

# Town of Pelham Strategic Plan 2023-2027



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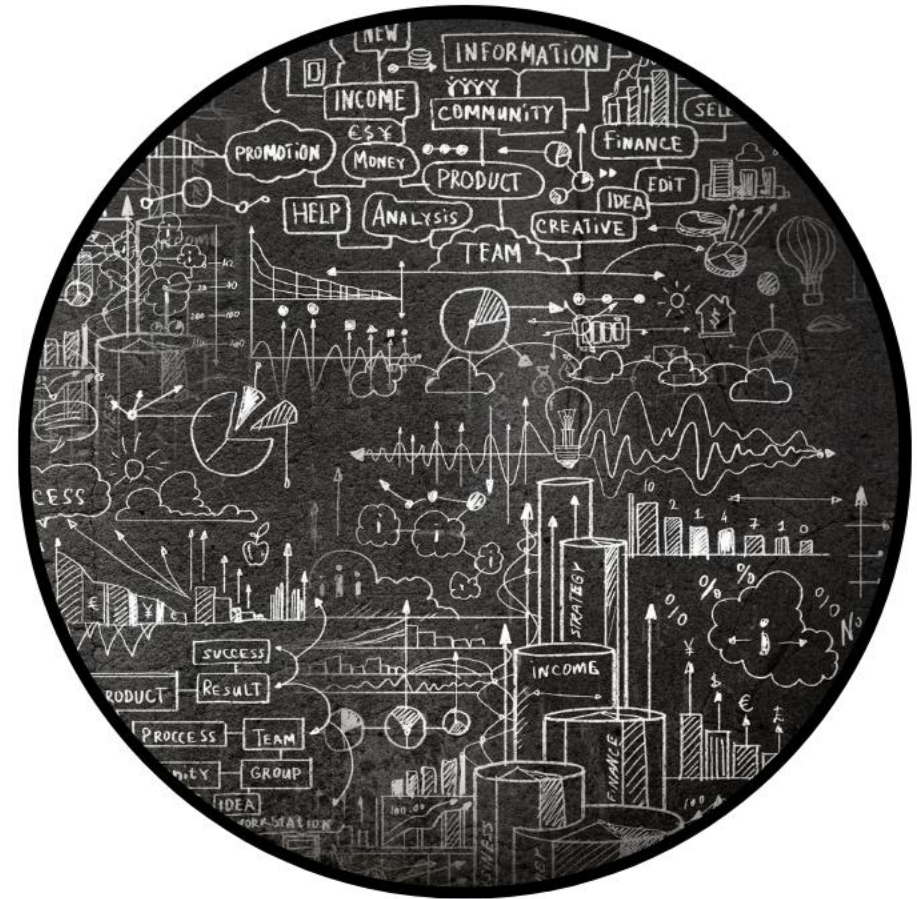




# Strategic Plan Overview

The Council and staff of the Corporation of the Town of Pelham are proud to present the 2023-2027 Strategic Plan, a guiding document for the municipal corporation.

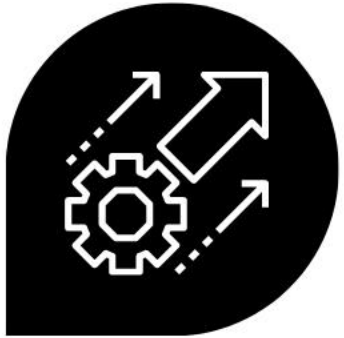
This four-year plan will guide the decision-making and the work to be done within Pelham. The plan will allow the community to measure performance each year.



# Message from the Mayor

Fresh off an election, community leaders came together to identify a strategic direction for the place we call home. Council members brought forward the desires of residents, while staff provided technical data, which were combined to create the foundation of the strategic plan.

Strategic goals and priorities were established for the coming years. Council and staff will now be accountable for implementing this plan, which provides purposeful actions that will align with the vision and mission for Pelham.



**This plan is ambitious yet achievable and reflects what residents have shared about their hopes, needs and aspirations for the community.**



# 2023-2027 Council

The Town of Pelham Council consists of seven members serving a four-year term. The Mayor is elected Town-wide, and six councillors are elected from three wards across the Town.



**Mayor**  
Marvin Junkin



**Ward One Councillor**  
Kevin Ker



**Ward Two Councillor**  
Brian Eckhardt



**Ward Three Councillor**  
Bob Hildebrandt



**Ward One Councillor**  
Wayne Olson



**Ward Two Councillor**  
John Wink



**Ward Three Councillor**  
Shellee Niznik

# Senior Leadership

The Chief Administrative Officer and Directors are responsible for implementing the direction set out by Council, including the provision of high-quality community-focused services and overall leadership to the organization.

The Senior Leadership Team is responsible for implementing the goals and objectives outlined in the Strategic Plan.



**David Cribbs**  
Chief Administrative  
Officer (CAO)



**Teresa Quinlin-Murphy**  
Director, Corporate Services  
and Treasurer



**Jennifer Stirton**  
Town Solicitor



**Barbara Wiens**  
Director, Community Planning  
and Development



**Vickie vanRavenswaay**  
Director, Recreation, Culture,  
and Wellness



**Bob Lymburner**  
Fire Chief and Director of  
By-law Services



**Holly Willford**  
Town Clerk



**Jason Marr**  
Director, Public Works

# About Pelham

Located in the heart of Niagara is The Town of Pelham, a fusion of rural and urban areas in five communities. Pelham offers residents a unique lifestyle rich with history, agriculture and natural beauty. Pelham's central location makes it an ideal community for commuters, life-long residents, and businesses. With a range of services, facilities, parks, trails and award-winning events, Pelham embraces progress while preserving a small-town feel.



**126 sq. km Land Area**  
144 Population Density  
per sq. km



**18,192 Total Population**  
By age group 0-14: 15%  
15-64: 57.8% | 65+: 27.3%



**6.3% Population Growth**  
(2016 to 2021)  
From 17,110 to 18,192



# Everyone has a role

A strategic plan has roles for everyone in the municipality.



## **Council**

makes the decisions, establishes the priorities, identifies the values, and holds staff to account. Council also ensures that Town policy furthers strategic objectives.



## **Town Staff**

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



**Residents hold both council and staff accountable and demand transparency. Residents also serve as community volunteers who partner in the delivery of events and services.**





# Mission

Pelham – a caring, active  
and sustainable community.



**The Mission is the ultimate reason for everything  
that is done by the municipality.**



# Vision

Pelham promotes an exceptional quality of life and values its people, their experiences and the environment.



**The Vision is the motivation, and it provides the foundation for the Strategic Plan.**

# Values

Collaborative  
Inclusive  
Integrity  
Respectful  
Resilient



**Values underpin the strategic plan and are used for guidance.**



# Strategic Focus

Together, the Strategic Priorities provide areas of emphasis designed to help achieve the vision over the next four years.

- **Enhancing Capacity & Future Readiness**
- **Financial Health**
- **Environmental & Climate Adaptation**
- **Community Development & Growth**
- **Infrastructure Investment & Renewal**



Each priority contains a set of action items which are specific tasks to advance the areas of strategic focus.





# Environmental & Climate Adaptation

By focusing on environmental and climate adaptation, the Town of Pelham will prioritize actions that will continue to protect and conserve the natural heritage and resources in Pelham. Priorities of the Town in this area will provide the foundation for a clean, safe and sustainable environment for present and future generations.



**Pelham is in a position to be a strong steward of the environment.**







# Environmental & Climate Adaptation

## Action items to accomplish include:



Community Gardens  
/Communities In Bloom,  
Green Public Participation



Environmental and/or  
Climate Change  
Advisory Committee



Eco/Energy Building  
Standards Report



Improved Recycling at  
Municipal Events



Policy & Operations  
re: Stormwater  
Management Ponds



Electric Vehicle Fleet &  
Charging Stations



Net Zero Facilities  
Report



Tree Canopy &  
Reforestation







## Community Development & Growth

The future of Pelham will be determined by how development and growth pressures are managed. The central challenge will be to achieve measured growth of the community while protecting the high quality of life presently enjoyed by residents.



**Pelham is more than a location, it is also a dynamic community of people.**





# Community Development & Growth

## Action items to accomplish include:



Community Safety  
Zones/Traffic Studies



East Fenwick  
Secondary Plans



New Official Plan



Lathrop Trail System



Strategic use of Town  
Lands



South Fonthill Secondary  
Plans





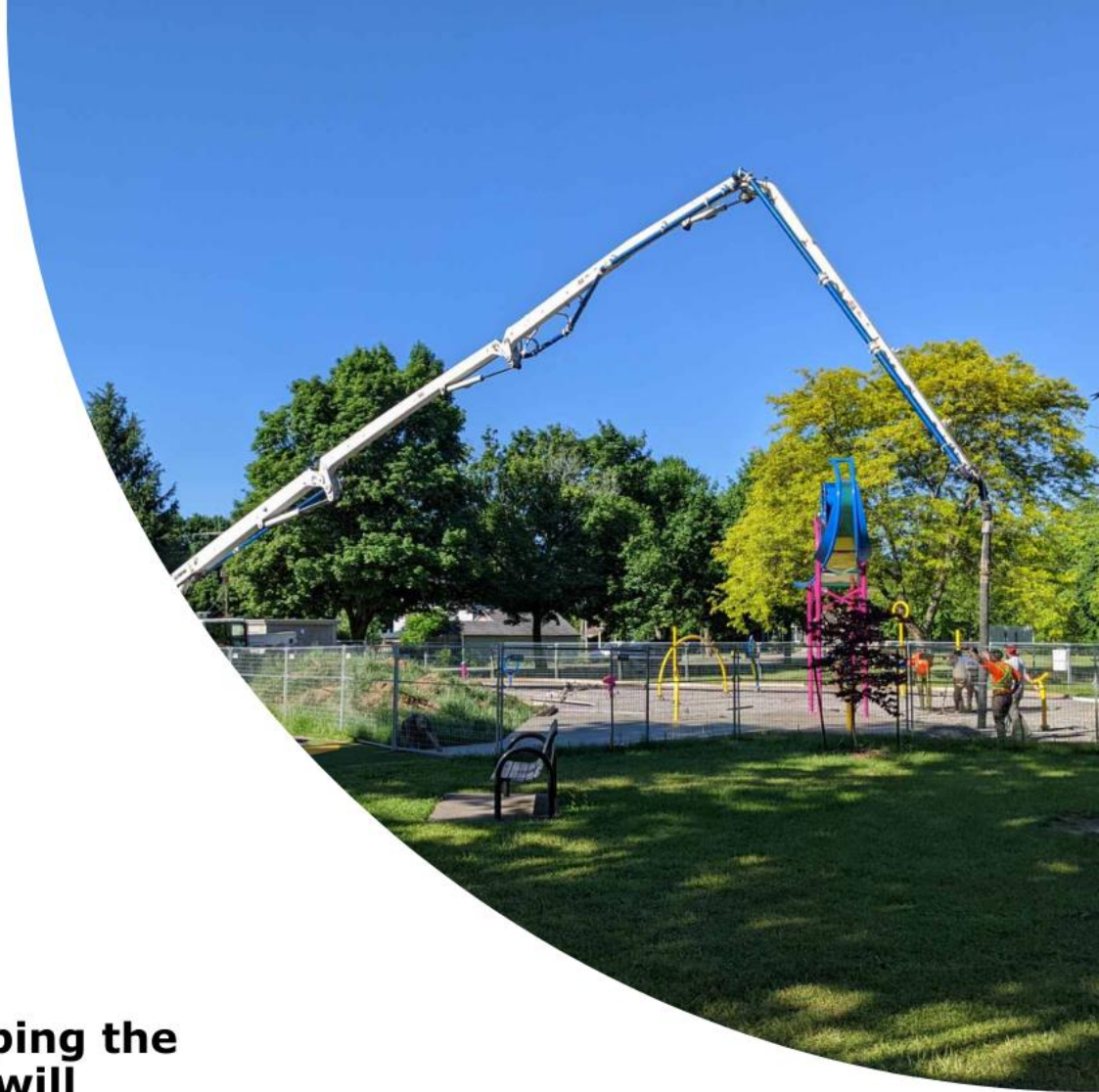


# Infrastructure Investment & Renewal

The Town of Pelham is home to a network of roads, trails, parks and community infrastructure that supports the residents. This strategic priority seeks to ensure that funding resources are sufficient to meet the maintenance, replacement and future needs of Pelham's infrastructure.



**Planning for future needs and developing the infrastructure requirements of today will prepare a strong foundation for the future.**







# Infrastructure Investment & Renewal

## Action items to accomplish include:



Evolution of Fire Fleet  
(Heavy Rescue)



Future of Fonthill  
Library Branch



Facilities Master Plan



Revised Engineering  
Standards



Fire Station #1  
Refurbish/Expansion



Roads Standards  
Recycle/Innovation



Tice Road Expansion/  
Reno/Relocation





# Enhancing Capacity & Future Readiness

Enhancing capacity and future readiness ensures that the municipal corporation will be able to meet the future needs of the community. A proactive approach with progressive management, utilization of technology and celebration of people will provide the framework to achieve this outcome.



**Preparing for the future needs in Pelham.**





# Enhancing Capacity & Future Readiness

## Action items to accomplish include:



Continuous Technological Enhancement – Corporate Services



Parking Technology



Continuous Technological Enhancement – Public Works



New System for Special Events



Municipal Elections & Governance Model



MCC Staff & Resource Reporting



Recreation & Culture Master Plan



Update Code of Conduct







# Financial Health

Financial reserves, levels of debt and property taxes collectively form the Town's financial health. Continuous improvement of these financial metrics builds the foundation for a brighter future in Pelham.



**Fiscally responsible while respecting the needs and resources of taxpayers.**





# Financial Health

## Action items to accomplish include:



Airport Governance,  
Financing & Capital Needs  
Assessment



Insurance Review



Future of  
Investment in Hydro



Formal Debt Targets &  
Discussion of Financial  
Positioning



Explore Shared  
Service Model with  
municipal partners



# Stay Connected

Learn more about the strategic priorities and action items completed and in progress by the Town of Pelham.

Stay up-to-date on the activities and progress over the next four years through the engaging Pelham platform and Town website.



**[pelham.ca/strategicplan](https://pelham.ca/strategicplan)**





**Inquires related to this plan and requests for alternate formats can be directed to:**

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Fonthill, Ontario  
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