

**SCOW-04/2023****Saturday, February 25, 2023****Pelham Fire Station #2****766 Welland Road**

The Town of Pelham is holding hybrid meetings of Council and Committee in accordance with Procedure By-law 4507(2022). Public access to meetings will be provided in-person at the location indicated on the agenda, via Livestream: [www.youtube.com/townofpelham/live](http://www.youtube.com/townofpelham/live) and subsequent publication to the Town's website at [www.pelham.ca](http://www.pelham.ca).

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**Pages****1. Call to Order and Declaration of Quorum****2. Land Recognition Statement**

We begin this meeting by acknowledging the land on which we gather is the traditional territory of the Haudenosaunee and Anishinaabe peoples, many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties and is within the land protected by the Dish With One Spoon Wampum agreement. Today this gathering place is home to many First Nations, Metis, and Inuit peoples and acknowledging reminds us that our great standard of living is directly related to the resources and friendship of Indigenous people.

**3. Adoption of Agenda****4. Disclosure of Pecuniary Interest and General Nature Thereof****5. Motion to Suspend the Rules for the Full and Free Participation of Town Staff in the Strategic Planning Process****6. 2023-2027 Strategic Planning Session****3 - 24**

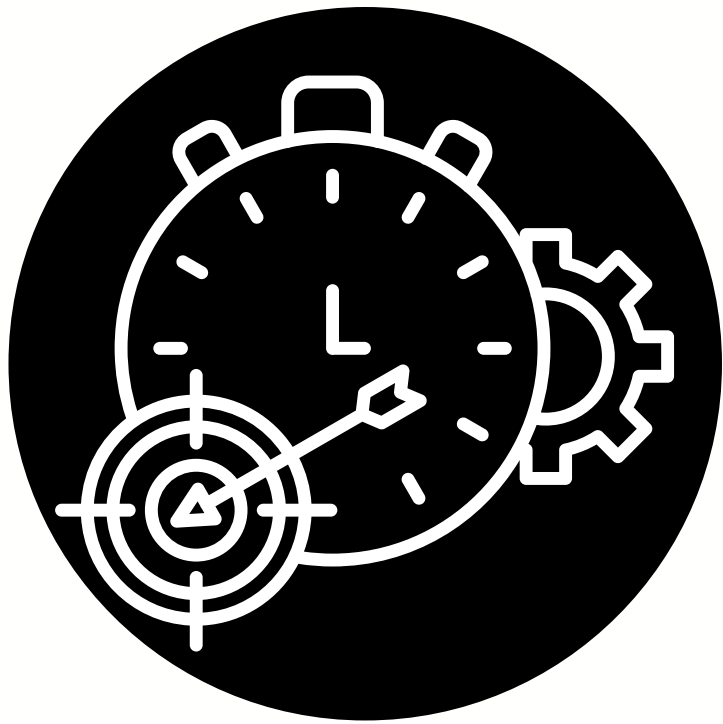
- Mission Statement

- Vision Statement
- Values
- Strategic Focus
- Action Items

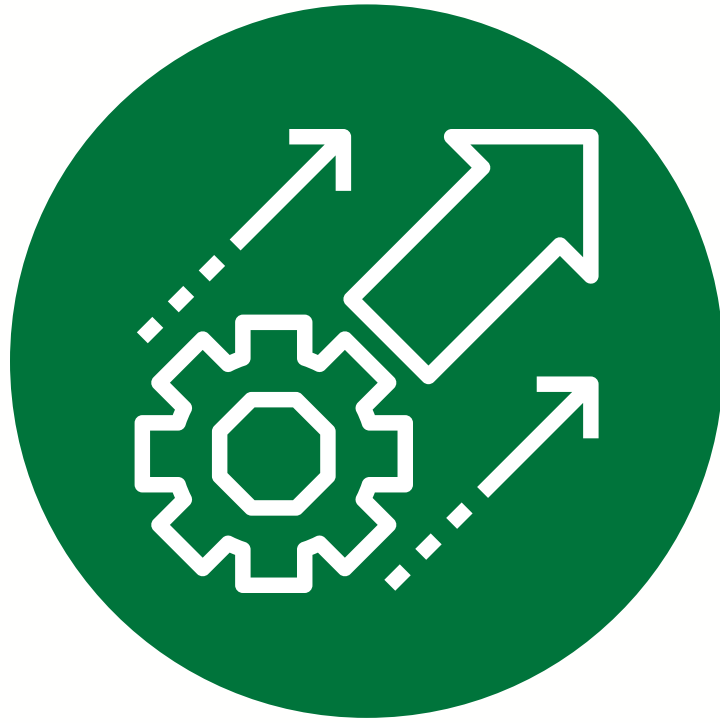
## **7. Adjournment**

# Strategic Planning Session

2023-2027



# General Comments



Better is possible.



We want a plan that is ambitious, yet achievable and that reflects the hopes, needs and aspirations of the community.



Keep in mind that this is the guiding document for the municipal corporation (directly) and the community as a whole (indirectly).

# Alignment is Key!



Senior leaders, including the CAO, need to constantly refer to this plan.



This ensures that most corporate activities align with Council's vision.



“

Strategic Planning  
is more than a  
laundry list of  
things to do –  
but it is that too.

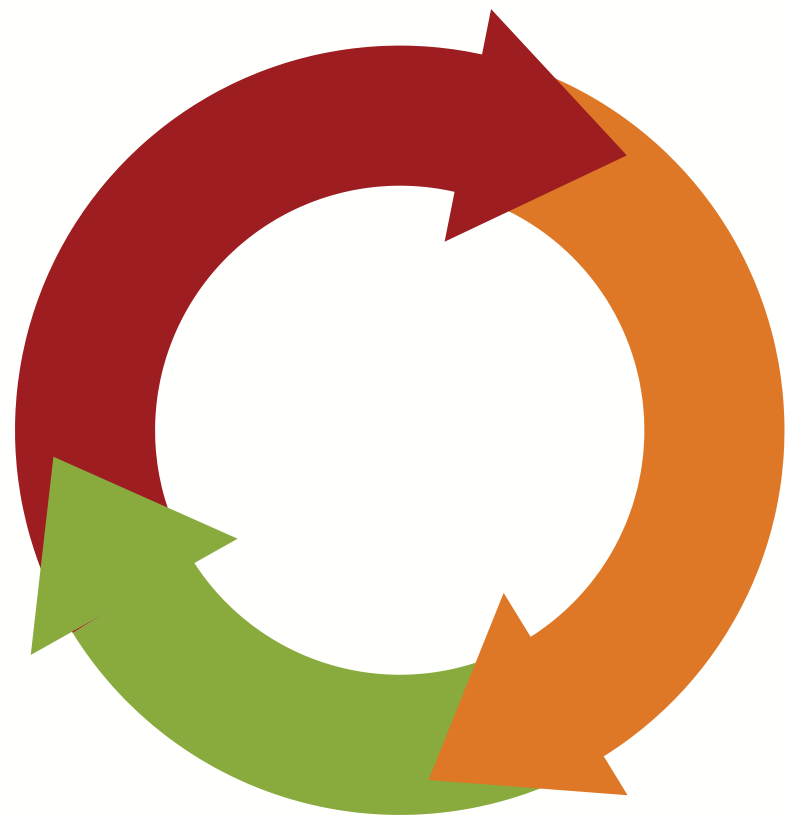
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27

Last term the Town  
accomplished 27 action  
items in four years



# There is a role for everyone...

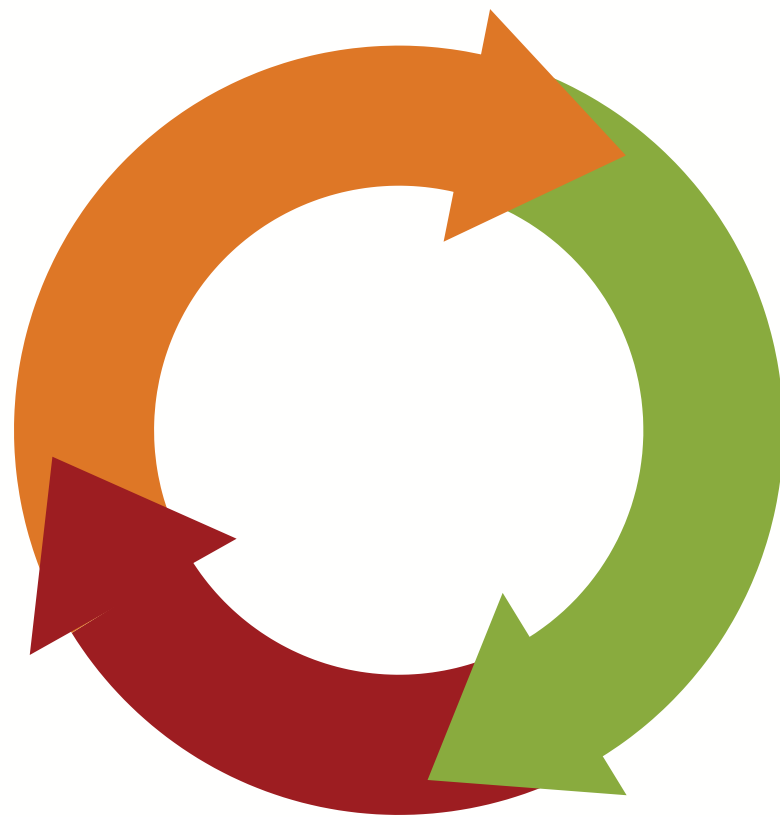


## Elected Officials

make the decisions, establish the priorities, identify the values, hold staff to account. Also ensure that Town policy furthers strategic objectives.



# There is a role for everyone...



## Staff

ingrain the plan into the corporate fabric, do the work identified in the plan and provide reporting and feedback on progress towards objectives.





# There is a role for everyone...



## The Community

holds both council and staff accountable, demands transparency, and residents can volunteer to help deliver services.





# Mission / Purpose

This is why the municipal corporation exists, and the ultimate reason for everything we do!



# Mission Examples



- To make Pelham prosperous, progressive and green.
- To provide services to support a sustainable, caring community with exceptional quality of life.
- A responsive public service provider that fosters change to build a better Pelham.
- Fulfill the needs of those who live, work and play in Pelham.
- Pelham – where everyone has access to meaningful opportunities.

# Vision

One or two sentences that is an achievable version of the Mission/Purpose Statement.



# Vision Examples

- Pelham: a Town that boasts a high quality of life by valuing its people and natural environment.
- A vibrant town, leading the way in community-driven excellence.
- An inclusive, prosperous community where we look after each other.
- To be a vibrant community of communities.
- Committed to open and transparent governance, while providing high quality services.



# Values

This is what  
Pelham stands for.

Values underpin the other four parts of the plan and are what we look to for guidance in times of uncertainty.



# Values Examples

- Integrity
- Respect
- Caring
- Collaboration
- Empathy
- Compassion
- Wellness
- Responsible/Accountable





# Strategic Focus



Ideally, we will concentrate on 4 – 6 subject/topic areas.



All but one should be externally focused.



# Strategic Focus Examples

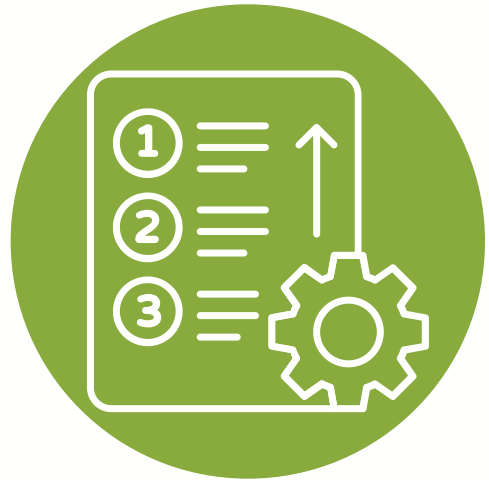
- Corporate Capacity & Efficiency
- Equity, Diversity & Inclusion
- Sustainable Growth
- Increased Housing Supply & Variety of Housing Options
- Economic Development
- Corporate Financial Health
- Climate Change Preparedness & Energy Efficiency
- Enhance Cultural/Recreational Opportunities
- Strengthening Partnerships, Plans and Strategies
- Improving Community Accessibility
- Good Governance
- Employee Engagement



# Action Items



Practical items you want to see accomplished during the next four years.



These will be placed under the various areas of Strategic Focus.



You will review these to see that we have balance, or that we place more emphasis on areas of greatest importance, as Council prefers.



# Action Item Carryovers from Last Council



New  
Official Plan



East Fenwick  
& South  
Fonthill  
Secondary  
Plans



Update  
Code of  
Conduct



Risk  
Management  
Framework

# Action Items Suggested by SLT

- Future of Fonthill Library
- Parking/MCC Lands/Pelham Square
- Future of Investment in Hydro
- Airport Governance, Financing & Capital Needs Assessment
- Shared Service Model – Building Inspection, ACC, Purchasing
- Governance Model (Elections, Committee Structure, Council Meetings)
- Environmental and/or Climate Change and/or Sustainability Advisory Committee
- Community Gardens/Communities in Bloom/Green Public Participation
- Tice Road Expansion/Renovation/Relocation
- Formal Debt Targets & Discussion of Financial Positioning
- Revised Engineering Standards
- Facilities Master Plan



# Action Items Suggested by SLT



- Policy and Operations re Stormwater Management Ponds
- Electric Vehicle Fleet & Charging Stations
- Technology/Software Enhancements for Corporate Productivity (e-permitting, SAP Concur, MuniPass, e-billing property taxes)
- Mobile Parking/Ticketing Solutions
- Customer Service Initiative ("Service Pelham")
- BIA/CIP/Economic Development

# Action Items Suggested by SLT



- Insurance Review
- Improved Recycling at Municipal Events
- Procurement Policy & Process
- Evolution of Fire Fleet (Heavy Rescue)
- Technology improvements for Public Works (inspection software, water system records, GIS plow tracking, etc)
- New System for Special Events

# Measurements & Metrics

Staff will suggest some of these in the draft after Council settles on the first draft content –

you tell us where to go, what matters and what to focus upon;  
we'll suggest ways to measure progress and success/failure.

