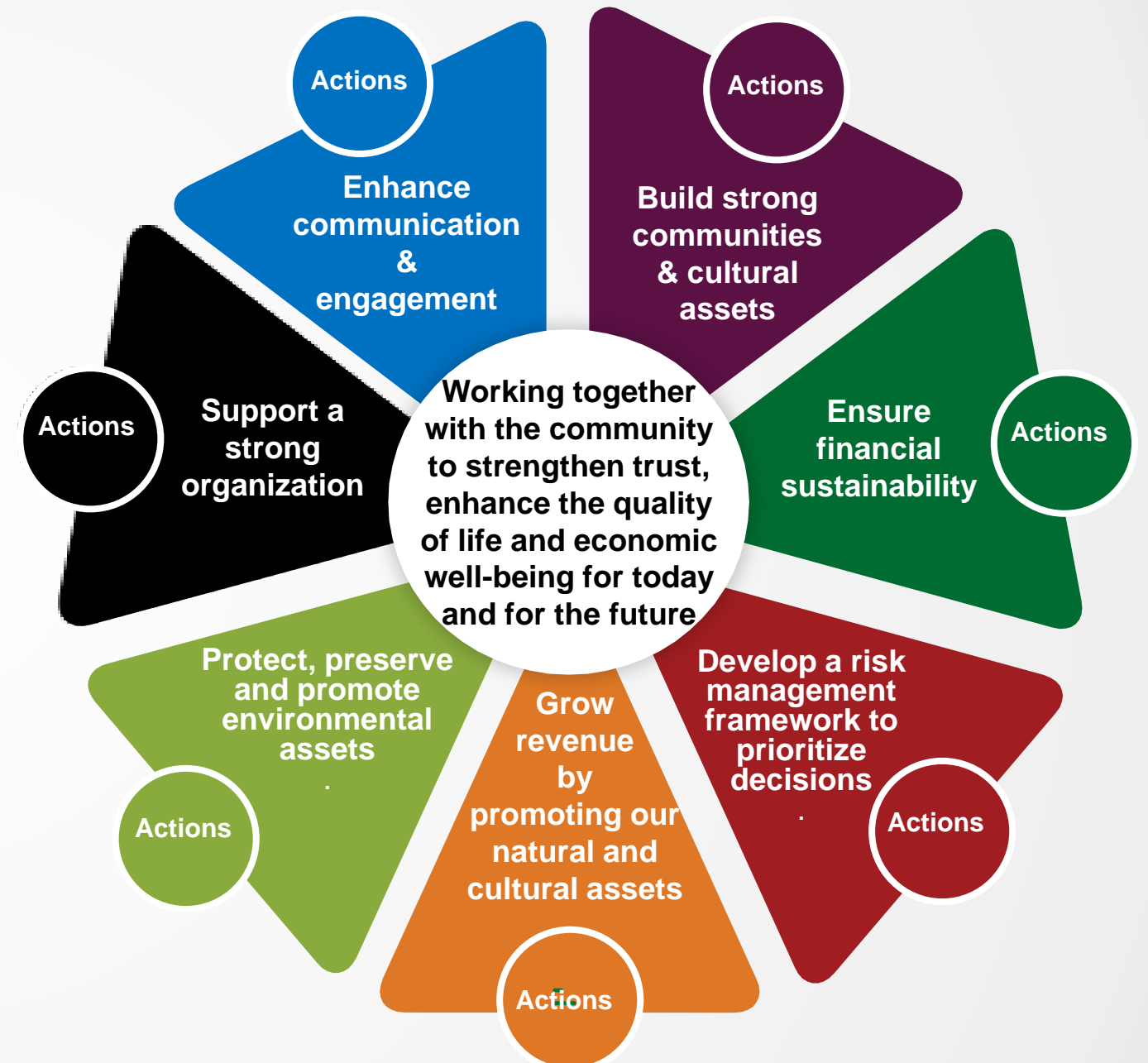
**We hold a strong commitment to improving daily life of our community and the future of the Town of Pelham. We will make a positive difference. We have dedicated time and thoughtfulness to set the Vision, Priorities and Actions for the next four years. These elements represent our 2019-2022 Strategic Plan. We have set our critical path and we are committed to success.**

**Signature page**

## Values



## Priorities



## Our Commitment

We hold a strong commitment to improving daily life of our community and the future of the Town of Pelham. We will make a positive difference. We have dedicated time and thoughtfulness to set the Vision, Priorities and Actions for the next four years. These elements represent our 2019-2022 Strategic Plan. We have set our critical path and we are committed to success.

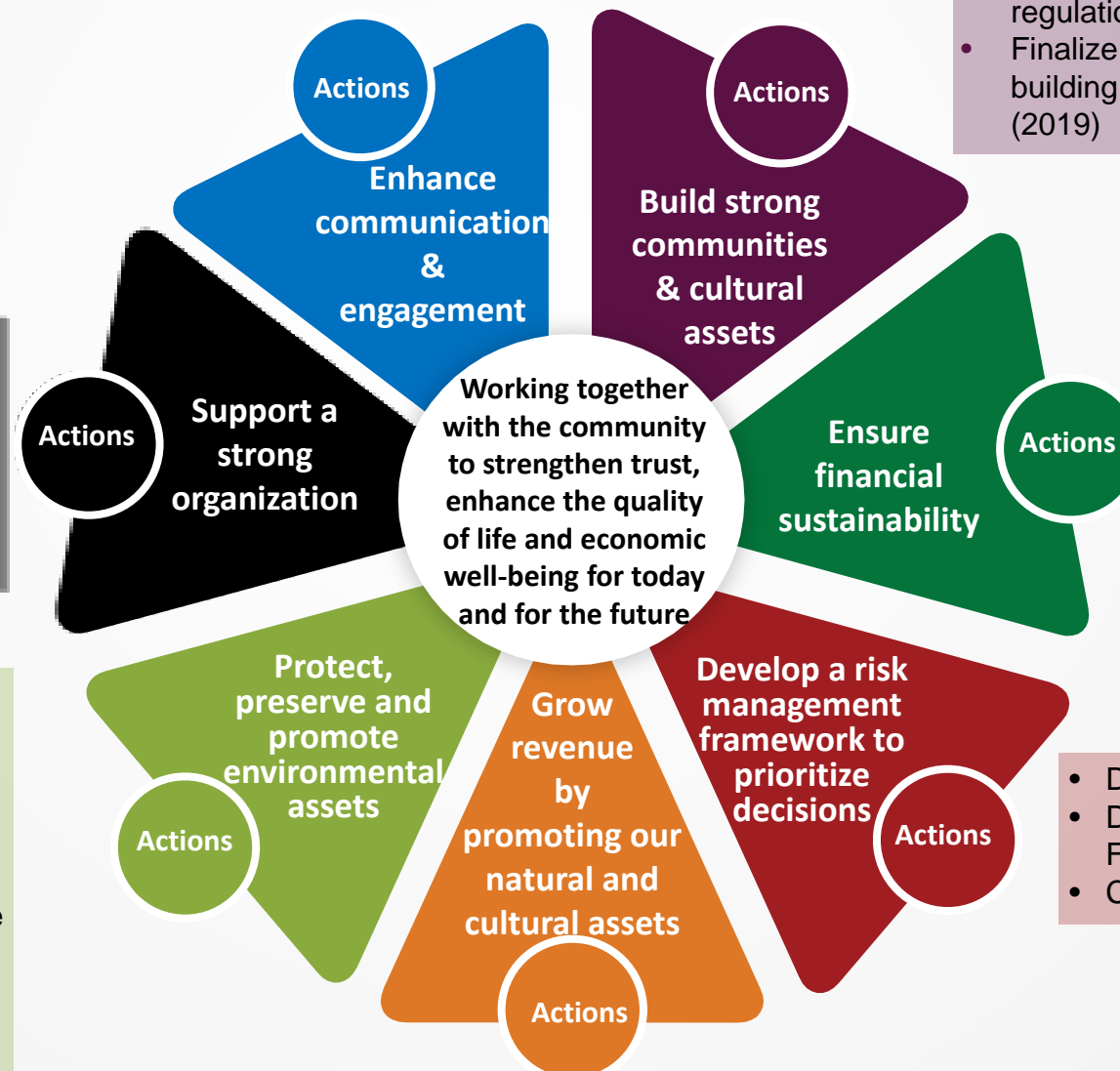




- Produce a Community Guide (each year)
- Continue to support and work with other Committees and Groups (each year)
- Promote and celebrate success (each year)
- Develop communications standards for all channels (2019)
- Update web site (2019)
- Improve telecommunications (2019)
- Introduce mass notification system (2019)
- Develop communication plan (2019)
- Open the Welcome Center with the Chamber of Commerce (2019)
- Measure customer experience (2021)

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THE CORPORATION OF THE  
T O W N   O F   P E L H A M  
BY-LAW #4099(2019)

Being a by-law to adopt, ratify and confirm the actions of the Council at its special meeting held on the 23<sup>rd</sup> day of April 2019.

WHEREAS Section 5 (3) of the Municipal Act, S.O. 2001, Chapter M.25, as amended, provides that, except if otherwise authorized, the powers of Council shall be exercised by by-law;

AND WHEREAS it is deemed desirable and expedient that the actions of the Council as herein set forth be adopted, ratified and confirmed by by-law;

NOW THEREFORE COUNCIL OF THE CORPORATION OF THE TOWN OF PELHAM ENACTS AS FOLLOWS:

- (1)           (a) The actions of the Council at its meeting held on the 23<sup>rd</sup> day of April, 2019, including all resolutions or motions approved, are hereby adopted, ratified and confirmed as if they were expressly embodied in this by-law.  
              (b) The above-mentioned actions shall not include:
  - (I) any actions required by law to be taken by resolution, or
  - (II) any actions for which prior Ontario Municipal Board approval is required, until such approval is obtained.
- (2)           The Mayor and proper officials of the Corporation of the Town of Pelham are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.
- (3)           Unless otherwise provided, the Mayor and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of the Corporation of the Town of Pelham to all documents necessary to give effect to the above-mentioned actions.
- (4)           THAT this by-law shall come into force on the day upon which it is passed.

READ, ENACTED, SIGNED AND SEALED

THIS 23<sup>rd</sup> DAY OF April, 2019 A.D.

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MAYOR MARVIN JUNKIN

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TOWN CLERK, NANCY J. BOZZATO